

Operational Procedure
Human Resource Management &
Development (HRM & D)

Manusher Jonno Foundation

মানুষের জন্য
manusher jonno

promoting human rights and good governance

TABLE OF CONTENTS

SL #	Name of Chapter	Page No.
1.	INTRODUCTION	01 – 04
	1.1 Organizational Overview	01
	1.2 Purpose of this Manual	02
	1.3 Process for Updating this Manual	02
	1.4 Definitions	02
2.	DUTIES AND OBLIGATIONS OF STAFF MEMBERS	05 – 09
	2.1 Staff Members' Responsibilities	05
	2.2 Conduct of Staff Member	05
	2.3 Conflict of Interest	06
	2.4 Attendance	06
	2.5 Outside Activities	06
	2.6 Cases of Arrest or Detention	08
	2.7 Financial Responsibility of Staff Members	08
	2.8 Proprietary Rights	08
	2.9 Transfer Or Handover Of Responsibilities	08
3.	EMPLOYMENT CATEGORY	10 – 12
	3.1 Post Classification	10
	3.2 Classification of Individual Posts	10
	3.3 Classification Review	10
	3.4 Classification of Employees	10
	3.5 Age Limit of Employees	10
	3.6 Grades of Employee	11
	3.7 Re-Appointments	11
	3.8 Reinstatement	11
	3.9 Probationary Period for New Staff Member	12
	3.10 Orientation of New Staff Member (Induction)	12
4.	RECRUITMENT & APPOINTMENT PROCEDURES	13 – 19
	4.1 Recruitment	13
	4.2 Announcement of Vacancies	13
	4.3 Selection Procedure	13

<i>SL #</i>	<i>Name of Chapter</i>	<i>Page No.</i>
	4.4 Documentation for Recruitment/Appointment	15
	4.5 Employment Record – Human Resources Information System (HRIS)	15
	4.6 Contents of Personnel File	16
	4.7 Privacy of Staff Member’s Information	16
	4.8 Initial Pay of Staff Members	17
	4.9 Hiring Consultant	17
	4.10 Consultancy by MJF Staff	18
	4.11 Processing the Consultant Contracts	19
5.	PROMOTION	20
	5.1 Overview	20
	5.2 Composition of the Committee	20
	5.3 Procedure for Promotion and Review	20
	5.4 Criterion for Promotion	21
	5.5 Time Requirements for Promotion & Increment	22
	5.6 Procedures for Promotion & Increment	21
	5.7 Promotion from supervision to Management Function	22
	5.8 Special Promotion	22
	5.9 Appeal for Promotion	23
6.	PERFORMANCE MANAGEMENT SYSTEM	24 – 25
	6.1 Overview	24
	6.2 Career Path	24
	6.3 Performance Target	24
	6.4 Performance Appraisal Process	24
7.	STAFF MEMBER’S BENEFITS	26 – 34
	7.1 Staff Member’s Benefits	26
	7.1.1 Salary	26
	7.1.2 Components of MJF Salary Structure	26
	7.1.3. Basic Salary	26
	7.2 Salary Deductions	27
	7.3 Other Benefits	27
	7.3.1 Festival Allowance	27

<i>SL #</i>	<i>Name of Chapter</i>	<i>Page No.</i>
	7.3.2 Provident Fund	28
	7.3.4 Annual Salary Increments	28
	7.3.5 Gratuity	28
	7.3.8 Hospitalization Allowance	29
	7.3.9 Casualty & Death Benefit	30
	7.3.12 Car & Emergency Medical Loan	30
	7.3.12 Termination Benefits	33
	7.4 Withholding Salary Increment	33
8.	HOURS OF WORK, HOLIDAYS AND LEAVE	35 - 42
	8.1 Working Hours	35
	8.2 Daily Attendance	35
	8.3 Disruption of Working Hours by External Factors	35
	8.4 Absence	35
	8.5 Holidays	36
	8.6 Leave	36
	8.7 Obtaining Leave	36
	8.8 Recall from Leave	376
	8.9 Leave Categories	36
	8.10 Annual Leave	37
	8.11 Medical Leave	39
	8.12 Maternity Leave	40
	8.13 Paternity Leave	40
	8.14 Adoption Leave	41
	8.15 Number of Maternal Paternal and Adoption Leave	41
	8.16 Flexibility Towards Pregnancy Period	41
	8.17 Study Leave	41
	8.18 Extraordinary Leave without pay	41
	8.19 Catastrophic Illness	40
	8.20 Utilization	41
	8.21 Leave Record	41
	8.22 Compensatory Time Off (CTO)	42
	8.23 Leave Without Pay	42

<i>SL #</i>	<i>Name of Chapter</i>	<i>Page No.</i>
9.	DISCIPLINARY ACTION	43 - 46
	9.1 Disciplinary Action	43
	9.2 Disciplinary Committee	43
	9.3 Grounds for Disciplinary Action	43
	9.4 Penalties / Disciplinary Action	44
	9.5 Procedure for Punishment	44
	9.6 Review and Appeal	45
	9.7 Sexual Harassment	45
	9.8 Sexual Harassment of or by Project Participants or Counterparts	46
	9.9 Criminal Action in Case of Rape	46
10.	GRIEVANCES SUBMISSION AND HANDLING PROCEDURES	48 - 49
	10.1 Sexual Other Abuses and Harassment Grievance	48
	10.2 Grievance Submission- Statement of Principle	48
	10.3 Grievance Handling Procedure	48
	10.4 Suspension/Interdiction	49
11.	SEPERATION FROM THE ORGANIZATION	50 - 52
	11.1 Resignation	50
	11.2 Termination	50
	11.3 Benefit On Resignation and Termination	51
	11.4 Dismissal	52
	11.5 Discharge	52
	11.6 Retirement	52
	11.7 Retrenchment/Redundancy	52
	11.8 Ex-parte Judgment	52
12.	STAFF TRAINING AND DEVELOPMENT	53 - 57
	12.1 Staff Training/Development	53
	12.2 New Staff Orientation or Induction	53
	12.3 Types Of Training	54
	12.4 On-The-Job Training	54
	12.5 In-House Training	54
	12.6 External Training	55

<i>SL #</i>	<i>Name of Chapter</i>	<i>Page No.</i>
	13.7 Indemnity for External Training	55
	12.8 Approval for External Training	56
	12.9 Training Need Assessment	56
	12.10 Internship Program	57
	12.11 Apprenticeship	58
13.	TRAVEL AND PER DIEM POLICY	59 - 62
	13.1 In-Country Travel	59
	13.2 Reimbursement Requests	60
	13.3 Travel Outside of Bangladesh	60
	13.4 Mode of Travel: By Land, Train and Air	61
	13.5 Travel Admin	61

CHAPTER 01 - INTRODUCTION

1.1 ORGANIZATIONAL OVERVIEW:

Manusher Jonno Foundation (MJF) started operation as a project of CARE Bangladesh in July 2002. It was registered with the Joint Stock Company and NGO Affairs Bureau in 2006 as a national nonprofit organization. It is working to promote human rights and good governance aiming at bringing about changes in the lives of the most marginalized people. MJF is contributing towards reducing poverty, improving human security and governance in public institutions. Till date MJF has provided funding support to 150 organizations all over Bangladesh.

Vision

A world free from poverty, exploitation and discrimination where people live in freedom, dignity and human security

Mission of MJF promotes human rights and governance through partnership with relevant stakeholders, including duty bearers, to ensure dignity and wellbeing of all people, especially the marginalized.

Goal of MJF:

- Establishing human rights through responsive governance
- Upholding dignity and security of marginalized and excluded communities
- Ensuring gender equality and protecting children
- Creating economic opportunities for the poor and vulnerable communities

Promoting climate and environmental justice

Guiding Principles: Core Operating Values

- Inclusiveness
- Respect diversity and equality
- Transparency and accountability
- Mutual respect and trust
- Gender sensitivity

Competencies

General Competencies

- Conducting advocacy at different levels
- Maintaining neutrality and a non-partisan stand
- Facilitative leadership
- Linking local and national issues
- Systematic and transparent grant making management
- Addressing the needs of a diverse group of people
- Addressing varied issues and populations
- Using/ applying/ approaching HRBA

Core Competencies

- Implementing diverse programme on human rights and governance

- Partnership management
- Sound financial and accounting system
- Capacity development
- National largest grant making organizations for human rights and governance
- Policy advocacy

1.2 PURPOSE OF THIS MANUAL:

The purpose of this procedure is to provide the Governing Body (GB), all members of the Executive Committee (EC) and Senior Management Team (SMT) to enable them to deliver the Foundation's Programmes effectively and in accordance with the policies and regulations of the Foundation. It also intended to act as reference point to ensure that correct procedures are followed at all times.

The procedure will be revised at appropriate times to reflect changes in approach and process, based on experience and agreed with the Governing Board. Revisions will be circulated to all staff of the Foundation.

1.3 PROCESS FOR UPDATING THIS MANUAL

The policies and procedures included in this manual take effect from (date of approval by GB). However, this manual is intended to be a living and evolving document that is expected to change over time. All proposed changes may also be reviewed and ratified by the management team, with final approval by the Governing Board.

The Manual shall be updated as deemed necessary with the changes taken place during the previous period as approved by the GB or Executive Committee and any other changes as may be approved during the updating process. All amends made from time to time upon approval from Governing Board will be treated as integral part of the manual.

The Executive Director may appoint a consultant/consulting firm or form a committee to review and update the manual.

1.4 DEFINITIONS

In these rules, unless there is anything contrary in the subject or content:

Organization means the Manusher Jonno Foundation

MJF means Manusher Jonno Foundation

Members means MJF Members

Governing Board Members means members of the Governing Board or their representatives appointed by GB

Executive Committee means the committee of the organization as constituted under the provisions of Articles of Association of the organization.

Appointing Authority, The Governing Board is the appointing authority for the Executive Director and the Executive Director is the appointing authority for rest of the staff of MJF.

Competent Authority in relation to exercise of any power under these rules and regulation, means the Executive Director and any officer authorized by him/her to exercise any power under these rules.

Executive Director means the Chief Executive Officer of MJF.

Director means the officer in charge of a department who is responsible for that department of MJF.

Adviser M&E means the officer in charge of Monitoring & Evaluation Department of MJF

Coordinator means the officer in charge of individual programmes/communication/Administration and HR Department. **Senior Management Team means** a committee consisting of Executive Director and other Directors. The Team shall discuss and take decisions on the organization's operational needs from time-to-time in line with MJF policies and manuals.

Duty means service of a staff member of the MJF including probationer.

Service Period includes the period during which a staff member is on duty or on authorized leave but does not include any period during which an staff member 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.

Staff member means a staff member of the organization, which includes regular, contractual and probationer

Post means a post or position sanctioned by the organization

Probationer means a person employed on probation and has not completed the period of probation, for specific.

Consultant means a person or firm or organization, whether national or international, appointed on specific terms and condition by MJF for rendering consulting services.

Basic Pay means the base pay, excluding benefits and allowances, which have been sanctioned for a post held by a staff member.

Salary means the amount, inclusive of the benefits and allowances, drawn monthly by a staff member as the pay and allowances that has been sanctioned for the post held by the staff member.

Honorarium means a recurring or non-recurring payment granted to a person under contract as remuneration for special work of occasional nature.

Special allowance means any payment that is especially granted:

- as remuneration for a special work, or assignments,
- on account of any special expenditure to be incurred by the staff member holding the post as such.
- any other allowance approved by the competent authority as deemed necessary.

Allowance means any additional payments made to the staff members in excess of their basic pay

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

Dependent means a staff member's spouse and children who are under the age of 18

Duty Station means the location of MJF Secretariat or it's project or any other office of MJF as may applicable to the circumstances

Management Team-For the day to day operation, the Management Team consists of Coordinator and senior managers for Programme, Finance & Admin management. The role of management team is to take decision which is not necessary to present in the board meeting, such as, partner selection, Project management etc .

SMT (Senior Management Team)-This Team consists of the Directors and Executive Director. The team sits together once in a week and takes decision of all kind of operational activities and also initiate the policy level activity to raise the issue in the Governing Board meeting as applicable.

CHAPTER 02 - DUTIES AND OBLIGATIONS OF STAFF MEMBERS

2.1 STAFF MEMBERS' RESPONSIBILITIES

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

2.2 CONDUCT OF STAFF MEMBER

2.2.1 Work Manner:

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

2.2.2 Corrective Measures:

MJF shall use the corrective measures to motivate staff to improve the behavior as well as the performance of the employees.

2.2.3 Minor Offense:

For a minor offense or for deterioration of employee's performance level or behavior integrity level, a meeting between the employee and the supervisor or the designate will be conducted to resolve the situation informally as soon as possible. In some cases documentation may necessary, the supervisor with consultation of second supervisors of the concerned employee, will issue an advisory letter and send a copy to personnel file with HR. Other actions can be taken in case of minor offense, such as, temporarily withheld increment, or recover from pay any pecuniary loss caused to MJF by negligence or breach of discipline/conduct.

2.2.4 Major Misconducts:

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

1. Willful insubordination or disobedience to any lawful and reasonable order of the supervisors.
2. Gone to strikes or abetting, inciting, instigating or go-slow.
3. Theft or fraud or dishonesty in connection with the MJF's property or property of another.
4. Taking or giving bribes or illegal gratification.
5. Habitual late attendance.
6. Breach of any terms and conditions of service rules or employment or any law applicable to the MJF or any rules made there under.
7. Without proper approval, collection or receiving any MJF money except as sanctioned by any law or rules of MJF or authorized by Executive Director, MJF.
8. Riotous, disorderly or indecent behavior by the employee in MJF premises and if any employee entertains or encourages any of the above activities.
9. Breach of any rules or instructions, for the maintenance or running of the office.
10. Habitual neglect of work or lie.

11. Willful damage to work in process or to any property of MJF.
12. Sexual and/or any other abuses and harassment
13. Drug taking/addiction or any kind of anti-social activities within the office compound or even outside office

In the above cases documentation may necessary, however, the supervisor with consultation to the HR and the Executive Director, will issue a warning letter or otherwise decided by the ED.

2.3 CONFLICT OF INTEREST

Staff members are not permitted to solicit, obtain, accept, or retain any personal benefit from any supplier, vendor, or any individual or organization doing or seeking business with MJF. No Staff Member of MJF shall maintain an outside business or financial interest, or engage in any outside business or financial activity, which conflicts with the interests of MJF, or which interferes with the Staff Member's ability to perform job responsibilities fully. Nor any Staff Member may benefit directly or indirectly from a third party, that furnishes products, materials, or services to MJF. In this regard personal Interest and relationship interest to be declared in the Register of Interest by the staff and to be maintained by HR section.

2.4 ATTENDANCE

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

2.5 OUTSIDE ACTIVITIES

- 2.5.1. By accepting appointment with MJF, a Staff Member undertakes a number of obligations, which may have a bearing on certain activities outside their official duties. As a result, difficulties may arise in carrying out continuous or recurring outside activities of substantial nature with the principles of service rule.
- 2.5.2. Following basic principles shall be followed by every staff member in respect of engaging himself /herself in any outside activities:

- a) Outside activities may be authorized if the activity in question does not interfere with the work of the Staff Member, nor the ability of the staff member to accept any new assignment, which the management may require the staff member to assume.
 - b) No approval is required for an activity which is neither continuous nor of recurring nature, if it takes place outside the working hours or while the staff member is on leave, provided the condition stated in the paragraph.
 - c) Approval is, however, required for an activity, which is continuous or recurring, or any outside activity that takes place during working hours.
 - d) Staff Members shall not be actively associated with the management of, or hold a financial interest in any business or organization, if it is possible for them to benefit from such association or financial interest because of their position in MJF. The mere holding of shares in an organization does not constitute a financial interest unless such holding constitutes a substantial control.
 - e) No staff member is allowed to engage himself/herself in any work in competing organization(s).
- 2.5.3. The submission of articles, books or other material for publication by external publishers is encouraged as a valuable element in the development of individual Staff Member's professional skills. Approval will normally be granted by the management for such publication, if the article, book or other material includes, where and when appropriate, the following disclaimer:

"The views expressed herein are those of the author(s) and do not necessarily reflect the views of the MJF or of MJF's Development Program."

2.5.4. Approval for Outside Activities

- a) Staff Members wishing to engage in an outside activity for which approval is required (Paragraph 2.7.2) shall submit a written request to the Executive Director containing the following:
 - i. A full description of the nature of the activity;
 - ii. Location and duration of the activity;
 - iii. Compensation to be received; and
 - iv. Any other information pertinent to the outside activities.
- b) The Executive Director may accord permission, or ask HR & Administration or as the case may be, to confirm permission, if satisfied, to the applicant. The Executive Director or his/her designate may ask the applicant to provide further information or explanation as may be required.
- c) Continuing or recurrent activities are authorized only for shorter period, as may be decided by the Executive Director.
- d) The Executive Director will decide on such requests in accordance with the guidelines stated above (2.7.2) and inform the Staff Member of the decision

normally within two weeks of receiving the request. If the request is rejected, the Staff Member is informed of the reasons.

- e) If the request for outside activities is approved, the approval will be considered as a basis for granting special leave, if such leave is necessary for the conduct of the outside activity concerned.
- f) If such requests are approved, Staff Members are still expected to avoid public statements of a controversial nature, particularly in so far as these may relate to national policies and interests.
- g) Copies of approved requests are kept on the Staff Member's personal file for future reference.

2.6 CASES OF ARREST OR DETENTION

A staff member who is arrested, charged with an offence other than a minor traffic violation or summoned before a court as defendant in a criminal proceeding, or convicted, fined or imprisoned for any offence, other than a minor traffic violation, must report the fact in writing to the Coordinator of HR & Administration of MJF office immediately.

The Coordinator of HR & Administration shall forward copies of all documentation relating to the above, with or without comment, to the Executive Director for information and necessary action.

If convicted, the staff member will remain under suspension from the service, and shall not be entitled to any benefits or privileges, except the following:

- a. Unpaid salary and allowances to the last day of service;
- b. Encashment for the unused balance of annual leave, if any;
- c. Staff member's own contribution to Provident Fund and interest

The Executive Director will take further steps based on the judgment of the court.

2.7 FINANCIAL RESPONSIBILITY OF STAFF MEMBERS

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

2.8 PROPRIETARY RIGHTS

2.8.1. All rights, including title, copyright and patent rights, in or relating to any work performed by any staff member as part of his/her official duties, are vested in MJF, unless materials are developed with the support from donors who makes specific requirements about proprietary rights, including title.

2.8.2. Although rights are vested in the MJF but proper recognition / acknowledgement should be given to the authors or key contributors.

2.9 TRANSFER OR HANDOVER OF RESPOSIBILITIES

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

2.9.1 The Handover Procedure

Prior to the arrival of the incoming employee the outgoing employee should prepare a plan for the transfer of responsibilities. This should consist of a 'handover package', a time schedule and a handover letter.

The 'handover package' should cover all major topics to be reviewed, discussed and verified in the transfer of responsibilities and contains thus a draft of the turnover letter with all appendices.

A time schedule for review, discussion and verification of the statements in the handover letter. Handover time available and size of office will determine the extent of the verification and review.

2.9.2 Handover Package: Major Topics

The list of topics below will serve as a 'check list' for discussion between outgoing and incoming employees. In addition to this list, it is important to include aspects and issues which are specific to the office as well as the projects implemented.

2.9.3 Program Support

1. Administration
2. File Index and Files review
3. Lease(s) review
4. Scheduling of Guards review
5. Outstanding issues with MJF discussion/review

2.9.4 Finance

(Always refer to the Financial Management Manual for updated procedures)

1. Budget review
2. Accounts review journal and ledgers reconciliation of funds and expenditure
3. Inventory
4. Computer and printer : physical verification
5. Store: physical verification
6. Keys
7. Files

2.9.5 Personnel

1. Staff plan review
2. Job descriptions review
3. Personnel Files review
4. Personnel due for confirmation or under observation

Discussion:

The outgoing employee should identify any critical issues that need to be discussed.

CHAPTER 03 - EMPLOYMENT CATEGORY

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

3.1 POST CLASSIFICATION

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

3.2 CLASSIFICATION OF INDIVIDUAL POSTS

All posts, other than those at the ungraded levels, shall be classified in categories and level according to standards promulgated by the Executive Director and related to the nature of the duties and the level of responsibilities required.

3.3 CLASSIFICATION REVIEW

In accordance with procedures established by the Executive Director, a staff member may request a re-examination of the classification of any post under his/her supervision and with reference to the approved human resources plan. A staff member may request a re-examination of the classification of the post which he occupies.

3.4 CLASSIFICATION OF EMPLOYEES

Employees of Manusher Jonno Foundation (MJF) are classified as follows:

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

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

Contract Staff: An employee hired for more than 6 months for any specific project or specific task. The contract will be closed end based on the project duration or for completion of any special task, however, may be extended. Contract staff may be given a probation period based on the nature of the project or specific job.

Casual Staff: Temporary hired personnel to accomplish a specific task whose terms and conditions are laid down in the hiring contract. Casual staff may be for short term say one week or one month or long term say 3 months but not more than a year.

Intern/apprentice: A learner who is paid an allowance or stipend by MJF or pay MJF voluntarily during period of work experience. All intern contracts will be prepared by HR & Administration with specified duration of internship, supervision, etc.

3.5 AGE LIMIT OF EMPLOYEES

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

3.6 GRADES OF EMPLOYEE

The minimum qualification and experience for the position commensurate with the Salary Grade is given below:

Grade	Generic Designation	Qualification and experience
Grade - 1	Office Helper/Cook	Below SSC with 2 years' experience
Grade - 2	Driver	Below SSC/SSC with 10 experience
Grade - 2	Service Assistant	SSC with 3 years' experience
Grade - 3	Admin. Assistant/ Receptionist	HSC with 5 years' experience.
Grade - 4	Assistant Officer	Graduation with 6 years' experience.
Grade - 5	Officer- Programme/General	Masters with 5 years' experience
Grade - 6	Assist. Manager/ Executive Secretary	Masters with 7 years' experience
Grade - 7	Deputy Manager	Masters with 8 years' experience
Grade - 8	Managers	Masters with minimum 12 years' experience
Grade - 9	Coordinator, Advisor	Masters with minimum 15 years' experience
Grade - 10	Directors	Masters with 20 years' experience
Grade - 11	Executive Director	Masters with advance degree and 20 years Experience

*** The above grade may be altered upon finalization of the job specification task.**

**** Experience may be relaxed for Higher Educational Qualification or vice versa in all cases**

3.7 RE-APPOINTMENTS

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

3.8 REINSTATEMENT

If the former Staff Member is reinstated, that must be stipulated in the letter of appointment. On reinstatement, the Staff Member is required to return to MJF any monies he/she received on account of separation, repatriation grant and payment of accrued annual leave and any other benefits. The Staff Member's service is then considered as

having been continuous. The interval between separation and reinstatement shall be considered as special leave without pay.

3.9 PROBATIONARY PERIOD FOR NEW STAFF MEMBER

- a) In general there is 6 (six) months' probationary period for all new Staff Member except those who are awarded short-term appointment or temporary assistance. However; if the project/contract duration is less than 3 years, the Probationary Period shall be 3 months. For short term contract, probation period may not be required. If performance of the Staff Member is not found satisfactory, this period may be extended for an additional period of 1-3 (three) months in order to evaluate a new Staff Member's performance. If any probationer could not perform satisfactorily even after 3 months, the contract shall be terminated without notice.
- b) During the probationary period, new Staff Member will be evaluated on both their performance and personal characteristics, such as dependability, morality and cooperation with others, etc.
- c) At the end of the probationary period, the Staff Member's supervisor shall conduct a performance appraisal and recommendations shall be made to the appointing authority for the continuation of the service.
- d) A contract may be terminated, from either side, with 24 hrs notice without assigning any reason what so ever during the probationary period. In such case the Staff Member will be entitled to receive only monthly salary prorated to date.

3.10 ORIENTATION OF NEW STAFF MEMBER (Induction)

- a) When a new Staff Member joins in MJF office, the office will be responsible for providing appropriate orientation to the staff member on the MJF's philosophy, its goals and objectives and role of different in implementing the objectives. The office will also:
 - i. explain field of work, size of operation, organogram etc.
 - ii. provide, on the Staff Member's first day of work, basic information of pay policy, leave policy, benefits, code of conduct and working hours as contained in the Human Resource Procedure;
- b) The purposes of such orientation are:
 - i. to inform the Staff Member about the organization;
 - ii. to establish good Staff Member-employer relationship;
 - iii. to reduce the anxieties of a new environment and new responsibilities; and
 - iv. to build up team spirit

CHAPTER 04 - RECRUITMENT and APPOINTMENT PROCEDURES

4.1 RECRUITMENT

MJF will provide equal employment opportunity to all applicants on the basis of demonstrated ability, experience, and training. So far as applicable, selection shall be made on a competitive basis. The paramount consideration in the appointment of a Staff Member shall be academic qualification, experience, efficiency competence and integrity. Recruitment of MJF is to attract right person for right job at right time. All recruitment will adhere to diversity and gender equality. The hiring procedures must confirm to the local law and organizations requirement and organizational financial situations. The Executive Director will approve requests for Grades 1 to 9 and the Governing Board/Executive Committee will approve positions for Grades 10 and 11 for new position.

4.2 ANNOUNCEMENT OF VACANCIES

- a) Any vacant position of the organization shall be advertised in the local press or online. A copy of such advertisement shall be placed on the notice board of MJF for internal circulation.
- b) All internal candidates against a vacant position must fully meet the requirements for the promotion/conversion for the vacant positions within the organization. However, the Executive Director may waive some of the requirements as mentioned in the advertisement, in case where an eligible candidate is considered qualified and competent.
- c) MJF may appoint individual consultant or consulting firm to carry out the recruitment functions or outsource the entire recruitment functions on behalf of MJF.
- d) Normally a minimum of two weeks' time shall be given for receiving applications from the candidates unless exceptionally determined by ED

4.3 SELECTION PROCEDURE

- a) The concerned head of the departments will issue a request letter to the HR/Admin section with a Job description or to be discussed and approved in SMT to fill-up a new position with the minimum qualifications and experience required;
- b) In view of the staff development and career progression of the internal staff members, preference shall be given to the existing Staff Members having required qualification, experience, competence and exposure to fill in the vacancy. For such case, Staff Member's personal file, past performance records and Supervisor's comment/recommendation shall be taken into consideration.
- c) A person selected for appointment shall not be less than 18 years and not more than 62 years of age at the time of appointment in the services of MJF under any categories of employment.
- d) There shall be no age limit for appointment of Consultant or Advisor by MJF.

- e) The qualification, experience and other requirements for appointment of the Executive Director shall be determined by the Governing Board and / or the Executive Committee.
- f) All staff members shall be selected after advertisement on the basis of competence to meet criterion contained in the job description. Positions in grade 1 2 and 3 need not be advertised and may be filled through head hunting and at the discretion of the Director Finance and Administration
- g) The system of Head Hunting is valid for all positions but must follow a transparent system such as setting up of a committee comprised of Senior Management Team to review applications, conducting interviews and submitting recommendation to the Executive Director for approval.
- h) During recruitment special attention will be given to the gender and diversity balance. To ensure this, positive discrimination such as reserving some position for women and people of different ethnic and religious background may be applied.
- i) Original certificates in support of age and qualification must be produced at the time of joining the service of the organization.
- j) Persons who have been forced to retire or dismissed or removed from government services or from the service of any organization as a result of disciplinary action taken in pursuance of relevant rules or regulations in force shall not be appointed by the organization.
- k) The organization shall not, however, consider the applications of the family members of existing Staff Members without prior permission of the Executive Director.
- l) The spouse of a Staff Member may be appointed provided that he/she is fully qualified for the post and he/she is not given any preference by virtue of the relationship to the existing Staff Member.
- m) Staff Member who bears any of the above-specified relationships to another Staff Member:
 - i. shall not be assigned to serve in a post, which is superior or subordinate in the line of authority to the Staff Member to whom he/she is related.
 - ii. shall disqualify himself/herself from participating in the process of reaching or reviewing an administrative decision affecting the status or entitlements of the Staff Member who is related.
- n) The marriage of one Staff Member to another shall not affect the contractual status of either spouse.
- o) The position description, initiated by the department head, will define the job-related tasks and qualifications necessary to assume the position. The defined tasks and stated qualifications will be the criteria for screening applications. Structured initial interviews will be conducted to assess the candidates' experience, demonstrated ability and competence.

- p) All applications shall be reviewed by the Coordinator HR & Admin. and will make short-listing of the candidates upon a careful review/screening based on the organizational need, candidates' qualifications, skills, knowledge, experience and suitability for the position.
- q) She/he will submit it to the concerned department head for further review and finalization.
- r) The Governing Board will short-list and select the Executive Director.
- s) The HR & Administration Department, upon finalization by the concerned department head will inform the candidates by letter, e-mail, or facsimile together with telephone/cell phone (where available) for appearing in an initial interview.
- t) Test and Interview
 - I. Interview Board shall be formed at the initiative of HR unit comprising of at least three (03) members with the approval of SMT and GB for the ED. Efforts shall be made to make the Interview Board gender balance. The Board shall not be influence by any kind of request
 - II. For Grade 1-7, concerned Director will lead the interview board and Grade 8-10 the ED will lead the board. If ED feels GB member can be invited. For hiring ED the Chairman of the GB will lead the board.
 - III. **Test:** Preliminary Test, Written Test, Face to face interview, Practical Test and Group discussion or Presentation (as applicable based on the position need)
- u) Any question, scenario or situation given to candidates during written or oral tests must bear a relevance to the required skills or competencies for the position. MJF will not discriminate against a candidate's religion, culture, physical handicap, age, etc., unless such aspect is directly related to requirements of the job.
- v) Interview questions should focus on areas relevant to the performance of the job. The same minimum set of questions must be asked of all candidates, although additional questions may be asked, at the interviewer's discretion.
- w) If a candidate has been judged qualified by the Interview Board a final interview of the recommended candidate(s) may be held if ED wish so.
- x) After final selection, the candidate(s) will be offered for the employment. Once the candidate has accepted employment offer, he or she will finally be issued appointment letter after having reference check. The Executive Director shall issue all appointments above grade 3. The concerned Director can sign the appointment letter up to Grade 3.
- y) Issuing authority of the letter of appointment and the concerned Staff Member must sign all the pages of the appointment letter.
- z) During tests and interviews, each Board member will make an assessment in the rating sheet for each candidate.

- aa) The HR Coordinator will compile the scores of interview and written tests and present it to the Interview Board. The Interview Board finally recommends and signed the compiled result sheet.

4.4 DOCUMENTATION FOR RECRUITMENT/APPOINTMENT

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

4.5 EMPLOYMENT RECORD – HUMAN RESOURCES INFORMATION SYSTEM (HRIS)

- a) Documents relating to the employment and service with MJF shall be kept in a separate file for each Staff Member, referred to as personal file under the custody of Human Resources and Administration Department or any other authorized person of other MJF office.
- b) The Executive Director, Directors and Coordinator of Human Resources and Administration of MJF Secretariat shall have access to the personnel records of all Staff Members. The concerned Departmental Head also shall have the right to access the personal files, as and when required, of those Staff Members reporting to him/her.
- c) All personnel records shall be kept under secured and locked conditions and/ or in an electronic form, if available. Staff members on request shall be allowed to look at the personal file before the Coordinator of Human Resources and Administration of MJF office.

4.6 CONTENTS OF PERSONNEL FILE

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

- a. Application for employment
- b. Personal History (Annexure 1) (applicable after joining 1.1.2016)
- b. Passport size photograph
- c. Photocopy of all relevant certificates
- d. Vacancy notice
- e. Job descriptions
- f. Interview report
- g. Reference checks obtained from previous employers and referees indicated in personal history
- i. Copy of Staff Member's birth certificate (applicable after joining 1.1.2016)
- j. Copy of birth certificates of spouse, dependent children applicable after joining 1.1.2016
- l. Appointment letter duly signed and dated
- m. Annual personal appraisal duly signed by the Staff Member and competent authority
- n. Copy of passport, visa and national ID (if applicable)
- o. Increment / promotion letter

- p. Copies of letters on disciplinary action
- q. Termination letter
- r. List of beneficiaries on death with ratios, as nominated by the staff member.
- s. Clearance certificate/release letter from his/her last employer, if any.

4.7 PRIVACY OF STAFF MEMBER'S INFORMATION

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

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

4.8 INITIAL PAY OF STAFF MEMBERS

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

4.9 HIRING CONSULTANT

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

- i) Study, Research, Review, Evaluation, assessment, survey etc
- ii) Policy reform, strategy paper, manual/guideline development,
- iii) Project proposal development
- iv) Imparting Training
- v) Strategic Planning, key note paper preparing and presentation
- vi) Preparation of Design, drawing, sketch, graphics and cartoon ;

- vii) Facilitator, rapporteur, translator, editing, photography etc
- viii) Media Campaign, documentary, TVC
- ix) Event Management, legal, management or financial experts advice
- x) Web and Content Development and Management
- xi) TV/Radio Programme

Any other activity not covered under the above category but required for the project purpose in the nature of consultation shall also come under the purview of Consultancy.

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

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

The Terms of Reference (TOR) will be prepared by the concerned person with knowledge of the Department Head/ before potential consultants are contacted. The Departmental Head shall seek approval from the Executive Director/Senior Management Team, who will approve the Consultancy Services requirements. The requester may propose the name of the potential consultant/service provider to the admin section for placing RFQ (Request for quotation) or communication for the purpose. All the Consultancy Contracts shall be signed by the ED if it is from Tk 2,00,001-15,00,000, and the Chairman of the Governing Board for above Tk 15,00,000 and Director Finance & Admin within limit of BDT 2,00,000.00.

For the above services, the following matrix shall be followed based on the approximate value of the contract. The associated cost of the activities shall be counted for ascertaining the approximate value.

- Quotations shall not be required for the consultancy below BDT 200,000 excluding Tax and Vat but justification is needed from the requester about the competency of the consultant.
- Quotations shall be invited from at least three consultants/service providers/firm for the value from BDT 2,00,001 to BDT 15,00,000;
- Limited Tender or Press Tender shall be given for value above BDT 15,00,000.
- The quotations shall be included with proposal, CV/organizational profile and budget;
- Comparative statement /note of justification shall be prepared for selection of Consultant/service provider;

Proposal and budget/Quotations submitted to MJF by potential consultants will be evaluated by the Procurement Committee. Staff involved in the evaluation process will maintain strict neutrality and strict confidentiality during the process.

Following the final selection, a contract will be signed between MJF and the consultant. The TOR and, if appropriate, the submitted quotation, will form an integral part of the contract. For very technical advisory or consulting services, "Note to the Record" have to be prepared and get it signed by the ED upon the approval from SMT with professional fees mentioning Vat and Tax issue.

4.10 CONSULTANCY BY MJF STAFF

Staff of MJF are sometime providing consultancy services to other organizations as they have expertise on the subject. In order to streamline the process, the following regulations should be complied with:

- i. Consultancy services can be provided on Holidays or taking Annual leave from MJF.
- ii) The duration of Consultancy should not exceed 20 person days in a year.
- iii) Consultancy can also be done by taking Leave without pay but that cannot be continued for more than two months.
- iv) Leave without pay cannot be taken in staggered manner
- v) Consultancy for MJF partners on MJF Project or prospective partners on PCN/PP preparation, log framing or budgeting for application to MJF cannot be done by MJF staff.
- vi) Consultancy work shall be disclosed in writing to the Executive Director with copy to the Director F & A for approval and record respectively.

If any consultancy work is not disclosed, disciplinary action shall be taken by the management

4.11 PROCESSING THE CONSULTANT CONTRACTS

The Consultants Contracts shall be processed by the HR & Admin section of MJF. After obtaining necessary approval from ED, the Assistant Manager-HR/Admin Officer shall make the contracts and arrange for signing the contract by both the parties.

4.12 Contract under Activity, Networking, Advocacy and Alliance Building and others:

The admin section shall also process the contracts relating to the above activities after getting necessary approval from the SMT or ED. Such types of proposal should channelize through the Concerned Director and approve by the SMT.

CHAPTER 05 - PROMOTION

5.1 OVERVIEW

For promotion, MJF shall follow the best match of skills/competencies to the requirements, the highest standards of quality, personal integrity and a willingness to face challenges and to develop themselves within the organization.

In this view, separate promotion committees shall be formed by SMT and act for the purpose mentioned below:

- a) Promotion is the advancement of a Staff Member to the next higher grades in the same category or from one category to another category.
- b) Promotion will only be given to that Staff Member who has demonstrated high potential and capabilities to undertake higher responsibilities.
- c) A staff member may be considered eligible for promotion to next higher position depending on his / her quality of performance and subject to availability of the position at the higher grade/category.
- d) Promotions will normally not exceed one grade at a time. However, in exceptional cases more than one grade of promotion may be considered, if approved by the competent authority.
- e) Sincerity, honesty, dedication, integrity and exceptional contribution to the organization must be considered for promotion

The Coordinator HR & Admin will initiate and execute the process based on the decisions of the above committee. She/he will perform such other personnel functions as may be decided by the Executive Director/Director.

5.2 COMPOSITION OF THE COMMITTEE

The Promotion Committee shall be headed by the Executive Director. In the absence of Executive Director, a senior professional staff member shall be nominated by the Executive Director to fill-in the temporary vacancy. Other members of the committee shall be the heads of different departments and any other Senior Staff member, as nominated by the Executive Director. Promotion to Director Level must be approved by GB.

5.3 PROCEDURE FOR, PROMOTION AND REVIEW

The committee shall perform their job according to MJF standard policy and procedures and guided by the following basic principles:

- a) The paramount consideration in the transfer or promotion of the staff members shall be the need to secure and maintain the highest standards of efficiency, competence and integrity.
- b) Selection and promotion of staff members shall be made without discrimination as to race, sex or religion. Selection shall be made on a competitive basis.

- c) Without prejudice to the candidate, due consideration shall be paid to those persons having requisite qualifications and experience and who are already in the service of related specialized responsibilities in filling vacancies.
- d) In case of promotion, the basic salary shall be increased by maximum 5%.

5.4 CRITERION FOR PROMOTION

- a) The paramount criterion to be observed in considering recommendations for promotion is comparative merit. In assessing merit, demonstrated performance is the principal consideration. The key elements in performance are those reflected in the performance appraisal review. To consider a promotion following basic criterion must be ensured:
- b) A sanctioned position is available at the higher grade / category:
- c) Staff member's ability to handle increased responsibility has been judged:
- d) Justifiable recommendation from concerned Departmental/Office Head:
- e) Other criterions that should also be taken in to consideration are:
 - i. Integrity and commitment to the goals of MJF;
 - ii. Willingness and ability to accept a higher level of responsibility;
 - iii. Geographical mobility as appropriate;
 - iv. In grade seniority;
 - v. Where applicable, performance as supervisor; and
 - vi. Proven managerial capability for promotion to the post of Departmental Head / Key position;
 - vii. Supervisory responsibility.

5.5 TIME REQUIREMENTS FOR INCREMENT AND PROMOTION

For all confirmed staff, the increment is once in a year in July but for new employees it should be from July after confirmation. For promotion, it should be minimum 5 years after joining in MJF but fulfilling the promotion criteria as per above.

5.6 PROCEDURES OF PROMOTION & INCREMENT

- a) The Promotion Committee should carry out a promotion review once a year, normally after completion of APA of every year. Promotions approved because of the review of performance of Staff Member shall take place subject to availability of the post. The supervisor must submit proposal with specific details of the Staff Member's capabilities and achievements in relation to the requirements of the function he / she is holding to the Promotion Committee.
- b) The promotion recommendation should cover the performance evaluations of the staff member since his/her last promotion.

- c) If a staff member is eligible for promotion and the organization is unable to promote, the staff member must be advised and counseled about the situation prior to the meeting of the Promotion Committee.
- d) Performance Appraisal should be completed and forwarded to the Human Resources & Administration Department by the 2nd week of July in order to ensure it available to the Appointment and Promotion Committee in time for review.
- e) Following documentation shall be made during annual promotion review:
 - i. A copy of the Staff Member's latest Performance Appraisal;
 - ii. Proposal for promotion from the supervisors;
 - iii. A fully up-to-date post description;
 - iv. A seniority list of all Staff Member;
 - v. Personal file of the Staff Member, which includes previous performance appraisal reports, proposals for promotion and other information, as may be required.
- f) Each staff member is reviewed separately. The Committee reviews all criteria of the candidates including job requirements, academic qualifications, professional qualification, experience, performance, merit and seniority. Recommendations for promotions are then submitted to the Executive Director.

The Executive Director may approve promotion(s) recommended by the Appointment and Promotion Committee.

5.7 PROMOTION FROM SUPERVISION ROLE TO MANAGEMENT FUNCTION

- a) Supervisory role staff members who meet the job requirements and clearly demonstrate potential to advance to the Management category may be considered for promotion / conversion to Management category, provided:
 - i. they must have post graduated from any recognized University;
 - ii. they have acquired additional diploma / article ship in the relevant field of work;
 - iii. they have at least 5 years of relevant experience in MJF or any other development organization and renowned companies.
- b) Besides, following points shall be taken into consideration for conversion from Supervisory to Management category:
 - i. Consistently excellent performance;
 - ii. Already doing professional or semi- professional work;
 - iii. Performing in a post classified as the senior in level with an expanded supervisory role;

5.08 SPECIAL PROMOTION

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

- b) No staff member shall be considered for special promotion unless there is specific evidence of:
 - i. Exceptional achievement in his /her work;
 - ii. Consistently outstanding level of performance; and
 - iii. Career potential as well as undisputed ability to undertake greater responsibility.
- c) A thoroughly detailed and fully documented recommendation must be submitted, along with an updated Performance Appraisal Review. This recommendation must be supported with of the supervisor's evaluation over the period of last 12 months prior to the date of recommendation.

5.09 APPEAL FOR PROMOTION

- a) If any staff member believes that he/she has not been promoted because of incomplete or erroneous information placed before, or available to the Promotion Committee, he/she may address a request for review directly to the chair of the Committee within one month of the publication of the relevant promotion list. Such requests shall not necessarily be submitted through the staff member's supervisor.
- b) The Committee shall only consider appeal application which are fully documented, clearly include significant new information not made available to the Appointment and Promotion Committee, or which are based upon clarification of inaccuracies or omissions regarding substantive issues in records provided to the Committee at the time of promotion review.
- c) The Committee shall consider appeal applications within one month filing appeal applications. To facilitate its consideration, the committee may interview staff member concerned with the case including the staff member's supervisor.
- d) If the Committee decides to support appeal, it will submit a recommendation for promotion to the Executive Director, which, if approved, will be included in the promotion list. If the appeal is turned down, the Committee shall inform the staff member accordingly.

CHAPTER 6 - PERFORMANCE MANAGEMENT SYSTEM

6.1 OVERVIEW

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

6.2 CAREER PATH

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

6.3 PERFORMANCE TARGET

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

6.4 PERFORMANCE APPRAISAL PROCESS

- a) The purpose of the Performance Appraisal is to evaluate the staff member's performance during the review period in relation to the agreed performance target and job description. This review should record the results of the discussion between the staff member and supervisor on assessment of past performance, development during the year and career objectives, as well as development needs for the future.
- b) The Performance Appraisal allows Supervisors to review performance of all staff members at one point of year. It allows examination relating to other human resource management systems, such as promotion recommendations, separation or personnel development and training.

- c) At the end of every completed year, the management will do a review on the performance of the concerned staff member.
- d) The concerned staff member shall fill up the online appraisal format and submit. The supervisor shall review staff's statement and put his/her comments. The staff will then review the supervisor's comment and send for 2nd supervisor's comment if agreed. If he /she needs clarification or explanation, both the supervisor and supervisee shall sit together and finalize for 2nd supervisor's comment. After 2nd supervisor's comment it shall be preserved in the MIS. The Performance Appraisal Form (Annexure: 3) shall be used for the appraisal. Based on overall performance of the concerned Staff Member, increment and / or promotion will be considered.
- e) Based on the identified development need(s) in performance process and the recommended development intervention, the authority may approve training for the staff member at the suitable time, within the provision of the procedures as stated in the chapter, 'Staff Training and Development' of this Manual.
- f) The Governing Board shall carry out the performance evaluation of the Executive Director.
- g) Every staff member shall have the access to his / her Performance Appraisal Form in order to give him / her opportunity to know his / her weaknesses, so that he / she can correct himself / herself and to comment on the appraisal process, if so desired.
- h) The staff member is encouraged to share, in the review process, by adding written comments on the evaluation form. The Staff Member is also encouraged to:
 - i. Inquire about his or her performance from time to time;
 - ii. Accept additional responsibilities and show initiative;
 - iii. Review opportunities for advancement within the department or job classification; and
 - iv. Ask for assistance in developing a goal-oriented path for advancement within the department or organization.
- i) Decisions on increment and/ or promotion other than that of Executive Director shall be recommended by the Promotion Committee based on performance evaluation by the Appraiser and shall be forwarded to the Executive Director for approval of all increments and promotions. The increment and/or any other benefits for the Executive Director shall be determined by the Governing Board.
- j) The Human Resources & Administration Department of MJF Secretariat shall accomplish all activities/processing with regard to providing increments/promotions to staff members of all MJF offices.

6.5 REVIEW OF PERFORMANCE APPRAISAL FORMAT

The management shall review the format periodically and change/incorporate the updated requirements.

CHAPTER 7- STAFF MEMBER'S BENEFITS

7.1 STAFF MEMBER'S BENEFITS

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

7.1.1 Salary

- a) Salary is termed as "Basic Salary". Other allowances that are paid by MJF are called benefits and are paid along with the basic salary.
- b) Every staff member, other than the temporary assistance, will be compensated for their services rendered to MJF based on the Category, Grade, Step and Position of the staff members.
- c) The compensation package for Executive Director is determined and approved by the Governing Board.

7.1.2 Components of MJF salary structure

- i. Basic Salary
- ii. Housing Allowances
- iii. Transport Allowances
- iv. Medical Allowances

7.1.3 Basic Salary

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

- a) Calculation of basic salary is made based on following criteria:
 - 30 days a month
 - 8 hours a day with ½ an hours Lunch/prayer break. For driver 10.00 hrs a day with ½ an hours Lunch/prayer break
- b) Daily basic salary of a Staff Member is worked out in the following manner:

Basic Salary

30

7.1.4 Housing Allowances

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

7.1.5 Transport Allowances

The following transportation allowance will be provided to employees:

Grade	Allowance per month
Grade 1,2,3,& 4	BDT. 1,500/-
Grade 5,6 & 7	BDT. 2,500/-
Grade 8, 9 & 10	BDT. 3,500/-
Grade 11	Full time use of car with driver

Employees will receive a pro-rated transportation allowance for the actual days worked in circumstances when they join, leave or are promoted mid-month. Additionally, all female employees will receive Tk.500 extra for transportation.

7.1.6 Medical Allowances

All employees will receive a monthly medical allowance of BDT 2,000- per month for which no receipts need to be submitted. The allowance is paid on a calendar monthly basis.

7.1.7 Payment of Salary

Salary payments shall be made not earlier than the 25th and not later than the 30th of each month unless instructed otherwise by the Executive Director.

7.1.8 Mode of Payment

- a) Salaries and benefits of the Staff Members shall be paid in Bangladeshi Taka (BDT).
- b) Disbursement of salary shall be made through bank account transfer or Cheque.

7.2 SALARY DEDUCTIONS

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

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

7.3 OTHER BENEFITS

7.3.1 Festival Allowance

All employees includes probationary are entitled to receive Festival Allowance @ two (02) times of current basic per year. The Festival Allowance shall be payable as follows:

- Muslim: Eid-ul Fitre and Eid-ul Azha @ 1 basic in each festival
- Hindu: Durga Puja @ 2 basic or if optioned otherwise
- Buddhist: Buddha Purnima @ 2 basic or if optioned otherwise
- Christian: Christmas @ 2 basic or if optioned otherwise

Festival Allowance will be provided with the monthly salary before the month of the festival(s) or 15 days before the festival.

The calculation of Festival Allowance shall base on the calendar year January-December each year. Staff who has not completed a year of service at their festival day will receive Festival Allowance on a proportionate basis. If anybody doesn't complete the full calendar year in MJF, the excess payment shall be deducted at the time of leaving.

7.3.2 Provident Fund

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

7.3.3 Provident Fund Loans

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

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

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

7.3.4 Annual Salary Increments

All employees will get an annual salary increment at 2.5% on basic salary based on satisfactory performance plus a Cost of Living Adjustment (COLA) based on the rate of inflation of the Government of Bangladesh.

The Executive Director may approve special increment for specific reason subject to SMT decision. MJF is maintaining a detailed Salary Matrix of 40 steps within 11 Grade.

7.3.5 Gratuity

Gratuity is due to an employee who retires, resigns terminated, separated or discharged after a minimum of two (02) years' service with MJF. Only employees who have completed two years' service are eligible to receive the gratuity. Gratuity will equal to the last month's basic salary times 1.25 times the number of years in service. No gratuity will be considered for periods of any leave without pay.

7.3.6 Nursing Mothers Allowance

After giving birth or for adoption all female employees will be given a compensation of BDT. 1,000 per month for a one year period up to two children. A written document to be submitted by the staff for the adoption.

7.3.7 Uniform allowance

Drivers will get uniform allowance for 3 Shirts, 3 Trousers including sewing charges and one pair shoes in a year. The allowance shall be calculated on the prevailing market rate of reasonable quality to be decided by the Head of Admin. A full sleeve sweater shall also be provided in alternative year.

7.3.8 Hospitalization Allowance

Subject to the approval of the Executive Director, employees and his/her dependent (mentioned below) admitted to hospitals or clinic, upon the advice of qualified registered medical practitioners for any non-elective medical or surgical treatment including childbirth, are entitled to, on presentation of hospital and medical bills and vouchers in original form, 80% reimbursement of all legitimate expenses incurred during hospitalization. The total amount reimbursable is not to exceed BDT 40,000 per year. The Executive Director, however, has the right to waive the limit at his/her discretion. This amount is allocated for a calendar year and can be availed by an employee for more than one time within the limit.

Who is entitled to receive this hospitalization allowance?

1. Employee him/herself
2. Dependent (spouse and children up to the age of 18 yrs.)
3. Need to submit the dependent list to admin/HR department after joining.
4. If the spouse/dependent is entitled for hospitalization benefit from his/her employer, she/he will not get the same benefit from MJF. But; if the spouse/dependent is not entitled for the same benefit from his/her employer, the employee shall provide an undertaking regarding non entitlement.

MJF shall not authorize any payment for the following:

1. Diagnostic services if the employee is hospitalized for less than 6 consecutive hours.
2. Beauty treatments of any description. Plastic surgery unless necessary during hospitalization or treatment of accident injuries sustained while on duty.

3. Nervous breakdown, rest cures, depression/anxiety, insanity, intentional self-injury, intemperance or the use of intoxicating drugs or liquor or any ailment directly or indirectly related to the above.
4. Dental treatment of surgery of any kind unless necessary treatment is the result of an accident while on duty.
5. Charges incurred at a hospital, nursing home or clinic for laboratory examinations or other diagnostic studies not related to the diagnosis and treatment of the illness of injury for which confinement is required at the hospital, nursing home or clinic.
6. Treatment at a hospital as an outpatient or at one's residence or tips to hospital employees.
7. Charges for any personal arrangements during hospitalization or any personal telephone charges from the hospital, nursing home or clinic. However, the drivers Eye tests once in every year shall be reimbursed with spectacles.

7.3.9 Casualty & Death Benefit

If an employee during his/her service in MJF commits any casualty or died, she/he/the proven legal heir(s) will entitle to casualty/death benefit as per the below table irrespective of circumstances except suicide. Approval of the Executive Director is necessary before the payment of any death benefit.

Description of casualty and the rate of entitlement

Type of Accident (Any one)	Continued Service Period	Entitlement of Benefit
In case of Death	Less than one year service	Money equivalent to 9 months basic salary based on last month
Loss of both legs Loss of both hands Loss of one hand and one leg	1 year or more but less than 5 years	Money equivalent to 15 months basic salary based on last month
Loss of eye sights in both eyes Loss of one leg and eye sight in on eye	5 years or more but less than 10 years	Money equivalent to 24 months basic salary based on last month
Loss of one hand eye sights in one eye	10 years or more	Money equivalent to 30 months basic salary based on last month
Loss of one leg	Less than one year service	Money equivalent to 6 months basic salary based on last month
Loss of one hand	1 year or more but less than 5 years	Money equivalent to 9 months basic salary based on last month
Loss of eye sight in one eye	5 years or more but less than 10 years	Money equivalent to 12 months basic salary based on last month
	10 years or more	Money equivalent to 18 months basic salary based on last month

7.3.10 Accident Claims

If an employee sustains bodily injury as a result of an accident while on official duty MJF will provide, subject to the approval of the Executive Director, doctor's fees, the cost of medicine directly related to the injury, and other medical costs related to the injury.

7.3.11 Overtime

MJF does not encourage any employee to work beyond office hours. However, staff in Grade 1 & 2 (Office Helper/Cook and Drivers) are entitled to overtime payments for actual hours worked in excess of established office hours, at the rate of 2 times basic salary. In addition the drivers will be entitled to claim 50% of their extra time work during field trip.

Overtime is accrued daily and is paid at the end of the month. Staff members should submit a summary of overtime payments through Over Time Claim Form, duly approved by his/her supervisor, to the Accounts Department.

The management have the right to restrict the overtime for certain or all entitled staff.

The hourly overtime calculation rate is as follows: $\frac{\text{Daily Basic Salary} \times 2}{9.5}$

7.3.12 Car & Emergency Medical Loan

Objective- The objective of this Loan is to provide loan to staff for purchase of car or motor cycle to facilitate their transportation and emergency medical loan for treatment of life threatening diseases by himself, spouse or dependent as described in Hospitalization Allowance clause 7.8.3.

Mode of Operation- A separate bank account is being maintained where the interest earned including the principle are transferred and maintained. A committee comprising of the Executive Director, Director for Capacity Building & CHT and Director of Finance & Admin is responsible for reviewing applications and taking decisions on the loan (approval or disapproval). An admin/accounts person shall keep account of the fund. This loan shall be operate on project fund cycle basis but may be waived cycle limit by the Executive Director.

Scope of the Fund-As mentioned in the objective, the staff can avail loan for the below mentioned purposes:

- a) To purchase a car/Motorcycle for self/family use but not for using as rent on hire or other business purpose;
- b) In case of life threatening diseases of the staff, her/his spouse and children, the loan is also available.
- c) The repayable tenure is to be decided by the Committee based on the situation and project period.
- d) If anyone has a car/Motorcycle bought from this loan fund and exist in his/her possession, he/she will not allowed a 2nd loan, but if it is lost, unusable, sold out for technical difficulties, then a 2nd loan may be allowed;

- e) The ceiling of the loan shall be maximum Tk 800,000 to cover a reasonable fair price of a durable car, Tk 2,00,000 for repair and maintenance of car and Tk 2,75,000 for a motor cycle. The Emergency Medical Loan shall be depending on the situation.333
- f) For purchasing a re-conditioned car from show room, this fund may be used as a bridge loan but the vehicle should be in the name of the staff or in case of bank loan, mutually agreed upon.
- g) The loan should have collateral at least 80% with other savings with the organization i.e PF or Gratuity payable.

Rate of Interest-

- a) The rate of interest for the 1st time loan taker is 4% annually,
- b) The interest for 2nd time loan taker is 6% annually

Terms and Conditions of Loan

- a) Any staff member of MJF can avail the loan subject to the terms and conditions of repayment. The loan recipient must repay at EMI (Equal monthly Installment) to be decided by the Committee.
- b) Female staff, especially those having great difficulty in coming to work will be given preference.
- c) Only those staff who have worked for at least 2 years with MJF will be eligible to take the Loan but for treatment purpose it may be relaxed.
- d) The EMI shall be deducted from her/his salary until the loan is repaid;
- e) The following documents have to be submitted along with the application form
 - i) For purchase of car, a description of car along with the copy of registration, tax token & fitness of the proposed buying car;
 - ii) For maintenance of car- an estimate of repair and maintenance from the workshop and subsequently the copy of bill & money receipt from the workshop;
 - iii) For emergency medical loan- doctor's prescription/advice and relevant supporting documents to substantiate the disease;
- f) The MJF office may use the vehicle if necessary with a certain payment.
- g) The Registration of the car shall be in the name of the loan recipient or mutually agreed upon title in case of bridge loan.
- h) The yearly, road tax, fitness, insurance, maintenance and fuel, driver, and security of the car shall be borne by the loan recipient.
- i) The Provident Fund and Gratuity shall be used as collateral for the loan. In this case further loan from these accounts shall only be allowed keeping collateral for this loan. If any applicant doesn't have sufficient collateral, the authority may disallow the application.
- j) If any recipient wants to leave the organization, she /he has to repay the outstanding loan and take the car with her/him. If she/he is unable to pay/realize the money, the unrealized portion may be realized from her/his PF and or Gratuity.

- k) The interest shall be proportionately reduced in case of early settlement;
- l) The loan recipient shall be responsible for the purchase of the car and the office will issue the cheque either in his name or someone on written request of the recipient;
- m) A set of ownership/purchase documents must be submitted within 7 days of making the loan payment. If any loan taker failed to submit such document, the authority may cancel the loan and realize the money from his/her Provident Fund or MJFEA balance;
- n) Realization of installment shall start from the month of the loan given if it is before the monthly salary preparation, but if it is paid after the salary transfer, the repayment will start from the next month.

7.3.12 Termination Benefits

When terminating an employee MJF will provide the following benefits:

1. 30 days' notice or 1 months' basic salary in lieu of notice;
2. Basic salary and other allowances applicable through the last working day;
3. Remuneration for unused leave;
4. Accrued Gratuity;
5. Reimbursement of the employee's Provident Fund contribution; and,
6. Accrued Festival Bonus.

7.3.13 Use of Transport/vehicle

Vehicle use for official purpose shall be regulated by the Coordinator HR and Admin through online vehicle requisition system. Personnel use of vehicle is restricted-

7.3.14 Telephone and Mobile Phone facilities

In addition to the T & T telephones, MJF maintain mobile phones for different sections. In order to provide time and space for all employees, it is requested for judicious use for effective telecommunication. Irrelevant and personal talks are to be avoided as far as possible.

7.3.15 Phone bill for Directors and all other employees

From Grade 1-5 allowed Tk 200 per month and Grade 6 - 9 allowed Tk 300 per month for use of their personal telephone. Directors and Coordinator for Media & Communication shall be provided an amount of Tk 1,000 per month.

7.3.16 Lunch reimbursement

During the monitoring visit in and around Dhaka city, staff can avail lunch and get reimbursement on actual cost upon submission of bills/cash memo/invoice not exceeding 40% of individual per diem for minimum 4 hours work outside office.

7.4 WITHHOLDING OF SALARY INCREMENT

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

7.5 SEPARATION BY RETIREMENT

- a) A staff member with 30 years of service or 65 years of age whichever is earlier shall be retired from service.
- b) An early retirement may also be accepted subject to the approval of the Executive Director, provided the staff member is at his/her age of 60 years or 15 years of service whichever is earlier.
- c) In the event of separation, the staff member shall be entitled to a gratuity as per the Gratuity rules and accumulated balance of Provident Fund. To be eligible for this benefit, staff member should serve the organization continuously for a minimum of two years period.

CHAPTER 8 - HOURS OF WORK, HOLIDAYS AND LEAVE

8.1 WORKING HOURS

All staff are employed for full time by MJF. A full time employment is for 37.5 hours per week, from eight thirty (8:30) am to four thirty (4:30) pm from Sunday to Thursday, with a half hour lunch break from one (1:00) to half past one (1:30). The staff from 5 – 11 grade may adjust their working hours to a flexible schedule. This has to be agreed by the respective supervisors. However, all staff are required to be at work during the CORE hours, from 10.00am -3.00 p.m. The office hours for Grade 1 and 2 will be for 47.5 hours, from 8.00 am to 6.00 pm, as they will be need to be in office before the starting of the office in the morning and also after closing. The concerned authority will decide starting and finishing working hours of the service staff. Unless authorized in accordance with regulations to use such time for other purpose, an employee shall use official time in an honest effort to perform official duties. During the working days of the month of Ramadan, office hours shall be determined by the management.

The authority may change the timing if circumstances arrived. Employees are expected to be punctual and dependable. If an employee is absent or late, the supervisor must be notified as soon as possible after opening hours. Habitual tardiness or absence is highly discouraged and might result in disciplinary action.

8.2 DAILY ATTENDANCE

Computerized attendance is used to keep track of attendance, designed and implemented by HR Division. This electronic attendance log is used to monitor punctual arrival or absence from the office, travel etc. Failure to thumb print or card punching in the automated attendance card shall be treated as absence from duty requiring an adequate explanation. Line Managers are responsible for taking appropriate disciplinary action with such employees.

8.3 DISRUPTION OF WORKING HOURS BY EXTERNAL FACTORS

The office will remain open irrespective of any disruption of working environment by external factors, such as, hartal, blockade etc. If anyone unable to attend office, she/he should take annual leave on that/those days. If anyone wants to work in the disruption hour, she/he will ensure his/her own safety and security. However, Coordinator HR & Admin or Director F & A may inform the staff with notice.

8.4 ABSENCE

- a) No staff member shall remain absent from duty without obtaining prior permission. However, if prior permission is not possible to obtain due to exigency, the staff member shall inform to the Administrative Department on the same day.
- b) A staff member who is absent without notice or authorization for less than (7) seven days, and subsequently reports to work, must provide detailed written justification for

such absence. In case of unsatisfactory explanation, the staff member may be subject to disciplinary action, including termination of employment.

- c) A staff member who is absent without notice or authorization for 7 (seven) or more consecutive days will be considered absent without authorized leave. MJF shall regard the job as abandoned and, the staff member's services will be automatically terminated, unless adequate justification can be provided.

8.5 HOLIDAYS:

- a) MJF shall observe two weekly holidays. The competent authority may however change the weekly holidays, if it is felt necessary to suit with the timings of other organizations and for the benefit of the organization.
- b) At the beginning of each year, the HR & Administration Department will prepare a list of annual public holidays in line with the Government declared yearly holidays, as agreed with staff members, which will be duly approved by the Executive Director.
- c) No additional day off is granted if Government declares holidays which fall on either Friday or Saturday.
- d) If a staff member, who is eligible for overtime, is required to work on a scheduled holiday, he / she will be paid overtime at the rate specified in Chapter 09 'Staff Members' Benefits'

8.6 LEAVE

- a) Leave means any period during which a Staff Member is permitted to absent himself from duty without such absence constituting a break in service or a termination of employment. Leave is provided for the purpose of rest so that Staff Member may maintain the highest level of efficiency in the performance of their duties. Staff Members of MJF shall be entitled to leave and holidays with full pay. They will enjoy their admissible leave with approval of competent authority. A staff member cannot claim leave as a matter of right but a facility provided to that staff member.
- b) Staff Members are expected to take their leave within the period in which it is earned, in so far as is compatible with the exigencies of the service.
- c) All leave shall be granted in the form of half or full days. In calculating the leave to be charged, any absence of more than two hours but less than four hours (excluding the lunch hour) is counted as half-day leave; similarly, any absence of more than four hours (excluding the lunch hour) is counted as one-day leave;
- d) Absences on leave are administered by the HR & Administration Department of MJF Secretariat;
- e) Any leave must be recorded in MIS system. A careful and strict control of absences is essential for a good administration.

8.7 OBTAINING LEAVE

- a) A staff member wishing to utilize leave credits, shall apply to his or her Departmental Head or immediate supervisor in writing using the leave form as shown in Annexure 5 through HR & Administration Department or an assigned person by any other MJF office for certification of leave. The Departmental Head or supervisor will recommend the request by signing the form which will be approved by the Executive Director/Head of other MJF Offices. If the leave request is not approved or the leave is postponed, reasons for refusal or postponement shall be recorded on the form. The concerned staff member shall submit the form in duplicate. The original copy is to be kept in the personnel file and the duplicate will be returned to staff member for his / her records.
- b) If the staff member, after proceeding on leave, requires an extension, s/he shall forward application before the expiry of the leave and, that may be granted upon recommendation and subsequent approval. Accrued leave must be available in his/her credit for this purpose.
- c) When an official holiday falls within the approved leave period, that holiday will be considered a holiday, not as a leave.
- d) Any staff member intending to spend his/her leave outside the duty station shall inform the HR & Administration/office about his/her destination and forward contact address.

8.8 RECALL FROM LEAVE

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

8.9 LEAVE CATEGORIES

All Permanent employees of MJF are entitled to various types of leaves that are calculated based on calendar year from January 1 to December 31st and prorated from the date of joining the organization's service for the first year. Also an employee who leaves MJF will be entitled to leave on a pro-rata basis for the current year. Leave entitlements of contractual employees shall be governed by their respective terms of employment with the organization specified in the Appointment Letter. If no mention is made in appointment terms, all contractual employees will be entitled to leave as usual as admissible to regular employees.

Subject to fulfilling the terms and condition as stipulated in these rules, the following kinds of leave may be admissible to an employee of MJF, namely:-

- a) Annual Leave with full pay;
- b) Medical Leave;
- c) Maternity Leave;
- d) Paternity Leave
- e) Extraordinary leave without pay;

8.10 ANNUAL LEAVE

8.10.1 Annual Leave Entitlement:

- a. MJF encourages its employees to enjoy leave within the year. Employees to be entitled to 15 working days leave for first year and 22 working days per year for 2nd year and onwards.
- b. Staff Members under probation are not entitled to Annual Leave. However, after commencement of their regular appointment, their probationary period will be included in calculating their annual leave entitlement.
- c. Annual Leave does not accrue during:
 - i. Periods of suspension from duty without pay
 - ii. Periods of Leave Without Pay of one month or more
 - iii. Extension of contract for purpose of exhausting sick leave entitlement.

8.10.2 Utilization of Annual Leave

- b. Annual Leave may be taken only if it is authorized by the competent authority. The personal circumstance and preferences of Staff Member are considered as far as possible, although exigencies of service may require that staff member adjust his / her plans.
- c. The authority may not approve leave request, if the urgent demands of work so require, provided that the denial has been made in writing by the competent authority.

8.10.3 Computing and Recording Annual Leave

- a. Annual leave is charged only in respect of working days.
- b. Days, which are designated by MJF as official holidays are not counted as annual leave.
- c. Absence from duty not specifically covered by other provisions in the personnel manual is charged to the staff member's accrued annual leave. If the staff member has no accrued annual leave, it is considered as leave without pay.
- d. Any leave taken beyond the amount of accrued Annual Leave shall be charged as Leave without pay, however; the supervisor can recommend the advance leave having proper justification.

8.10.4 Carry Forward of Annual Leave Balance

A maximum of 15 days unused annual leave may be carried over to the succeeding year and added to the leave to be allowed in that year. In case of separation the value of unused annual leave for that year shall be paid to the employee.

The leave entitlement staff grade 1 & 2, is same but they are allowed to avail only 15 days leave in a year. The rest days will be compensated through cash payment at the end of each year.

8.10.5 Annual Leave Plan

- b. All Departmental Heads and other MJF offices shall draw up an annual leave plan in consultation with their staff members, which must be approved by the Executive Director.
- c. In drawing up the leave plan for all staff members, the following points should be taken into consideration:
 - i. The leave plan should ensure that all ongoing activities can be maintained continuously and that the Staff Member who will be present in the office should be capable of providing the jobs left by the Staff Member who is on leave;
 - ii. The Executive Director and the Directors may not be absent from the duty station at the same time;
 - iii. Leave plans for all Staff Members should be coordinated in order to avoid the need for temporary replacement for Staff Member;
 - iv. No Staff Member should normally be absent on leave for more than one month at a time.
 - v. Staff Member who do not have children of school age should be encouraged to schedule their vacations outside the school holiday period;

8.10.6 Advance Annual Leave

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

8.11 MEDICAL LEAVE

- a) A staff member shall be entitled to Medical leave for not more than fifteen days (15) in a year.
- b) 14 days long term leave (quarantine leave) may be granted for quarantine disease approved by the supervisor. Examples of such diseases are; Chicken pox, Plague, Diphtheria, Ham, Mumps, Jaundice, etc. A doctor's clearance certificate has to be submitted before joining back. Extra leave can be granted from annual leave.
- c) No medical leave balance will be carried forward to the next year.
- d) When a staff member remains absence due to sickness for a continuous period of more than two consecutive working days, he or she must submit a medical certificate from a recognized medical practitioner to the HR & Administration Department within five days from the date of resume.
- e) Leave for accidental cases shall be treated separately beyond Medical Leave. Staffs are discouraged from taking casual sick leave without valid reason. Sick leave taken on a Thursday or Sunday without valid reason is also discouraged. It is emphasized that the use of medical leave should be judiciously applied where the doctor's certificate is not required as per the policy.

8.11.1 Computing and Recording Medical Leave

All the leave should be recorded in MIS system and the staff must take leave after entering into the system.

A scan copy of the medical certificate must be attached with the medical leave application. Leave for accidental cases shall be treated separately beyond Medical Leave. Staffs are discouraged from taking casual sick leave without valid reason.

8.11.2 Medical Leave in excess of entitlement

Leave taken for sickness lasting beyond the entitlement, shall be charged to Annual Leave, if any, or charged as leave without pay.

8.11.3 Medical leave during the period of annual leave

Any illness reported within a period of annual leave shall be charged to annual leave unless such illness extends over a period of more than two working days and is supported by an acceptable medical certificate.

8.12 MATERNITY LEAVE

8.12.1 Entitlement of Maternity Leave

- a. Female staff members who have been serving the organization continuously for six months or more are entitled to maternity leave with full pay before and after childbirth.
- b. The paid Maternity leave shall be allowed for a period of six months, which shall be started on her physical condition subject to Doctor's advice
- c. Female staff members are entitled to maximum two paid maternity leaves during the tenure of her service with MJF.
- d. Female employees may request the use of accumulated Annual leave and sick leave (balance if any) in conjunction with their maternity leave period either prior to delivery or after their delivery.

8.12.2 Medical Certification

- a. Maternity leave can be started based on her physical condition, subject to Doctors written advice;
- b. The medical certificate should be sent to the HR & Administration Department or concerned person.
- c. A pregnant Staff Member must apply at least 3 months before the expected delivery date.
- d. A birth certificate of the child has to be submitted during resume her duty.

8.13 PATERNITY LEAVE

Male employees are entitled to five working days of paid paternity leave provided they have been employed by MJF for at least nine months immediately prior to the expected date of delivery or adoption.

Paternity leave can be taken before or after delivery or in combination of days before and after delivery.

8.14 ADOPTION LEAVE

Adoption Leave for three months is also available in case of adoption of a new born or a child of up to one year for those who have been employed by MJF for at least four months immediately prior to the adoption. Maternity allowance will be available for adoption child up to one year.

8.15 NUMBER OF MATERNAL PATERNAL AND ADOPTION LEAVE

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

8.16 FLEXIBILITY TOWARDS PREGNANCY PERIOD

The female employees are allowed one hour reduced working hours towards pregnancy, postpartum, and lactation period up to 1 year of child age.

8.17 STUDY LEAVE

For five years and ten years continuous services with MJF, employees may be granted for study leave for 1 and 2 years respectively. This will be due only in case of leave required for higher study/training. This will be treating as leave without pay. The concern employee will bear all cost relating to this study/training.

8.18 EXTRAORDINARY LEAVE WITHOUT PAY

Extraordinary leave may be granted to an employee at the discretion of the Executive Director which cannot be fallen in any of the above leave categories. Compensation, benefits, maternity leave and allowances shall not be granted during the period of extraordinary leave.

8.19 CATASTROPHIC ILLNESS

Catastrophic illness includes HIV/AIDS, Tuberculosis, Cancer and Hemorrhagic Malaria. MJF do not have any prejudiced to employ people with such concern. Employees with above illness will be entitled to work as long as health permits. Applicable grant as medical allowances and/or long term leave may be granted on the discretion of the Executive Director.

8.20 UTILIZATION

- a. A Staff Member is required to exhaust his/her accrued annual leave before being placed on Leave without Pay;
- b. A Staff Member shall not be entitled to any salary and benefits including provident fund and gratuity while on leave without pay.

- c. Unauthorized absence from duty up to seven days shall be treated as leave without pay for all categories of Staff Members;

8.21 LEAVE RECORD

- a. The HR & Administration Department shall maintain leave record for all Staff Members in Management Information System (MIS) and should be kept up-to-date in respect of each Staff Member.
- b. Leave records are kept for five years with all necessary supporting documents attached to the relevant year's attendance record.
- c. Leaves like Study Leave and others may be approved by the Executive Director.

8.22 COMPENSATORY TIME OFF (CTO)

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

8.22.1 COMPENSATORY TIME OFF (CTO)-Terms & Conditions

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

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

8.23 LEAVE WITHOUT PAY

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

CHAPTER 9 - DISCIPLINARY ACTION

9.1 DISCIPLINARY ACTION

- a. All staff members are supposed to render honest, efficient, and courteous performance of duties and are obligated to adhere to all policies, rules and directives as issued by MJF.
- b. Provision of rules regarding staff members duties and obligation have been expressed in Chapter-02
- c. Any misconduct, violation of organizational policies, procedures and directives shall cause disciplinary action. Any disciplinary action is subject to prior examination by Disciplinary Committee, which may range from written censure to dismissal depending upon the gravity of misconduct.

9.2 DISCIPLINARY COMMITTEE

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

9.3 GROUNDS FOR DISCIPLINARY ACTION

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

- a. commits a breach of this rules / discipline; or
- b. is found to be negligent, inefficient or corrupt; or
- c. is threatening, intimidating or assaulting to any other staff member of MJF; or
- d. knowingly does anything prejudicial to the interest of the organization; or
- e. contravenes instructions issued to him / her in connection with official work; or
- f. is guilty of any other act of misconduct or insubordination; or
- g. is convicted of a criminal offence by a court; or
- h. is engaged, or reasonably suspected of being associated with others engaged in subversive activities and whose retention in service is, therefore, considered prejudicial to national security; or
- i. is habitual absent without leave request or intimation for more than 5 (five) consecutive working days; or
- j. is habitual late attendant; or
- k. is involved in falsifying or tampering with, damaging or carrying loss of MJF's official records.

9.4 PENALTIES / DISCIPLINARY ACTION

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

9.4.1 Minor Penalties

The following are the minor penalties:

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

9.4.2 Major penalties

The following are the major penalties:

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

9.5 PROCEDURE FOR PUNISHMENT

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

- a. Frame a charge sheet and specify therein the penalty proposed together with allegations against the accused in writing and call upon the Staff Member to explain his/her conduct within a period of 5 (five) working days from the date of receipt of charges/allegations.
- b. Allow the accused to give a personal hearing if s/he makes such a prayer in reference to the charge sheet.
- c. Consider the explanation of the Staff Member submitted.
- d. May issue a warning if deems necessary on consideration of the explanation of the Staff Member.
- e. Constitute an inquiry to inquire into the allegations and submit a finding within 7 (seven) days of constituting such inquiry or within the period as specified.
- f. Take final decision and award any penalty commensurate to the charges.
- g. Take into consideration the gravity of the offence and any extenuating or aggravating circumstances that may exist, while awarding punishment.

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

9.5.2 Suspension

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

9.6 REVIEW AND APPEAL

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

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

9.7 SEXUAL HARASSMENT

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

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

Although consensual relationships do not necessarily constitute sexual harassment, such relationships may give rise to claims of sexual harassment where (1) third parties are adversely affected in employment matters because of a consensual relationship between others; (2) where a consensual relationship creates a hostile and intimidating work or learning environment for third parties; or (3) when a consensual relationship ends, and one of the parties continues behavior which the other party has made clear is now unwelcome.

Any other forms of harassment and abuse or misconduct, such as, verbal, mental or physical violence, within the work premises is defined as violence and misconduct in MJF.

MJF will take administrative action against an employee of MJF if s/he is believed to be responsible for harassment of member/s belong to own family and/or community.

9.8 SEXUAL HARASSMENT OF OR BY PROJECT PARTICIPANTS OR COUNTERPARTS

A. Harassment by MJF employees: Any staff member, who receives information or a complaint about sexual harassment of a project participant or counterpart by a MJF staff member, should report this to the supervisor, manager, or Person designate. The Grievances handling procedures as described in section 10 will be followed.

B. Harassment of MJF employees: In the case that counterparts harass MJF staff members, the same grievance submission process as described in section 10 should be followed. The Grievance Handling procedures will be the same except that upon review of the investigation report, the Person designate will, in consultation with the concerned Project Manager/Coordinator, make recommendations on the next course of action.

9.9 CRIMINAL ACTION IN CASE OF RAPE

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

Although the responsibility and choice for initiating criminal action rests on the concerned staff/project participant/counterpart, MJF will play a supportive role, especially if the incident has happened in the line of duty. Necessary logistic and management support will

be provided to the concerned person (victim) to ensure proper procedural steps are taken to deal with the case in accordance with the legal system.

In case of rape, the concerned person (victim) should be advised to undergo appropriate medical check-up within twenty-four hours of the incident, make a FIR-First Inquiry Report (check) entry at the local Police Station, and seek legal advice. The matter should be brought to the notice of the Person designate /HR/Admin/Senior Management immediately.

If the rape has occurred in the line of duty, and the concerned MJF staff (victim) decides to pursue the case in court, MJF will give advice about the best lawyer available locally and may provide financial support of the actual legal costs involved.

CHAPTER 10 - GRIEVANCES SUBMISSION AND HANDLING PROCEDURES

10.1 SEXUAL & OTHER ABUSES AND HARASSMENT GRIEVANCE

This guideline is a suggestion to enable proper handling of specific cases of sexual and all other harassments and abuse. It should be recognized, however, that these guidelines attempt to provide a general or broad framework. Individual cases may merit special handling and flexibility according to the judgment of the authority.

It is the policy of MJF to promote a respectful and gender sensitive working environment in which all forms of sexually harassing and/or other misconduct, whether committed by supervisors, managers, non-supervisory employees or non-employees, is prohibited.

10.2 GRIEVANCE SUBMISSION- STATEMENT OF PRINCIPLE

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

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

Or,

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

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

10.3 GRIEVANCE HANDLING PROCEDURE

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

- a) Initiate a preliminary investigation before officially processing the complaint.
- b) All information obtained during this preliminary investigation will form part of the official findings.
- c) After a verbal and/or written complaint has been made, immediate action should be taken to ensure that the accuser and accused staff members are separated till the matter is resolved. Possible measures include suspension of the accused or special leave provision for the accuser (if leave is so desired).
- d) By no means, should the accused and the accuser be talking to each other, nor should there be any attempt by anybody else to mitigate or negotiate, before proper investigation is conducted.

CHAPTER 11 - SEPERATION FROM THE ORGANIZATION

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

11.1 RESIGNATION

- a) A confirmed regular employee of MJF may resign with 1 month prior notice or offer payment of the same period in lieu of notice. The appointing authority reserves the right to waive the notice period.
- b) An employee in probation may not need to give any notice in accordance with the terms of employment. However, concerned reigned person has to hand over the charge to the authority within 5 days, for which the staff will receive salary.
- c) All concerned employee will hand over the charge to the authority.
- d) Employees resigning from MJF will be asked to conduct an "Exit Interview" with their second level supervisor or HR. This interview will be treated as a strictly confidential and the information provided will only be shared with the Executive Director and Executive Committee.

11.2 TERMINATION

Termination is used when removal of a staff member by other means is not appropriate or as stated in the employment contract. Manusher Jonno Foundation may terminate the service of an employee or call upon him/her to resign from the service of MJF. In either case, he/she shall be entitled to notice in writing or salary in lieu thereof for the period as under:

11.2.1 Grounds for Termination

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

- a) Forgery or alteration of any document or account (including but not limited to timesheet, payroll and associated leave records and accounts, travel and expense reports, advance reports and account, procurement documents, inventory records);
- b) Forgery or alteration of a check, bank draft, or any other financial documents;
- c) Misappropriation of funds, commodities, supplies, spare parts, project materials and equipment, or other assets;
- d) Impropriety in the handling or reporting of money, financial transactions, or bidding procedures;
- e) Accepting or seeking anything above nominal material value from vendors or persons providing services/materials (this does not apply to calendars, agendas, etc);

- f) Visiting unethical websites and/or distributing unethical booklets/ clippings/ pictures/ leaflets etc which induce himself /herself or other people towards sexual harassment.
- g) Destruction or misappropriation of records, furniture, fixtures, or equipment;
- h) Diversion, alteration, or mismanagement of documents or information, and/or any similar or related irregularity
- i) Continuing to perform at below acceptable level.

11.2.2 Termination Process

If an MJF employee is convicted of alleged misconduct his/her supervisor will document the misconduct and will submit the document to the Executive Director. The Executive Director will determine if a further investigation is required. If so, the Executive Director will appoint a senior staff member to collect as much evidence as possible, interview witnesses (where appropriate) and prepare a statement which documents the alleged misconduct. Upon review of the statement, the Executive Director will meet with the employee and question him/her about the alleged misconduct. The accused will have the opportunity to respond to the accusation. The Executive Director will then determine if the employee should be issued with a warning or should be terminated.

Any/all goods, which owned by MJF and used by the employee will be returned on the employee's last day of service. Any money owed to MJF by the terminated employee will be deducted from the final salary payment.

11.3 BENEFIT ON RESIGNATION AND TERMINATION

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

1. Employees on probation can be terminated with 24 hours' notice.

The confirmed employee will be entitled for following benefit;

1. Unpaid salary and allowances up to the last day of work
2. Compensation for any unused annual leave as per MIS.
3. Employees and organizations contribution to provident fund, if any
4. Accrued festival bonus.
5. Gratuity at the rate of last month's basic salary for the completed years' service, plus a proportionate amount for any fraction of the year, after completion of two year tenure with MJF.
6. Contract staff completed one year service can be terminated with one months' notice or one months' notice pay.
7. One month's gross salary in lieu of notice.

11.4 DISMISSAL

Dismissal is used when an employee is convicted of an offence or is found guilty of misconduct after a proper investigation. No order of dismissal can be made without following the formal 'show cause' procedure. The employees have to give not less than 3 days to response to the show cause letter. The Executive Director must authorize all dismissal. A dismissed staff is not entitled to get any benefit from the organization.

11.5 DISCHARGE

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

11.6 RETIREMENT

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

11.7 RETRENCHMENT/REDUNDANCY

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

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

11.8 EX-PARTE PROCEEDINGS

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

11.8.1-Formation of Ex-parte Judgment Team

A Team of Ex-parte Judgment should be formed consisting of one director, the HR Coordinator and Manager-Accounts. The Team will review the documents, the dues and outstanding and in order to complete the process, the Team shall finalize the amount to be paid or to be collected

from him/her. Then the final proceedings to be get approved by Executive Director and send through registered mail to his/her permanent and local address.

11.8.2 Forfeiture of dues

After providing the proceedings to the employee, if he/she doesn't appear to collect his dues or pay the outstanding within one month, the due amount shall be forfeited by the organization, however; if the organization has some dues, a legal suit shall be filed with the court.

CHAPTER 12 - STAFF TRAINING AND DEVELOPMENT

12.1 STAFF TRAINING/DEVELOPMENT

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

12.2 NEW STAFF ORIENTATION OR INDUCTION

At least one day orientation will be arranged for all new staff immediately after joining. Standard orientation program will include the following component:

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

- Any Other Discussion (AOD)

12.3 TYPES OF TRAINING

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

12.4 ON-THE-JOB TRAINING

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

12.5 IN-HOUSE /IN COUNTRY TRAINING/Educational Support

- I. Formal in-house training refers to group learning activities, which include workshops, seminars discussion/study groups and short courses. Group training will be organized when there is:
 - a. an identified need for a specific set of skills / knowledge; and
 - b. a significantly large number of staff who can be benefited from such training.
- II. In-house training will be decided on the following criteria:
 - a. Direct relevance of the training activity to the Staff Member's present or immediate foreseen assignments;
 - b. Training and professional development should be targeted to priority areas for the organization and individuals should need the approval of their supervisor to undertake training. To the extent possible, it should be clear that how the individual will make use of knowledge gained during the training.
 - c. Extent of relevant training already by the Staff Member, with priority given to first-time applicants;
 - d. The aptitude of the Staff Member for the type of training being offered;
 - e. The Staff Member's need for such training relative to other Staff Member in same department;
 - f. Staff Member's performance record;
 - g. The Staff Member's capacity to train other Staff Member upon completion of training; and

h. The Staff Member's access to other training opportunities

Participants attending in-house training activities are considered to be on official duty and entitled for per diem and transportation as per official policy if the training is held outside the duty station. For Educational support, The ED shall discuss in the SMT and decide the amount of financial support

12.6 EXTERNAL TRAINING

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

12.7 INDEMNITY FOR EXTERNAL TRAINING

To receive training for about two to three weeks applicants must have a continuous service period of at least one year with MJF prior to the training and are expected to remain with MJF for at least 12 months after completion of the training; and

Staff training programs involve an investment on the part of the organization, either directly in terms of time and resources, or indirectly by providing an enabling environment that provides the framework for the training. MJF expects a return on its investment. Staff being nominated for international training or lengthy in-country training are required to enter into an indemnity agreement. Training program direct and indirect cost is the criterion for determining an indemnity period.

Indemnity will apply to all in-country or international training that has a direct and indirect investment value of the local currency equivalent of US\$1000 or more. An example of a direct cost is an airfare or registration fee. An indirect cost would be the continuance of a salary during training, or the salary of a replacement during training.

Indemnity will not apply to attending any seminar, workshop or cross-visits; conferences or symposia arranged by any international organization related to Human Rights or Governance.

For the Directors, the indemnity may be waived by the Executive Director.

Investment (Cost)	Indemnity period
US \$ 1000-2000	3 months
US \$ 2000-3000	6 months
US \$ 3000-4000	9 months

US \$ 4000-5000	1 year
US \$5000-6000	1 year 3 months
US \$ 6000-7000	1 year 6 months
US \$ 7000-8000	1 year 9 months
US \$ 8000 to maximum 10,000	2 years

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

12.8 APPROVAL FOR EXTERNAL TRAINING

- i. External Training programs must be requested through email. The applicant should indicate specifically how the proposed training would assist the Staff Member's performance of his/her present and future duties and the supervisor must put her/his comments and expectations on the email application.
- ii. External Training will be approved by the Executive Director considering his / her application, availability of budget regarding the purpose, and recommendation from his / her supervisor.
- iii. Participants in external training programs are considered to be on official duty, and emoluments to which they are entitled, will continue to be paid for the duration of the training. MJF will pay for the costs directly associated with the training, such as registration fees, tuition, and if the training is conducted outside the duty station of the staff members, air ticket, the per diem rate applicable for that location, or partial if board and / or lodging are provided.
- iv. The Staff Members are required to reimburse MJF for the amount awarded under the training, if they do not satisfactorily complete the training.

12.9 TRAINING NEED ASSESSMENT

Training is viewed to address the problems or gaps in performance in an organization. To understand what intervention is needed to address the gaps, the problems need to be understood in detail.

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

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

12.9.1 Staff Development and Training Plan

Each department and other MJF office will draw up a Yearly Staff Development and Training Plan and Budget at the time of annual budget preparation. The plan can be revised based on needs and circumstances. The Staff Development and Training Plan should include the following:

- Staff (with number and name) proposed for development and training
- Nature of training, development interventions with subject
- In-country or overseas type
- Duration of training/workshop/study tour/exposure visit
- Name of Institution/organization (if already identified)
- Budget Provision
- Justifications and benefits to be achieved.

Upon receiving the training plan from different departments/offices, the Head of HR & Administration shall compile yearly training plan and produce it to the Executive Director for approval.

12.9.2 Arrangement for sending Representative to Seminar/Workshop

If any local or foreign institute/organization/Government Body informs in writing to MJF to send representative in any seminar/workshop, the Executive Director or his/her designate will nominate the candidate to represent the MJF in such seminar/workshop.

12.9.3 Monitoring and Evaluation of the Training

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

12.9.4 Training Report

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

12.10 INTERNSHIP PROGRAM

MJF will promote internship program for fresh graduates and students of educational institutions. According to the application from the interested students and requirement of any department of MJF, the Director shall propose the name in the Senior Management Team (SMT) and upon approval, she/he may join as Internee. For Internship, there must be recommendation from the Educational Institution. A lump sum amount may be provided

during the internship period. The internee must provide a copy of his/her report after completion of internship. An internee may be continued for two terms. The internship is for the benefit of the both student and MJF.

12.11 APPRENTICESHIP

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

CHAPTER 13 - TRAVEL AND PER DIEM POLICY

13.1 IN-COUNTRY TRAVEL

- i) A per diem and lodging allowance will be provided when MJF employees work off-site (off-site is defined as not within the same district as the MJF office). All employees will be entitled to receive a per diem (food and incidental) without receipt, upon the submission of Travel Expense Report (TER). Grade 5 to 11 staff will receive Tk 800. Grade 1- 4 will receive Tk. 600 for 12 to 24 hour travel away from home. For any business travel for 4-12 hours, the per diem will be 50%. The Executive Director will use discretion in special cases.
- ii) When any employee attending or organizing any training of MJF to any outsourcing venue and the food and accommodation are arranged by MJF, he/she will, not be entitled to per diem for taking food outside the organized lunch/dinner or breakfast. It is also not permitted that he/she will pay for the food directly to the vendor and charge full per diem. However, if he/she has to stay outside the venue due to non-availability, he/she may charge 60% of per diem for having dinner and breakfast outside. When one meal and breakfast is provided, 40% of the per diem is entitled and when all meals are provided, no per diem shall be entitled”
- iii) If any hotel provides complimentary breakfast, 20% of per diem cannot be claimed;
- iv) Staff working outside office but within Dhaka district shall be reimbursed with actual cost of meal if they spend more than 4 hours in a day upon submission of bills/invoices to the extent of 40% of the existing per diem.
- v) All employees can claim lodging expenses based on actual cost, with an upper ceiling of BDT 1200 for staff of Grades 1 to 4 and a ceiling of BDT. 2,500 for staff of Grades 5 to 11. Lodging expenses will be reimbursed upon receipt of a Travel Expense Report. The Executive Director/Director will use discretion in special cases. The Executive Director shall entitle actual costs if it exceeds the limit. The Lodging shall be Tk 3,500.00 for grade 5-11 and Tk 1,500.00 for grade 1-4 for the High Cost areas which includes Chittagong, Cox’s Bazar, Sylhet and 3 districts of CHT.
- vi) In order to support the mother with small and nursing child, an attendant allowance of BDT 300.00 (Taka three hundred) in addition to per diem for the attendant for each 24 hour of travel outside Dhaka is allowed. This attendant allowance will only be entitled for the attendant to be taken in the field to take care of the baby or children below the age of 5. No extra accommodation and travel expenses will be allowed for the attendant. The attendant allowance shall be charged with the TER.
- vii) For travel within Dhaka city and partners within Dhaka District, office transport can be used. For use of a vehicle, a request/VRF must be submitted to the Admin Assistant 24 hours before the journey planned. The request must be detailed with time and pick and drop up points. Guest/s are not allowed in the office transport, in special circumstances written approval of the Director Finance & Admin/Coordinator HR & Administration have to be obtained.
- viii) Other than Dhaka District, office transport can also be used for long distance trip if it found cost and time effective. In some cases special needs may arises for office

transport and in that case it shall be finalized after discussion with the concerned Director and the Coordinator HR & Admin.

13.2 REIMBURSEMENT REQUESTS

Employees and Foundation representatives on a weekly basis will complete personal Expense Reports. Members of the Governing Bodies (GB) will also complete expense reports for costs incurred in relation to their duties as GB. Receipts must be attached to all requests for reimbursement. The receipts must indicate the amount spent, the item purchased, the purchase date and the seller's name. The expense reports (TER/MER) shall be approved by the Department Head or the concerned manager/coordinator of the employee's respective department prior to being submitted to the Accounts department and accounting for payment. Under no circumstances should the person who incurred the expenses approve expense report.

13.3 TRAVEL OUTSIDE OF BANGLADESH

13.3.1 For Asia: A per diem and lodging allowance will be provided when MJF employees travel outside Bangladesh. All employees can claim lodging expense based on actual cost, with an upper ceiling of US\$140, and will be entitled to per diem at a flat rate of \$60. This will include local transport & communications including to and from airport. For residential seminar/conference/training when food expenses, i.e lunch or dinner, transport etc. is taken care of by the organizing organization the per diem will be 50% i.e. US \$30 in the region. However, if training is for more than 7 days, the daily per diem rate will be reduced by 25%. For international travel, staff are entitled to Economy class ticket. All expense related to travel tax etc. will be reimbursed in actual. Exceptions may be made for unusual local travel, hotel rates etc. and per diem at the discretion of the Executive Director.

13.3.2 Travel to UK, Europe and USA: A per diem and lodging allowance will be provided when MJF employees travel to the United State, United Kingdom, Europe or other countries. All employees can claim lodging expense based on actual cost, with an upper limit of € 180 for UK and Europe and \$180 for USA. Staff will be entitled to a per diem of € 80 in the UK and Europe and US \$ 80 in the USA. Same policy as above will apply on local travel and communication. Taxi fare from Airport to Hotel and back will be reimbursed on submission of vouchers. Staff are encouraged to take public transport from airport to hotel and back. Same policy as above will apply for attending residential program. Exceptions may be made at the discretion of Executive Director in case of special hotel rates in the UK and Europe.

13.3.3 Foreign Per diem is allowable from the time air-travel ends to the destination up to the return air-travel starts from the destination.

13.3.4 For stop over for more than 6 hours during transit, staff is entitled to "Day Rooms" which will be reimbursed on submission of actual bill. Food and incidentals during transit will be reimbursed on submission of vouchers.

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

13.3.6 Special permission from the ED shall be obtained for exception expenditure beyond this chapter

13.3.7 MJF will pay fees for passport and renewal, visa fees etc for travel on official business.

13.4 MODE OF TRAVEL: BY LAND, TRAIN AND AIR

- i) All professional staff will travel by the most direct and cost effective route for official trips by Air. Travel by train and launch will be made considering safety of staff. Staff will be entitled to MJF vehicle when traveling by road for official field visits. Vehicles may be taken on rent when in the field if MJF vehicle is not available. Staff from grade 1 to 4 will take public transportation such as bus, train, launch etc. if they travel out of Dhaka on official business. Such costs will be reimbursed.
- ii) All members of the Governing Board and Executive Committee including the Executive Director as ex. officio member are entitled to Business Class tickets when traveling by air. The above policy on per diem applies to members of the Executive Committee and Governing Body. Lodging will be based on actual rate. Members of the Governing Board, executive Committee and Executive Director is entitled to take inter net connection in their room when traveling abroad which will be reimbursed on actual.

13.5 TRAVEL ADMIN

The procedures for booking tickets depend on the form of transport, the purpose of the trip and the seniority of the Employee. The following section outlines the procedures for booking the different forms of transport and the entitlement of the different grades of staff.

For any kind of official ticket purchase or cancellation (air, bus, train, launch, etc.) all concerned staff must request through email or plain paper before for 3 working days. For cancellation, it must be informed in a reasonable time so that the additional charge cannot be imposed. In both instances, copy must be provided to the employee's supervisor.

13.5.1 Domestic Air-Travel (Grades 5 to 11)

Reservations should always be confirmed 24 hours in advance. Generally, confirmations and cancellation of ticket are not possible by telephone; the ticket must be taken to the airlines office. The ticket should be stamped or signed as confirmed. This will reduce problems at the airport, should there be some difficulty with the passenger list. When canceling or changing a reservation, Employees must keep in mind the Airline policy with regards to changes and cancellation. In many instances it will be impossible to receive a full refund on the ticket or a fee may be applied.

If the change is for official reasons, MJ will reimburse the costs; otherwise, the employee must pay. Employees are responsible for all aspects of travel and must be sure acquaint themselves with airline policy with regards to change, cancellation, and waitlist.

13.5.2 International Air-Travel

International Travel must be approved by Executive Director prior to any booking. In case of travel by Executive Director, bookings may be done on her instructions.

13.5.3 Steamer/Launch

First Class: Grades 5-11

Second Class: Grades 1-4

All female Employees, regardless of their grades and positions, are entitled to travel first class for all official journeys.

The traveling employees are responsible for acquainting themselves with the procedures of travel by Steamer or Launch.

13.5.4 Train

First Class (with or without AC): Grades 5 to 11

Second Class: Grades 1 to 4

The traveling employees are responsible for acquainting themselves with the procedures of travel by Train.

13.5.5 Coach (Bus) services

Staff of all grades are allowed to travel by air-conditioned or non-air-conditioned coaches or buses for official journeys.

13.5.6 Air Travel

All entitled staff will travel in Economy Class via the shortest route. The Executive Director and Members of the Governing Body will be entitled to travel in Business Class.

13.5.7 Travel by Office Transport

For travel within Dhaka city and the partners with Dhaka district, office transports can be used. For travel with office transport, a request/VRF must be submitted to the Admin Asst. 72 hours before the journey planned. The request must be detailed with time, pick up and drop points and persons accompanied. Usually guests are not allowed in the office transports; however, in special circumstances written approval of the Director-Finance & Admin have to be obtained.

Other than Dhaka district, office transport can also be used for long distance trips where comfortable private transports are not available if found cost or time effective. In some cases special need may arise for office transport and in that case, it shall be finalized after discussion with the concerned director and staff.