

Bangladesh Integrated Social Advancement Programme (BISAP)



HUMAN RESOURCES POLICY MANUAL

Prepared by:



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ABBREVIATIONS

BISAP	-	Bangladesh Integrated Social Advancement Programme
EB	-	Executive Board
ED	-	Executive Director
HRD	-	Human Resources Department
HR	-	Human Resource
HRI	-	Human Resource Information
HRP	-	Human Resource Policy
PC	-	Program Coordinator/Project Coordinator
PO	-	Program Officer
PSU	-	Program Support Unit

1 Introduction

1.1 Organizaiton

This manual presents the standard Human Resource Policies of Bangladesh Integrated Social Advancement Programme (BISAP) and shall apply to all employees of the organization. This manual provides services rules and regulations of BISAP, which are fundamental to the Human Resource of Bangladesh Integrated Social Advancement Programme.

1100 Title and Application

- 1101 This manual shall be called as the "Human Resources Policy Manual" of Bangladesh Integrated Social Advancement Programme (BISAP).
- 1102 The rules and regulations contained in this manual will be effective from the date of approval by Executive Board of Bangladesh Integrated Social Advancement Programme (BISAP). These rules and regulations shall apply to all employees of the organization irrespective of grade, position and category of employment.

1200 Process for updating this manual

- 1201 Executive Board of Bangladesh Integrated Social Advancement Programme (BISAP) shall have the right to modify, amend, replace, revise and or add provisions of this manual in such a manner and to such extent, as they may deem fit. All the amendment/addition/deletions need the Executive Director's prior approval.
- 1202 The Manual shall be updated annually with the changes taken place through office order, as approved by the Executive Board, during the previous year and any other changes as may be approved by the EB during the updating process.
- 1203 The Executive Director may appoint a consultant/consulting firm or form a committee to review and update manual.
- 1204 Any changes or modification/ amendment, as approved by the EB shall be circulated through Inter Office Memo/Circular under the Signature of the Executive Director.

1300 Definitions

In this Manual, unless anything contrary in the subject or contract, the:

- 1301 **Bangladesh Integrated Social Advancement Programme (BISAP)** means the organization.
- 1302 **Executive Board** means the committee formed by the members of Bangladesh Integrated Social Advancement Programme (**BISAP**) through electoral process.

1303 **Appointing Authority** means Executive Director, as applicable of **Bangladesh Integrated Social Advancement Programme (BISAP)** and/or any other person as may be authorized to make appointment to such post or class of posts in **Bangladesh Integrated Social Advancement Programme (BISAP)**

1304 **Chairman** means the chairman of **Bangladesh Integrated Social Advancement Programme (BISAP)** elected by the members.

1305 Executive Director means the Chief Executive Officer of **Bangladesh Integrated Social Advancement Programme (BISAP)** .

1306 Member means Member of the **Bangladesh Integrated Social Advancement Programme (BISAP)**

1307 **Treasurer means** an Office Bearer of The Executive Board who is responsible for financial management of the **Bangladesh Integrated Social Advancement Programme (BISAP)**

1308 **Employee** means an employee of the organization including officer and staff, who is probationary or permanent.

1309 **Staff Member** means an employee of the organization whether temporary or permanent.

1310 **Probationer means** an employed on probation and has not completed the period of probation for specific period or extended period.

1311 **Contractual Staff** means a person whose employment is of contractual nature, usually not more than one year.

1312 **Post** means a post or position sanctioned under the organization as per the Organogram.

1313 **Consultant** means a person or a firm/ company appointed by BISAP on specific terms and condition for rendering consulting services for a limited period of time or for specific assignments.

1314 **Adviser** means a person employed on specific terms and conditions for rendering services of advisory nature for a limited period of time.

1315 **Duty** means services of an employee, whether permanent, probationer, Temporary or casual.

1316 **Service** includes the period during which an employee is on duty or on leave authorized by competent authority but does not include any period during which an employee is absent from duty without permission or overstays his/her leave unless such period of absence of overstay is regularized by an order in writing by the competent authority.

1317 **Basic Pay** means the base pay as per the organization pay scale excluding benefits and allowances, which have been sanctioned for a post she/held by an employee.

1318 **Salary** means the amount, inclusive of the benefits and allowances drawn monthly by an employee as the pay and allowance that has been sanctioned for a post she/held by an employee.

1319 **Allowances** means additional payments made to employee in addition to their Basic Salary.

1320 **Bonus** means a payment declared as bonus and payable in addition to monthly pay.

1321 **PIN** means Personal Identification Number of the employee.

1.2 BISAP Mission Statement

BISAP Mission Statement:

BISAP is the acronym of “Bangladesh Integrated Social Advancement Programme”. It is a non-political, non-profitable, secular and non-government development organization. It came into existence in 1989 in response to the felt-needs of the area of the poor and hard core people especially problems of endemic poverty which manifest in landlessness, unemployment, illiteracy, malnutrition and vulnerability to frequent natural disaster by the active initiative of local social workers, philanthropists and educationists with a view to alleviating poverty through empowerment, education and resource mobilization for improving their life and livelihood and innovating appropriate development strategies to lead the programme towards sustainability.

BISAP looking for a poverty free society where human rights and social justice be promoted, local capacity built, eliminated gender discrimination and reduced climate change vulnerability.

1.3 Organogram

BISAP has an expatriate Executive Director. Reportable to his are Program Coordinator, Accounts & Finance Incharge, Admin Incharge and Audit Officer.

BISAP Organogram is shown in Annex of BISAP Human Resource Policy Manual.

BISAP head office and each Project Office shall maintain a complete and up to date Organogram in which the channels of communication are shown diagrammatically for practical use. Line Managers will ensure that their staffs fully understand the general communication channels.

The employees usually communicate with their line manager, however, if required, they are also encouraged to communicate at any level of the organisation.

1.4 Human Resource Policy Manual (HRPM)

This Manual presents the standard Human Resource Policies and Procedures of BISAP. It is intended for use by managers of all levels but truly belongs to all employees of BISAP. This Policy Manual constitutes a set of policies and guidelines for effective Human Resource Management and Human Resource Development in the organisation. This Manual reflects the organisation's mission, basic Human Resources Development procedures, sets forth the ethical, strategic and organisational parameters within which the organisation interacts with its staff, and provides a framework for logical and consistent management decisions.

Purpose of this Manual:

- a. Both the management and staff of BISAP can refer to the rules and guidelines for use in their human resource practices.
- b. Employees of BISAP are employed, developed, treated and compensated equally and fairly under a common set of terms & conditions and as per the guidelines.
- c. Personnel practices are consistent with the spirit and intent of customary and local laws & regulations, and of other similar organisations, in the country.
- d. No statement/policies in this manual can cover all possible situations that might be encountered. As a result, in certain places this manual presents some Statements of Policy. The Statements of Policy will guide the managers who may confront a situation that is not adequately foreseen by this manual.

This manual cannot be shared with outside person(s) or organisation(s) without authorization from the Executive Director or his designates. The Executive Director is entrusted with the final responsibility for interpretation, administration and application of the Human Resource policies.

This manual will supersede all the previous policies, practices and Terms & Conditions of employment which are found inconsistent to the new ones. All Units/Departments and Project Offices of BISAP shall at least keep two copies of this HRP Manual for use. The concerned Unit and Project offices are responsible for updating the copies of their HR Manual after receipt of any amendment.

It is expected that all managers and staff of BISAP will comply with the policies, rules and regulations stated in the HRP Manual and ensure its effective application.

This manual will be produced in a loose-leaf binder so that any interim revision can be inserted easily.

2. BISAP MANAGEMENT

At the head Office, a brief meeting of senior staff comprising ED, Program Coordinator, Project Coordinator and Accountant that treated as internal management committee members will be held once in every week. The main focus of this meeting is to present the activities of each Unit during that week.

At the Project level Project Coordinator have full responsibility implement, act and decide on Human Resources Management and Human Resources Development issues within the provision of standard policies as stated in the Human Resource Policy Manual.

At the BISAP Head Office the Unit Heads will implement human resources practice for their respective staff in consultation with each others.

The Executive Director is the final authority for Bangladesh Integrated Social Advancement Programme.

2.1 BISAP HR Management Guidelines

All BISAP senior staffs are expected to be familiar with BISAP's values, mission, objectives, Corporate culture and decentralizations, and all their strategic decisions; in so far as is possible, should conform to those.

3. EMPLOYMENT POLICY

It is the policy of Bangladesh Integrated Social Advancement Programme to provide equal employment opportunity for all Bangladeshi citizens and also to provide equal opportunity for career development to all staff. BISAP, in so far as is possible, will promote its policy of Human Resource Development to enhance the organisation's enabling culture.

Bangladesh Integrated Social Advancement Programme employment policies are based on the following principles:

- i) The organisation believes that each employee is entitled to be treated with courtesy, dignity and consideration.
- ii) Each employee is entitled to fair wages, job opportunities in return for good job skills, commitment, loyalty, personal interest and best efforts. Increments, Promotion and Training are based on the staff Performance Appraisal, organisation's need and organisation's financial situation.
- iii) The organisation will provide safe, healthy and pleasant working conditions for each employee. Each employee has the responsibility to work safely and to maintain the facilities in a good condition.
- iv) Employees are expected to encourage each others to display a positive attitude towards work.
- v) The organisation will demonstrate its commitment to protect the employees' rights so as to improve and increase employee's motivation.
- vi) The organisation is committed to develop its Human Resources to achieve the organisation's mission and goals and will explore and use the available HRD methods.
- vii) Employees will conduct themselves in a manner to the best interest of the organisation and without conflict of interest between employee and BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME.
- viii) The employees will abide by the policies, rules and regulations of Bangladesh Integrated Social Advancement Programme currently in force and any new policies, rules and regulations that may become effective in future.

3.1 Employment Categories

Regular Status: Staff who are employed for an open ended period as long as the need for them exist in the organisation.

Contract status: Staff who are employed for a specific period of time not exceeding One year initially. Such contract of employment may be extended by mutual agreement before the end of the existing contract period.

Casual Status: Personnel who are employed on casual basis and are entitled to daily, wage. The rate for a daily wage for casual staff will be equivalent to that of BISAP regular employees in the same grade.

The employment status can be changed from regular to contract or vice versa depending on the situation arising from organisational need.

3.2 Employment of Relatives

Hiring of close relatives of staff is not encouraged. However, with the Executive Director's written approval, relatives of staff may be hired by the organisation provided that:

- a) The relative has the required qualification.
- b) Neither of the related persons will be the line manager of the others.

3.3 Staff involvement in Consultancy

BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME in general encourages its staffs involvement in any development work so that they can share their experience and knowledge with others organisations provided that they receive prior permission from the ED. For outside consultancy, the following policy will be applicable:

Any organisation needing the services of any BISAP staff will request the ED for the staff concerned. BISAP staff will render their services only after receiving the ED's approval.

3.4 Appointment authority

Appointment authority is defined as the right and responsibility to make decisions with respect to recruitment, training, remuneration & benefits, evaluation & promotions, HRD, discipline of staff, separation in accordance with the policies and guidelines of this manual. This authority includes the responsibility to issue and sign all relevant correspondence with staff.

The Executive Director is the final appointment authority in Bangladesh Integrated Social Advancement Programme and she reserves the right to override decisions of Appointment Authority within BISAP, if his necessary, for the good of organisation.

4. RECRUITMENT

4.1 General Policies

Bangladesh Integrated Social Advancement Programme is committed to recruit suitably qualified and experienced Bangladeshi citizens for all vacant positions by the way of-

- a) Effective and appropriate recruiting, screening and selection procedures are used;
- b) Selection standards are relevant to education, skills, training, experience and knowledge necessary for successful job performance;
- c) The hiring procedures conform to the local law and organisation's requirements and organisation's financial situation.

- 4.1.1 Bangladesh Integrated Social Advancement Programme intends to provide a method to hire, motivate and retain good employees. The organisation also recognizes its obligation to provide orientation on the organisation's operation and the job of the new employee so that she/he can begin his/her job in the best possible way.
- 4.1.2 No one who is below 18 years of age can be hired as an employee for Bangladesh Integrated Social Advancement Programme on regular, contract or temporary status.
- 4.1.3 No employer shall knowingly employ a woman during six (6) weeks immediately preceding or post delivery.
- 4.1.4 Under no circumstances a regular or contract employee of any other organisation is allowed to undertake regular or contract employment in Bangladesh Integrated Social Advancement Programme.
- 4.1.5 All appointments in BISAP shall conform to its existing Position with Grade and Salary chart.

4.2 Recruitment Procedures

a. Notification

Respective supervisor will inform the HR of any vacant position so that HR can coordinate/notify the others BISAP offices of the vacant position. While needed, the HR will review the available records and Database file if there is any qualified and suitable candidate available from BISAP internal sources or prospective external candidates already identified earlier. The Executive Director should be informed in the event his approval is required.

For a new position each Department shall follow the following procedures:

- i) New staff position should be discussed with ED well in advance. The Project Coordinator or Unit Head will submit a request to ED for approval, with proper justification attached with a detailed Job Description as per Annex.
- ii) Upon ED's approval, an advertisement, internal circulation, transfer, secondment or promotion will be made.

b. Explore internal sources

It is BISAP's policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant/new position and also meet the existing and future requirements. Such appointments may be made by the way of promotion, up gradation or transfer with the approval of the ED.

Employees, who were made redundant, can be considered for re-employment if she/he meets all the requirements.

c. Advertisements

As a usual procedure job vacancies in Bangladesh Integrated Social Advancement Programme will be advertised through internal notices to the concerned offices and national newspapers. Advertisements should indicate the position, nature of appointment, location, major areas of responsibility, terms & conditions such as salary, duration, minimum education level, work experience, special requirements.

For internal circulation the job vacancy notices will be sent to project offices down to the team levels, as well as in the head Office. In some cases, if deemed necessary, others organisations may also be notified. Head Haunting policy may follow to fill any required position.

The ED reserves the authority to waive the need of advertisements for any specific vacant positions(s) and can decide to fill in the post(s) by internal selection, promotion, transfer and secondment.

d. Job Applications

All internal and /or external applications for will be received by the HR Department.

e. Short listing

The Concerned Department head & HR will be responsible for primary short-listing of the candidates for the position of all grades. The HR may suggest including or excluding applications in the short-listing process, if necessary.

f. Interview Process and Selection

Short listed applicants may be called for interviews and suitable testing. In the event an internal candidate has already been identified, the concerned supervisor will send/submit their recommendation along with the interview result to the Executive Director for approval. The process should be documented in the employee's personal file. No candidate, internal or external, is guaranteed an interview. Interviews will be decided by management based on the candidate's qualifications and suitability for the position.

Place of interview:

All the travel expenses or any loss due to interview are the responsibility of the applicant. The Executive Director at his discretion may waive this rule for any exceptional cases.

Interview Board/Selection Committee: An Interview Board/Selection Committee will be formed comprising the following personnel:

Head Office:

Line Manager and/or Department Head; The Executive Director and/or any designated person may join depending on level/grade of the position.

Interview process:

The Interview Board/Selection Committee may undertake some or all of the following tests or adapt any other devices in selection process:

- Written test
- Face to face interview
- Practical operation test
- Field visit
- Any other tests as deemed to be necessary for the post.

Upon completion of the test/interview the selection committee will prepare the "Proceedings of Recruitment" and for Senior positions the proceedings must be submitted to the Executive Director for approval.

g. Finalisation of Recruitment

Once a preliminary decision is made, BISAP office will verify certain information as provided in the Job application such as educational degree, work experience, last employment status. BISAP authority will request the candidate to tell if she/he is convicted of any crime, only in the event the information seems so.

BISAP authority, if not discussed during interviews, will also discuss the pre-requisite for BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME employment such as the joining date, probationary period, notice period, clearance/release from present employer and reference check with personal referees and with present employer.

The Executive Director is the final authority for selection and appointment of all employees of Bangladesh Integrated Social Advancement Programme.

Offer of Employment: The selected candidate(s) will be offered the employment with Bangladesh Integrated Social Advancement Programme as per Annex of HRP Manual provided that all information are favorable during the finalization of appointment. The Offer of Employment will state the major terms and conditions of employment with BISAP such as the name of position, the nature of appointment, posting place, date of joining, salary status, probationary period and conditions of confirmation, binding to BISAP HR Policy Manual. Any offer of employment must be contingent upon the final reference check with the present or last employer.

Reference check: Immediately after offered the employment, BISAP must check the personal referees and the present or last employer of the selected candidate, in writing, as the reference of the candidate. Reference check is not mandatory.

h. Appointment

The Appointing authority of Bangladesh Integrated Social Advancement Programme will issue an Appointment letter to the selected candidate(s), according to the Annex of the BISAP HR Policy Manual. The appointment letter must include:

- Job title, Grade/ Step and Salary
- Nature of appointment (applicable for Contract employee)
- Place of posting
- Name of Program, section or department
- Effective date of appointment
- Probationary period, conditions of confirmation and notice period
- Ending date of employment (applicable for contract employee)
- Leave and benefits
- Any other terms and conditions

A current Job Description as per Annex should be attached with the Appointment letter. The Appointment letter and the Job Description will become valid only after signing by the ED and the employee, in the space provided for the purpose.

Persons who are employed with any organization must provide clearance/ release letter to BISAP at the time of joining BISAP.

It is expected that BISAP employees at the time of appointment, should have read BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME Human Resources Policy Manual, Administrative Policies and other relevant important documents.

i. Re-employments

All re-employments in BISAP are subject to approval by the Executive Director. Such request of any person may be considered only if there is a vacancy and subject to his/her favorable performance in the past and also if she/he meets the organisation's current requirement. Re-employment will not be automatic and the applicant has to go through the recruitment process and compete with this candidate who has applied for the post.

An employee who was dismissed or terminated is not eligible for re-employment with Bangladesh Integrated Social Advancement Programme.

4.3 Job Description

Job description is the basis of BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME's recruitment/appointment, placement, training, assignment, performance appraisal, salary, promotion and other personnel actions for its employees.

The appointing authority and the line manager shall ensure that each employee has an appropriate and up dated job description stating clearly the context, purpose, Organogram, duties & responsibilities of the employees and person specification.

Job description will be prepared and provided to the employee when she/he is appointed, promoted, newly assigned or when deemed necessary.

Each job description shall include the items as per Annex of the HR Manual.

For a new position the concerned PC or /Department head must submit a Job Description for the requested position to the Executive Director.

4.4 Personal Files and Records

Bangladesh Integrated Social Advancement Programme shall open a Personal File on each individual employee, starting from the date of his/her appointment.

BISAP maintains separate files for employees' Payroll, Compensation, Benefits, Provident Fund calculation, Insurance calculation, Income tax calculation.

BISAP maintains a general leave file for all employees of the respective office. Leave applications of the employees will be kept in this file till the end of calendar year. After preparing and retaining the annual leave statement up to 31 December of the preceding year all leave applications will be destroyed in January of each year.

Contents of Personal File: A Personal File will contain Job application, copy of Certificates and Licenses, Interview and Test related papers, Reference letters, Appointment letter, Job Description, Important correspondences on leave matters, Medical records, Performance Appraisals, Employee's status and Salary changes including Transfer, Increment, Promotion, Disciplinary actions and any communications with regard to him or his.

Access to Personal File: The Personal File is treated as a confidential document. At the head Office level the ED, and at the project level the PCs are responsible for maintenance of the Personal Files. Admin people or the assigned person, as delegated, will maintain/update the Personal Files of the BISAP offices.

All personnel documents are confidential and therefore, access to employee's personal file is restricted to the employee's line managers and senior management.

On written request of an employee, ED or PC may allow the employee to see his/her personnel documents, (with the exception of any confidential documents not to be shared with his/him; reasons must be described).

All correspondences for Personal File of the Project employees must be prepared in duplicate for both of their original and duplicate files.

Ex-Employees' Personal File:

The personal files of ex-employees, subject to the final payment is made, will be destroyed after 3 year from the date of employee's separation. In such cases the concerned office will keep a record (note) of the destroyed files. In the event any dispute between BISAP and Employee, the concerned file cannot be destroyed until the dispute is solved.

5. INDUCTION AND JOB ORIENTATION

Induction is defined as the act of introducing a new employee to a job in the organisation. It is essential to ensure that new employees get off to a good start. It is BISAP's policy to induct and orient all new and existing regular or contract employees to become acquainted with their new position as quickly and as beneficially possible.

The objectives of the Induction/Orientation of the employees are to:

- have an understanding of BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME's mission, vision, values, philosophy, standard and approach.
- get an understanding of Bangladesh Integrated Social Advancement Programme (BISAP) activities and his/her job (Job Description or TOR).
- develop favorable attitude towards the organisation, its policies and its employees.
- install a feeling of belonging to and acceptance in the organisation.
- generate enthusiasm and high morale.
- build relationships with colleagues and key staff in the organisation.

6. WORKING CONDITIONS

6.1 Calendar Year

BISAP maintains January-December as its calendar year for the purposes of leave and all others working conditions.

6.2 Working Hours

Bangladesh Integrated Social Advancement Programme official working hours are defined as follows:

BISAP workweek will be six days from Saturday to Thursday. The normal office hours in BISAP from 9:00 a.m. until 5:00 p.m. with half an hour lunch break.

It is required that all staff complete their tasks & responsibilities in a timely manner. Therefore, if so required, staff will be expected to work on weekends, evenings and holidays based on the urgency and the importance of the task at hand.

No overtime payment is allowed under any circumstances for the extra hours' work beyond the normal BISAP office hours. In the event a staff has to work late hours or in the weekends continuously over the months, BISAP shall review his/her job description, his/her skills and performance level and take measures to find a solution.

6.3 Staff Attendance

It is the duty of all staff to timely report for work every official working day unless they are on leave, on tour, or ill.

6.3.1 Employees when unable to report to work due to unavoidable circumstances should inform their Line Manager or Admin Department as quickly as possible on the same day (before 9 O'clock).

6.3.2 Habitual tardiness and unauthorised absence will not be permitted and the employee will be warned for such acts.

6.4 Leaving Office During Working Hours

Staff will not leave the office during working hours without approval of the Supervisor. In such cases the staff should also inform the Office Receptionist/ Movement Register his/her whereabouts.

6.5 Smoking and Drug free Workplace

Bangladesh Integrated Social Advancement Programme ensures to the best of the organisation's ability, that all employees working in the office, will work in a smoking and drug-free environment. Employees found unlawfully manufacturing, distributing, dispensing or in possession of illegal drugs (controlled substances as listed by the Department of Narcotics) will be subject to severe disciplinary action resulting in Dismissal.

6.6 Visitors

Visitors for official business are always welcome. A visitor's register will be maintained by the Receptionist/Secretary of the respective office in the visitors record their arrival and purpose of visit

6.7 Articles

It is mandatory to have prior approval of the Executive Director for publication of any BANGLADESH INTEGRATED SOCIAL ADVANCEMENT PROGRAMME related articles.

7. PROBATION PERIOD AND CONFIRMATION

7.1 Probation Period

All appointments of Bangladesh Integrated Social Advancement Programme regular and contract employees must have a probation period from the date of employee's joining BISAP. The probation period for the all BISAP employees is Six months.

During the probation period the line manager will closely guide and observe the employee's job performance and conduct.

7.2 Expiry of Probation

At the end of probation period Line Manager will prepare a brief performance appraisal with regard to employee's performance level, conduct and suitability for the position and submit it to the ED with recommendation for confirmation, extension of probation or termination.

At the end of successful completion of the probation period, the Executive Director will issue a confirmation letter to the employee.

The probation period for BISAP employees may be extended by one additional period of further 3/6 months in the event it is deemed necessary.

If the performance level of the employee on probation is not found to be up to the standard required by Bangladesh Integrated Social Advancement Programme, she/he may be released from service with 1 month notice, or otherwise, as stated in the appointment letter.

7.3 Benefits during Probation Period

During the probation period an employee shall be entitled to the following remuneration and benefits:

- i) Monthly salary
- ii) Leave at the rate of 1 day for each completed month of service.

On confirmation, the employee will be eligible for all admissible benefits, according to the Bangladesh Integrated Social Advancement Programme HRP Manual.

8. SALARY ADMINISTRATION AND SALARY STRUCTURE

8.1 Salary Administration Guidelines

Bangladesh Integrated Social Advancement Programme's basic guidelines for salary administration are:

- i) On recommendation of the Salary Review Committee, the Executive Director of BISAP shall determine salary rates for the organisation to apply throughout all staff.
- ii) BISAP will evaluate each job in terms of its relative responsibility level and value to the organisation as a whole. BISAP will hire employees on probationary status except the employees on temporary basis.
- iii) Bangladesh Integrated Social Advancement Programme shall establish specify pay grade for each job accompanying salary range for all employees. The employee will remain in the step she/he occupies until she/he is awarded increment, promoted or the job classification changes.
- iv) Annual performance appraisal for an employee will be made each year in December. The annual salary increases, if any, shall be effective from the completion of one year (calculating from the joining date).

Salary Related Records:

All BISAP offices shall maintain and keep the employees' salary related records such as leave, change of salary status, addition or deduction of salary, increment, promotion, performance appraisal.

8.2 Position and Grade Classification

All regular and contract staff positions in Bangladesh Integrated Social Advancement Programme are defined under twelve (12) broad classifications corresponding to the level of responsibility, job description, level of education, experience, skills and job values. Each of these broad classifications are assigned to Grade from I to XII. This Grade classification is the basis for Bangladesh Integrated Social Advancement Programme National employee's salary structure and other related factors such as staff recruitment, probationary period, working hours, promotion, job classification. Bangladesh Integrated Social Advancement Programme Position and Grade classification is as per the organizational policy.

8.3 BISAP Salary Structure

Bangladesh Integrated Social Advancement Programme will provide salaries to its regular and contract staff according to the BISAP Position, Grade and Salary chart. Salary levels for the staff are categorized by twelve classified grades. Each of the grades has 15 steps in its salary range. The existing positions of Bangladesh Integrated Social Advancement Programme are assigned with grade as per policy. The salary chart for BISAP employees represents the salary level of the organisation.

The features of the salary chart are stated below:

- i) BISAP maintains a degree of fairness between the pay allocated to jobs having different levels of skill, responsibility and experience.
- ii) The difference between the steps of the salary chart is a 6% to 8% cumulative increase of the prior step.
- iii) Overlapping in the spread range indicate that a new employee in higher grade may earn less than a long time employee in the lower level.
- iv) Employees moves upward in the steps will reflect the good performance, increased skills, work related knowledge and/or years of work with BISAP.
- v) The salary structure will be reviewed after certain period depending on the organisation's fund position and the local market inflation.

Salary fixation New hires -

The Salary for the new hires will be fixed based on the position level, the applicant's qualification, skills, experiences and the budgetary provision.

Existing employees -

Due to revising of salary structure, an employee's salary will be adjusted in such a way that the new salary shall not be less than his/her current salary.

Salary Increment

An employee will be awarded an Increment equivalent to 6 to 8% increase of his/her present salary by placing his/him at the next step of his/her grade as per the salary chart, based on performance appraisal. After the end of step 15 no further increments are possible within the same Grade for the same job.

Promotional Increases

A staff may be promoted on the basis of his/her performance appraisal as per section of the HRP Manual. In such cases the staff shall be assigned with the appropriate Grade (but not more than two Grade). For a promotion to higher Grade, staff will occupy the step of the upper grade in such a way that she/he receives an increased salary not less than his/her one step increment at the current grade.

General Increase

All regular-BISAP staff will be automatically eligible for general one step increases as a result of revising the salary structure or general raise.

Salary Review Committee:

When deemed appropriate as per the need of the organisation and change in market, the BISAP Executive Director will form a committee to review the BISAP salary structure. If required, external consultant(s) can be engaged for this purpose with approval of the Executive Director.

9. REMUNERATION AND BENEFIT PACKAGE

9.1 Salary

All regular and long term contract employees, irrespective of probationary or confirmed, will be compensated monthly for their services rendered to Bangladesh Integrated Social Advancement Programme corresponding to the Grade/Step and Position she/he holds. Employees who are on short term contract or on casual status will receive salaries as per their respective terms and conditions.

- 9.1.1 BISAP salary is defined as Gross salary .The breakdown of the gross salary, as calculated by BISAP Finance Department.
- 9.1.2 Salary payments shall be paid between 1st and 10th of next month unless or otherwise instructed by the Executive Director.
- 9.1.3 An employee shall be paid his/her salary for any fractional period of a month as per the following formula:

Monthly Salary

- $$\frac{\text{X Days worked in that month}}{30 \text{ (or 31 or 29 or 28)}}$$

Deductions will be made through salary vouches and will be the responsibility of the Accountant. Information regarding salary deduction will be provided by the Accounts Department at the end of month.

- 9.1.4 Salary Advance or loans: BISAP does not have any provision to make salary advance or to provide loan to its staff members, at any time.

9.2 Provident Fund

- 9.2.1 Provident fund is a separate entity under a separate body called Board of Trustees. The board of trustees are the sole authority to maintain Provident Fund and it is liable to the member for any matters related to the Provident Fund. Bangladesh Integrated Social Advancement Programme will maintain a separate Provident Fund account to which payment will be made every month.
- 9.2.2 Each confirmed employee accepted as member of the Provident Fund will have 6% of this monthly gross salary deducted before salary is paid. BISAP makes an equal amount of contribution (6%) in the employee's name.
- 9.2.3 An employee who is dismissed, will receive own provident fund contribution amount but shall not be eligible for organization's contribution.
- 9.2.4 Members may also apply to the trust for loans against their accumulations to pay for Medical expenses, Purchase of land, Purchase/Construction of building or Marriage of their sons/daughters.

9.3 Income Tax

By signing the employment contract with BISAP, all employees, irrespective of their employment status, shall be liable to pay the income tax as per rules of Govt. of Bangladesh and agree to accept the calculation made by BISAP. BISAP shall deduct at source the Income Tax payable by the BISAP regular and Contract status employees from their salary each month. BISAP will submit full income tax payment to the GOB and copy all relevant documents to all staff whose tax has been deducted at source by BISAP.

An individual staff member shall be liable for mis-presentation or misleading information or falsification of any statement in the Income Tax Return, which will result in strong disciplinary action.

9.4 Festival Bonus

Two Festival Bonuses will be paid to the confirmed staff of BISAP per the under mentioned criteria during the calendar year. These will be paid at the time of the two major festivals of Muslim, Hindu, Christian and Buddhist staff as following.

Muslims	Eid-ul-Fitar and Eid-ul-Azha
Hindus	Durga Puja and Kali Puja
Christians	Easter and Christmas
Buddhists	Buddha Purnima and Ashari Purnima

Each festival bonus will be equivalent to 50% of one month's gross salary.

9.5 Overtime Allowances for Drivers/Service Staff

- a) BISAP will allow a maximum of 30 hours per month overtime payment. Additional extra hours worked (above 30 hours) will be compensated through Compensatory Time Off/Leave.
- b) From the time a driver/service staff asked to report in the morning plus 8.5 hours normal working time (8 hours working plus 30 minutes lunch), the overtime allowance would be applicable outside of these hours only.
- c) If a service staff/ driver is on duty in relation to overnight field trips, She/he is entitled to get overtime payment provided he/she must submit a proof (for Drivers in the log book from the traveler) from the User that she/he has performed duty after normal office hours.
- d) In order to catch an early morning or odd hour duty or for any other official reason a driver/service staff may be required for an overnight stay. In that case she/he will get an Overnight Allowance of Taka 100.00 per night for any duty placed between 12:00 midnight- 6:00 A.M. During this period she/he shall not be eligible for any overtime claim. .

10. Non-Financial Benefit:

Letter of appreciation will be considered. Performance Appreciation will be proposed by supervisors and approved by E.D.

11. TRAVEL AND PERDIEM POLICY:**11.1 Travel**

BISAP staff, according to the job necessities, have to travel outside their place of posting within or outside the country for field visit, training, exposure visit, attend meeting/workshop or for any other official reasons.

Staff, when deemed necessary, will inform the concerned host office for any travel.

11.1.1 Travel expense coverage:

BISAP staff are entitled to reimbursement for the travel expenses that are incurred for any official trip outside their place of posting within or outside the country, as per the following chart, whose the official/rented vehicle is not provided or BISAP office does not purchase the ticket for the Journey.

Level of staff	Mode of Transportation	Type/Class
Grade I -IV	Bus/Coach, or Train/ Launch/Steamer	1 st Class Cabin

Note: -Staff should avail the direct route and most appropriate mode of transportation for travel to the place of destination.

-BISAP senior staff (Grade I to III) may travel by plane only when it deems necessary.

11.2 Travel and Per Diem Advance

BISAP will give travel advances to the staff members traveling inside the Country or outside Bangladesh. This advance has to be adjusted within 48 hours (working hours) of returning to his/her place of work.

a. In country travel

For Local Travel, the amount of the advance will be decided on a case-by-case basis, depending on the circumstances.

Normally an amount of advance ranging from Taka 200 to 3000 would be given in case of local travel.

b. Foreign Country

For International Travel, the advances will be paid at the following rate:

International Travel: Short Trip (Less than seven days)

US \$ 200-300,

Medium or Long stay (More than 7 days)

US \$ 300-1000.

Payment will be made in small cash and Travelers Cheques.

11.3 Per diem

BISAP's per diem policy is based on the philosophy that per diem is intended to cover the cost of food above and beyond what it would normally cost the employee if s/he/he stayed at she/his/her normal duty station.

BISAP per diem is not considered salary or income, and therefore is not intended to provide the staff with any surplus money at the end of their trip.

Full day per diem: Staff will be entitled to full day per diem if she/he leaves the duty station for official travel before 1400 hours of a given day and returns after 1400 hours of the next day, at least one day later than leaving.

Staff member is not eligible for per diem in the event of:

- an employee is away for a period less than six hour on official trip from the duty station.
- an employee is on any personal leave, even if taken at the same time as an official trip.

11.3.1 In Country Per diem rate:

An employee shall receive per diem (upon submission of Trip Expense Report and approved by the line manager) at the following rate for official travel from his/her Office Project office to another area of Bangladesh (either another Office Project area or anywhere in Bangladesh). The per diem rate, depending on the time for meal are as follows:

	Breakfast	Lunch	Dinner	Full day
Travel to Dhaka =	Tk.70/-	Tk.175/-	Tk. 175/-	Tk.200/-
Travel to DA area (if not his/she/his own DA)=	Tk.70/-	Tk.175/-	Tk. 175/-	Tk.200/-
Travel within DA area =	Tk. Tk.70/-	Tk.175/-	Tk.175/-	Tk.200/-

Staff when traveling outside their posting area and not within the other BISAP Office/Project area, will be eligible for per diem at the Dhaka rate. However, in special circumstances an employee may be reimbursed the reasonable cost at actual (for food) on presentation of cash memos or bills if she/he has to expense more.

11.3.2 International Per Diem rate

BISAP staff traveling to other countries will receive the per diem. If no such set policy exists then the per diem will be decided on agreement by the authority and the staff.

11.4 Daily Subsistence Allowances (DSA) for International Travel:

11.4.1 Trip Expenses Report

Upon returning to Dhaka H.O. the BISAP staff are required to submit their Trip Expense Report to the line manager who will then subsequently forward it to Finance Department or to Project office within 48 working hours of returning. The Trip expense report must be supported by vouches while necessary. In cases vouches are not submitted, the staff member must write a memo explaining the costs and reasons why vouches are not being submitted. Accounts department reserves the right to disallow any expenditure if deemed of a personal or non-official nature. Staff will be responsible for bearing the cost of such expenditures. If the staff needs to reimburse BISAP for funds used for non-official purposes, then they must make the payment at the same time they submit their trip expense report.

11.5 Accommodation During Official Tour

On official business, if any BISAP employee stays overnight outside his/her posting area or country, then the BISAP employee shall receive accommodation provided by BISAP office or reimburse the

cost of accommodation/hotel (modest hotel). Staff are required to stay in only modest but secured accommodation during official travel.

11.6 Male/Female Travel

Male and Female Staff are not allowed to travel overnight together in the same cabin while traveling by launch or staying in the same room in any Guest House or Residential hotel unless they are married to each other.

11.7 Transportation for official travel

- 12.7.1 Staff members may be issued with a motorised vehicle bicycle, or may be allowed the use of public transport for official business only.
- 12.7.2 Actual transportation costs incurred for public transport in connection with any official business will be reimbursed upon submission of proper vouches along with the supporting documents.

12. HOLIDAYS AND LEAVE

12.1 Holidays

All regular and contract employees of BISAP irrespective of being on probation or confirmed, shall be entitled to observe the official holidays with full pay unless the conditions of work and field assignment are set otherwise.

- 12.1.1 Admin will prepare a yearly holiday list each year by taking into consideration the National Holidays as declared by the Govt. of Bangladesh. Once the holiday list is approved by the Executive Director, the list will be issued before the Calendar year starts, and become valid for the Bangladesh Integrated Social Advancement Programme.
- 12.1.2 If the Govt. announces an additional public holiday, it is at the discretion of the Executive Director to allow this holiday to employees. In the event of no scope to communicate the decision for any such unanticipated announcement the BISAP staff may observe the announced holiday.
- 12.1.3 Some of the listed holidays are subject to moon appearance and Govt. announcement.

12.2 Compensatory Office Hours

Occasionally the offices may be required to keep close due to civil disturbances or any other reason. The staff members will have to compensate for the time loss by working additional hours to be determined by Admin Section in consultation with ED.

12.3 Leave-General Policy

All regular and contract staff of Bangladesh Integrated Social Advancement Programme shall be entitled to leave with full pay.

Leave shall be granted in the form of full or half days. Any fraction of the leave calculation shall be rounded by .50 or 1 day which is the closest.

- 12.3.1 Prior to taking leave, staff will fill out the prescribed Leave Application Form (Annex) and request approval of the concerned Line Manager and submit a copy to the Administration Department for record and up to date the leave Register. The senior staff will get their leave approved by the ED and will submit a copy to the Administration Department. In case of PCs, a photocopy of the approved leave application will be sent to the Project office for record.
- 12.3.2 In the event an employee requires to extend the leave, the employee shall apply to his/her Line Manager at the earliest.
- 12.3.3 If the employee remains absent without authorization she/he shall be asked to explain in writing to the employer the reasons for the unauthorised absence. Failure to explain to the satisfaction of the employer may result into suspension of the employee as a measure of punishment, for a period not exceeding seven days. The employee shall not be entitled to any financial benefits for such period of unauthorised absence and suspension.

12.4 Leave Calculation:

- 12.4.1 Annual Leave will be equal to three (3) weeks for all permanent staff. This means the staff who work five days a week, receive 3×6 working days = 18 total days a year.
- 12.4.2 The BISAP annual leave period is from 1 January to 31 December for all staff.
- 12.4.3 Any balance unused leave will automatically be lapsed after 31 December. In exceptional cases, the staff concerned may be allowed to avail a maximum of 5 days of the balance AL within March of the following year subject to Department head recommendation (with rationale) and if approved by the ED before 15 December of the year.
- 12.4.4 All confirmed employees will be credited in advance for annual leave on 1 January of each calendar year. Probationary staff when confirmed will be credited for annual leave of the year with the balance of his/her Annual leave of the probation period.
- 12.4.5 An employee shall apply at least 15 days in advance to avail Annual Leave; however, for a single day or for emergency/unanticipated circumstances the requirement for applying in advance is not mandatory.

Compensation for Unused Annual Leave:

Any staff who is separated by BISAP or in the event of resignation, retirement or death, unused Annual Leave up to a maximum of 15 days will be accounted to his/her final settlement. In case of

resignation, BISAP reserves the right to allow or disallow the use of annual leave based on its organisational needs for the remaining period of employment.

12.5 Medical Leave

- 12.5.1 A Confirmed staff of BISAP is eligible for Medical leave only when she/he is sick and unable to continue work or unable to attend work. The employee shall inform his/her line manager as soon as possible on the first day of absence.
- 12.5.2 A maximum of 12 days Medical leave may be granted in a year (one day per month) which cannot be accrued in advance.
- 12.5.3 Medical leave of consecutive 3 or more days should be supported by certificate issued by a legitimate Medical practitioner.
- 12.5.4 In the event Medical leave is exhausted, staff may apply for leave to be deducted from their annual leave entitlement.

Prolonged Illness:

Regular and contract member temporarily unable to perform their duties will be eligible (after exhausting the due Medical and Annual Leave) to take up to 1 month paid leave (only Gross Salary) subject to the approval of ED. A doctor's certificate indicating the condition and recommendation must be submitted with the recommendation of their Department/Unit.

12.6 Maternity Leave

An expectant female employee shall notify the Admin through their respective supervisor in writing and apply for Maternity Leave at least two months prior to the expected delivery date. The concerned female employee will also inform the PC after the child birth to regularise she/his maternity leave and up to date she/his personnel record.

Entitlement:

- Maximum 16 weeks (usually 8 weeks before and 8 weeks after delivery).
- Female employees are entitled to Maternity Leave in only two occasions during she/his tenure of service with BISAP.

12.7 Paternity Leave

- Five days (working days) Paternity Leave is allowed to the confirmed regular or contract male staff at the time their child is born.
- Male employees are entitled to Paternity Leave only in two occasions during his tenure of service with BISAP.

12.8 Special Leave

When requested, the Executive Director may grant special leave up to 3 days for a staff in the event of the employee's aggravating circumstances e.g. demise of immediate family members or emergencies.

12.9 Leave Without Pay

12.9.1 Leave Without Pay may be granted (with a limit) if an employee requests such leave and in the event no leave due to his/her.

Unconfirmed staff	Not exceeding 5 working days
Contract Staff	Not exceeding 5 working days
Confirmed Staff	Not exceeding 20 working days in a year

Such leave cannot be availed without prior approval by the ED and based on recommendation of the respective line manager.

12.9.2 Absence without authorisation shall be treated as Leave Without Pay when the line manager is not satisfied with the employee's explanation.

12.9.3 An employee shall be entitled to all applicable benefits except gross salary while on Leave Without Pay, for a maximum of one calendar month, subject to rejoining.

12.10 Probationary Staff's Leave:

All Probationary staff, irrespective of Regular or contract, will be entitled to 1 day leave per month. This is intended to cover any and all types of annual, personal, sick, emergency etc. Leave beyond his/her credit will be considered as leave without pay.

13. TRAINING

13.1 Statements of Policy

Bangladesh Integrated Social Advancement Programme is committed to provide training to a wide number of staff at all levels, and based on the results of how staffs use their training, further identify a selected number of staff who can then be trained in the areas of Program and policy communications. BISAP will build a cadre of staff who are able to firstly understand the complexities of Program work, as well as BISAP's partnerships with other institutions, its research and expertise on special issues, and secondly BISAP staff are able to transfer this understanding to a much wider audience than is currently undertaken.

Employee's capabilities continuously must be acquired, sharpened, and used. In this view BISAP recognises staff training as the most important method of Human Resources Development in the organisation.

13.2 Types of Training

BISAP will have various types of training which are stated below:

1) In- House Training

BISAP shall provide training to staff by using the skills and experience of any senior staff, in house trainers or consultants. In- house training will be designed and managed by the concerned section. On the Job training, Classroom training or combination of both and any arranged special training are the examples of the In-house training.

11) External training

This is especially valuable if the external training can provide expertise or sharing of experiences that is not available in the organisation. For some employees external training may be utilised to enhance, up to date, or develop specific skills. BISAP employees who receive external training will subsequently orient colleagues and counterparts.

a) In-Country External training

Any budgeted In-Country External training of staff can be arranged provided that:

- i) in-house training resources are not adequate
- ii) the training meets the organizational need

b) BISAP second country training

For a specific training need of employees or organisation, BISAP may seek to arrange training for employees in others countries subject to:

- i. BISAP does not have its own resources
- ii. Availability of Training resources in the Second Country
- iii. The training covers the budgetary provision

Such Training shall be arranged by the approval of the Executive Director.

13.3 Training Need Assessment

Training needs have been assessed through the Job evaluation, Skills audit, Performance appraisal process and close monitoring of the work of the staff by his/her line managers. At the same time the training opportunities are identified and staff members are notified about their training needs.

13.4 Selection of Employees for training

It is absolutely the responsibility of the line manager to decide when or who should receive training. Final selection and approval will be made by the PC, Department/Unit head and Executive Director according to the line management within the approved Plan and Budget. International training, workshop or visits will be coordinated and managed by the ED. Probationary staff are normally not eligible for a workshop or training.

Selection of staff for training should be based on:

- skill, knowledge and attitude enhancement in present job
- additional skills for foreseen expansion of job or increase in responsibility
- the training will benefit the organisation.

13.5 Training Report

Upon completion of training a staff will be required to submit a complete Training Report using (Annex) if requested by the line manager. This includes participation in workshops, seminars, conferences, inter-agency meetings on specific subjects, special in-house training, visits to others NGOs, visits to others country Programs, etc. The content of this report will include only the main points of the training.

13.6 Training Indemnity:

Before going to any training, a staff member will sign a bond agreement which will commit his/her to work with BISAP for a certain period after the training, or in lieu of fulfilling the commitment to work, he/she will undertake an obligation to repay a portion of the cost of the training.

Length of Bond:**Within the country:**

Less than 2 Weeks or 112 hours within the country -No Bond
2-4 Weeks or 113-224 hour within the country -6 months
One month plus or 224 hour plus within the country -1 year

Outside of the country:

Less than 2 Weeks or 112 hours outside of the country -6 months
2-4 Weeks or 113- 224 hour outside of the country-1 year
One month plus or 224 hour plus outside of the country -2 year

Final classification of a training (considering nature, duration and cost) as to the length of bond will be decided by EB. If the staff works for the full period established by the bond, she/he would be free from any further obligation.

Reimbursing the cost of training:

If staff, upon return from training, choose not to fulfill the commitment to work, she/he will be responsible for reimbursing the cost of training according to the following scale.

Unfulfilled duration	100%-75%	76 %-50%	51 %-10%	0%-9%
Amount to be paid	75%	50%	25%	Depends on ED's decision

14. PERFORMANCE APPRAISAL

14.1 Statements of Policy

In BISAP, every Supervisor has the responsibility to ensure the development of his/her staffs capabilities required to perform their jobs effectively. Generally, the Line Manager(s) conduct individual meetings with their staff to discuss the employee's performance, achievements, strengths, weak areas, difficulties in job performance, explore the ways to improve performance, staff development and jointly set objectives or goals to be achieved by the next Appraisal.

14.2 Time for Performance Appraisal

A complete and written Performance Appraisal shall be prepared annually in December for regular and Contract employees of BISAP. Below are these occasions for Performance Appraisal:

- i) At the end of employee's probation period
- ii) Before proposing promotion for an employee
- iii) Before preparing staff development plan.

14.3 Directives for Line Supervisor

- i) It is the responsibility of all Line Supervisors to ensure that staff are evaluated in a timely manner on each occasion.
- ii) All assessment must be fair, honest, impartial and meticulous in grading the employees. For any kind of misinformation and deliberate disgracing or falsifying the information, which may go against or in favor of any employee unduly, and if it is proved with evidence then the evaluator will have to explain to the BISAP Management/BISAP for such unprofessional and unethical acts. The concerned personnel will be subject to disciplinary actions for such misconduct.
- iii) The Annual appraisal shall be carried out in relation to the employees performance throughout the entire appraisal period and not just on recent performance.
- iv) Areas for improvement should be reviewed and management should take every possible measures to overcome the weakness.
- v) The performance appraisal will look at the employees job related personal characteristics such as attitude, promptness, initiative, appearance, communication skills, management skills, training skills, reporting skills, commitment and team work.

14.4 Performance Appraisal Procedures

As a fundamental part of the Performance Appraisal procedures every Line Supervisor shall conduct an individual appraisal review meeting with his/her staff. The purpose of this meeting is to discuss the employee's performance with his/her ensuring the opportunity for participatory review. It is important to recognise good performance so that the employee is aware that she/he is making a positive contribution and encouraged to continue. The meeting also enables the Line manager to provide advice or guideline to the employee any weakness or shortcoming in the performance. In this meeting, targets and objectives that have been agreed upon are reviewed and again will be set for the next appraisal period.

On completion of appraisal, evaluators must immediately put down all salient points on paper and share these with the staff member. Subsequently, if possible within the next day, based on the outcome of the Appraisal meeting, the Line supervisors (1st and 2nd supervisor in consultation with each other) will fill in the Performance Appraisal form with appropriate rating of the traits and others descriptive areas and sign on it. Staff concerned shall be provided with filled in Performance Appraisal for his/her study and comments. Staff must be encouraged to put down their comments on the Form itself before signing on it.

After return of the Performance Appraisal from the staff, PC, Unit/ Department She/ head, in consultation with the line manager will fill up the confidential part of the form and thereafter will send all staff Performance Appraisals to ED.

14.5 Annual Increments

- 14.5.1 Annual Increments are awarded once a year effective 1st January based on employee's performance appraisal.
- 14.5.2 No unconfirmed staff will be eligible for annual increment. Probationary staff, if appointed before 1st July, will be eligible for Increment at the time of confirmation of his/her employment in the following year.
- 14.5.3 Annual Increments are subject to satisfactory performance of staff throughout the year, and are not automatic. Therefore, If the Performance Appraisal of a staff is not satisfactory, she/he will not receive any increase.
- 14.5.4 The receipt of a warning letter usually results in the loss of annual increment depending on the reason for the letter and amount of improvement in the employee is observed after issuance of the letter. Supervisors will give importance to this point while making comment in the Performance Appraisal Form.

14.6 Promotions

- 14.6.1 Promotions are only given for employees who will undertake/demonstrated higher responsibilities and possess the qualifications and skills required for the proposed position.
- 14.6.2 All promotions are subject to an existing vacancy in the organization if within budgetary levels.
- 14.6.3 While recommending/granting promotion, BISAP Position, Grade and Salary chart must be referred to so as to ensure that the appropriate job title and salary is given in the new position.
- 14.6.4 Upon promotion a new job description will be provided to the employee.

14.7 Human Resource Information Systems

All appropriate information about employees should be stored in a computerized central data bank in data base at the head Office. This includes all basic information about each employee, such as, academic and professional education, types of job performed before, training Programs attended, general skills, professional skills, special skills, performance records, potential appraisals, accomplishments etc. This data is utilised whenever this is a need to identify employees for consideration for special job, additional training, or higher-level jobs, promotion, transfer and secondment.

Bangladesh Integrated Social Advancement Programme will also keep its ex-employee's data who have resigned, are terminated, dismissed, retired or made redundant. The data includes past performance level, length of service, reasons of separation, mode and date of separation, final settlement etc.

15. TRANSFER AND SECONDMENT

A. TRANSFER:

15.1 Statements of Policy

BISAP employees may be required to be transferred from one job to another or to be relocated to another geographical area within BISAP offices/projects as decided by the management. The purpose of a transfer is to broaden the experience of an employee or to meet the organisational need.

The salary status of an employee who is transferred will not be changed unless the new position involves a greater or complex responsibilities and this change is agreed by the incoming office and the Executive Director.

All transfers are made against a vacancy and within the provision of budget.

15.2 Procedures of Transfer

- a) In the event a need arises, the initiating office will request/coordinate with this BISAP Project or Unit office with the details of need, rationale and relevant information of the employee for consideration. A copy of such request must be sent to the ED.
- b) Depending on the circumstances, all transfers will be done in consultation with the respective line managers (in both end i.e. incoming and outgoing office) and the staff concerned.
- c) Before transfer from one department or office to another, the concerned office will ensure the handover process, prepare a brief performance evaluation, release order which includes salary and leave information of the employee, and send these to the office where the employee is transferred, along with the Personal file. For transfer within the same office only handover document is necessary.

16. BISAP STANDARDS OF CONDUCT AND DISCIPLINE

- 16.1.1 All staff of Bangladesh Integrated Social Advancement Programme should observe the rules of good moral conduct in their official as well as personal activities and not act at any time in a way which may bring discredit to Bangladesh Integrated Social Advancement Programme.
- 16.1.2 An employee should be well-behaved, diligent, polite, dignified in manner and behaviour and maintain a good, respectable relation with other employees and also be friendly but professional in dealing with colleagues.
- 16.1.3 An employee should be honest, sincere and well conversant with the BISAP rules and regulations and be loyal to the organisation.
- 16.1.4 An employee shall not have a direct or indirect financial interest that conflict with the employee's duties and responsibilities.
- 16.1.5 For the purpose of furnishing a private interest, an BISAP employee shall not, directly or indirectly, use or allow the use of official information or disseminate/disclose official information which may cause harm to the office and its administration.
- 16.1.6 Undue advantage regarding the use of BISAP property directly or indirectly, is strictly prohibited. This includes all BISAP property from vehicles, to telephones to photocopier and office equipments etc.
- 16.1.7 An employee shall not engage herself/himself in criminal, immoral or disgraceful and these activities prejudicial to BISAP.
- 16.1.8 An employee must do nothing that may cause emotional, physical or financial harm to the individuals, families or communities that BISAP is committed to helping.
- 16.1.9 Breach of any of the rules in this manual will make an employee liable to disciplinary action against his/him as per BISAP policies.
- 16.1.10 Acts of undue/unnecessary, physical or psychological sexual harassment, by any employee towards other BISAP employees, will result in disciplinary action.

16.2 CONFIDENTIAL CORRESPONDENCE WITH EMPLOYEES

- a. The following subjects are to be treated as CONFIDENTIAL:
 - i) Appointments
 - ii) Termination
 - iii) Discharge
 - iv) Dismissal
 - v) Retrenchments
 - vi) Annual staff evaluation documents

- vii) Notice of Inquiry/ Disciplinary Action
- viii) Extension of Probation
- ix) Warning letters
- x) Annual or any salary adjustment

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

17. DISCIPLINARY PROCEDURES

17.1 Statements of Policy

The objective of the disciplinary action should be to motivate the employee to improve performance and not to alienate his/her from the organisation. Disciplinary actions should address behaviour within the control of the employee and whenever possible provide guidance towards improved behaviour.

Any act of misconduct shall be dealt with according to the disciplinary guidelines. Disciplinary action depending upon the gravity of offence shall be decided by the ED. The letter will be issued by ED after receiving the complain letter.

17.2 Disciplinary Actions

A. Minor Misconduct:

After found guilty of minor misconduct but not deemed grounds for dismissal, the employee shall be subject to the following action:

- i) On first offence, a warning letter will be issued describing the offence and /or that performance should improve over a specified time period.
- ii) On any further offence, or in the lack of improvement over specified period of time, the employee shall be issued a "Final Warning Letter".
- iii) Any occurrence of offence after final warning letter may result in the dismissal of the employee provided that the appropriate disciplinary procedure for dismissal is followed.

ED will issue the warning letter based on the evidence/written documents.

All staff shall have the right of reply or explanation on receipt of any of the above actions. This written reply shall be submitted within 7 days of receipt of the warning letter.

The employee will receive the warning letter by signing and date on it.

A warning may result in the loss of increment for the year after considering the reasons and gravity of the offence.

B. Misconduct:

An employee may be dismissed if she/he is found guilty of the charges of gross misconduct of the HRP Manual.

No order for dismissal of an employee shall be made unless -

- a) allegation against the person is recorded in writing
- b) the person is given a copy thereof and not less than 07 days time for submitting his/her written explanation to the authority who has issued the show cause letter.
- c) the person is given a personal hearing if such a prayer is made and
- d) the management approves of such order.

C. Suspension Pending Enquiry:

An employee charged for misconduct may be suspended pending enquiry into the charges against his/her and, unless the matter is pending before any court, the period of such suspension shall not exceed sixty days.

An employee who is suspended, must be paid subsistence allowances equivalent to half of his/her salary.

An order of suspension shall be in writing and shall take effect immediately on delivery to the employee.

An employee while on suspension, is not to leave station of posting without authorisation.

Action:

In awarding punishment the Executive Director shall take into account the gravity of misconduct, the previous record, if any, of the employee and any other extenuating or aggravating circumstances that may exist.

If on enquiry a employee is found guilty of any charges alleged and is punished according to the BISAP HRP manual the employee shall not be entitled to any wages except the subsistence allowance as per HRP manual.

If the employee is found not guilty, she/he shall be deemed to have been on duty during the period of suspension pending enquiry, if any, and shall be entitled to his/her wages for such period of suspension and the subsistence allowance shall be adjusted accordingly.

In case of punishment, a copy of the order, inflicting such punishment shall be issued to the concerned employee.

On establishing the fact that an employee has committed a major misconduct she/he may be issued a notice of dismissal from the Organisation provided it is approved by the ED.

The Procedure of disciplinary action must not be delayed unless there is any valid reason.

17.3 Punishments

Within the schedule of powers and subject to these Rules and/or in force the ED may at their discretion award any of the following punishments.

- a) Verbal Warning
- b) Written Warning
- c) Suspension as a measure of punishment for grave offenses may be invoked for a period not exceed 7 days during which the employee is not entitled to any financial benefits whatsoever.
- d) Demotion
- e) Dismissal

18. RESIGNATION

18.1 Confirmed Regular Employee: A confirmed regular employee of BISAP may resign from the service with one month's notice.

Contract Employee: A confirmed contract employee of BISAP may resign from the service with the specified notice period, according to his/her Appointment letter.

Probationary Employee: An employee on probation may resign from the service with Fifteen days notice.

Employee on Temporary: An employee with temporary or short-term status contract may resign from BISAP service with the specified notice period, according to his/her Appointment Letter.

In the event an BISAP employee fails to provide the mandatory notice, a proportionate deduction of salary in lieu of notice, will be made.

18.2 A confirmed employee, when resigns, shall be entitled to the following benefits:

- i) Unpaid salary and allowance up to the last day of work. (A deduction of salary and allowances will be made if the required notice is not given by the employee as per policy of the BISAP HRP Manual)
- ii) Compensation for any unused Annual leave up to a maximum of 15 days as per HRP Manual.
- iii) Employee's own contribution to Provident Fund, if any.
- iv) Organization's contribution to Provident Fund, if any.

18.3. A probationary employee, if resigns, shall be entitled to (i) his/her unpaid salary and allowance up to the last day of work and (ii) compensation for any unused Annual leave as per HRP Manual.

All resignation letter must be addressed to ED through the respective Line Supervisor. On receipt of the resignation letter the ED or their designates will issue acceptance letter requesting to handover the charges, materials, equipments or outstanding obligations and to take clearance/release certificate from the respective departments before final payment is made.

19. RETRENCHMENT

In cases when a post or a number of staff positions are deemed necessary to become retrenched due to phase out of the project or reducing the organisational activities, abolishing the position or otherwise for valid reasons, staff will be notified with 1 months written notice. In such case the staff concerned will be entitled to the following benefits.

- i) Unpaid salary and allowance up to the last day of work.
- ii) Compensation for any unused Annual Leave up to maximum of 15 days as per HRP Manual.
- iii) Employee's own contribution to Provident Fund, if any.
- iv) Organisation's contribution to Provident Fund, if any.

All the retrenchment is subject to the Executive Director's prior approval.

20. TERMINATION

Termination is used when removal of a staff member by other means is not deemed appropriate.

Termination is the prerogative of the Employer and this action can be taken even without any disciplinary reasons.

A confirmed employee's service may be terminated with 4 months' notice or 4 months salary in lieu of notice.

A probationary employee may be terminated without notice.

The reason for the termination must not be given in any termination letter.

A termination of confirmed staff must be authorised by Executive Director.

A terminated employee, depending on his/her employment status shall be entitled to the following benefits:

Confirmed employee:

- i) Unpaid salary and allowance up to the last day of work.
- ii) Compensation for any unused Annual Leave up to a maximum of 15 days as per the HRP Manual.

- iii) Employee's own contribution to Provident Fund, if any.
- iv) Organization's contribution to Provident Fund, if any.

Employee on Probation:

- i) Unpaid salary and allowance up to the last day of work
- ii) Compensation for any unused Annual leave as per HRP Manual.

Employee on Contract Status :

The benefit will be as per the terms and conditions stated in the contract of employment.

21. DISMISSAL

An employee may be dismissed without prior notice or pay in lieu thereof or any compensation, after following the disciplinary procedures-

- a) If she/he is convicted for an offence involving moral turpitude,
or
- b) If she/he is found guilty of misconduct.

The following acts and omissions shall be treated as misconduct:

- a) Willful insubordination or disobedience to any lawful or reasonable order of a supervisor;
- b) Theft, fraud or dishonesty with the employer's activity or property;
- c) Taking or giving bribes or any illegal gratification in connection with his/her employment under the employer;
- d) Habitual "absence without leave" or absence without authorised leave for more than ten days;
- e) Habitual breach of any Government Law or office rule or regulation;
- f) Riotous or disorderly behaviour or any act subversive of discipline;
- g) Falsifying, tampering with, damaging or causing loss of employer's official records.

When an employee is dismissed she/he shall be entitled to the following benefits:

- i) Unpaid salary and allowance up to the last day of work. (no salary other than the half already paid for the employee who was under suspension).
- ii) Compensation for any unused Annual leave up to a maximum of 15 days as per HRP Manual
- iii) Employee's own contribution to Provident Fund, if any.

22. CLEARANCE CERTIFICATE AND FINAL SETTLEMENT

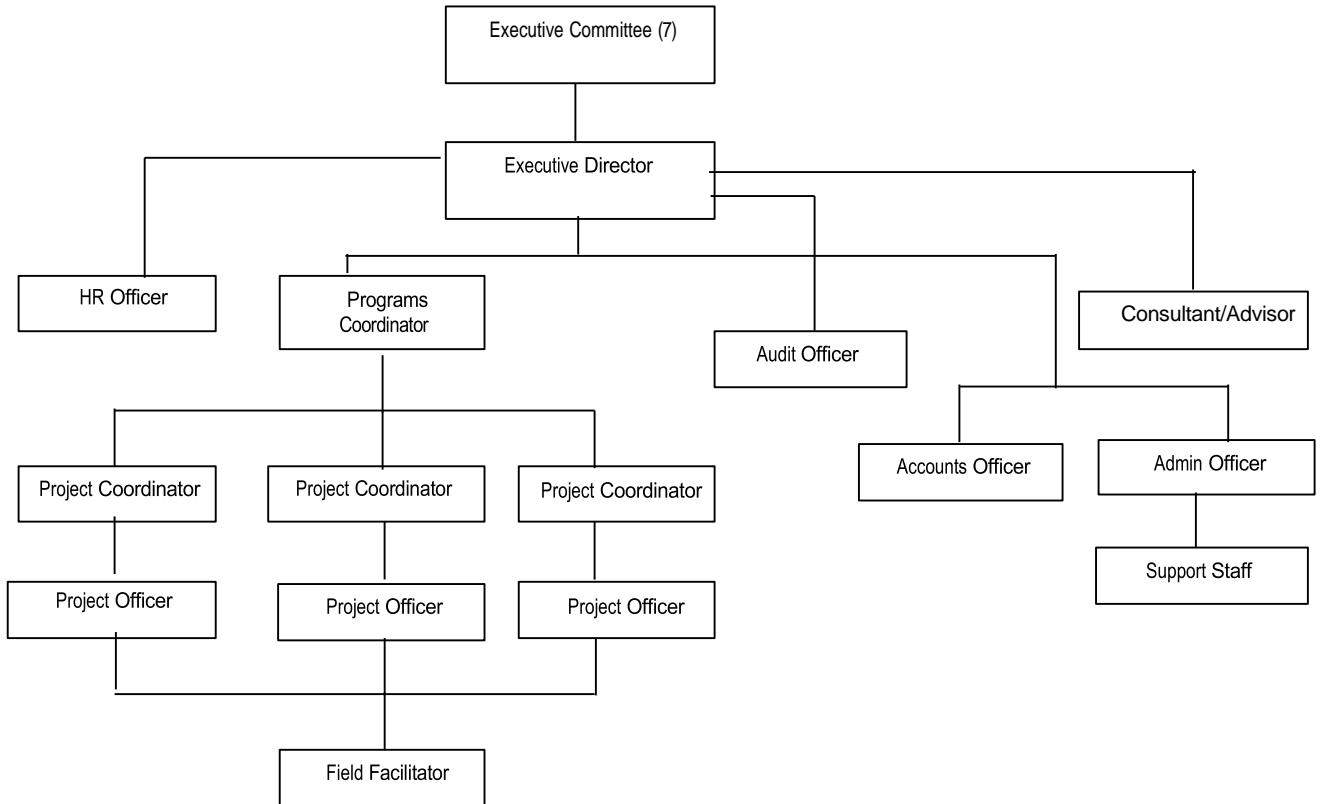
- 22.1 An employee, prior to his/her release from job through resignation or any action initiated by the organisation, she/he must do a turnover of his/her responsibilities to his/her successor or to a staff as nominated by the BISAP.
- 22.2 An employee who resigns, or is terminated, discharged, made retrenchment, dismissed or retired must have a clearance certificate from the concerned unit/sections of BISAP Project or head Office and then submit copy of the same to the Accounts section before receiving final payment.
- 22.3 The concerned Unit/departments/supervisors will be held responsible for advising or making final payment without receiving the clearance certificates.
- 22.4 The clearance certificates along with the separation letter and advise for payment shall be kept in the employee's Personal file.
- 22.5 The Final settlement must be approved by the Executive Director, in advance and shall be signed by the outgoing employee indicating that she/he agrees with settlement and nothing is due to his/him from Bangladesh Integrated Social Advancement Programme. The Final settlement statement, upon completion, shall be kept in the employee's Personal file.
- 22.6 Final settlement will be made within maximum 07 (Seven) days.

22.7 Service Certificate

An BISAP employee who resigns or is terminated, discharged, retired, dismissed or made redundant are entitled to a Service Certificate. The Executive Director will sign off the service certificate.

ANNEX

Functional Structure of the Organization (Management Structure)



ANNEX
SPECIMAN JOB DESCRIPTION FORMAT

JOB DESCRIPTION FOR THE POSITION: -----Grade ----- Prepared on -----

A. CONTEXT/PURPOSE OF THE POSITION

B. TASK AND RESPONSIBILITIES

- i)
- ii)
- iii)
- iv)
- v)
- vi)
- vii)
- Viii)
- xi)
- x)

C. SPECIAL NOTE

The job holder may from time to time be called upon to fulfill tasks or perform duties other than those listed above which are consistent with his/her level in the organization.

This job description is subject to change in the event of employee's change of assignment, transfer, promotion, if deemed necessary.

D. PERSON SPECIFICATION

- a) Education
- b) Training
- c) Skills and Abilities
- d) Experience

SPECIMEN INTERVIEW LETTER

DATE: _____

Subject: Interview for the position of -----

Dear -----

Thank you for your application for the post of _____ in response to our advertisement.

We request you to kindly come to our office, located at

_____, on _____, 200 at _____ am/pm
for an interview/written test.

For your information, no TA/DA will be forthcoming for this visit.

Thank you for your cooperation.

Sincerely yours,

(Signature of the ED)

CC: -Concerned Unit/Department
-Office file

ANNEX

SPECIMEN OFFER OF EMPLOYMENT

Date::

.....

.....

Subject: Offer of Employment

Dear --,

Following review of your Interview and Written test result, I am pleased to offer you employment with Bangladesh Integrated Social Advancement Programme for the position of You will be on probation for six months from the date of your joining, at the end of which, your line manager will conduct a performance appraisal. Based on your appraisal report, your employment with Bangladesh Integrated Social Advancement Programme may be confirmed. The terms and conditions of your employment are as follows:

1. Job Title :
2. Place of posting :
3. Date of Joining :
4. Probation Period: Fromto
5. Salary : Tk. , ____ per month in Grade.....step
6. Responsibilities: A detailed Job Description is enclosed.
7. You will be entitled to other admissible benefits after your confirmation, according to the BISAP Human Resource Policies.
8. Your service will be governed by the Bangladesh Integrated Social Advancement Programme Human Resource Policy Manual.

If you agree with the above terms and conditions, then you are requested to confirm your acceptance of this offer by signing at the bottom of this letter.

Thank you.

Yours Sincerely

Executive Director

Accepted the above terms and conditions

Signature of Mr./Ms.

Date:

ANNEX
SPECIMEN CONFIRMATION LETTER

Date:
Employee's Name &
Designation:
Working Station:
Project Name:

Subject: CONFIRMATION OF EMPLOYMENT

Reference:

Dear

Following the completion of your probation period and based on your satisfactory performance, I am pleased to confine your employment in your present position with effect from You will now be entitled to the admissible benefits as per your Appointment Letter and in accordance with the BISAP HRP Manual.

Your service will be governed by the Bangladesh Integrated Social Advancement Programme Human Resource manual which may be amended from time to time.

It is expected that you will put your best efforts to make Bangladesh Integrated Social Advancement Programme an effective organization and that you will be benefited from your Bangladesh Integrated Social Advancement Programme service.

I look forward to your continued cooperation.

Yours Sincerely,

Executive Director

Copy:
Personal File

ANNEX**Bangladesh Integrated Social Advancement Programme****STAFF TRAINING REPORT**

Please fill out this training report, using additional sheets when necessary, and attach copies of any material & documents distributed during the training.

Name of Staff Member: _____

Designation: _____

Title of Training: _____

_____ (Meeting/Workshop/Conference/Seminar)

Dates of Training: _____

Did Others BISAP staff Attend the Training? Yes/No

Name: _____

Objectives of Training:

a) BISAP Staff Member's Prior Objectives (Before training):

b) Stated Objectives of Training

Training Organised by:

General Description of other Participants:

Methods and Materials used in Conducting the Training

Describe how you personally benefited from the Training:

How the Training can be applied to the Bangladesh Integrated Social Advancement Programme

Programmes: Suggestions or Recommendations:

For the following sections, Circle your choice and give a brief explanation:

a. How do you rate the Training?

VERY GOOD	GOOD	FAIR	NOT VERY GOOD	NOT AT ALL USEFUL
-----------	------	------	---------------	-------------------

b. Would you recommend this type of training for other BISAP Staff?

YES	IT DEPENDS	NO
-----	------------	----

Signed : _____ Date : _____

ANNEX

SPECIMEN TERMINATION LETTER

DATE: :

To :

.....

.....

From :

.....

Subject: Termination

Dear.....

I regret to inform you that your services are no longer required, and hence stand terminated with effect from..... * You will be paid in accordance of HR policy.

You are requested to collect all your dues from BISAP Accounts Department, H.O. after getting clearance certificate from the concerned sections.

Yours Sincerely,

Executive Director
BISAP

Accepted : _____
(Signature with date)

Copy: Personal File

* Notice period or pay in lieu thereof is not necessary for a staff who is on probation.

CLEARANCE CERTIFICATE

SEPARATION CHECKLIST

*Name of Employee _____

*Area of Posting _____

*Last day worked in the area of assignment

*Date of contract termination *Date of transfer

(if applicable)

*Authorization of transportation allowance (if applicable)

*Actual date of departure _____

*Estimated date of arrival at new post (if applicable) _____

*EL remaining per office records_ *Sick

days used _____

*All time sheets submitted_____

*Advances

*Final salary due _____

*Severance due (if applicable) _____

*All keys issued to the employee returned

*All BISAP equipment issued to the employee returned

*All BISAP documents in the employee's possession returned

*All banks where the employee was a signatory have been

notified to delete the employee as BISAP authorized

signatories _____

*All outside contacts (government, donors, etc.) have been notified of the employee's departure (if applicable)

Check List-Personal File:

Sl. No.	Particular	Remarks
01	Application, C.V. & Photograph	
02	Recruitment Related Papers	
03	Offer Letter	
04	Emergency Contacts/Phone	
05	Appointment Letter	
06	Joining Letter	
07	Job Description	
08	Confirmation Letter	
09	Performance Appraisal	
10	Increment/Promotion/Transfer	
11	Training Related Papers/Indemnity	
12	Leave Record	
13	Disciplinary Papers	
14	Letter of appreciation	
15	Separation related papers	
16	Clearance Certificate	
17	Experience Certificate	
18	Exit Interview	
19	Reemployment Status	



Mohammad Dostagir
Chairman - BISAP



S M Tareque Jaber
Chief Executive - BISAP

