



Human Resource Management Policy



Leadership, capability, teamwork, system, motivation, performance, result, & governance



Mukti Foundation (MF)
Tala, Satkhira, Bangladesh
06 February- 2022

FOREWORDS

This Human Resource Management (HRM) policy is one of the very important tools for Mukti Foundation (MF) to provide uniform guideline to all staff member to ensure that employees understand their roles, how their work contributes to achieving the goals of the organisation, and are focused on results which is supported by a performance management system within the organisation. This HRM policy intend to help in compliance with the statutory requirement and regulation of the organisation aligned with the law of the land and organisations capacity. It will also contribute to ensure effective and efficient use of resources, realise the full potentials of employees and provide a congenial working atmosphere along with job satisfaction and career development and respond to socio-economic development and humanitarian response to achieve organisational goal.

We would like to express our gratitude to CPU team for facilitating the process under the **Towards Greater Effectiveness and Timeliness in Humanitarian Emergency Response (ToGETHER)** project. Special thanks to Malteser International & COAST TRUST for sponsoring the cost of such institutional development process. We would like to extend our thanks to Mr. Rajan Ghimire & Md. Arif Dewan for facilitating the process and sharing thoughts and insights about the good practices and helping us adopting some of them.

We believe that this policy document will help concerned colleagues of MF to manage their performance, leading people, deal with HRM issues and services more systematically to achieve the organisational objective including reaching services to the community efficiently during emergency.



Satkhira
06 February 2022



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List of Acronyms

CEO	:	Chief Executive Officer
MF	:	Mukti Foundation (MF) -An NGO
CV	:	Curriculum Vitae
DSA	:	Daily Subsistence Allowance (Per diem)
ED	:	Director
GoB	:	Government of Bangladesh
HRD	:	Human Resource Development
HRM	:	Human Resource Management
ICT	:	Information Communication Technology
JD	:	Job Description
MIS	:	Management Information System
NGO	:	Non-Government Organisation (voluntary development org.)
NGO AB	:	NGO Affairs Bureau (GOB regulatory body for NGOs working in Bangladesh)
ToA	:	Table of Authority
ToR	:	Terms of Reference



1. INTRODUCTION

The Human Resource Management policy of Mukti Foundation (MF) consist of set of rules and regulations to leading people and govern the process of human resource management and set of tools uniform guidelines and instruments to ensure that employees of MF understand their roles, how their work contributes to achieving the goals of the organisation, and are focused on results. It will also help in comply with the statutory requirements and regulations of the organisation aligned with the law of the land and organisations capacity to ensure effective and efficient use of resources, realise the full potentials of employees and provide a congenial working atmosphere. The HRM policy is expected to provider guideline for managing day to day activities and dealing with unfavourable issues systematically without bias, promote job satisfaction and career development and respond to socio-economic development activities and humanitarian response.

1.1 About the Organisation

Mukti Foundation is a Non-Government Organization (NGO). A small group of socially conscious youth deeply hurt and moved by unjust social discrimination in respect of class, caste, creed an gender in a bid to wage struggle against all sorts of social injustice, came forward to form this organization. Mukti Foundation came into being in 1996 and subsequently registered with the NGO Affairs Bureau.

Mukti Foundation is in the 16th years of program implementations and has gradually covered a wide variety of program components and geographical coverage with the generous financial support of various GoB and Non Govt. International donors. The organization has been implementing integrated rural development programs for the improvement of Socio Economic status of rural & urban poor families. Its participatory approach has been in practice from the very beginning of the organization. In Mukti Foundation evolution process, it has experimented out various approaches and undertaken some action-oriented activities to identify direction of its programs with active participation of rural people as program partners.

It worked with different national and international organizations including ICCO-KIA (Netherlands), Manusher Jonno Foundation (as Partner of Uttaran), UNICEF, NGO Forum For Public Health, and ARRP, ToGETHER among others.

1.2 Vision, Mission & Objectives

The Vision of Mukti Foundation is to ***bring the positive change of livelihood like to get better education, improve health, safe water, deluge environment, employment and to establish rights to khash land of the poor through participation and accountability.***

The Mission of the organisation is to ***establish a non-explicated, environmentally sound, surplus and rights based community.***

The major objectives of Mukti Foundation have been to work towards increased self-reliance of rural grassroots people and respond to emergency needs of the marginalised by:

- a. Establishing the rights of the poor in the society and make them self-reliant;
- b. Extend emergency response to save life and livelihood assets of the community before, during and after the emergency;
- c. Undertaking development activities for the rural poor irrespective of religion, caste, creed and gender;
- d. Alternative institution building i.e. group formation, savings credit etc for the resource poor and under-privileged community especially destitute women, landless poor and wage labour;
- e. Alleviate poverty through different income generation;
- f. Eradication of illiteracy and providing skills for life;

- g. Improvement of health, sanitation and nutrition status of the under privileged community particularly the women, landless poor, wage labour and out-caste communities;
- h. Ensuring human rights and empowerment of resource poor community;
- i. Address gender based violence in the society and empower girls and women;
- j. Sustainable utilization of natural resource and conservation of biodiversity; and
- k. Proper utilization of indigenous knowledge in development activities.

Mukti Foundation is committed to assist the development movement of the people-centred in the development and humanitarian perspectives.

1.3 Legal Status, Management and Operation, and Mandate

1.3.1 Legal Status

- MF is registered as NGO with Ministry of Social Welfare, particularly the Social Welfare Directorate on Dated 10.11.2010. vide registration number Satkhira-1092
- Society Act. Vide registration no. Khulna-124 dated 11.04.2005
- The organization is also registered with the Micro Credit Regulatory vide registration No. 0000381 dated 23.02.2009
- MF is also eligible for receiving foreign donation and registered with the NGO Affairs Bureau vide registration number: 1391 dated 08.06.1999.

1.3.2 The Management and Operation

The General Body of MF is the highest decision-making body. On behalf of the General body the Executive Committee takes the major strategic decisions and provides guidelines to the Director. The Director is the CEO of MF and takes major decisions relating to regular operations and management. MF implements its programs through a team of staff members through its Head Office and branch offices in Bangladesh.

Key features of the governance towards transparency include the following:

- The Executive Committee (EC) meets at a monthly basis and the General Body meets once a year in the Annual General Meeting.
- In case any changes are required to be made in the constitution, an EGM needs to be called with prior notice along with proposed changes.
- Project proposal, Annual Activity Plan and Budget needs to be presented and approved by the EC.
- The annual report needs to be authorized by the General Body.
- Auditor's appointment is also the business of the General Body. It could be worthwhile to mention here that the Auditor of MF needs to be a Chartered Accountancy firm enlisted with NGO Affairs Bureau (The Regulatory Body) and Development Partners, if required.

1.3.3 Mandate of Mukti Foundation

- Socio-economic development activities
- Emergency humanitarian response
- Promoting fundamental human rights and living with dignity

1.4 Code of conduct

- Employees of MF must maintain highest standards of professional behaviour and integrity at work. They must demonstrate mutual respect for each other irrespective of gender, religion or status;
- No one is allowed to get involved in any action or behaviour in such a way that may create a conflict between individual interest and that of organisation or tarnish the image of the organisation. Each will foster Team Work maintaining appropriate work place behaviour;

- No individual shall behave in such manner that intimidates other employees in any way;
- Any form of harassment including sexual harassment, persecution or discriminatory practices, insubordination at the work place will be dealt strictly as per Human Resource Management Policy;
- No one is allowed to divulge or misuse confidential information of the organisation in any form or capacity;
- Engagements of MF employees with other entities, that go against the interest of the organisation or affect working relationship with MF, will not be accepted and may lead to disciplinary actions being taken against him/her;
- The employees of MF shall not be engaged with any political (partisan) or other activity detrimental to the interest of MF or the state;
- Employees must deal with the counterparts, associates, external entities or co-workers, customers honestly and diligently to maintain transparency;
- All staff of MF will contribute towards maintaining a healthy and safe working environment within the organisation;
- Each employee must safeguard properties/assets belonging to MF.

1.5 Short Title and Commencement of this policy

This policy will be known as Human Resource Management Policy 2022 of Mukti Foundation (MF). On getting the approval of the Executive Committee (Board) of MF, these rules shall come into force with immediate effect. Nothing contained in these rules shall affect the already acquired service rights or privileges of an employee through a decision or order already taken or made by the competent authority. Provided that under no circumstances an employee shall be entitled to double benefit.

1.6 Objective of the Human Resource Policy

The major objective of the human resource policy is to provide a set of agreed guideline to lead the human resources in the organisation to achieve the organisational goals and mission aligned with the sectoral good practices and compliance minimum basics of the law of the land. It will also help in alignment with specific requirements of the development partners as well.

The rules and policies have been formulated on the basis of an analysis of existing MF policies and practices, and discussion with selected staff and management of MF and looking into the sectoral good practices and also labour law of the country.

The police contained herein serve as generalised guidelines for MF employees in regard to strengthening institutional development on human resources matters. It will guide management about how to manage employees and what decision to make in a particular situation that affect them and negotiate conflicts in a systematic manner. The underlying principle in developing policies focuses on the expectations that all employees of MF are managed under a common set of polices procedures and regulations.

1.7 Application of the Policy

This human resource management policy will apply to all employees of MF. In implementation of the policy all employees will be treated fairly and consistently and shall be applied equally to all irrespective of gender, position, sex, ethnicity, disability and grades. There shall be no exception of policies application. However, in exceptional situation and for the greater interest of MF, discretion can be made by the ED through a written notice. Exceptions to these policies may be made only with the written approval of the Director, MF.

1.8 Interpretation

In the event of any dispute, lack of clarity, or non-availability of rule/policy/ guidelines, the Executive Committee of MF will interpret and provide solution that shall be final and binding. The Director, MF is entrusted with the final responsibility for administration and application of the HR policy manual.

1.9 Revision of the HR Policy

MF is committed to improve the Human Resource Policies in line with the change in environment, internal conditions, need of the organisation and which respond to the needs of its employees and achieving the organisational objectives.

MF management can modify or change any clause, rules and policies with the approval of the Executive Committee of MF as and when necessary. All changes containing corrections, deletions and additions should have proper notification to the employees and kept in a separate file as record along with a note on the appendix 1 of this manual. All these changes will be incorporated while the policy manual is thoroughly revised.

1.10 Definition

In these rules, unless there is anything repugnant to the subject or context

- 1.10.1 “Advisor” means such individual(s), either Bangladeshi or foreign, appointed on specific terms and conditions as determined by the Executive Committee on a special contract for a specific period;
- 1.10.2 “Basic Pay” means the amount drawn by an employee as pay which has been sanctioned for a post held by him/her but does not include house rent allowance, conveyance allowance or any other allowances which are intended to meet the requirements of the employee in special circumstances;
- 1.10.3 “Calendar Year” means a period commencing from 1st day of January of a year and ending with 31 day of December in the same year;
- 1.10.4 “Chairperson” means Chairperson of the Executive Committee;
- 1.10.5 “Mukti Foundation” means the organisation registered with competent authority as Mukti Foundation (MF);
- 1.10.6 “Competent Authority” means Director or any other Official designated by the Executive Committee or the Director to exercise the powers under these rules or the appropriate authority designated by the state for a particular purpose;
- 1.10.7 “Consultant” means person(s) or firm/company, either Bangladeshi or foreign, appointed on specific terms and conditions by MF for rendering consultancy services;
- 1.10.8 “Date of Appointment” means the first day of joining the duty by the employee as mentioned in the appointment letter;
- 1.10.9 “Employee” means any person who is employed for any kind of work in exchange of salary;
- 1.10.10 “Director” means the Chief Executive Officer of the organisation, appointed by the Executive Committee who acts as Ex-officio member to the Executive Committee;
- 1.10.11 “Executive Committee” means the Executive Board of MF;
- 1.10.12 “Festival Allowance” means a payment to an employee by the organisation to facilitate him/her to meet extra expenses in connection with their two major religious festivals;
- 1.10.13 “Financial/Fiscal Year” means a period commencing from the 1st day of July of a calendar year and ending on the 30th day of June of the succeeding calendar year;
- 1.10.14 “Holiday” means a day declared closed by an order of MF;

- 1.10.15 “Human Resource Management” is the process of managing people in organisations in a structured and thorough manner;
- 1.10.16 “Joining time,” means the time allowed to an employee to join a post on appointment/transfer;
- 1.10.17 “Long Term Project Staff” means the position has been created for a specific project or programme, the duration of which is two years and more;
- 1.10.18 “Pay Scale” means the “Salary Structure” of MF which is approved by the Executive Committee of MF;
- 1.10.19 “Probationer” means an employee employed on probation for specific period(s);
- 1.10.20 “Project Staff” means the position has been created for a specific project or programme duration;
- 1.10.21 Public Holiday means a day declared closed by an order by the state;
- 1.10.22 “Special Allowance” means an additional remuneration granted in consideration of specific additional responsibilities;
- 1.10.23 “Temporary Post” means a post sanctioned for short time basis on specified terms and conditions;
- 1.10.24 “The Rules” means rules stipulated in the Human Resources Policy of MF and include all schedules and annexure appended to this manual and any amendments made from time to time thereto; and
- 1.10.25 All other words and expressions shall have the same meaning as are assigned to them by the Executive Committee.

1.11 Humanitarian Principles Followed by MF

The humanitarian principles followed by MF include the followings:

- a. Humanitarian Imperative. Humanitarian assistance must be provided on the basis of the needs of those affected by the particular emergency, taking into account the organisational capacity to meet those needs.
- b. Impartiality. The delivery of humanitarian assistance to all populations in need must be impartial. It must come without political or other conditions. It must be given without adverse discrimination of any kind, regardless of race, ethnicity, sex/gender, religion, social status, nationality, or political affiliation of the recipients.
- c. Independence. The assessment of needs must be conducted independently. As humanitarian worker MF will present it as civilian humanitarian workers.
- d. Humanitarian Access to Vulnerable Populations. MF as humanitarian agencies committed to access to all vulnerable populations in all areas of the emergency in question, and to negotiate such access with all parties to a conflict.
- e. Gender equity. MF Humanitarian organisation committed to provide required assistance in a way that responds to the expressed needs of women as well as men, girls as well as boys
- f. Respect for Culture and Custom. MF Respects and sensitive to the culture, structures, and customs of the communities where humanitarian activities are carried out. It will ensure participation of local people in design, management, and implementation of assistance and coordination.
- g. Complementarily. MF believes in coordination with concerned government agencies and clusters for better coordination of the humanitarian response. Its work will not duplicate the actions of other humanitarian response organisation, rather it will complement to other initiatives.

1.12 Response to emergency and crisis

- a. When a state emergency is declared for any natural disaster, all employees will be on duty/on call, which ever applicable;
- b. Sometimes government do not declare emergency although there is some specific information from credible source in such situation Winners should consider it as emergency too;
- c. As part of emergency response Management Team of Winners will have an urgent meeting and nominate one official as coordinator for such emergency;
- d. All employees irrespective of project or program should extend utmost support to the emergency response team;
- e. Winners will engage the Volunteer team at the community level in coordination with the Disaster Management Team formed by the government and/or disaster cluster;
- f. Prepare all team members at Head Office and Branch Office including emergency management committee, rescue committee, control room management committee, signal management committee, search rescue, data entry and dissemination among others for better coordination and reduction of loss human life and livelihood assets align with the contingency plan;
- g. Ensure all relevant persons are well trained and equipped for the response;
- h. Exposure visit to vulnerable area and have an understating how others responses during real live situation;
- i. People under distress or at risk of distress is the highest priority during disaster;
- j. Staff and volunteer's security should be a very high priority too, they should ensure their life save first, for example the rescue operation team members also suspend the work and go to shelter when warning signal 8 is declared; please note there is no such signal for earthquake, flash flood, or water logging situation;
- k. Consider forecast based financing and other money preparation and support as the case deemed necessary.

2. ORGANISATIONAL STRUCTURE & MANAGEMENT OF MF

2.1 Organisational Structure and Management

As per the organisational structure of MF the Director will be the Chief Executive Officer of the organisation. In the second level there are few positions including Coordinator (program) Monitor, Manager, and Accountant that followed by Supervisor (Program), Supervisor (Microfinance), Cashier, Office assistant, Organiser (Program), Facilitator (Program), Volunteer and Service Staff & Guard.

MF shall maintain a complete and up to date organisational structure in which the channels of communication are shown diagrammatically for practical use. Supervisors will ensure that their staff fully understands the general communication channel. The staff usually communicates with or through their supervisor; however, they will also have the access to any level of the organisation.

2.2 Employees

With the approval of the Executive Committee, The Director perform the responsibility of CEO. In case of emergency issue, he or she will take the decision on behalf of the management. There are different types official as follows:

2.3 Working Groups, Taskforces and Committees

Various Working Group, Taskforce or Committees can be formed from amongst the staff members by the management. MF will try to ensure female representation in order to promote gender balance in decision-making process through their engagement in all working groups, task forces, and committees.

2.4 Gender Committee and Gender Focal Point

A senior female staff will be the Gender focal person at MF and lead the Gender Committee. The ToR of the Gender Committee and Gender focal point is annexed as (Attachment –01). The Gender Committee will consist of 03-05 members including at least one member from each section and act until there is a change. The Gender Committee will ensure the compliance of MF's Gender Policy at all times and stage.

2.5 Human Resource Management

In MF, the Director or a designated person in Admin/Accounts will be responsible for implementation of the routine human resource management function. The Executive Committee of MF is the final authority for strategic decision and the Director of MF has been entrusted with the responsibility and authority for decision-making as per the provision of policy.

3. EMPLOYMENT POLICY

3.1 Policy Statement

It is the policy of MF to appoint competent staff and to retain them. The organisation subscribes the policy of providing equal employment opportunity for all applicants and enhance their skills and knowledge. MF will support the philosophy and belief of non-discrimination in employment regarding race, colour, persons with disability, gender, religion or creed and ethnicity.

The employment policies of MF are based on the following principles:

- a. The organisation believes that each employee irrespective of gender and socio-economic status is entitled to be treated with courtesy and dignity.
- b. Each employee is entitled to fair compensation, job opportunities in return for good job skills/competencies, commitment, loyalty, personal interest and best efforts. Increments, promotion and training are based on the staff's performance appraisal, organisation's need and organisation's financial situation.
- c. It is MF's policy to sensitise men and women in order to ensure women's full participation and practice towards bringing gender equality.
- d. While giving equal opportunity to all and specially to promote gender equality and development, MF intends to take affirmative action especially in recruitment, training and subsequent career building that can contribute to a more enabling environment for women so that they can take up more equal and more challenging roles in the organisation.
- e. MF recognises the special and diverse role of women and their circumstances in society and in recognition of these, MF is committed to address the practical as well as strategic needs for their wellbeing, advancement and empowerment including participation in decision-making process.
- f. Considering the empowerment of local community and localisation, MF will prefer equally qualified local people in humanitarian response programmes;
- g. Employees are expected to encourage each other to display a positive attitude towards work and the organisation.
- h. The organisation will demonstrate its commitment to protect the employees' rights so as to improve and increase employee's morale.
- i. The organisation intended to develop its Human Resources to achieve the organisation's mission and goals and will try to explore and use the possible capacity building initiatives.
- j. Employees of MF, with the exception of temporary or casual staff, shall not be authorised to work as employees for other companies or organisations unless permitted (in writing) by the Director.

- k. The employees will abide by all the service rules, regulations, policies and guidelines of MF currently in force and any new rules, regulations, policies and guidelines that will become effective in future.

3.2 Classification of Employment

The employees of MF shall be classified as follows:

- a. **Administration Support Service Staff:** Administration support service staff is one who has been appointed on a regular basis against a regular post without specifying any limit of time.
- b. **Project Staff:** A staff who has been appointed against a project position to accomplish the project activities as per plan of MF.
- c. **Contract/ Temporary Staff:** One who is employed due to his/her experience and expertise on a contract for a specified period, or for specified work.

3.3 Age Limit of the Employees

There is no age limit to enter into the job but an employee will retire at the age of 60. However, in exceptional cases, the competent authority of MF (the Director and the Executive Committee) can extend the upper limit of age for a period of maximum 5 years with valid justification. The Consultants and Advisors will have flexibility in the upper limit of age.

3.4 Other Employment Conditions

3.4.1 Switching from projects or position

A staff member of MF, switch from a project or position either by deployment, transferee, promotion or by a competitive process without leaving the organisation will not be considered as break of service.

3.4.2 Staff involved in outside work

A staff member of MF is expected to render full time service to the organisation and not be employed by other organisation without written permission of the Director. If such incidence is observed the organisation reserves the right to take disciplinary procedures.

However, where the organisation is directly or indirectly benefited and if the supervisor ensures that the concerned employee's official work is not affected, MF will sometimes allow its staff for consultancy in other organisation with prior approval of the Director.

In addition, if a staff possess competency in specific areas, the organisation can engage them for short assignments (e.g. facilitating a session or a course, or develop a situation analysis report, etc.) in lieu of charge to other projects.

3.4.3 Re-employment of Former Staff

If a MF employee who left the organisation voluntarily or was retrenched, requests for re-employment will be considered provided her/his previous performance had been satisfactory and his/her qualifications and skills meet the current requirements for the position s/he has applied. In this case break of service will be considered and treated as new appointment. For the re-employment MF will follow the policy of recruitment procedures as stated in the Service rule. Employees who were dismissed due to poor performance or terminated will not be re-employed. All re-employment is at the discretion of the Director of MF.

3.5 Working Hours

- a. The workweek comprises of six working days begins on Saturday and ends on Thursday of each week.
- b. The usual official working hours are from 09:00 am to 05:00 pm with one-hour break between 01:00 pm and 02:00 pm for lunch/prayer. Office timing for support service staff shall be from 8:30 am to 5:30 pm.

- c. In case of any female staff who is pregnant, working hours may be readjusted in consultation with concerned supervisor and approval of the competent authority through an agreement. In case of staff who have breast feed infants or children of school going age, a 30-minute break may be allowed with the approval of the concerned authority.
- d. In such cases where the nature of work or seasonal or religious necessity may require some variation and extension of these times. The Director or his/her delegate must approve the deviation as per Bangladesh Labour Law 2006, Chapter IX, Section 100, 101 & 102 as amended in 2013.
- e. Management enjoys the right to shift to a different pattern of working days and working hours, particularly for addressing some emerging needs and humanitarian response.
- f. Any change in the office timings shall be notified to the respective staff through official circular.
- g. All employees shall be at work at the time and place assigned to them. Habitual late is subject to disciplinary action.
- h. Concerned managers have to ensure that all available staff members sign the attendance register. Any exception has to be taken care of according to the HR Policy.
- i. It is the responsibility of each employee to ensure that his/her attendance sheets are marked up to date/complete, all due reports for the month have been submitted and leave records (if any) for the month, are also up to date to facilitate preparation and payment of their monthly salary in time

3.6 Duty Station

Duty station/workstation and section shall be stated in the letter of appointment and any transfer to other section shall be communicated in writing.

3.7 Dress Code

There is no fixed dress code for MF employees. Employees are expected to dress appropriately. Clothing and accessories, which contain an offensive message or connotation, are prohibited. And also avoid any attire that is indecent in a formal working place.

3.8 Ethics Policy

The highest standard of ethical conduct, fair dealing and mutual respect is expected of each employee and all others associated with MF. Organisational reputation is a valuable asset, and all employees must continually earn the trust, confidence and respect of the fellow employees, vendors, and the community.

3.9 Compliance with Laws and Regulations

Employees shall conduct all work-related activities in compliance with relevant laws, regulations, policies, and procedures. MF employees are charged with understanding the applicable laws, recognizing potential dangers, and knowing when to seek management or legal advice.

3.10 Conflict of Interest

Employees must avoid any interest, influence, or relationship that might conflict or appear to conflict with the best interests of MF and the country, or that might affect one's working judgment or loyalty. Employees must avoid any situation in which their loyalty may be divided and promptly disclose any situation where an actual or potential conflict may exist. Examples of potential conflict situations include, but are not limited to:

- a. Ownership or a significant financial interest in, or other relationship with, a supplier to MF, e.g. the supplier is blood relation of the decision-maker.
- b. Having a financial interest in any business transaction with MF.
- c. Accepting gifts, entertainment, or other benefit from supplier to MF.
- d. Taking employment decision of next to kin.

An employee with a conflict must disclose the conflicting interest, and remove themselves from any negotiations, deliberations, or decisions involving the conflict. Employees may, however, state their position and answer questions when their knowledge may be of assistance.

4. HUMAN RESOURCES PLANNING

4.1 Planning for Human Resources

MF believes in gradual development towards professional excellence. In this regard, employing competent persons for its programmatic and administrative functions are essential. The advance planning of human resource would consider the attrition for retirements, new openings for projects awarded, fulfilling the competency needs for potential new engagement(s) and staff turnover trends.

4.2 Purpose

The aims of Human Resources planning of MF are to:

- a. Ensure that MF acquires and retains the optimum number of employees with the required skills, expertise and competence;
- b. Exercise effective control of staffing and the associated cost;
- c. As MF is highly dependent on Development Partners funding, it is essential to maintain the project portfolio. Thus is HR planning will help in this regard;
- d. Assist in optimum resources allocation so that potential Human Resources surplus or shortage can be anticipated and alleviated as much as possible; and
- e. Facilitate congenial working environment.

4.3 Human Resources Planning and Control

In order to optimise human resources utilization and to maintain cost effectiveness, stringent Human Resources, MF management will revisit the human resource plan periodically based on the organisation and project needs. Whenever an employee leaves MF, the admin/finance section should assess the human resources to see if a replacement is necessary. Where a replacement is required, internal transfer or promotion should be considered before pursuing external recruitment.

5. RECRUITMENT AND SELECTION

5.1 Principles

MF is committed to hire skilled and competent people at all level. It believes that individuals with talent can significantly contribute to the achievement of the organisational goals. Therefore, measures are taken to make sure that qualified and competent people are recruited.

In doing so MF will follow the key principles include:

- a. All recruitments will be made through competitive selection process. MF recruitment policies will be applied fairly and uniformly to make sure that equality of opportunity is an integral part of the whole recruitment process.
- b. MF will execute recruitment process in a planned and structured manner. All recruitment should be undertaken as per periodic human resource planning.
- c. In cases where candidates with exceptional quality and experience are found but who do not qualify in age they may be hired/commissioned on a contractual basis.
- d. If MF fails to find a suitable candidate for any particular position and there is an urgency to place someone, then MF could go for head hunting and recruit on a contractual basis.

5.2 General Policies

- a. All Bangladeshi citizens will have equal opportunity for recruitment in MF except consultants or someone hired in advisory capacity.
- b. Minimum 18 years and maximum 55 years of age will be considered for employment subject to meeting the job standards. The Director can make an exception to the age limit on having strong justifications for such exception, which will be written.
- c. All candidates must be physically and mentally sound to be considered for hiring.
- d. An individual who is found convicted by the court for any reason will not be hired.
- e. There shall be budgetary provisions for all new recruitments.
- f. All recruitment efforts will be carried and coordinated by the official assigned from admin under the supervision of the Director.
- g. Whenever situation demands, MF may hire consultant. The Director can decide such hiring subject to budgetary provision and in compliance with the procurement policy.
- h. Management will ensure that a job description (Attachment- 02) is prepared before the recruitment process is initiated. The job description will clearly mention job summary, duties and responsibility, job requirement (education, skills, experiences, age limit, other competencies etc.) reporting supervisor, job requirements of a position. A copy of the job description will be kept in the personal file of the employee and another copy will be provided to the employee. Designated officer will assist the concerned manager to prepare job descriptions.
- i. MF reserves the right to do a background check on any person selected for employment.

5.3 Appointing Authority

General Body shall be the appointing authority of the Director. The appointment of senior officials (Manager and Project Coordinator) shall be the authority of the Director in consultation with the Executive Committee. The appointment of other staff shall also be the authority of the Director in consultation with the concerned manager or project coordinator.

The General Body should be briefed of staff requirements, appointments and other details on a routine basis by the Director (ED).

5.4 People Sourcing

All recruitment will be made following circulation of internal and external advertisements.

- a. MF prefers recruiting people from within (internal candidates are encouraged to apply) if competent people are available.
- b. External advertisement is made in daily newspaper/job sites/organisations website and notice board. The advertisements will clearly give an overview of the positions e.g. duties and responsibility, job requirements, pays etc. so that only suitable and potential candidates can apply.
- c. The advertisement should be designed in such a manner so that it attracts suitable candidates only and it enhances the public image of the organisation.
- d. The job advertisement should be brief, attractive and it should occupy not a bigger space on considerations of high cost of advertising.
- e. MF may recruit people in senior and hard-to-fill positions through professional agency and or go for head hunting.

5.5 Job Description

- a. All positions in the organisation shall be based on a need assessment and work analysis. The Director together with the MF Executive Committee will determine the need to open a new position or to close an existing position.

- b. Each job and position needs to be analysed in terms of job content, required competencies and broken down to knowledge and skill requirements. The job/position analysis carried out will form the basis for the recruitment.
- c. Each position will require position description and position profile in order to be able to recruit the persons with the right skill and qualification for carrying out the job expected out for that position.
- d. Job description is the basis of the organisation's recruitment/appointment, placement, training, performance appraisal, salary, promotion and other personnel related actions for its employees.
- e. In MF, the Director shall ensure that each position/incumbent has an appropriate and up dated job description. All job descriptions should state clearly the reporting line, responsibilities of the employees and person specifications with competencies. Gender aspect should be included fully into all job descriptions, as each employee of MF has responsibilities for mainstreaming gender into their work as per their level.
- f. The person specification is the statement which describes the levels of education, competencies (knowledge, skills, attitudes and behavior) and work experience necessary for a particular position.
- g. An employee shall be provided with the job description of his/her position when s/he is appointed, promoted or newly deployed.
- h. When a new position is created, it is the responsibility of the designated personnel, as assigned by the Director, to prepare a job description.
- i. Job descriptions needs to be reviewed periodically to meet the organisational requirement and expected renewed needs from a particular employee.

5.6 Selection

5.6.1 Advertisement

- a. The designated official, as assigned, will be responsible for initiating action such as advertising for the vacancy, internal circulation and use of panel of past short listed candidates as may be appropriate after acquiring requisite approvals.
- b. For regular and contractual posts, it is mandatory to advertise the vacancies in at least one daily newspaper or website of MF or other job portals, unless deployed a competent staff by forming a board.
- c. For temporary project related staff, it is not mandatory to follow the advertisement procedures.
- d. There should be a minimum of 10 days between the date of publication of the advertisement and interview.
- e. Due to the critical nature of some posts, application time for all positions, in general, may be shortened to accommodate immediate closure of position and such application time may be different for different positions. The administration shall determine this with intimation to and approval from the competent authority.

5.6.2 Short listing of candidates

- a. The purpose of short listing is to reduce huge number of applications to a manageable size in a way which is reliable, fair and cost-effective.
- b. The criteria mentioned in the job advertisement will be considered during short listing. Short listing will be done jointly by designated person from Admin/finance and the line manager/representatives using the CV Evaluation form (Attachment - 03).
- c. During short listing initially essential criteria will be looked into, and if the number of candidates still too many, then desired criteria will be used.
- d. The shortlist criteria shall focus on the factual requirements of the person specification. In short-listing candidates for interview, the following factors shall be considered:

- i. academic, professional and technical qualifications;
 - ii. relevant work experience; and
 - iii. Leadership and management experience, if applicable.
- e. The interview letter will be sent to the candidates by email, courier or regular post at least 5 days in advance from the date of interview. If the total number of candidate is less than 20, candidates may be communicated for interview over telephone.
- f. As an ideal situation, 3 candidates may be called for final interview per position.

5.6.3 Selection Tests

Test/Interview and selection

- a. MF will undertake any or all of the following tests or adapt any other appropriate devices in selection process.
 - i. Written test (handwriting and using computer, as applicable)
 - ii. Face to face interview (Viva-Voce)

Practical test

- a. The short listed candidates are invited for appearing selection tests. Invitation may be written or over phone in case of urgent recruitment.
- b. The purpose of selection tests is to assess candidate's job related knowledge, experience, skill and attitude.
- c. The nature of selection tests depends on nature of position. For all positions, oral interview is a must. An interview card (Attachment - 04) will be sent to the prospective candidates. However, written test and/or viva may be arranged which will depend on the level, grades or position. For certain senior grades recruitment, simulation test/formal presentation may be arranged while for entry grades position a written test may be arranged.
- d. A Selection Committee will be formed for each position by the competent authority. Preferred structure of the selection committee include the supervisor, one representative of the Director or the Executive Committee, one senior female staff and an external expert. The interview board members' grade will be above the grade of the position being interviewed.
- e. The interview panel must meet in advance in order to prepare and agree on questions, tests etc. to be asked/conducted and to ensure that similar questions and the same range of topics will be covered for each candidate for the same position. It is also the responsibility of the interview panel to review the key competency and the job description of the position and MF authority is responsible for proper documentation of the process, preserve and make it available as a part of the interview documentation.
- f. During the test and interview each panel member will make an assessment in the interview assessment sheet (Attachment - 05) for each candidate and prepare a joint report on the outcome of the selection process (taking consideration into other tests result e.g. written, practical, group discussion etc.) (Attachment – 06). The selection committee, while selecting a person will put emphasis on the gender sensitivity and grassroots exposure of the candidates.
- g. Final decision for selection will be made by the Director based on the recommendation of the interview board. The board will select one to three candidates, in preferential order, who is found best suitable among all candidates.
- h. To be successful, a candidate must obtain at least 40% marks, on an average, in all selection tests.
- i. Any travel expenses or loss due to appearing in the test/ interview are the sole responsibility of the applicant.

5.7 Reference Check

- a. Reference check will be conducted for all positions. The designated officer will conduct reference check with the referees as mentioned in the CV or with previous organisations, as appropriate. If necessary, MF will undertake criminal reference checking with the concerned police station as well.
- b. A 'reference check' letter and form (Attachment-07) may be used for this purpose.

5.8 Employment Offer

Upon positive reference check, MF will give verbal employment offer to the selected candidates as decided by the interview board. While fixing salary, admin/ED will consider salary fixation guideline and seek department head's input. The verbal offer will mention general terms and conditions.

5.9 Appointment Letter

- a. On acceptance of offer, an Appointment letter (Attachment- 08) with standard terms and conditions will be issued to finally selected candidates.
- b. The appointment letter will mention clauses on designation, joining date, job location, reporting, work hours, salary, income tax, and the clauses on probation, termination, leave, resignation, obedience to rules and regulations and any other clauses as deemed appropriate by the hiring authority.
- c. Designated official will brief the new recruit /staff about general rules and regulations of MF.
- d. All appointment letters will be signed by the Director.
- e. A new recruit will submit joining report (Attachment- 09), which will be accepted by the Director.

5.10 Joining Report

On joining, the candidate should give the joining report duly filled and signed before the head of HR. If the candidate joins at the Branch or Field Office, the joining report should be accepted and countersigned by the person in-charge and forwarded to the Main Office.

5.11 Hiring of Relative(s)

The purpose of this policy is to ensure that relatives of employees are not placed in positions in the workplace that would result in any of the following situations:

- a. A supervisory/subordinate relationship or administrative association of one employee over the other, except the policy level;
- b. An administrative relationship between the relatives that creates a conflict of interest or ethical impropriety;
- c. An administrative relationship between the relatives that creates the appearance of conflict or impropriety as viewed by colleagues, co-workers or the public;
- d. For the purpose of this policy, a relative is parents, spouse, children, brother/sister, in-laws, first cousins, uncles/aunts (1st) and nieces/nephews (1st) are defined as relative;
- e. Hiring of relative as defined above is in principle discouraged. However, a relative out of the definition may be hired in MF if s/he qualifies in the selection process and either one does not have direct supervisory relationships over other and not in the same department, except the policy level; and
- f. Any such relationship should be declared at the time of appointment in writing.

5.12 Records and Information System

A personnel file for each individual will be opened for a new recruit where the following papers will be preserved:

- a. Application of the candidate
- b. Copy of job circular/advertisement
- c. Curriculum Vitae/ Bio data
- d. CV evaluation sheet

- e. Copy of National ID Card or certificate form elected representative (UP Chariman/Commissioner of the City Corporation)
- f. All interview/selection related papers
- g. Written comments of reference (if possible)
- h. Appointment letter
- i. Education achievements certificates
- j. Personal details of employees like permanent/ current address/blood group.
- k. Joining report
- l. Job Description documents
- m. Salary related correspondences
- n. Papers relating to disciplinary actions
- o. Performance appraisal reports
- p. Training records
- q. Job changes correspondences
- r. Separation related correspondences
- s. Relieving letter or experience certificate from the previous employer or last employer, if applicable
- t. Other relevant documents as determined by management
- u. Personnel files are confidential, as such, access to them are restricted to employees except designated HR personnel concerned Head of department and top management
- v. HR will maintain an employee's personal and personnel information for record purpose.

6. JOB CHANGES

6.1 Probation and Confirmation

All new staff will initially be on a probation period for six months. During the probation employees shall be provided with necessary support, orientation, and on the job training. On successful completion of probation period the job will be regularised based on the performance appraisal (Attachment-10 & 11). Upon completion of satisfactory performance during probation period, as per performance Appraisal, an employee will be confirmed his/her position and management will issue a confirmation letter to the employee (Attachment-12) before the expiry of the probation period based on department head recommendation. In case of unsatisfactory performance, the probation period may further have extended for 3-6 months.

6.2 Transfer

Transfer is defined as change of job from one location to another or from one department/section to another department/section. MF reserves the right to transfer an employee at any place at any time. An employee may also request for a transfer from one location to another or one department to another in the same position.

6.3 Promotion

- a. Promotion is defined as change of job title with higher grade's responsibility and pay and other benefits. The pre-requisites for a promotion are as under:
 - i. The employee must serve at least 3 year in his/her current position
 - ii. The employee must perform excellent that have been recorded by performance appraisal system
 - iii. There is a vacancy and budgetary approval for the said position
 - iv. The pre-requisites may be relaxed by the ED for staff who is highly qualified and has experience in the relevant field.

- b. All promotions must be done through annual/interim appraisal process following set criteria and competency decided by the Executive Committee/ management. Head of department will recommend promotions in employee's appraisal form along with a separate justification.
- c. During promotion, there may be an enhancement but not less than his/her existing salary and benefits in the new position.

6.4 Deputation

MF will have the provision in its HR Policy to send or receive staff on deputation primarily for the purpose of learning for staff or organisation, for the purpose to fill up a vacancy temporarily or fulfilling a particular expertise. The deputation usually shall not be more than 6 (six) months. There may be an extension on discretion of the management.

6.5 Re-Designation

Due to organisational need, re-structuring or any other reason, an employee's job title may be changed at any time, which is called re-designation. This re-designation may necessitate change of job responsibilities. In such case a team will be formed to review the job and organisational structure and carryout a thorough exercise for ensuring transparency.

6.6 Resignation

An employee may tender his/her resignation in writing addressed to Director through proper channel. Up on review the application, the Director will decide, acceptance or form a committee for counselling, and forward it to HR for necessary action. In case of acceptance, a formal acceptance letter (attachment-13) will be issued.

- a. A core and long term project employee must serve one months' notice while unconfirmed/probationer employee may submit resignation with a maximum of 7 days' notice. In case of shortfall, a notice pay will be deducted on a pro-rata basis.
- b. No employee against whom a disciplinary proceeding has started shall resign from the services of MF until resolved.
- c. MF will maintain a database to keep record of the reasons for employee leaving. The employee turnover rate and reasons will be analysed by time to time and be placed to the Director for future direction.

6.7 Discharges on Health Ground

A regular employee may be discharged from services on health ground. This will be done in a situation when the employee is physically or mentally incapable of performing his/her job responsibility as certified by a registered doctor. In such case, the employee will be informed in writing (Attachment – 14) and provided with one month's notice or pay in lieu notice along with regular benefits as per policy.

6.8 Retrenchment

In case of position redundancy due to downsizing or re-structuring or reducing operations, MF shall have the right to retrench the employees. Usually the employee will be retrenched based on last come first go formula. However, ED can make exceptions to it considering outstanding performances.

6.9 Death

Upon death of an employee, the date of death will be deemed from the date of expiry. Information of such occurrence must be sent to the Director and the Executive Committee, and copy to Finance and Admin section along with necessary documents immediately.

The designated nominee(s) of the deceased, as per succession certificate, will be entitled to a lump-sum contribution from the MF in addition to deferred benefits and outstanding regular dues, as decided by the Executive Committee.

7. SALARY AND BENEFITS

7.1 Policy Statement

MF is committed to maintaining salaries and benefits that are fair to all employees. The Executive Committee of MF will monitor changes in the economy and salary market to ensure that the overall compensation package of MF is adequate to attract, recruit and retain high quality staff within the financial capabilities of MF. At all times the management of MF will consider long term implications of changes in employee compensation and also will not make any discrimination, especially due to gender reasons, while determining salary level for existing staff.

The salary level of an employee at MF is based on his/her educational qualifications, knowledge, skills and experience in the related field and competencies required to accomplish assigned responsibilities and duties.

7.2 Position, Grade and Salary Structure

MF has a specified salary structure/pay scale duly approved by the Executive Committee. All Core staff positions in MF are defined under 09 grade classifications corresponding to the position's level of authority, responsibility, and job description. This Grade classification is the basis for MF employee's pay scale and other related factors such as staff recruitment, probation period, working hours, promotion etc. Each of the grades has numbers of steps in its salary range. In the event an employee is already in the last step of a grade, s/he will remain in the same unless or until there is any change of his/her grade or the change of the organisations' salary structure or any special decision taken by the management.

Table 1: Summary of Salary Structure

Grade	Designation	Salaey Range (Basic Pay BDT)		House Rent Allowance	Medical Allowance	Conveyance Allowance
		From	To			
1	Director	15,000	40,275	70%	2500	8,000
2	Coordinator	20,000	38,910	70%	2500	5,000
3	District Manager, Researcher, Trainer	18,000	32,275	70%	2500	5,000
4	Upazila Manager, Accountant	15,000	27,375	70%	2500	3,000
5	Project Officer	12,000	30,000	70%	2500	3,000
6	Supervisor, Assistant Accountants Officer, Assistant Trainer	10,000	19,500	70%	2500	2,000
7	Field Facilitator, Teacher, Programme Organiser, Store Keeper, Field Worker, Monitoring Associate	8,000	16,230	70%	2500	2,000
8	Guard, Cook, Messenger, Night Guard, support Staff	5,000	12,500	70%	2500	1,000

9	Gardener, Cleaning Staff, and helping assistants	4,000	6,850	70%	2500	1,000
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Source: MF, 2018

In case of project, an employee will be entitled salary based on the project salary and benefit structure. MF will encourage deferred benefits for long terms projects, subject to development partners has no reservation on such compensation package.

The salary structure may be reviewed in every five years considering the market price, and cost of living and changes in the national economy and salary of the employee in comparable organisations. Once the Executive Committee approves the revised salary structure, MF management will adjust the employee's salary ensuring that his/her new salary shall not be less than the current salary.

7.3 Remuneration and Benefit Package

7.3.1 Salary

The salary at MF comprises of (i) Basic salary, (ii) house rent, a certain percentage of basic salary, (iii) medical allowance, fixed in different grades, and (iv) conveyance allowance, fixed in different grades, among others as detailed below:

- a) **Basic Salary:** Basic salary for the individual employee will be in accordance with her/his salary as approved by the management.
- b) **House Rent Allowance:** All core and project staff of MF shall be paid monthly house rent allowance in addition to basic pay at a proportionate rate as provided in the salary structure of MF. Any MF staff enjoying MF accommodation facilities/ housing will not be entitled to receive any house rent allowance.
- c) **Medical Allowance:** All core and project employees of MF shall be paid a monthly medical allowance as per the salary structure.
- d) **Conveyance allowance:** All employees of MF shall be paid a conveyance allowance as prescribed in the Salary Structure.
- e) **Motorcycle Allowance:** staff members using motorcycle for official purpose will be entitled a motorcycle allowance at a rate per kilometre of use as determined by MF management time to time.
- f) **Mobile phone Allowance:** Staff members will be allowed residential telephone /Mobile phone (any one) if considered essential by monthly rate as determined by the management time to time.

All staff of MF, irrespective of probationary or confirmed, shall be compensated or remunerated monthly in return to their work for MF, corresponding to their salary level as per the prescribed Salary Structure/ pay scale or consolidated pay as determined by the management. Staff who is on temporary or short-term contract status will receive salaries in accordance with their respective terms and conditions.

Total Monthly salary shall be directly transferred/deposited into employee's bank account on the last week of every month, after deductions, if any (for example, employee's contribution to Income Tax, other deductions as required by law from time to time) and deductions for loan repayment or other dues to the organisation.

7.3.2 Overtime

MF normally discourages overtime work unless there is urgent need. Overtime benefits shall be allowed only to support staff. When an employee of such level works beyond normal duty hours on a working day or at any time on weekly/public holiday will be entitled to overtime benefits maximum of 56 hours in a month. The concerned authority shall approve overtime in advance. Request and payment for overtime shall be made through the prescribed form

(Attachment – 15 & 16). All requests and claim shall be submitted to the Accounts section and the payment will be made with the next salary payment.

Overtime will be calculated at single rate (single basic) on the hours worked on any working day in excess of the employees' established working hours and the overtime rate will be double (basic x 2) the hours worked on holidays. In addition to overtime s/he will be eligible for travelling expenses and meal cost for working on a holiday. Overtime is not admissible for outstation duty/tour if Perdiem (Daily Subsistence Allowance) is claimed.

7.3.3 Salary Deduction

Deduction from employee's salary will be made automatically for the following reasons:

- a. Income Tax payable by the employee
- b. Unauthorised absence or leave without pay from his/her basic pay
- c. Recovery of over payment of salary, allowances, benefits or loan/advance
- d. Provident Fund contribution by the employee, only after confirmation
- e. Monthly loan instalment with interest if any loan is taken from the organisation
- f. Damage to, or loss of, materials expressly entrusted to the employee for custody, or loss of money for which s/he is accountable, when such damage or loss is directly attributable to his/her negligence or default.

7.3.4 Salary Advance

Advance salary is discouraged for the employees of MF. However, in an extreme situation, one month's gross salary may be given as advance to confirmed staff to be deducted from the salary. The request will be in written form which will be recommended by head of department and approved by the Director.

7.3.5 Staff Income Tax

All employees of MF, if applicable, are liable to pay income tax as per rules of Govt. of Bangladesh. MF will deduct the amount of tax payable on salary at source before payment and ensure deposition this amount to GoB. Employees are eligible to receive a copy of the deposit slip or certification from MF authority.

7.3.6 Festival Allowance

A confirmed employee of MF will be paid a sum equivalent to his/her one month's basic salary each, for two major festivals to be payable at least ten days before the festival.

- a. For a Muslim employee one month's basic salary during Eid-UI-Fitr and one month's basic salary during Eid-UI-Azha.
- b. For a Hindu employee one month's basic salary during Durga Puja and one month's basic salary during Kali Puja
- c. For a Christian employee one month's basic salary during Christmas and one month's basic salary during Easter.
- d. For a Buddhist employee one month's basic salary during Buddha Purnima and one month's basic salary during Probarona Purnima.

7.3.7 Gratuity

All confirmed employees who have completed a minimum of one year's continuous service with MF, shall be eligible for a gratuity upon cessation of their employment for any reason other than dismissal, if budgeted for and allowed by concerned project. No gratuity shall be paid to the temporary employees or employees on a short-term contract or provision is not made for the staff members.

The rate of gratuity payment shall be one month's basic pay based on employee's last salary drawn for each completed year of service. For a fractional period of work after completed year(s) a proportionate amount of gratuity will be added for the time. The gratuity will be charged to the source of employees' salary, e.g. for project staff it will be budgeted for and charged to the project.

7.3.8 Encashment of Unused Balance Earned Leave

Employees are entitled to enjoy the earned leave. Maximum of 45 days of the unused balance of earned leave in his/her credit, shall be entitled to pay in lieu of such balance leave at the time when s/he leaves the organisation or during completion of long-term project. The calculation will be based on employee's last drawn gross salary.

7.4 Salary Raise

Employees' salary will be raised in the event of annual salary increment, special increment and promotion provided that the employee concerned becomes eligible and approved for the same and has demonstrated significant efficiency in the delivery of MF's programmes.

7.4.1 Annual Increment

An employee is entitled to an increment at the end of his/her completion of one-year service or successfully completion of probation period subject to satisfactory performance and fulfilling the criteria as stated in the relevant section of Performance Appraisal of this manual.

7.4.2 Special Reward for Outstanding Performance

An employee will be awarded special reward for his/her outstanding performance as approved by the Director in consultation with his/her supervisor. A staff may be awarded special increment for his/ her outstanding performance (only for excellent rating) subject to fulfilling the criteria as stated in the policy. In such case the employee may be awarded more than one step salary increase and placed in the approved step of his/her grade. Management may consider for promotion as well based on the consistence performance and capacity to perform higher level of responsibilities. The employee will be notified in writing for the promotion (attachment-17) along with its implication.

8. LEAVE POLICY

8.1 General

MF employees are encouraged to avail leave in a planned manner. It is believed that enjoying planned leave will promote employee's work-life balances in great deal. Employee may apply for leave for justified reasons. Usually leave applied for justified reasons are approved however, considering urgency of work, leave may be disapproved or even approved leave may be cancelled. All leave requests will be carefully scrutinised and accordingly be communicated with the employees.

8.2 General Leave Policies

Availing leave is considered as a privilege and it is not a right except medical, maternity and paternity leave. MF management may approve or reject any leave application for meeting the official urgencies. If situation demands, then the number of already approved or requested leave days can be reduced by supervisor. However, in case of valid reason, an employee can also apply for extension of leave before the expiry of the approved leave.

- a. All authorised leaves will be with full pay except leave without pay (LWP).
- b. Leave will be in the form of full day or half day. All leave requests will be submitted in prescribed leave form (Attachment-18). The leave form will mention type of leave, leave days, reason for leave, employees address, contact phone number.
- c. All leave will be recommended by immediate supervisor and the Director or an authorised person, as deputised, can approve the leave.
- d. If an employee remains unauthorised absent for 10 calendar days at any time or after the expiry of approved leave, s/he may be suspended for a period not exceeding 7

- days from the date of his/her return. During the suspension period, the employee will get half of basic pay.
- e. Employee going for leave will hand over charges to leave reliever as advised by supervisor. Reliever's signature can be inserted into the leave application form, if deemed necessary.
 - f. Only working days are counted for calculating earned leave, casual leave and sick leave while for maternity, paternity and unauthorised leave calendar days are counted.
 - g. All approved leave forms are sent to designated officer. S/he will calculate all leave accruals and maintain leave records for all employees of MF.
 - h. It is MF's policy to record and calculate the casual leave, earned leave and sick leave based on the calendar year. Leaves cannot be requested or granted if the employee does not have such leave balance in his/her credit up to that month except the sick leave. The sick leave will be accrued full at the beginning of the year. If a person goes for separation, the pro-rata basis will be applied for his/her case.
 - i. The following categories of leave may be admissible to core and project staff of ARA in the calendar year depending on employment status, confirmation and as specified in the concerned section:
 - Annual leave – 15 Days per year
 - Sick leave – 12 Days per year
 - Maternity leave – 180 Days per child, up to two child
 - Paternity leave - 7 Days per child, up to two child
 - Leave without pay – maximum 30 days
 - Special leave – maximum of 7 days per year to meet the family only when a close relative pass away.

8.3 Annual Leave

A core and long-term project employee is entitled to 15 days' Annual Leave per year. An employee may carry forward the unspent balance to the next year, if available. A maximum of 60 days will be credited throughout the employment life. A payment of maximum of 60 days unused Annual leave will be made to confirmed staff at the time of separation or completion of a large project. Records of earned leave for each employee will be kept and updated on a regular basis by the designated staff. However, a statement of leave status will be prepared half yearly basis for information and notification.

8.4 Sick Leave

The employees of MF are eligible 12 days for Sick leave per calendar year only when s/he is sick and unable to continue/attend the work. Sick leave can be granted in advance for that calendar year only and shall be adjusted accordingly. Balance of sick leave, if any, cannot be carried forward to the succeeding year.

If an employee requires leave due to sickness beyond his/her accrued annual balance of Sick leave, s/he will apply for the earned leave or the supervisor can recommend earned leave to cover that sick period. For prolonged illness beyond Earned leave, the Director has the discretion to grant special sick leave with Basic salary only up to two calendar months.

Beyond this period, the Director, in consultation with Executive Committee, may review and can grant special sick leave for another two calendar months without pay and after that if the staff member is unable to resume duty, a Medical Board constituted by MF will examine her/him. A staff member can be declared unfit for rendering services on medical grounds upon confirmation by MF nominated doctor, and in such case s/he will be entitled to discharge on medical grounds benefits as per rule.

8.5 Maternity Leave

Any female employee in a core/project position, who is confirmed and has served MF for a minimum period of one year shall be entitled to maternity leave with pay (subject to availability of fund) for a period of total 180 calendar days with prior approval from the Director for maximum of two children. During probationary period, or in case of third children, maternity leave will be granted but without pay. The Director will grant such leave.

During her service in MF a female employee will be entitled to maternity leave only twice. However, the management will deal any exceptional circumstances with special consideration. If during employment in MF the number of children goes down below two, the employee will be entitled to maternity leave.

In case the new mother (employee) or baby is at risk after the end of maternity leave period and requests in writing for leave along with a doctor's certificate indicating the special circumstances MF management may consider her Leave without pay.

In case of childless mother, if she opts to adopt any child the organisation shall consider granting maternity leave. In such situation, if the age of the child is less than 4 months, the employee will get 4 months leave with pay. However, in such case the employee will have to submit legal documents to the proper authority to obtain leave. During her service in MF a female employee will be entitled to such maternity leave only once. Other service condition during maternity period include the followings:

- a. Supervisor(s) will ensure less travel of female employees during pregnancy depending on her physical condition.
- b. A female employee must not be dismissed or terminated during the period mentioned herein, unless fraud or other offence of moral turpitude or misconduct is instituted as per disciplinary procedures.
- c. The new mother, who has a child up to 2 years, while in the office, shall be allowed breast-feeding time for her child and the respective Section/office of MF as deemed suitable will ensure such arrangement.
- d. In all cases while approving maternity leave the concerned Section/ department will ensure the job of the employee (who will be on maternity leave) are done by sharing among other colleague(s) or deputation from other section/department or external person is hired temporarily as substitute. This arrangement must be consulted with Administration in advance and must have the approval of the Director.

8.6 Paternity Leave

A male employee of MF core/project position (if completed minimum one-year service with MF and confirmed), for the reasons of full time care of the new born child and/or wife, will be eligible for paternity leave of 7 calendar days (in case of his wife's normal delivery) with pay. In case of any complication in delivery that will prolong his wife's treatment/hospitalization, the supervisor can recommend an extension of paternity leave for another 7 days with pay. Paternity leave can be requested either at the time of wife's delivery or any other time within one year from the date of the childbirth. The Paternity leave is only applicable up to birth of 2 children. In case of adoption of child by a male employee, he will be eligible for similar paternity leave but for one child only.

8.7 Leave Without Pay

In addition to the above, a leave without pay can be considered (or charged) to an employee to grant/adjust the excess leave when no other admissible leave (as per the service rule) is available in his/her credit or for unauthorised absence.

When an employee needs and applies for planned leave without pay for justified reasons, the competent authority may consider maximum of 30 days leave without pay per year. However, 30 days of leave without pay will result in losing the seniority for one month.

8.8 Special Leave

In addition to the above, an employee is entitled to get 7 days special leave per year to meet the family during the rainy days, particularly when a close relative (blood relation) passes away and the family needs help in terms of accompany them to cope with the initial shock. This relation will consider up to 1st cousin.

8.9 Procedure for Applying for and Availing of Leave

- a. An employee who desires leave shall apply to the competent authority through proper channel in the Leave request form with his/her full address while on leave.
- b. If the leave is refused or postponed, the designated official shall record and intimate the reasons thereof in writing to the employee.
- c. For any planned leave, an employee shall apply at least one week in advance. In case of sickness or emergency the approval will be obtained afterward.
- d. Application for extension of leave shall be submitted by the employee to the competent authority before the expiry of the granted leave.
- e. A certificate from any legitimate medical doctor shall support an application for sick leave, if required for three days or more.
- f. An employee who remain absent for more than ten days without authorization in excess to the period of leave granted shall be liable to disciplinary action unless s/he is able to explain his/her overstay in a manner satisfactory to the competent authority. Such unauthorised absence shall be treated as misconduct and the employee shall be liable to disciplinary action.
- g. For calculation of leave, salary deduction or payment purpose the standard working days in a month will be considered 20 days for those staff who work 5 days a week, 23 days for those staff who work 6 days a week and 30 days who work 7 days a week.

9. STAFF TRAVEL

9.1 Policy Statement

Staff of MF, due to the job reasons, will be required to travel outside their office, posting place or duty station within or outside the country for field visit, training, exposure visit, meeting, workshop or for any other official business.

While making a visit/trip a female employee should be given maximum available information regarding the official arrangements provided (e.g. mode of transport, accommodation etc.) in order to assure the family members about her safety/security. However, caution is also bound on a female employee in order to avoid unnecessary exposure to any untoward incident.

Unless it is such emergency or there is no alternative, staff in the organisation will be discouraged to travel (within country) in the nights. If any employee wishes to travel in the night, then s/he shall do it at his/her own responsibility.

The employee will obtain travel authorisation prior to the travel and the copy of such approval will be annexed with the travel bill.

In addition, a movement register will be maintained to record the travel information of the employee and monitor the field work and travel.

9.2 Travel Expense

Employees of MF when required to travel (if not by the vehicle of MF) in connection with their duties and functions shall be entitled to actual travel expenses incurred on public transport as stated in the Financial and Administrative Manual (Control document) of MF.

9.3 Per Diem or Daily Subsistence Allowance

An employee when traveling outside the duty station shall be entitled to receive Per diem as specified rate circulated by the competent authority time to time. For 18 hours or more duration of travel, the employee will receive full per diem but a travel less than eight hours, employee will not be entitled any per diem. The proportionate rate for Per diem shall be calculated as follows:

<u>Hour's</u>	<u>%</u>
0 to 8 hours	25%
8 to 12 hours	50%
12 to 18 hours	75%
18 to 24 hours	100%

However, the members of the Executive Committee including the Director are entitled to draw the actual expenditure if they exceed the above mentioned limit. In such case they need to submit the bill against actual transport costs, food and accommodation.

If the travel required by other categories of employees not covered by the above rules, viz.: Advisors and Consultants, they will be paid at actual or the cost determined by the Director.

9.4 Special Provision in Travel

In special circumstances, during travel within the country if an employee (male or female) needs to take infants up to 2 years of age for survival reasons, s/he will be allowed to do so but the cost for the baby and attendant (if any) shall have to be borne by the employee.

9.5 Overseas Travel

MF discourage any overseas travel unless it is funded under any project or by an invitation from the host organisation. In such case, the Daily Subsistence Allowance (DSA) and pocket money for the participant will be dealt case by case.

9.6 Travel Procedure

Whenever an employee intends to undertake any official trip, s/he must fill up the Travel Authorization Form (attachment – 19) specifying the purpose, destination, and time/date of departure and expected time/date of return/arrival with his/her signature. The proposed travel/trip should be approved by the competent authority. A Movement Register will be filled up by the concerned employee by mentioning date and time of departure, destination(s), purpose and expected date of return after obtaining of due approval from the authority. After returning the concerned employee will sign on the register again along with remarks, if any. While submitting the bill the employee shall have to submit the approved request form along with the travelling bill.

For overseas travel, the concerned staff will inform the designated official well in advance with relevant documents and the Director's approval/consent for processing the commitment letter/agreement (if any) and settle other official matters. The person visiting abroad will be responsible for arrangement of his/her Visa, Tickets, Passport renewal etc. MF appreciates sponsors providing all logistic support for any overseas visit. If the arrangement is not made by the sponsoring partner/organisation, the concerned person will can directly deal the matter or can obtain support from the designated officer at MF.

9.7 Travel & Per Diem Advance

Where necessary, MF will give travel advances through a voucher to the staff travelling within or outside the country. The travel advances will be determined case-by-case depending

on destination as well as duration and anticipated expenses. For local travel the advance will be approved as per the table of authority and the Director shall approve advance in overseas travel irrespective of amount. The advance has to be adjusted within 7 calendar days of returning from the visit.

9.8 Travel Expense Report

Upon returning to office, employees are required to submit trip expenses report of official expenses (along with the vouchers/ bills, if applicable) using Prescribed Form to the Accounts section with approval of the competent authority. The Accounts section can raise point to reimburse mentioned amount if not followed the required rule & procedures. In addition to expense report, a visit report should be attached with the expense report. In case of fully sponsored overseas travel MF will not bear per diem/PER DIEM and any other associated costs thereto. In special circumstances the office might bear such expenses but it must be supported by proper justification. If the travel, food and accommodation costs are borne by the host/sponsor organisation, but per diem is offered, in such case MF will pay a reasonable per diem.

10. DISCIPLINARY MEASURES

10.1 Disciplinary Action

By accepting an appointment with MF all employees agree to work in a responsible, disciplined, harmonious and productive manner, to be loyal to the organisation and to act in a manner conducive to the accomplishment of the organisational objectives. The main objective of disciplining is to punish the wrong doers and help employees to improve their behavior that lead to improved performances and not to alienate him/her from the organisation. The objective of disciplinary action should be to motivate the employee to the extent possible to improve performance. Disciplinary actions are not taken just to alienate the employee from the organisation.

10.2 Termination

MF may terminate any employee without assigning any reason by giving 3 (three) months' notice or payment of a sum equal to the three months basic in lieu of notice at any time. This benefit will be given before the expiry of the second working day from termination date. Sufficient ground should be recorded in the employee's file for future reference and demonstrate transparency in all actions. The terminated employee will receive legal dues at separation. A termination letter (Attachment 20) will be issued by the Director.

10.3 Misconduct Defined

The following acts on the part of an employee shall be considered as misconduct:

- a. Wilful insubordination or disobedience to any lawful order of the supervisor(s);
- b. Theft, fraud or dishonesty in connection with MF business and property;
- c. Taking or giving bribes or any illegal gratification in connection with his/her work;
- d. Habitual "absence without leave" or absence without authorised leave;
- e. Habitual late attendance;
- f. Breach of any terms and conditions of service rules or employment or any rules applicable to MF or any rules made thereunder;
- g. Riotous, disorderly or indecent behavior of the employee;
- h. Habitual negligence or neglect of work;
- i. Willful damage to work in process or to any property of MF;
- j. Tampering with records and registers of MF;
- k. Unauthorised removal of records and registers of MF;

- l. Failure to observe the safety and security of the office article and records and registers of MF property kept in charge of the employee;
- m. Engagement in drug abuse;
- n. Disclose of confidential information publicly which may destroy image of MF;
- o. Liable for or influence in sexual harassment;
- p. Threat by using ICT or from any Cybercrime

10.4 Show Case

When a complaint is received against an employee that is serious in nature and that falls under misconduct as defined in this Manual, a charge sheet will be prepared and a show cause letter will be issued against the accused employee. The show cause letter shall ask the employee to explain within 7 working days why disciplinary action should not be taken against him/her. The show cause letter must mention the charges, time, date and place of the incident. The letter (Attachment- 21) should be issued by the designated official or the Director, where applicable.

10.5 Notice of Enquiry

The accused will be issued 'Notice of Enquiry' by the Director if the explanation is not found satisfactory. The notice of enquiry (Attachment-22) mentions the name of the enquiry officers, date, time, venue, their opportunity to defend themselves before the enquiry committee.

10.6 Investigation

A formal enquiry will be conducted to conclude whether the accused is guilty or not. The inquiry officer must be at least one grade higher than accused employee. The inquiry board must be constituted with neutral person. The inquiry team will obtain signature in each pages of recorded procedures by the concerned persons and prepare a written report for management action. The team may have 3-5 members with at least one female.

10.7 Dismissal

Based on report of the enquiry committee, the Director will decide whether the accused will be dismissed or not. Dismissal would take place when an employee is convicted of an offense or is found guilty of misconduct. According to the section 18(1) of Bangladesh Employment of Labor (Standing Order Act), 1965, no order for discharge or dismissal of a worker shall be made unless-

- a) The allegation against him/her are recorded in writing,
- b) S/he is given a copy thereof and not less than 7 working days' time to explain,
- c) S/he is given personal hearing if such a prayer is made, and
- d) The Chairman/Director approves of such order.

The dismissal letter (Attachment – 23) will be issued by the Director of MF.

10.8 Procedure of Suspension

- a. An employee charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of such suspension shall not exceed sixty (60) days unless the matter is pending before any court recognizable under the laws of Bangladesh.
- b. The suspended employee must be paid 50% of his/her basic salary and full house rent during the period of suspension. This payment is not refundable, even if dismissal occurs.
- c. The employee should be issued a Suspension Order (Attachment- 24), which shall take effect immediately on delivery.

- d. If the employee is not found guilty, s/he shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.
- e. A suspended employee cannot attend the office or sign any official documents unless authorised to do so.
- f. Suspended employee shall forthwith handover charges to any other employee as ordered by the competent authority.
- g. Suspended employee shall not be allowed to leave his/her station without approval of MF management.

10.9 Grievance Procedures

- a. MF tries to provide prompt and orderly resolution of all types of grievances relating to employment conditions.
- b. Any employee may submit personal grievances within 15 days of the occurrence of the incident.
- c. Employees will submit written complaint to their immediate supervisor who will investigate the matter and give the employee personal hearing and communicate the decision within 15 days.
- d. If the employee disagrees to the response from the supervisor, the employee should write to next level supervisor within 15 days of the responses received who shall enquire into the matter and inform the employee of the decision.
- e. If the employee is still not satisfied, a written request for further review may be submitted to Director. The decision given by the Director is final at this stage.
- f. All complaints must be in writing, signed and dated by the employee, if they are to receive consideration. No anonymous grievances or allegations will be considered under any circumstances. Writing, disseminating or assisting in the spreading of anonymous allegations will result in severe disciplinary action for all employees involved.

10.10 In Case of Non-acceptance of Any Official Letter

If an employee refuses to accept any notice, letter, charge sheet, order or any document addressed to her/him, it shall be deemed that such notice, letter, charge sheet, order or the document has been delivered to him/her if a copy of the same has been sent to the address of the employee as available in the office record, by registered post. In such case a copy of the same needs to be posted in the office notice board.

10.11 Appeal

The affected employee will have the right to appeal to the Executive Committee within one month on receipt of the order of punishment. The competent authority will decide and dispose of the appeal in the manner it deems appropriate.

10.12 Conflict Management

MF recognises that the results of unmanaged major conflict may jeopardise the achievement/progress of the organisation and also bring harm to the organisation, its programmes, working environment and interpersonal relationship among staff. For organisational effectiveness in MF, the Conflict is managed, rather than suppressed, ignored or avoided. MF will try to identify the causes of conflict and resolve it in an effective manner with a win-win situation.

11. SEPERATION WITH ORGANISATION

11.1 Resignation

A confirmed employee can resign from services by giving one-months' notice or pay in lieu of notice and a probationary employee can resign from services with seven days' notice. A non-confirmed staff, short-term consultant and temporary employee can resign from services with or without notice period in accordance with the terms of his/her employment.

All resignation letters shall be forwarded to the Director through the respective line management. The authority will issue the acceptance of resignation at an appropriate time unless there are any major problems with the employee. The resignation shall not be accepted if s/he is being proceeded against for misconduct or corruption.

A confirmed employee when resigns shall be entitled to following benefits in accordance with the service rule:

- a. Unpaid salary and allowances up to the last day of work (deduction will be made if proper notice is not given as per policy);
- b. Encashment for the unused balance earned leave, if any;
- c. Employee's contribution to the provident fund and interest, as applicable per service rule;
- d. Gratuity (only applicable for confirmed core/long-term project employee and s/he has completed minimum one-year service);
- e. However, in the event of failure to provide the required full notice period, an employee will be subject to have a proportionate salary deduction for the calendar days for the failure to notify at due time.

A probationary employee when resigns will receive only unpaid salary and allowances up to last day of work and encashment for unused balance earned leave, if any.

The resignation of any other type of employment will be dealt with in accordance with the terms of the Employment.

11.2 Redundancy

In cases when a position or number of positions are deemed unnecessary or become redundant due to completion or phase out of the project, reducing the organisational activities or abolishing the position, staff will be notified at least 1 month prior to the date from which redundancy will become effective or be paid in lieu of notice thereof. In case of redundancy of a confirmed employee will be entitled all regular benefits related to separation including unpaid salary, leave pay, provident fund contributions and gratuity among others.

11.3 Discharge on Medical Grounds

An employee will be discharged from service for reasons of physical or mental incapacity or for continued ill health or such reasons not amounting to misconduct provided that a medical board confirms such incapacity. A medical board comprising of two doctors (as nominated by MF management) must be formed to examine and make recommendations.

A discharged employee under medical ground will receive all admissible benefits including unpaid salary and allowances, leave pay, provident fund and gratuity along with 1 (one) month's salary as notice pay.

11.4 Clearance Certificate and Final Settlement

An employee, prior to his/her release from the organisation through resignation or separation by any mode, s/he must do a handover of his/her responsibilities to his/her successor or to a staff as nominated by the Director.

An employee who resigns or is terminated, discharged, made redundant, dismissed or retired must have a clearance certificate, as per (Attachment – 25), from the concerned section/project of MF office and then submit to the Accounts section for receiving final payment. The finance section will settle the final payment within two weeks unless there is any pending issue.

An employee who resigns or is terminated, discharged, retired, dismissed or made redundant, are entitled to a Experience Certificate/Service Certificate signed by the Director.

12. HUMAN RESOURCES DEVELOPMENT (HRD)

12.1 HRD in MF

Human Resources Development (HRD) in MF is a set of structured processes, which enhance individual and collective staff potential, improve their performance in organisational roles, and ensure that human resources work optimally with other resources to achieve the organisation's mission. The major objectives of MF's HRD are to (i) ensure proper utilization of human resources; (ii) ensure equal opportunity as widely as possible for the staff to participate in this process; (iii) ensure gender responsive mechanisms and processes; (iv) utilise all the opportunities adequately and timely; and (v) develop spirit of team building and team cohesion.

12.2 To Accelerate the HRD Policy

MF aims to (i) collect relevant information about training available within the reach, identify training needs and nominate as and when appropriate; (ii) provide secretarial assistance to MF management in implementing policies concerning human resources development; (iii) provide facilitating services to staff in all matters related to human resources development and management; (iv) formulate a regular plan for human resource development in accordance with MF's plan and take necessary measures for staff evaluation/development; and (v) organise foundation course for the new staff.

12.3 Human Resource Development (HRD) Guiding Principles

MF management, its managers, supervisors and staff, as per their respective responsibility level, will maintain the following Guiding Principles in planning and implementing the staff development and career planning activities.

- a. **Transparency** – Clearly communicated policies and expectations
 - Clear procedures and systems for staff development and career planning;
 - Staff awareness of organisational goals and directions, programmes and project's present and future needs;
- b. **Participation** – Shared responsibility
 - MF and staff both share responsibility for staff development and career planning;
 - Employees should take initiative to help MF plan and achieve their professional development;
- c. **Representation** – diversity (Gender and Equity)

- Staff development opportunities shall be equitable based on criteria such as gender, ethnicity and other section of the society;
 - MF needs to articulate its organisational (skills) needs and create opportunities to meet those needs;
- d. Clarity and Communication - Career visioning**
- MF needs to articulate its organisational goals and enable staff to envision career paths within and outside the organization;
 - Employees need to understand the goals of MF and its programmes and projects;
 - Effective strategies to communicate staff development and career planning opportunities;
- e. Collaboration**
- Management training needs must add value to programme/project training needs;
 - Identification and utilization of both internal and external expertise;
 - Sharing learning across the organisation, using internal expertise;
- f. Realistic, Efficient, Effective**
- Based on programme/project and organisational needs;
 - Systematic use of data related to human resource management;
- g. Sharpen Focus**
- Focused on socio-economic development, humanitarian response and human rights;
 - Consider development of person, role of employee, team and organisation;
- h. Time-bound**
- Based on a periodic staff development and training calendar, communicated well in advance;
 - Planning must be done in anticipation of projected staffing needs;
- i. Specific/Precise and relevant**
- Human Resources Development processes are clearly defined and support MF mission, goals and objectives;
- j. Continuous Learning**
- MF encourages the concept of continuous learning as it relates to staff development and career planning;
- k. Impact**
- Must be affirmative and result oriented, developing skills for creative problem solving;
 - Must be systematically monitored and evaluated, reported to management.

12.4 HRD Interventions

To meet the need and address the HRD in MF, the following HRD interventions (systems or approaches) can be used.

- Induction/Orientation
- Training
- Coaching and mentoring
- Deputation
- Job rotation
- Exposure/ cross visit
- Other initiatives: participation in meeting and workshops, seminar and conferences, and professional development courses

12.5 Induction/Orientation

Each and every organisation has its own culture and practice that new employees need to be oriented with them. Induction is the guided adjustment of a new employee to the organisation and his/her work environment. It is the policy of MF to orient all newly recruited staff of core and project status through induction process at the time of joining the organisation. MF will ensure that all new staff of core and project position to be exposed to MF activities through orientation and field programmes within 3 months of his/her appointment.

12.6 Training Needs Assessment

The training is viewed to address the problems or gaps in performance in an organisation. However, to understand what intervention is needed to address the gaps, the problems need to be understood in greater detail.

The primary purpose of the needs assessment process is to ensure that there is a need for training and to identify the nature of the content of the training programme. Conducting an assessment is a way to collect information that can be used to decide what type of development will be perceived as relevant and useful.

Training needs can be accessed through job evaluation, performance appraisal process and close monitoring of the work of the staff by his/her supervisors, and interview of individual employee. At the same time, the training opportunities are identified and the staff is notified about their training needs. The management, based on the inputs of the supervisors, will assess the training needs of the staff and explore opportunities to fulfil the needs.

12.7 Selection of Employees for Training

It is the responsibility of the supervisor in consultation with the management to decide who should receive training based on the organisational needs and potential of employee. Priority for staff training will be given to female employees on the principle of affirmative action as MF works toward gender equality and also for the staff considered under career development plan. The selection of staff for any external training, workshop, study tour or exposure visit must meet the following criteria:

- a. The training or development intervention must be considered necessary for both the organisation and the concerned staff based on his/her need assessment;
- b. The training or development intervention shall be related to employee's job, nature of work and the organisation;
- c. Employee's absence from the office shall not affect the programme activities and office work;
- d. Availability of fund to support the training cost;
- e. A short list shall be prepared when there are numbers of deserving candidates according to their relative merit;
- f. If a staff member selected for training is unable to participate for personal reasons, his/her name will remain on the panel and will be considered for subsequent appropriate training opportunities.

12.8 Arrangement for Sending Representatives to Seminar/Workshops

If any institute/organisation/Govt. body informs in writing to MF to send representative in any seminar/workshop, the Director or his/her designate will nominate the candidate to represent MF in such seminar/workshop.

12.9 Training Report

Upon return from training/exposure, a staff will be required to submit a complete report using (Attachment – 26) to their supervisor and a copy to designated official for HRD. This

includes participation in training (both short & long term) workshops, seminars, conferences, and inter-agency meetings on specific subjects and special in-house training etc. The content of this report will include only the main points of the training.

12.10 Monitoring and Evaluation of Training

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

12.11 Coaching & Mentoring

The coaching is a process that enables learning and development to occur and thus performance to improve. This is a system to respond the continuous feedback from both staff members to supervisor and vice versa. Mentoring is “off-line help by one person to another making significant transitions in knowledge work or thinking”. It is based on a relationship between a younger employee and an older, more experienced manager who is usually not the employee’s supervisor.

12.12 Deputation

MF will facilitate attachment of eligible employees to another job, another section of MF for the purpose of gaining experience and for specific learning on the job skills with a time-bound plan.

12.13 Job Rotation

This is a process by which a staff is temporarily assigned to another position or job for a short period. This method can be chosen when a staff needs to acquire the knowledge of any other job/position for personal development.

12.14 Exposure and Cross-Visits

MF will arrange sending eligible employees to other relevant organisation for the purpose of gaining experience and for learning specific expertise or job skills. The period of such exposures/cross visits is usually short e.g. 3-5 days.

13. STAFF PERFORMANCE APPRAISAL SYSTEM (SAS)

13.1 Policy Statement

The Performance Appraisal System in MF (called as Staff Appraisal System) is a systematic and participatory process, by which an individual employee’s performance is monitored, guided, developed, evaluated and rewarded. MF will use prescribed form for performance appraisal as per (Attachment – 10 & 11). It provides a tool for managing staff performance. The staff appraisal process should involve employee and his/her supervisor work together to recognise the strengths and weaknesses of the employee’s performance, identify his/her training & development needs and find ways of improving his/her effectiveness at work.

Performance appraisal should give both supervisor and employee an opportunity to establish two-way communication against mutual expectations on job performance. It should help supervisors to identify and provide feedback to employees. Feedback may be given in order to:

- a. Remove performance gaps in current position,
- b. Improve further for future growth and challenges, and
- c. Recognise and appreciate for outstanding performance.

13.2 Performance Evaluation

For the purpose of fair evaluation, the assessment will be done by the evaluator at two levels – first evaluator and second evaluator. The first evaluator is the immediate supervisor of an employee and the second supervisor is the immediate supervisor of the supervisor as identified in the organogram of the MF.

It is the responsibility of all evaluators to assess the employees' performance in an unbiased, fair and accurate manner. If any evaluator does a biased or unfair assessment of his/her subordinate with a favour or disfavour, and if it is proven, such evaluator will be subject to disciplinary action and that assessment will be deemed void. In such case the Director will assign two senior staff, those who are conversant about the employee's work and performance, for further assessment. All assessment will be approved by the Director.

13.3 Time for Performance Evaluation

MF management shall ensure that each of its employees' performance is evaluated once a year. Completion of one year from the last performance appraisal will be considered as the appropriate time for appraisal, for probationary employee, appropriate time is at the end of the probationary period. In case of promotion, annual appraisal will be done on the basis of his/her promotion date, while service length within the organisation will be calculated basis of his/her joining date in the organisation.

13.4 Appraisal for Staff who are on Deputation, Short-terms Projects or Recently Promoted

Staff on deputation or works for another section/project or recently promoted, his/her performance evaluation will be done based on the most relevant position and job, and the evaluator(s) will be determined by the management beforehand.

13.5 Basis for Performance Appraisal

The performance of an employee will be assessed in the light of updated job description, required skills/competencies for successful performance, agreed job target and on time accomplishment/ delivery of output, personal characteristics; and personal qualities.

13.6 Performance Appraisal Process

Supervisors should consider that performance management is not an annual event rather it is year round activity. The process looks at the following important steps:

- a. Determine, agree and share what is expected from the employee in terms of accomplishment of objectives and job performances. This is usually set at the beginning of a performance year.
- b. Sit together with employee to review and monitor the progress level of objectives or job performances and revise objectives if situation demands so. The period of such review will depend on individual. This review session may be formal or informal depending on circumstances. However, supervisor should take notes on review outcome that may be used as future reference.
- c. Complete annual appraisal in a formal way by using prescribed format and guidelines including evaluate accomplishment, identify future targets and recognise performance to motivate employees.

- d. For the purpose of staff appraisal, the evaluator/supervisor will use the following documents/information:
- Annual work plan;
 - Section/departmental plan;
 - Group/team assignment;
 - Individual assignment;
 - Performance criteria;
 - Staff Appraisal Form;
 - Feedback from the management.

13.7 Performance Rating

While evaluating employee performances, MF will use 4 performance rating scale. They are as below:

Table 2: Guideline for Performance Appraisal

Rating	Assessment	What to do
4) Exceeds Expectations	<p>Has consistently exceeded all the objectives in the Workplan and performance is well above the level expected from staff of the same grade.</p> <p>This rating level is for truly exceptional individuals. Performance at this level contributes significantly to outcomes that advance achievements of the team, department or the MF as a whole. Everyone within the work team can recognise performance results in this category as exceptional and clearly exceeding expectations.</p>	Ensure that staff in this category are shown appreciation for the excellent work they are doing.
3) Meets all expectations	<p>Has fully satisfied all the objectives in the workplace.</p> <p>Under this rating work is consistently of high quality. Furthermore the staff member may exceed expectations for some objectives while fully meeting expectations for others.</p>	Ensure that staff in this category is shown appreciation for their work. Dialogue should take place on future development goals.
2) Meets most expectations	Has met most of the objectives in the workplace and has reached a satisfactory level of performance.	Overall performance is satisfactory, although further improvement may be encouraged.
1) Falls below expectations	Only a few objectives have been carried out to completion and the contribution to the department's work is insufficient when compared to that of staff at the same grade.	A performance improvement plan would normally be initiated if not already in progress.

13.8 Appraisal outcome and recommended actions

- Employees who gets more that 80% marks will be considered as outstanding performer, 70% to 80% will be considered as very good, 60% to 70% will be considered as good, 50%-60% will be considered as fair and below 50% will be considered as poor and unsatisfactory.
- Employees who will be rated as ‘outstanding’ may get 1 performance bonus and 1 step regular salary rise equivalent to one-month basic salary. Outstanding rating should not be exceeded 10%-15% of the total employees of the organisation in a given year.
- Employees who will be rated as ‘very good’ and ‘good’ will get 1 step regular salary rise.
- Employees who will be rated as ‘fair’ will not get any salary rise. Their performances will be strictly observed for six months’ period.
- Employees who will be rated as ‘poor and unsatisfactory’ are recommended for termination.
- Appraisal forms will be retained by designated person for monitoring of employee's performances.
- A copy of appraisal will be preserved in employee's personal file.

14. SEXUAL HARASSMENT: GRIEVANCE HANDLING

14.1 Objectives

It is the policies of MF is to maintain an environment which is free from all forms of harassment, intimidation and discrimination including sexual harassment. MF is committed to creating and maintaining a system in which all employees can work together in an environment that is free from objectionable conduct of a sexual nature.

Employees have the right to enjoy a workplace free from sexual harassment. The authority strongly opposes to sexual harassment and is determined to take stern action required to prevent, and if necessary, discipline employee behaviour.

14.2 Defining Sexual Harassment

Sexual harassment is defined as: Unwelcome sexual advances, touching, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made a condition for changing employment terms or decisions or creating an intimidating or hostile working environment.

14.3 Submission Process

- a. In the event, an employee feels that s/he has been subject to sexual harassment, s/he should immediately report to his/her supervisor in writing. The report should state circumstances of the alleged harassing incident where date, time, place etc. must be clearly mentioned.
- b. The individual complainant may seek assistance from gender representative or manager as s/he has chosen before filing complains.
- c. If the supervisor is the aggrieving party, then s/he should inform to next level manager or directly to Director.
- d. An employee who thinks that s/he is a victim of sexual nature should consult with manager to be confirmed whether any particular behavior falls under the definition of sexual harassment or not. If it does, then next step will follow. If a victim does not feel comfortable, s/he may submit complaint directly to the Director.

- e. The submission should be made immediate and not later than 30 days from the occurrence of the incident. Unanimous letter will not get any consideration by the authority.

14.4 Action

- a. The concerned supervisor or the next level manager will bring the matter to the notice of the Director. The alleged person will be issued a show cause letter asking him to reply within 5 days why disciplinary actions will not be taken against him/her.
- b. Before show cause, the authority may conduct immediate but preliminary investigation and record their primary findings. The primary investigation records may be used at the time of formal enquiry.
- c. In the event the accused does not reply, the issue will be considered as an ex-parte matter and the management will send an emergency request for a continuance. In case the reply is not found satisfactory, formal investigation process will be initiated with a notice of enquiry.
- d. The Director along with at least one senior manager will formally investigate the complaint by gathering pertinent information, interviewing the persons involved, and give the victim a personal hearing. It is necessary to look into the whole perspective, looking at the pattern of behavior before determining whether the specific forms of behavior constitute sexual harassment.
- e. The enquiry proceedings will be preserved and be signed by the investigation board members, accused, the witnesses.
- f. If the complaint is found to be valid, action will be taken according to MF policies. In such case, no negotiation is permissible rather depending on severity of the complaint appropriate disciplinary action will be taken.
- g. During the course of investigation, maximum possible degree of confidentiality will be maintained. The authority will provide necessary counseling, support and advice to the victim depending on circumstances.
- h. The following types of actions may be taken when sexual harassment is reported and disciplinary action is warranted:
 - Warning (verbal/written)
 - Suspension
 - Discharge
 - Dismissal
 - Termination

14.4.1 In case the alleged is found guilty of sexual harassment, s/he will be dismissed immediately from MF.

14.5 Grievance Submission to Higher Authority

In case the victim is not satisfied with the action taken, or s/he does not feel comfortable to submit the complaint, then s/he may submit a written appeal to the Director within 7 days after hearing. The Director, within 20 days of appeal, will investigate the case further and give final hearing to the appeal.

14.6 Applicability of the Policies

The above policy is also applicable in case a complaint is received from clients of MF.

15. WORKING CONDITIONS

15.1 Organisational Environment

It is the policy that MF shall have a secured, clean, functional and conducive physical environment in its office and premises. It has “no smoking zone inside the office” and “drug free workplace”. Each employee has the responsibility to work safely and maintain the premises, office spaces and facilities in a good condition. In addition, the MF will have separate toilets for female staff and the lactating mother will be allowed a safe place and time to feed the infants.

Employees will encourage each other a positive attitude towards work and to create an enabling working atmosphere in the organisation especially for women. All employees are expected to be gender conscious and sensitive to the gender issues, which will be manifested through their behaviour, beliefs, values and attitudes mainstreaming gender in the organisation culture.

All staff of MF should be given the opportunity to express their views openly and confidently without fear of repercussions on their employment and working relationship. MF is committed to keep its work place and working environment free from any sorts of acts of sexual harassment, by any employment towards other MF employees or others.

15.2 Working Hours, Holidays and Attendance

- a. The employees will be required to work according to the needs of their functions and jobs requirements.
- b. The normal office hours in MF will be from 9:00 a.m. to 5:00 p.m. Saturday through Thursday, except public holidays, with one-hour lunch break. Office timing for support staff shall be from 8:30 a.m. to 5:30 p.m. Office hours during Ramadan will be reduced considering the announcement by the government and other similar institution.
- c. The employees shall be punctual and maintain discipline about time keeping which will be one of the criteria for evaluation of their performance.
- d. It is expected that during working hours, staff will not leave the office without information to or approval of the supervisor, as deemed appropriate.
- e. MF shall observe Govt. declared public holidays and other holidays as decided by the executive order of the Govt. unless otherwise decided by the competent authority to meet exigencies of circumstances.
- f. All employees, except the Director, will sign the Attendance Register daily, unless they are on leave, on tour or ill, at the time they arrive in the office.
- g. Any employee reporting to work after 15 minutes of the beginning of normal office hour will be marked late, unless there is a genuine and justified reason. Three days’ late attendance of a staff in a month should be informed by the designated official to the respective supervisor for discussion with concerned staff and a verbal warn for future. If there is no improvement, three late attendances from the following a month will result in one day’s salary deduction from his/her entitled earned leave.
- h. Pregnant women and lactating mothers, if necessary, will be allowed for flexible working time as agreed with their supervisor.
- i. In the event of any natural or manmade disaster or civil commotion (for example-cyclone, mob violence, hartal etc.) which poses a direct safety/security threat to an employee especially female, the supervisor at his/her discretion will allow necessary relaxation in their timely attendance in duty station.

16. MISCELLANEOUS

16.1 Access to Employees Personnel Professional Files

Employees are eligible to access to her/his personnel files in presence of her/his supervisors and HR personnel. Likewise, concerned supervisors, department heads and the Director has the access to employees' personnel files.

16.2 Drug Abuse

MF will take stern action whenever an employee is found to be involved with unlawful manufacture, dispensation, possession, use or distribution of a controlled substance. Smoking is prohibited in office premises. Strong disciplinary action will be taken for violation of this policy. In ensuring congenial environment, the employees have to play a strong role to keep the workplace free from drug abuses.

16.3 Personal Belongings

All employees of MF are responsible to keep their assigned belongings in secured places. In case of loss of any such items, the concerned employee will be held responsible.

16.4 Personal and Official Safety and Security

All employees of MF shall be responsible to ensure their safety and security while on official duty. In case of any prediction of danger, the concerned employee will immediately inform the same to management.

16.5 Confidentiality and Copy Right

All employees of MF shall maintain highest professional confidentiality in her/his work. Any materials produced during the employment with MF will be treated as the property of MF. Employees are not allowed to share any official document without prior permission from management. Violation of such policies will be strictly handled.

16.6 Personal Visitors

Personal visitors at the office are discouraged. If for emergency reasons, a visitor needs to entertain, the duration should be as short as possible.

16.7 Reserve Clause

The Director has the discretionary authority to make exception to any of the policies set forth in this manual for the greater interest of the organisation and its employees based on his/her own judgment in any particular situation.

16.8 Health and Safety

MF recognises that safe and hygienic atmosphere at work place is a precondition to motivate employees to work with MF. In order to ensure this, MF, to the best of its ability, will take all possible measures to provide safe and hygienic upkeep of the office for the employees especially for the female.

All employees of MF shall be careful about maintenance of his/her work place and its environment and ensure that it is safe and free from health hazard. Any unsafe conditions or injuries should be immediately reported to the concerned official.

MF will have first aid kit in the office with updated emergency medicines for staff to use during working hour/travel when necessary.

16.9 Official Asset

Any official assets assigned to the employees are the property of MF. The employee will be held responsible for the loss, damage or misuse of the official asset. However, it is management's discretion to consider if the loss or damage occurs by external force/circumstances, which shall be strongly justified with evidence.

16.10 Use of Support Staff

MF has support staff to provide support to the whole office. As per their job description they are subject to work for cleaning, minor repairs, maintenance, safety and security, distribution of mails inside and outside the office, major photocopying, purchasing/procurement of petty official materials, ticket purchasing, visa, cooking food & preparing tea for visitors. In the organisation like MF, the number of support staff is minimum to make the administrative cost less and therefore every staff will work in a planned way and not to encourage overtime payment unless there is no other alternative.

The End



Appendix – 1

Amendments Tracking

Sl. No.	Policy/ clause/ section No.	Contents	Effective from (Date)	Amendment Date	Page No.

Attachments

ToR of the Gender Committee and Gender Focal Point

The MUKTI FOUNDATION will form a 3-5 members Gender Committee and assign one of the senior female official as Gender Focal Point.

Overall, the Gender Focal Point is the “voice” of their respective in the organisation providing feedback and also acts as a resource person for gender equality issues in humanitarian response and preparedness

The specific responsibilities include:

- Act as the point of contact on gender equality in humanitarian action for the organisation
- Be a main actor on the ground to support the roll out of the Gender plan, promote Gender Profile, and guidance
- Be a catalyst within the organisation on gender equality issues (i.e. raise awareness, advocate for resources, etc. rather than assume total responsibility for all gender-related actions)
- Circulate key documents within the organisation (tools, analysis, new studies, policy documents, etc.)
- Contribute to capacity building initiative for the staff members on empowering women and promote equity and stop sexual harassment within the organisation;
- Provide inputs into reporting on gender equality advances, challenges, opportunities and good practices for MUKTI FOUNDATION
- Contribute to the implementation of the Joint Action Plan including joint advocacy, analysis, technical support, capacity development, etc.

JOB DESCRIPTION

Position: Coordinator

Reportable: Executive Director

Job Responsibilities: The position holder will be responsible for preparing and implement programmatic interventions in an efficient and effective manner as well as to achieve the desired results as identified by the organization. As senior position holder, s/he has to lead a team of professionals deputed for implementation of designed activities. Under the direct guidance and supervisor of the Executive Director, s/he will have to carry-out following role and responsibilities in accordance MUKTI FOUNDATION policies and procedures.

The Role and Responsibilities are:

Public Policy

- Having good understanding of country's humanitarian system and contributing to the humanitarian response.
- Conceptualize and understand different policies related to emergency response
- Better understanding of networking and strategic decisions

Planning and Budgeting:

- Contribute to identify the short term and long term strategies and intervention of the organization like Strategic planning, writing of project document, project concept notes etc. Prepare operational plan and budget for programmatic intervention
- Identify key lessons learnt and incorporate in future planning

Management and Supervision:

- Lead a team of professionals for implementation of program within the stipulated timeframe
- Facilitate, supervise and follow-up of implementation of program activities as scheduled
- Utilize resources effectively and efficiently
- Ensure donor compliance and meet deadlines
- Monitor and review the progress of implementation of planned activities and coordinate their activities
- Tracking half yearly and annual operational plan and budgets of the respective section/projects
- Facilitate and develop performance of the team members through providing feedback, coaching and mentoring.
- Deal with emerging and special issue

Program Implementation to ELNHA project:

- Coordinate with Ashroy Foundation and Oxfam for implementation of ELNHA project in Satkhira
- Take operational leadership for development of baseline and end-line of the ELNHA project and guide downstream partners in carrying out the exercise
- Specific activity 1
- Specific activity 2
- Specific activity 3

Progress Review and Monitoring:

- Review and monitoring the progress of the project activities.
- Contribute in evaluation of program strategies

Governance

- Contribute in upholding the spirit of transparency and accountability standard set by the organization and apply it in day to day activities.
- Maintain high level of ethical standard and code of conduct.
- Deputize the Executive Director in appropriate forums

Liaison and representation

- Maintain liaison with different govt. and non-government agencies like DRRO, DC, and NDC
- Networking with other organizations having similar vision
- Represent MUKTI FOUNDATION in different national and regional level forums and organizations

Reporting and Documentation:

- Prepare quality analytical reports focusing on achievements and results
- Gender Responsive and Inclusiveness
- Main gender responsive environment and respect diversity
- Documentation of different program/activities.
- Prepare Annual Report of the project

Key qualification for the position:

- The incumbent should have Masters in social science, any degree on disaster risk reduction, environment or development studies will be considered as added qualification;
- Have minimum of 5-7 years' experience in relevant field of which at least 2 years in managerial position in similar organisation

[This is a Sample JD; More JD to include by the organisation]

CV Evaluation Form for Short-listing of Candidates

Title of the Position:

Requirements as per advertisement: _____

Name of the Project/Section:

Academic Qualifications: _____

Experience: _____

Others: _____

Sl. #	Name of Candidates	Highest Academic Qualification	Years of Experience		Special skills related to the post	Leadership and Mgt. Experience	Others	Shortlisted	Not Short-listed	Reasons for Not short-listed
			Total	Relevant						
01.										
02.										
03.										
04.										
05.										
06.										
07.										
08.										
09.										
10.										

Steps to be followed for short-listing:

- Reject all CVs which do not meet requirements for the position.
- Select maximum 5-10 candidates for written test per position.

Signature of Official 1:

Signature of Official 2:

Name: _____

Name: _____

Date: _____

Date: _____

INTERVIEW CARD
[Letter Head]

Ref:
Date:
Name and Address

Subject: Call for interview for the post of(designation).....on...(date)...at (time).....

Dear Mr/Ms.....,

Greetings from MUKTI FOUNDATION, Satkhira.

With reference to your application for the post of(designation)....., we are pleased to inform you that you have been short-listed for the position. In this regard a written test and interview has been scheduled on(date)..... at (time)....at(place)...

Please report to the concerned official on duty at the venue 15 minutes before the scheduled time. Please note that the viva-voce will be held on the same date from(time).... at the same venue.

You are requested to carry all the original relevant documents at the time of interview for verification. No expenses for attending the interview will be paid, merely by attending the interview does not entitle you to any benefits or assurance from the organization whatsoever.

You are requested to confirm your presence at(email)...../ phone:.....phone number....

Thanking you and looking forward to see you soon.

Sincerely,

Signature:
Name:
Designation:

Interview Assessment Sheet

Position: _____ **Date Interview:** _____

Sl. No.	Name of the candidate	Viva Voce			Total	Rank/Remarks
		Aptitude	Job related knowledge	Leadership		
1						
2						

3						
4						
5						
6						
7						
8						
9						
10						

Interviewer's overall comments:

Signature, date :

Name of the Interviewer: _____

Summary of Assessment Sheets

Position: _____ Date Interview: _____

Sl. No.	Name of the candidate	Written Test	Computer test	Viva Voce	Total	Rank
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						

Interviewer's overall comments:

Sl. Name of the Interviewer

Signature with date

- 1.
- 2.
- 3.
- 4.
- 5.

Reference Check

[Letter Head]
[Or through Email]

Ref:
Date:
Name and Address

Subject: C reference Check of Mr/Ms.....(name of the candidate)

Dear Mr/Ms.....,
Greetings from MUKTI FOUNDATION, Satkhira.

This has reference to our telephonic conversation dated Please be informed that we are in the process of recruiting one designation....., project.....of CRISCENT. Mr./Ms. Name..... is one of potential candidates for the position and in his/her CV s/he has quoted your name as one of his referees.

In order to have our selection procedure completed, we would like to supplement our understanding of his suitability and background with an appraisal from you. Therefore, it would be very helpful for us if you please fill-in the attached Reference Check Form or give us your opinion of him and send it back to us as soon as possible.

We assure you that any information provided by you in this regard will be treated as most confidential. Your cooperation in this regard is highly appreciated.

If you need any further information/Clarification, please feel free to contact us over phone/by return mail.

Thanking you and looking forward to your continued cooperation.

Sincerely,

Name:
Designation:

Reference Check Form

Reference Check Form PART I: Applicant's Information

Applicant's Name:; Position Applied For: (Designation).....
Organization: MUKTI FOUNDATION; Telephone:

PART II: Reference Information

(Please note that responses to any of following questions will be treated as confidential).

1. Name of Referee: 2. Position:
3. Name of the Organization: 4. Telephone:
5. In what capacity do you know the applicant and how long?
.....
.....
6. What is the reason for leaving present employment? (If known):
7. How are his/ her work habits (attendance, punctuality and reliability), if applicable:
.....
.....
8. How does the applicant get along with co-workers and supervisors:
.....
.....
9. Please describe his/ her ability to prioritize multiple tasks:
.....
.....
10. Please describe his/ her ability to work in a team:
.....
.....
11. What was the applicant's greatest accomplishment (if applicable):
.....
.....
12. Please describe his/her strengths:
.....
.....
13. Please describe any development needs:
.....
.....
14. Is there any point you would like to share with us about the candidate that may help us in making our decision?
.....
.....
15. Do you recommend him/ her for the position applied:
.....
.....

Date:

Referee's Signature

"We want to thank you very much for your time and assistance in our recruitment effort"

MUKTI FOUNDATION, Satkhira. Website:

Appointment Letter

[Letter Head]

Date:

Mr. Ms.

.....

Subject: Appointment Letter for the post of

Dear -----,

With reference to your written test and/or interview, the MUKTI FOUNDATION is pleased to appoint you as ----[Designation]-----, for ----[Name of the Project] -----Project of MUKTI FOUNDATION effective from--[Date]----- under the following terms and conditions:

1. Your monthly gross/consolidated salary will be Taka -----in -----[Grade -, Step -, if applicable] ----- Break down of your salary is as follows:

a) Basic salary	Tk. -----	per month
b) House rent allowance	Tk. -----	per month.
c) Conveyance allowance	Tk. -----	per month.
d) Medical allowance	Tk. -----	per month
e) Entertainment allowance	Tk. -----	per month
Total	Tk. -----	
2. Your workweek will be from Saturday through Thursday.
3. A job description outlining your duties and responsibilities is attached herewith. The job description may be revised in future if deemed necessary.
4. You shall be liable to pay the income tax according to the existing income- tax rules of the Government of Bangladesh (if applicable). MUKTI FOUNDATION will deduct income tax on Salary only at source and you will be personally liable for taxes for other sources, if any.
5. You may be required to work in any of the departments/projects, if MUKTI FOUNDATION decides so.
6. You will be required to travel outside your office/posting place due to the job reasons.
7. You will be on probation for a period of 6 months from the date of joining with MUKTI FOUNDATION. Your employment with MUKTI FOUNDATION will be confirmed if your performance is found to be satisfactory and up to the standard required by the organisation of which standard MUKTI FOUNDATION will be the sole judge.

Signature of Employer

Signature of Employee

8. MUKTI FOUNDATION will provide the following compensation and benefits depending on your employment status, length of service and in accordance with the MUKTI FOUNDATION HR Policy.
 - a) 10% of basic salary as organisation's contribution to the PF (after confirmation).[after introduction of the PF]
 - b) Festival Allowance equivalent to 1 months' basic salary each for two major religious festivals. For probationary employee the proportionate rate will be applicable.
 - c) Gratuity of 1 months' basic salary per year, if applicable and as per the HR Policy of MUKTI FOUNDATION.
 - d) Balance unused earned leave may be encashed if applicable as HR policy of MUKTI FOUNDATION.
 - e) You will not be entitled for the benefits of confirmed employees during your probation period.
9. Increments and promotions are based on performance appraisal and as per the decision of MUKTI FOUNDATION management.
10. You will be entitled to 21 days earned leave per year (which will be accumulated at the rate of 3 days per month). You may be allowed to carry over a maximum of 45 days unused Earned leave to the succeeding year. Earned leave cannot be accumulated or taken in advance.
11. You might be allowed to avail sick leave only if you are sick and unable to continue work or unable to attend work. A maximum of 14 days sick leave may be granted in a year as per the HR policy. A medical certificate, issued by a Registered Medical Practitioner, must be submitted to your office if sick leave is taken for three days and more.
12. Unauthorised absence from duty may be charged to Leave Without Pay.
13. Your service can be terminated, retrenched or discharged as per the organisation's HR Policy.
14. For gross misconduct, your services can be dismissed as per the organisation's HR Policy.
16. You will be bound by the terms and conditions, policies, rules and regulations of MUKTI FOUNDATION that are currently in force and any new terms and conditions, policies, rules and regulations that become effective in future.

Signature of Employer

Signature of Employee

We welcome you to MUKTI FOUNDATION and look forward to a fruitful working relationship.

If the above terms and conditions are acceptable to you, please sign and date all 3 (three) copies of this Appointment Letter in the space provided below, and retain the original for yourself.

Sincerely,

[Signature, Date]

<Name>

Executive Director, MUKTI FOUNDATION

[Signature]

Name:

Date:

Copy to:

1. Personnel File
2. Accounts/Finance
3. Project Coordinator

Joining Report

Date:

The Executive Director
MUKTI FOUNDATION, Satkhira

Dear Sir,

With reference to your offer letter No. dated..... I undersigned would like to inform you that I have joined my duty today datedat(time) as a(post) in.....department.

Your kind approval is solicited.

Sincerely,

Signature
Name & Address

Performance Appraisal Form

(For managerial level)

Name:, Designation:, Proj/sec:.....	
Grade/Step:, Performance Period: DD/MM/YYYY to DD/MM/YYYY	
Length in Current Position: Years, Length of Service with MUKTI FOUNDATION: Years	
Name of Appraiser:, Date of Appraisal: DD/MM/YYYY.	

Performance rating definition:

Outstanding (5)	Employee consistently and always demonstrates excellent performance. Initiative and outputs are over and above the stated job requirements for the position
Very Good (4)	Employee producing good and quality results that exceed requirements of the job
Good (3)	Employee demonstrates required level of performance and meets job objectives for the position
Fair (2)	Employee's performance is marginal and needs improvement in one or more aspects, which are critical to the position
Poor (1)	Employee performs significantly below the level expected of this position. Initiative, outputs and the quality of work are much below the stated requirement for the position

Employees Performance

A. Personal traits based on performance measures/criteria	5	4	3	2	1
1. Quality of Work (accuracy, clarity, complete)					
2. Job Related Knowledge (level of understanding of job procedures & methods)					
3. Initiative (proactive, creative, ability to solve problem)					
4. Ability to work independently					
5. Attitude (have positive outlook, demonstrates respectful behaviour towards others irrespective of gender or status, encourages individual/team participation, cooperative with the colleagues)					
6. Communication (can express effectively & concisely, speaks & writes confidently)					
7. Leadership (supervisory ability, drives for result, acts decisively) and decision making (demonstrates ability to take & implement difficult decisions in a timely and appropriate manner)					
8. Planning & Organizing (establishes and attains realistic goals and meets schedules and deadlines)					
9. Team work (works with others to maximize everyone's contribution to the organization) and Time Management (maintains timeline)					

10. Field Visit (visits field as per organizational requirement and plan)					
<i>Sub-total A</i>					
B. Major Job Responsibilities (based on goals and planned interventions)					
1.					
2.					
3.					
4.					
5.					
<i>Sub-total B</i>					

C. Performance of additional responsibilities					
1.					
2.					
3.					
4.					
5.					
<i>Sub-total C</i>					

D. Supervisory Skill					
1. Supervising Skill					
2. Delegation					
3. Training, Coaching and Mentoring					
4. Neutrality, fairness and Judgemental					
<i>Sub-total D</i>					
<i>Total</i>					

Total XXX/120= XX%

Strengths:	1. 2. 3.
Areas of Improvements:	1. 2. 3.
What will the employee do?	1. 2. 3.

What can the manager do to support this?	1. 2. 3.
---	----------------

Employee's comments:

.....

.....

.....

Signature & date:

Immediate supervisor's comments, recommendations for actions

[Note: Minimum requirement of getting regular increment is 70% marks, special increment may be recommended for persons obtaining more than 80% (once in every 3 years), employee obtain below 60% needs to be warned in writing to improve performance and will work under close observation]

Job may be confirmed

Recommended to extension probation period months

Recommended for regular increment

Recommended for special increment steps

Recommended for Promotion

Signature:

Name & Designation:

Date:

Second supervisor's comments, recommendations for action:

.....

.....

Signature:

Name & Designation:

Date:

Approval of CEO:

.....

.....

Signature:

Name:

Date:

HR Action:

.....

.....

Signature:

Name & Designation

Date:

Performance Appraisal Form

(For operational level)

Name:, Designation:, Proj/sec:.....	
Grade/Step:, Performance Period: DD/MM/YYYY to DD/MM/YYYY	
Length in Current Position: Years, Length of Service with MUKTI FOUNDATION: Years	
Name of Appraiser:, Date of Appraisal: DD/MM/YYYY.	

Performance rating definition:

Outstanding (5)	Employee consistently and always demonstrates excellent performance. Initiative and outputs are over and above the stated job requirements for the position
Very Good (4)	Employee producing good and quality results that exceed requirements of the job
Good (3)	Employee demonstrates required level of performance and meets job objectives for the position
Fair (2)	Employee's performance is marginal and needs improvement in one or more aspects, which are critical to the position
Poor (1)	Employee performs significantly below the level expected of this position. Initiative, outputs and the quality of work are much below the stated requirement for the position

Employees Performance

A. Personal traits based on performance measures/criteria	5	4	3	2	1
11. Quality of Work (accuracy, clarity, complete)					
12. Job Related Knowledge (level of understanding of job procedures & methods)					
13. Initiative (proactive, creative, ability to solve problem)					
14. Ability to work independently					
15. Attitude (have positive outlook, demonstrates respectful behaviour towards others irrespective of gender or status, encourages individual/team participation, cooperative with the colleagues)					
16. Communication (can express effectively & concisely, speaks & writes confidently)					
17. Leadership (supervisory ability, drives for result, acts decisively) and decision making (demonstrates ability to take & implement difficult decisions in a timely and appropriate manner)					
18. Planning & Organizing (establishes and attains realistic goals and meets schedules and deadlines)					
19. Team work (works with others to maximize everyone's contribution to the organization) and Time Management (maintains timeline)					
20. Field Visit (visits field as per organizational requirement and plan)					

<i>Sub-total A</i>					
B. Major Job Responsibilities (based on goals and planned interventions)					
6.					
7.					
8.					
9.					
10.					
<i>Sub-total B</i>					

C. Performance of additional responsibilities					
6.					
7.					
8.					
9.					
10.					
<i>Sub-total C</i>					

Total XXX/100= XX%

Strengths:	1. 2. 3.
Areas of Improvements:	1. 2. 3.
What will the employee do?	1. 2. 3.
What can the manager do to support this?	1. 2. 3.
Employee's comments:	
Signature & date:	

Immediate supervisor's comments, recommendations for actions

[Note: Minimum requirement of getting regular increment is 70% marks, special increment may be recommended for persons obtaining more than 80% (once in every 3 years), employee obtain below 60% needs to be warned in writing to improve performance and will work under close observation]

- Job may be confirmed
- Recommended to extension probation period months
- Recommended for regular increment
- Recommended for special increment steps
- Recommended for Promotion

Signature:

Name & Designation:

Date:

Second supervisor's comments, recommendations for action:

.....
.....

Signature:

Name & Designation:

Date:

Approval of CEO:

.....
.....

Signature:

Name:

Date:

HR Action:

.....
.....

Signature:

Name and Designation:

Date:

Confirmation Letter
[Letter Head]

Date:

Mr./Ms.

.....
.....
.....

Subject: Confirmation of Services of Mr/Ms.....

Dear Mr./Ms.....,

Greetings from MUKTI FOUNDATION.

It is our pleasure to inform you that you have satisfactorily completed six (6)/ ----- month's probationary period in your current position. Based on an assessment of your performance and recommendation of your supervisor, MUKTI FOUNDATION confirms you as a regular/----- employee of the organization in your current position effective -----.

We hope you would continue to perform your responsibilities with sincerity and dedication in future.

Yours sincerely,

[Signature, Date]

<Name>

Executive Director, MUKTI FOUNDATION

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

Acceptance of Resignation
[Letter Head]

Date:

Mr./Ms.

.....
.....
.....

Subject: Acceptance of Resignation

Dear,

This refers to your letter dated ----- regarding your resignation from the services of MUKTI FOUNDATION. [However, your inability to provide mandatory one month’s notice will result into pro-rata deduction of your basic salary to cover the required notice period as per the HR policy. - if applicable]

We would like to inform you that your resignation has been accepted with effect from ----<date >.

You will be released from MUKTI FOUNDATION subject to return of organizational belongings and financial and administrative settlement with the organization.

You are requested to collect/settle your dues from accounts department as the earliest.

Thanking you,

Yours sincerely,

[Signature, Date]

<Name>
Executive Director, MUKTI FOUNDATION

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

Discharge Letter
[Letter Head]

Date:

Mr./Ms.

.....
.....
.....

Subject: Letter of Discharge

Dear Mr/Ms.....,

On ground of your continued ill health and physical illness and mental incapacity as certified by your doctor, we discharge you from MUKTI FOUNDATION service effective from < date >.

However, you will be paid one-month basic salary in lieu of notice.

You are therefore requested to collect your legal dues, if any, from the Accounts Section after producing a clearance certificate from all concerned.

Please acknowledge receipt of this letter by signing and dating it in the space provided below.

Yours sincerely,

[Signature, Date]

<Name>
Executive Director, MUKTI FOUNDATION

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

OVERTIME REQUISITION FORM

Name of the Employee:.....

Requirement for overtime on[date]..... from.....[time].....to[time].....

Purpose.....

Name of employee assigned:

Requisition submitted by

Recommended by

Authorised by

OVERTIME CLAIM FORM

Name: _____

Job Title _____ Month _____

Date	Log Book Page No./Requisition	Overtime Worked			Authorised By	Remarks
		From	To	Total Hrs. Worked		
			Grand Total			

Total Overtime worked: _____	O.T. allowance of Tk: _____ for total
Monthly basic salary: _____	_____ working hrs.(single basic rate _____ hrs and
Hourly rate Tk: _____	double basic rate _____ hrs) may be paid.
Prepared/calculated by: _____	Checked by : _____
	Approved by: _____

[Letter Head]

CONFIDENTIAL

<letter reference>

Date:

Mr./Ms.

.....
.....
.....

Subject: Promotion

Dear.....,

Greetings from MUKTI FOUNDATION.

Based on your excellent performance as reflected in the annual performance review, you are promoted to the position of -----<new position>, effective from -----<date>.

You shall be placed at Grade/Step----- and your monthly salary is broken down as follows:

Basic salary:	Tk.
Housing Allowance	Tk.
Medical Allowance	Tk.
Transport Allowance	Tk.
Utility Allowance	Tk.
Total	Tk

We would like to take this opportunity to congratulate you on your promotion and wish you every success in your new post and look forward to your further contribution to MUKTI FOUNDATION.

Yours sincerely,

[Signature, Date]

<Name>

Executive Director, MUKTI FOUNDATION

- Copy: 1. Admin/Finance/Accounts
- 2. Project Coordinator/Line Manager
- 3. Personal File

Leave Application

Date:

To.....

Name of Applicant:.....

Designation:....., Project:.....

I am applying fordays earned/sick/casual leave fromto.....
for the purpose of

Contact address during leave

.....
.....
.....

.....
Signature of the Applicant

Leave position as on
Opening Balance.....days
Accrueddays
Leave enjoyed current year..... days
Balance.....days

Signature and Designation (Admin/Acct)

Recommendeddays leave with pay/
without pay or regretted due to.....

.....
.....

First supervisor/ PC

Leave approved/regretted due
to.....
.....

Executive Director/Second supervisor

Joining Report

Date:.....

Joining date as per leave:.....

Actual date of joining.....

Signature of the employee

Additional leave (if any) recommended with pay/without pay.

Accepted joining

First supervisor/ PC

Executive Director/Second Supervisor

Travel Authorisation

Date:

Name of Employee:Designation.....

Project/Section:

Sl. No.	Date and time of departure	destination	Purpose	Date and time of arrival	Means of transport	Remarks

Signature of Applicant

Signature

Date:

Recommended Signature

Date:

Authorised

Date:

[Letter Head]

CONFIDENTIAL

Letter Reference

Date:

Mr./Ms.

.....
.....
.....

Subject: Termination of service with Mukti Foundation.

Dear.....,

Reference to your appointment letter with **Mukti Foundation** dated < date >, your services are no longer required, and hence stand terminated effective from < date >. You will be paid 1 (one) months gross salary as notice pay.

We request you to collect your legal dues from our Accounts Section on settlement of any outstanding payments.

Please acknowledge the receipt of the letter by signing the letter in the space provided below.

Yours sincerely,

[Signature, Date]

<Name>
Executive Director, **Mukti Foundation**

ACCEPTED

- Copy: 1. Admin/Finance/Accounts
- 2. Project Coordinator/Line Manager
- 3. Personal File

Signature/Date

[Letter Head]

CONFIDENTIAL

<letter reference>

Date:

Mr./Ms.

.....
.....
.....

Subject: Show Cause/Explanation

Dear ,

It is reported that <state the offence/reasons and/or charges against the employee and exact place, date, time, witness, if any, and all other relevant information>. -----
-----.

Due to the stated offence on your part, you are issued this show cause letter asking you to explain why disciplinary action should not be taken against you for misconduct. Your explanation should reach the undersigned within 5 (five) days from the receipt of this letter, failing which, action will be taken ex-parte without any further reference to you.

Please acknowledge receipt of this letter by signing and dating it in the space.

Yours sincerely,

[Signature, Date]

<Name>
Executive Director, **Mukti Foundation**

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

[Letter Head]

CONFIDENTIAL

Reference No.

Date:

Mr./Ms.

.....
.....
.....

Subject: Notice of Inquiry

Dear.....,

We have received your explanation dated-----, against our show cause notice dated----- . The explanation on your part is found unsatisfactory to management; as such we have decided to hold an inquiry into the charges. The inquiry board consists of the following members:

- 1.
- 2.
- 3.

The said inquiry will be held on < date > at < time > at the (place). You are advised to present yourself on the date, time and place specified above, with your evidence, if any. We assure you that you shall be given full opportunity to defend your side during the inquiry proceedings.

If you fail to present yourself at the inquiry without giving prior written intimation, including the reasons for your inability to present, the inquiry shall proceed ex-parte.

Sincerely,

[Signature, Date]

<Name>
Executive Director, **Mukti Foundation**

- Copy: 1.
2.
3. Personal File

[Letter Head]

CONFIDENTIAL

Letter reference

Date:

Mr./Ms.

.....
.....
.....

Subject: Letter of dismissal of Mr./Ms.

Dear Mr./Ms.....,

We refer to the show cause letter issued to you dated-----, your explanation dated -----, and the inquiry held on < date >, the **Mukti Foundation** management is informing you that based on the inquiry proceedings, the charge brought against you is established.

We therefore, have no alternative, but to dismiss you from **Mukti Foundation** service on charges of Misconduct.

You are asked to collect your legal dues from the office concerned, during office hours, after getting clearance from all concerned.

Please acknowledge receipt of this letter by signing and dating it in the space provided below.

Yours sincerely,

[Signature, Date]

<Name>
Executive Director, **Mukti Foundation**

A C C E P T E D

Copy: Finance/line manager
Personal File

Signature/Date

[Letter Head]

CONFIDENTIAL
Letter Reference

Date:

Mr./Ms.

.....
.....
.....

Subject: Suspension Order

Dear,

This is to inform you that **Mukti Foundation** management is concern about <state here reasons and/or charges against the employee stating exact place, date and time>.

You shall be kept under suspension from<date>..... to <date> pending decisions of the case. During the period of suspension, you shall be entitled to one half of your salary as per HR Policy.

You are not to leave your station of posting during the suspended period.

Please acknowledge receipt of this letter by signing and dating it in the space provided below.

Yours sincerely,

[Signature, Date]

<Name>

Executive Director, **Mukti Foundation**

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

Clearance Certificate
[Letter Head]

Date:

Mr./Ms.

.....
.....
.....

Subject: Clearance Certificate.

Dear Mr/Ms.....,

This is to confirm you that, MUKTI FOUNDATION management has obtain Clarence for all concerned department and pleased to confirm you that you have no dues with any of the departments. You are advised to contact with the finance and accounts department to collect your final payment.

Thank you for your service.

We wish you all the best.

Sincerely,

[Signature, Date]

<Name>
Executive Director, MUKTI FOUNDATION

- Copy: 1. Admin/Finance/Accounts
2. Project Coordinator/Line Manager
3. Personal File

Reporting form for attending Training / Workshop/ Seminar/Meeting:

Date:

1. Title of the Training/ Workshop/Seminar/Meeting: _____

2. Organised by: _____ From: -----/----/----- to ----/-----/----

3. Venue: _____

4. Background of the Training/Workshop/Seminar/ Meeting:

5. Major subject/Topic(s) of the Training/ Workshop/Seminar/Meeting:

6. Nature of participation (Please put tick mark \surd in appropriate place):

Participant

Observer

Resource person

7. Learning from the Training/ Workshop:

8. Will there be a follow -up: Yes No Yet to be Planed Mgt. decision required

9. Comments (if any):

Signature:

Name of the Participant:

Note: (a) Related papers received to be attached (if possible) along with the report. (b) Extra papers may be used.

