



Green The Environment (GTE)

HUMAN RESOURCES POLICY AND ADMINISTRATIVE MANUAL



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1.0 GENERAL OBJECTIVE AND EMPLOYMENT PROCEDURE

1.1 INTRODUCTION

- 1.1.1 **Mean the Handbook (GSI)** (hereafter referred to as 'The Organization'), human resources and Administrative manual establishes policies, procedures, benefits, and working conditions that will be followed by all employees as a condition of their employment at GSI. The Handbook of Conduct describes the expected actions and behaviors of employees while representing and/or conducting Governmental business.
- 1.1.2 The policies and procedures outlined in this manual will be applied at the discretion of GSI management and in accordance with the Employment Labor Law. GSI management reserves the right to decide from the policies, procedures, benefits, and working conditions described in this manual furthermore, the Organization reserves the right to withdraw or otherwise to modify, amend, revise, benefits, and working conditions described in this manual's structure, to increase and without notice.
- 1.1.3 The Organization will make every effort to notify employees and/or agencies policy dissemination sessions when an official change in policy or procedure has been made but employees are responsible for their own up-to-date knowledge about organizational policies, procedures, benefits, and working conditions. A copy of the manual will be distributed to each head of the Government's structure who will be responsible to pass, update and disseminate policy issues with employees in their respective departments.
- 1.1.4 No provision in this manual is intended to constitute or be subject without written permission from the Executive Director with delegated authority, any decision is subject to disciplinary action.
- 1.1.5 GSI strives to provide an environment that is conducive to achieving self-fulfilling individuals' lives as they address ever more demanding challenges. GSI committed to serve the most vulnerable people in the society through various development initiatives that address problems in the society. These policies, procedures and working conditions provide a great working environment in which both customer interests and employees' needs are served.
- 1.1.6 GSI values the talents and skills of our employees and seeks to foster an open, encouraging, and enjoyable environment in which employees can thrive and realize their full potential. The Organization provides an environment and supporting framework which employees are encouraged to use in addressing personal needs.

1.1.7 GSI is an equal opportunity employer irrespective of age, sex, gender, religion, race, color, ethnic, caste and creed or their national origin, recruitment, promotion, development opportunities, salary, or benefits and provides for fair treatment of

employees based on merit. The organization complies with all applicable federal, state, and local labor laws.

1.1.8 CII Human Resources Department is responsible to review any addition, deletion and/or amendment of policies and ensure that the manual is kept updated and in line with the law of the land. The Director/Chair has the authority to remove any changes in the manual.

1.1.9 CII Human Resources and Administrative Manual is a confidential document and for use only by the organization employees and for organization business purposes only. With the exception of the Executive Director, any unauthorized access, distribution or duplication, in full or in part of this manual to third parties, outside CII is strictly prohibited.

1.1.10 All employees are advised and encouraged to review the policies, procedures, working conditions, and benefits described in this manual. In order to be hired, understood, assessed to apply for, and participate in activities in regard of the Human Resources and Administrative manual.

Executive Director (See the Instrument VIII)

1.1 About the Organization

Green the Environment GSE is a non-commercial, not-for-profit, national development organization established in 1981. GSE is committed to serve the most vulnerable (the landless poor, men, women and children) in the rural society. Through innovative, need based programs and implementation of climate development initiatives with remarkable achievements in addressing rural development strategies, GSE strives to foster sustainable development as well as to serve mutual interest of all its stakeholders, employees, partners, counterparts, officials, civil & regulatory officials of the Government of Bangladesh.

1.2 Vision Statement

To establish a society which is ecologically balanced, socially just, healthy and democratic, where the poor are economically self-reliant and enjoy an equal status and universal environment.

1.3 Mission Statement

Providing the social, economic, environmental and cultural status of the poor people are through undertaking multifaceted sustainable development initiatives.

1.4 Core Values

- Human dignity and gender equality
- Honesty, integrity, sincerity and transparency
- Good governance and sound management of resources
- Concern of the environment
- Quality services
- Capacity and accountability
- Creativity and innovation
- Discipline

1.5 Human Resource Goals and Objectives

To attract and retain skilled workers committed to work with the most vulnerable people in the society through innovative, multifaceted and sustainable development programmes designed to create a society that is socially just, economically independent, healthy and ecologically balanced environment.

1.7 Policy Implementation and Monitoring

- 1.7.1 It is the responsibility of employees of all levels to comply with the policies and procedures about health and safety. The Head of Human Resource Department or Executive Director is responsible for the implementation and monitoring of all policies and procedures.
- 1.7.2 It is the responsibility of all supervisors to monitor policy applications.
- 1.7.3 Any employees who violate or deviate from any policy and/or procedure about health and safety without prior authorization from the Executive Director write delegated authority, in any form or stages, will be liable for disciplinary action.

1.8 Policy Amendment Process

- 1.8.1 The policy and procedures stated in this manual are not static and are subject to change in accordance with changes in the organization and organization's operational needs.
- 1.8.2 Human Resource Department will, from time to time, review stated policies and procedures and advise their relevance. If needed, it should change or delete any part of the policy. The Human Resource Department will advise accordingly.
- 1.8.3 The Executive Committee must approve any major policy changes. The Executive Director will approve minor changes. The HR Department will communicate the changes to the employees as and when necessary.

2.0 GENERAL OPERATIONAL REQUIREMENTS

2.1 Professional Code of Conduct

The organization expects its employees to maintain the highest level of professional conduct and behavior to ensure the business, maintain its reputation and image and its customers and programs participants. Good personal conduct contributes to a good work environment for all. The manual seeks to guard standards of conduct acceptable and applicable to all employees.

Provisions governed under this manual are outlined as follows:

- 2.1.1 Employees must maintain highest standards of professional behavior and integrity at work and/or in the organization.
- 2.1.2 Employees should not engage in any activity or behavior that may create conflict between appropriate and professional behavior in the work place.

- 21.4 Employees should not act or behave in such manner that he/she intimidates other employees in any way.
- 21.5 any form of harassment including sexual harassment, bullying, discriminatory practices or discrimination of the work place strictly prohibited.
- 21.6 Employees are prohibited from divulging or releasing confidential information in any form or capacity.
- 21.7 Engagement or association of employees with third parties or other entities that may compromise the business-working relationship with them is strictly prohibited.
- 21.8 Employees shall not engage in or associate themselves with any political activity, parties, demonstrations to the interest of the organization or the Government of Karnataka.
- 21.9 Employees must deal with the counterparts, associates, external entities and so on, in an honest and diligent manner. Mutual respect for each other must uphold at all times.
- 21.10 It is the responsibility of all employees to create and maintain a healthy, friendly and safe working environment within the organization.
- 21.11 Each Employee must take good care of the organization's property and interest.

22 Official Working Hours & Holidays

22.1 GOI's official working hours are as follows:

Authority to Declare Holiday	Off-Duty/Off-Work (except leave) (08:00pm - 04:00pm) Week-end
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- 1 The Executive Director may reduce the office timing as per business need/exception scenario.
- 2 Employees may be called for duty on holidays due to any emergency or any urgent business matters.
- 3 GOI staff will not enjoy any public holiday declared by the Government.

22.2 All Employees must strictly follow official working hours. Absence during working hours, without prior permission, the immediate supervisor shall not accept/simplify.

22.3 Absence from the office due to emergencies must be reported to immediate supervisor as soon as possible. All employees must be punctual and maintain regular attendance register. Reporting late for duty on regular basis, absence of duty leave, leaving the office early will be considered as serious offence and available for disciplinary action.

22.6 The management will announce annual holidays for the coming year at least 3 months in advance. The policy is in line with the holiday guidelines of the Government of Bangladesh. The actual no. of employees and distribution to all by Human Resource Department.

2.3 Classification of Employment

2.3.1 **Regular** An employee who has successfully completed a three (3) months probation period and is confirmed as an employee is getting an a regular employee of the organization under regular for service contract in this position.

2.3.2 **Probation** An employee who has been recruited against a regular position but not yet completed his/her probation period
[An employee under review and subjected to an appraisal/evaluation process to make sure both the organization and the employee are satisfied with it performance as per advancement and its acceptance.]

2.3.3 **Contractual** An employee engaged for a fixed period for a specific assignment or task. The Executive Director, at his discretion, may extend contract period as needed. The Contractual engagement terms and conditions will not fall under the normal terms and conditions of employment but will be paid a consolidated remuneration. Contractual officers not eligible to benefit, applicable to regular employees.

2.3.4 **Casual staff** An employee engaged on irregularly (for work for pay) basis. Casual staff contractual contract for more than three(3) months.

2.4 Work Life

2.4.1 **Work-life balance and stress.**
Employee should be stressed appropriately and support local culture.

2.4.2 **Work-life balance** will depend on the nature of employee's contact with the people.

2.5 RECRUITMENT AND SELECTION

2.5.1 HR will be select and employ dynamic and deserving candidates, who are well suited for the position to fill. It means every time, our selection process involves a careful review of the requirements for an available position and the qualifications of the individual applicants. All applicants are required to submit a job application and where required, submit a resume. Besides, depending on the position available, employees will be subject for interviews with the individuals who will be involved in the selection process. Interviews will be conducted whenever, when necessary it requires the organization will use consistent background checking.

2.5.2 HR follows an equal employment opportunity and will not discriminate on

Positions governed by this policy are as follows:

ii.1 General policy

- ii.1.1** The organization has an equal employment opportunity and encourages applications from all qualified individuals who are interested in the relevant positions except those individuals or persons engaged with military reserve.
- ii.1.2** All applicants must be at least 18 years and below retirement age to be considered for employment. The Human Resource Director, upon making a selection with justification in writing, is exempt of age limit. This condition meets the minimum job requirements and qualifications.
- ii.1.3** Applicants must be physically and mentally fit and possess sound knowledge for employment with the organization.
- ii.1.4** Any applicant found to be or have been convicted of a crime by any court or his employment will not be eligible for employment.
- ii.1.5** The Human Resources Department will coordinate the recruitment process in consultation with concerned department heads/managers.
- ii.1.6** The organization may engage a consultant or specialist from a recruiting agency to facilitate the recruitment process, subject to budgetary approval.
- ii.1.7** For each position a detailed job description will be prepared for recruitment purpose. Job description must include the job summary, duties and responsibility, reporting, minimum job requirements and qualifications. A copy of the job description will be kept in HR and another copy will be provided to the newly recruited staff. The Human Resources Department will assist in preparing the job descriptions.
- ii.1.8** Background checking process will be applicable throughout the recruitment and selection process. All applications will be background checked on ethics, required qualifications and experience for the position.

ii.2 Selection Process and Procedure

ii.2.1 People knowing

- a.** When a position becomes vacant due to organizational growth, or creation of a new position, a formal requisition will be raised from the department concerned.

Internal sourcing will be considered as the first option. This may include job rotations, promotions, re-assignments, re-designation, transfers, etc.

- advertisement of advertisement (job ranges) and during the advertising and period, Advertising will only be necessary if no suitable candidate is found during internal advertising process. The position will then be advertised using appropriate media to ensure wide coverage/advertisement to appeal most deserving candidates.
- advertisements to fill any vacant position will be circulated through both internal notification and external media to ensure recruitment process competitive
- The advertisement will clearly give an overview and detail of the position, including duty station and responsibilities, job requirements, qualifications, remuneration package, to attract dynamic, potential and most deserving candidates.

4.2.4 Shortlisting of Applicants

- The purpose of short listing is to select the dynamic and deserving candidates that meet the minimum job requirements and qualifications as per the advertisement from among the applications. A further short listing may be necessary to select the most deserving candidates against all others.
- The Human Resource department will be responsible for shortlisting process and may seek assistance (either input from personnel in concerned department).
- Identify the outcome of a thorough short listing process should not be more than 1/3 candidates required one position to be invited for interview.

4.2.5 Selection Tests (Written, Oral, Practical)

- The purpose of selection tests is to assess candidate's job related knowledge, experience and skills.
- Depending on job requirement (if or when necessary) specified candidate should practical may be invited to sit for written tests, motivation may be in written form or oral telephone job offering. However, written or practical test or assignment may be required depending on the position (i.e. the written or oral test position, candidate has they're followed but for any vacant position or written test should be conducted).
- The nature of selection tests will depend on the position applied for. All candidates successful in their written test should appear in an oral interview on a fixed date and time, which will be communicated to the candidates, well ahead of time.

6.4.3 Interview

- a. An Interview board will consist interview. The board will consist of : a member from Human Resource department, a member from the department and a member from another non-related department (one of the board member must be female). The interview board member's must be from higher grade than the position being interviewed.**
- a. An interview/assessment sheet will be used for documentation and to assess candidates during the oral (and) interview sessions. The assessment sheet is to be filed in the personnel file for future reference.**
- Interview board will make the final decision for selection of the best and standing candidate. The successful candidate must score at least 60% score on an average in all selection process.**

6.4.4 Reference Check

- a. selected candidate will be subject to a reference check. HR will conduct reference checks as per mentioned reference in the Candidate files. This may require contacting the past employers. A pre-defined reference check form will be used for the purpose.**

6.4.5 Employment Offer

- a. Depending on the policies outcome of the reference check, Human Resource department will issue an employment offer. The interview board will decide the remuneration in accordance with the salary table and benefits stated herein. A verbal offer may be made detailing the general terms and conditions of employment, if terms and conditions are acceptable to both parties, the appointment letter will be issued to the standing candidate.**
- a. The remuneration package offered should be according to the salary table annexed herein. The selection board will submit the recommendations for consideration and approval. However, the final remuneration package offered will be at the discretion of the Executive Director.**

6.4.7 Appointment letter (Appendix 1)

- a. A letter of appointment will be issued once the candidate accept the employment offer. The Executive Director will sign all letters of appointment.**

- Issue, adoption, professional conduct rules, and regulations and any other conditions or applicable by the organization.
- All new employees will attend an orientation session conducted by personnel from the Human Resources department. During orientation, the new employee will be oriented on details of working status, rules, policies and other information applicable for the position.

1.1.8 Clearance Certificate

- Acceptance of the new employee's joining is subject to producing a clearance certificate (where order from the last employer) if any.
- The clearance certificate (where order) should be on the organization's letterhead signed by appropriate authority.

1.1.9 Employment of Relatives

The organization does not encourage employing other members of existing employees. However, relatives may be recruited only provided, afterwards the job qualifications with requisite skills others and has successfully completed the selection process. If the organization, employ a member of an employee family member in a supervisory role in the department where other family member works, family members include those (i.e., employees' siblings, spouse, parent(s), grandparent(s), grandchild(ren), niece(s), dependent(s) etc.

1.1.10 Re-employment in the Organization

A former employee who has been separated from the organization on non-internal grounds (ignoring the interest of the organization) neither on grounds of unsatisfactory performance, termination or dismissal will not be considered for re-employment under any circumstances.

1.1.11 Personal Records and Information System

A Personal file will be maintained for each employee of CSE. These personal files shall contain confidential documents and are maintained maintained by Human Resources department. Original personal file will include, but not limited to, documents listed below: Personal file should be generated in Human Resources Department. Personal file may be maintained in the respective branch of Department. Staff can see through the personal file only in case of a staff personal or Departmental issues.

The Human Resources Department will maintain an updated database of employees' personal information for records and reference purposes.

1.2 Copy of Advertisement

- Application (including Photograph, C.V. and copies of Academic Certificates)
- Letter for Interview
- Answer script
- Last test score card
- Appointment letter
- Advertisement
- Document and Policy related correspondences
- Training and Development Records
- Disciplinary action documents
- Job Change correspondences
- Leave records
- Performance related correspondences

1.1. Engagement in other forms of employment

The organization prohibits any of its employees from engaging in any other form of employment with other organizations or third parties during their tenure of service with the organization. Except casual employees, consultants, subject working for personal or business reasons, during leave or during off duty time with prior written permission from the Executive Director, an employee may work for others. Such engagement/involvement, without prior authorization, will be considered as violation of this manual and a liable for disciplinary action.

1.2. 1.2.1. PROBATION

1.2.1. Probation and Clarification

Probation is a defined period for review and appraise the newly recruited staff to make sure for the employee and the employee is satisfied. The role of the staff recruited for and is being performed satisfactorily. Dropping regular employees will be confirmed only if the employee has satisfactorily completed his/her probation period.

Provision

- a.1.1 The mandatory for all probationary employees to complete successfully within (03) months probation period unless stated otherwise.
- a.1.2 During the probation period employees shall be provided with necessary support, orientation, and on the job training.
- a.1.3 The immediate supervisor will do a formal performance appraisal (subject to arbitrary performance management system) immediately by the close of the department. The employee will be confirmed fully or appointment or regular Human Resource Department will issue a confirmation letter to the employee on or before the expiry of the probation period.
- a.1.4 If supervisor feels that an employee has performed but needs more time to adapt to the organization with job and environment of the organization, the Head of the department can recommend extension of the probation period for a further 3 months. Human Resource department will issue a letter to this effect before the expiry of valid three months probation period.

6.2 Transfer

The management reserves the right to transfer an employee if necessary. Transfer includes a change in location or department and/or section. The organization will try to make the transfer as smooth as possible.

Provision

- a.2.1 The Head of the Department, through an internal memo, will request Human Resource department to take necessary action to issue the transfer order. HR will discuss with the concerned departments and management properly before issuing transfer letter.
- a.2.2 One (01) month notice shall be given for inter transfer for all the employees to take necessary preparations to relocate. A transfer within the same district, where employee may not be required to shift family, may be transferred in short notice. During a transfer the company will provide actual transportation cost.
- a.2.3 An employee may request for a transfer from one location to another or from one department to another. In such a case, where applicable, the company will not reimburse transportation cost.

6.3 Promotion

A promotion is defined as a change in job title, together with higher responsibility, salary package and other benefits compared to current position of designation.

will strive to promote the most qualified and deserving/experienced employees based on their demonstrated ability to assume greater responsibility and perform essential functions of the same class. It may clearly necessary to recall and to include the responsibility to attract the most qualified individual in particular necessary. Selection for promotion shall be made based on an individual's overall qualifications and performance the essential duties required for the position.

Promotion

- a.1.1 The applicant for a promotion are as under:
 - a) The employees must have served at least (03) years in higher current position.
 - b) The employees must be rated as an excellent performer in the last a previous year's performance appraisal.
 - c) The availability of a vacancy for the position.
- a.1.2 All promotions must be effective after an annual performance appraisal. The Head of the department will recommend an employee to be considered for promotion in employee's appraisal format mentioning reason for the promotion.
- a.1.3 HR Department will assess process software for the policy. A review of documents will be carried out by the personnel department and will present to the Executive Committee for approval.
- a.1.4 An employee may be promoted to a new position on approval in accordance with clause 4.2.1 of recruitment policy.
- a.1.5 In compliance with the promotion, the incumbent will receive salary in the next Grade and steps that related to the present level along plus one additional step in the new position.

4.6 Re-designation

- a.4.1 In changing duties, re-structuring or other changes in business operations, job titles may change or new positions may be created. Re-designation may demand change senior additional job responsibilities. The new position will be incorporated in the related organization for the department and the organizational responsibility.
- a.4.2 Approval for all re-designations will be in accordance with clause 4.2.1 of recruitment policy.
- a.4.3 Re-designation is considered a lateral move; there will be no changes in job grades, salary or grade.

6.8 Acting/Assignment (in charge)

- 6.8.1 **Eligibility:** Any current regular classified employee that occupies the full set of duties and authorities for a higher-level position. An acting assignment applies to a current position, or an unannounced position (does not warrant) in an unclassified position. The acting assignment must be for a period of at least 30 days and no longer than six months. It does not apply to "in absence of" assignments where the full scope of duties and authorities is not delegated.
- 6.8.2 **Acting Allowance** for a higher position: 50% of assigned employees' current basic salary payable from the month after commencement of assignment.
- 6.8.3 The employee must be recommended by the department head for an acting position. s/he must have performed satisfactorily in his or her current higher position. HR department will issue a letter confirming acting assignment following a signed recommendation from the head of department. Applicable to all acting assignments, all its provisions will follow 6.4.1 of Recruitment Policy.

6.9 TERMINATION OF EMPLOYMENT

The organization expects that all employees on termination of employment for whatever the reason may be to handover changes in the head of the department or immediate superior/supervisor personnel, which includes, all organizational documents, files, software, logs, property, equipment and other items pertinent to complete the business process during the terms of service with the organization.

6.9.1 Resignation

- 6.9.1.1 An employee may tender his/her resignation in writing to the head of department who will accept resignation by writing "accepted" on the letter and forward to Human Resources department to formalize the acceptance.
- 6.9.1.2 Regular employees must give one (1) month's notice, except in case of notice period. Casual/temporary staff and those on special assignment must give at least 30 days notice or surrender seven days salary in lieu of notice period.
- 6.9.1.3 Where the notice period is less than the period specified above, pro-rata deduction of basic salary will be in effect.
- 6.9.1.4 Employees must handover all organization's property and settle all outstanding dues with the organization. Upon satisfactory clearance, Human Resources department will issue a release order.

5.2 Refusal on Medical Ground

- 5.2.1 If regular employees may be refused from normal duty or services on medical grounds under the following conditions:
1. The suffering from a pathological chronic illness and unable to work higher duty or physical or mental ground.
 2. The condition has to be confirmed and certifying competent medical practitioners and approval of refusal on medical ground will be issued in writing.
- 5.2.2 In discharge on employees on medical ground will be approved in Hospital, District, District Hospital or Department will issue a discharge order thereafter.
- 5.2.3 The employees will be issued a letter with 3 (three) month's notice to pay in lieu of notice period. The employees will be entitled to avail service benefits as applicable on retirement which includes accumulated provident fund, gratuity, leave and including the last working day, an medical/financial leave arrangement and other benefits as per policy.

5.3 Retirement

- 5.3.1 The retirement will affect on completion of fifty years of age and the age of 60 years whichever is earlier.
- 5.3.2 The organization may consider to re-assign medical person on a contractual basis, subject order to and other situation warrants.
- 5.3.3 On retirement, an employee is entitled to 3 (three) months gross salary on retirement benefit together with other benefits applicable.
- 5.3.4 HR will issue the letter of retirement to the employees six month before it retirement date.

5.4 Re-employment

The organization may consider re-employment of employees due to following reason:

1. Resuming the Project Activities under the Organization.
2. Closure/Termination of a project.
3. Re-structuring.
4. Reduced operational activities.

Termination

- 5.4.1 Retrenchment will be "without cause but not" based on cause. The Executive Director, at the discretion, may make an exception.
- 5.4.2 Retrenched employees will be given preference in next recruitment process on availability of a position.
- 5.4.3 Employees will be given one month notice or pay in lieu of notice period. Project staff will be automatically re-hired upon closure/termination of the project. Human Resource Department will issue retrenchment letter to employees after approving by the Executive Director.

6.0 Termination

- 6.1.1 GSE reserves the right to terminate any employment/contract of management's discretion by giving the employees 3 (three) months notice or 1 month's basic salary in lieu of notice period. The notice will expire given on the next day from completion of termination process.
- 6.1.2 GSE will not state any reason in the termination letter but sufficient information about the reasons in the employee's personnel file for ready reference.
- 6.1.3 Employees must hand over all organization's property (including laptops, mobile phones, etc.) documents and data files pertaining to the organization's affairs of membership dues with the organization.
- 6.1.4 The terminated employees will receive, at the same rate/grade subject to satisfactory performance and reputation, all legal dues also paid at the time of separation. A termination letter will be issued from the Executive Director's office.

6.0 Salary and benefits

GSE endeavors to offer employees a competitive remuneration package to attract and retain most dynamic, talented and deserving staff. GSE considers salary structures as an important motivating factor. The organization uses an both internal and external factors salary survey factors. Compensation is based on the assumption that a cost compensation strategy contributes to difference in retaining staff and quality of the organization including other factors. GSE considers the following principles salary survey factors process.

- a) **Internal equity** (value of the structure offer is through job worth and vertical analysis). The organization endeavors to ensure uniformity in salary structure, to avoid position within the team.

External equity (salary and benefits, of the employees will be consistent with similar job level and grade in the local market. A competitive salary package will

- a. The difference to new non-union employees. The organization will carry out annual salary survey every 2 years to review compensation package competitive to other organizations/local job market.

4.1 Salary Increment/Salary Scale

- a.1.1 Salary increment is directly related to performance. An employee may be considered for salary increment after an annual performance appraisal.
- a.1.2 The Executive Committee with approval may review the pay structure. It may recommend changes in basic salary affecting selection of all employees. An office order will be issued regarding any changes in the pay structure.

4.2 Salary and Job Grade Matrix

- a.2.1 Salary structure of the staff employees is as per salary scale (applicable, etc). The salary structure is based on job grade and specific job responsibilities. The job grade matrix (applicability) may be different job grades. Under each job grade, there are its salary steps, which are effective from January 1 2021. The difference between each step is 1.1%.
a.2.2 It is a general rule that a specific job title cannot be used to move the one grade.
a.2.3 Upgrading of position will not be automatic. The following procedure will be consistently proposed with justification, duties and responsibilities of newly created position in higher grade will be determined and identified to Human Resource Department for review. Human Resource Department will make necessary recommendations for approval by the Executive Director.

4.3 Salary Components

- a.3.1 Gross Salary and Allowances
 1. Basic salary
 2. Allowance (15% percent) of basic salary
 3. medical allowance %: 100 (fixed) per month for all grades
 4. Transportation allowance %: 100 of City, 150 of 100 of Grade and %: 100 certain level

6.8 Salary Deductions

6.8.1

- a. Statutory deductions
- a. In accordance with employment agreement and standing law
- a. Provident fund as per the provident fund rules

6.8.2 Others:

- a. Where an employee has been suspended due to an accident.
- a. For any damage or loss of CSE property/money
- a. Any company debts incurred by the employee.

6.9 Salary Advances

6.9.1 The organization discourages payment of **Salary Advances**

6.9.2 In extreme situations, 50% of basic salary may be advanced for pay in advance which will be deducted/subject of the end of the same month from salary.

6.9.3 The request should be in written and with recommendation by the Head of the department/section and approved by the Executive Director.

6.10 Benefits

6.10.1 **Provident Fund** (In continuation, an employee will be eligible for membership of the Provident Fund Rules and shall contribute 10% of his/her basic salary towards provident fund. The company will make an equal contribution to the fund, which shall be mutually after three years of continuous service. Savings Plan will be purchased with the fund and the interest will be shared among the staff in case, an employee leaves the organization he/she complete of three years, (The rate will be higher than contribution only).

Employees may request for a loan against accumulated provident fund with all interest and maximum 50% of their contribution may be approved, which will be deducted from salary in 12 equal instalments effective from ensuing month.

One month's basic salary will be divided into two half-entitlements paid during/after as per following structure:

Easter	1	Easter Eve	50%
	2	Easter Monday	50%
Eid-ul-Fitr	1	Eid-ul-Fitr	50%
	2	Idarrahah	50%
Eid-ul-Adha	1	Eid-ul-Adha	50%
	2	Day after Eid-ul-Adha	50%
Christmas	1	Christmas	50%
	2	Easter Monday	50%

4.3 Salary Structure

In view of changes in the organization's mode of operation and policy, organization may take the decision to revise the existing salary structure. As a result of the revision, salary scale (increments) for employees may change. Human Resources department will issue salary revision letter where applicable.

4.4 Transportation Cost Reimbursement

The organization will reimburse actual transportation cost to employees of all levels for official business travel but not will be reimbursement. There will be no allowance for attending office.

4.5 Cell Phone Allowance

Employees at managerial level (managers) will receive allowance based monthly call charges allowance. The Executive Director will determine the amount.

4.6 Travel and Accommodation Allowance

4.6.1 Transportation Employees will provide vehicle support during official trips subject to availability of vehicle. Where a vehicle is not available, employees will be reimbursed for actual transport cost.

The official vehicle will be at the disposal of the Executive Director with a driver, fuel and with maintenance.

4.6.2 Accommodation During official travel purposes employees will be entitled to accommodation expenses claim according to their job grade as per following rate. The Executive Committee will determine accommodation expense for the Executive Director ranging from Taka 1000 – 2000.

Accommodation Request/Claim Schedule

Grade	Onsite (with receipt)	Offsite Onsite (with receipt)	Anywhere (without receipt)
1	100%	100%	100%
2-3	100%	100%	75%
4-5	100%	100%	50%

4.1.1.1 Daily Absences: Employees on official business travel outside the office will be certified to a daily absence according to their job grade as per following daily absence schedule. The Executive Committee will determine the daily absence for the Executive Director ranging from 100% - 100%.

Daily Absence Schedule

Grade	Onsite (with receipt)	Offsite Onsite (with receipt)	Anywhere (without receipt)
1	100%	100%	100%
2-3	100%	100%	75%
4-5	100%	100%	50%

Absences for field staff will be applicable subject to provisions for such absences in the project budget and approved by respective donors.

2.6 TRAINING AND STAFF DEVELOPMENT

2.6.1 Objective

CEI encourages and support employees training and development opportunities with available resources. Training and development should enhance employees knowledge, skills, and competencies in work as well as prepare employees for higher responsibilities in future. Training also encourage employees with necessary tools to address job challenges, improve their managerial skills and thus contribute to effective operation of the organization.

2.6.2 Basic Principles

1. Training is shared responsibility. Employees training and development is shared as a shared responsibility. Both employee and supervisor will discuss and go through different aspects of training before any training-related decision.

- Training should be specific and well defined. It must be related to specific job needs. Employees should be able to make use of the learning both during the training and for the betterment of the organization.
- Budget: All training should be planned with a budget problem and should be cost effective. Availability of resources should feature into consideration during training planning.

2.2 Responsibility

Employee: It is the responsibility of the employee to initiate the need for training by identifying training opportunities and with higher job requirements associated with it. Employees will develop an action plan in consultation with higher superior.

Superior: Superiors are responsible for assessing the training need of its employees and identify appropriate training opportunity. This may be done through discussion with HRD or by the HR department as a reward performance appraisal.

Human Resource Department: The HR Department is responsible for providing information and facilitating training activity. Human Resource Department will coordinate training requests for employees both in country and overseas. Act as liaison to correct the training program.

Identified training opportunities should be evaluated and carefully selected.

2.3 Training Requisitions

Both in country and overseas training will be required according to immediate needs. The company arranges all the job training, employees' professional and management development training which are general in nature. Human Resource Department will coordinate all training requests. A training requisition form must be filled and recommended by superior department and should be approved before the training.

2.4 Training Follow-up and Evaluation

The organization expects all employees, who receive training will apply the knowledge of the work. It is the responsibility of superior to perform a training impact evaluation/measurement in terms of changes in employees' job performance using proper evaluation tools. HR Department will facilitate the evaluation process.

2.5 Integrity

All employees are entitled to know in accordance with the relevant awards or agreements and statutory provisions. Employees are encouraged to plan and apply business in organized way. All planned leave has to be mutually agreed, and take

except when the employee can't anticipate the absence. Any document regarding leave will be kept in the employee's personnel file.

However, planned, applied or/and approved leave can be reduced, cancelled or/and not granted if work priorities require it as per the management's right. The management reserves the right to call on staff to those employees on leave with the exception of medical, maternity or paternity leave.

Unless specified otherwise, employees referred to in this policy means regular, full-time or part-time employees.

8.1 Leave Application Procedures

- 8.1.1 All leave application to be submitted on pre-specified leave form (Annexure-1). The leave form will indicate type of leave applied for, number of days, where necessary indicate reason for leave, employee's leave address, contact phone number etc.
- 8.1.2 Leave application must be recommended/initialized by the immediate supervisor. All approved leave forms will be sent to Human Resources department for recording in the personnel file for future reference.

Leave approvals:

- | | |
|--------------------------|---|
| a. 1 (one) emergency | Project/Team/Support based |
| b. More than 1 (one) day | Executive Director or his delegated authority |
| c. | Executive Director will approve leave for Grade 1 to 5. |

Scheduling leave applications:

- | | |
|-----------------------------|-------------------------|
| a. 1 (one) day on emergency | Immediately |
| b. More than 1 (one) day | 1 (one) week in advance |
- 8.1.3 Employee may request for an extension of leave with valid reasons and before the expiry of the current leave period. Extension of leave will be granted at management's discretion. All matters pertaining to leave will be documented and filed in the employee's personnel file.
- 8.1.4 All employees are entitled to leave with pay except where an employee has applied for and has been granted unpaid leave (leave without pay).
- 8.1.5 If an employee receives notice without permission from duty continuously for 1 (one) week, at any time or after the expiry of approved leave, this will be considered as absconding from duty and will be liable for suspension from duty for a period not exceeding 7 day from expatriated return date. During the suspension

6.1.1 All Employees should facilitate his changes in calling monitoring of parking issues to the relevant officers/proceeding on issues.

6.1.2 Annual leave will be taken into account for working days only. Sickness and Maternity leave will take into account per calendar month/weekly basis.

6.2 Sick leave

An employee certified by 18 days annual leave per annum, on medical certificate will happen in January next year. But in extreme cases maximum (18) days sick leave may be granted over to next year and duplicate certified within 3 days from next year. Treatment of annual leave is not permitted. A maximum of 3 working days of annual leave can be taken at a time. Annual leave cannot be combined with any other leave specified in this manual. Casual leave is considered a employment leave that is unforeseen events and will be subjected from accumulation.

An employee should notify his/her manager as soon as possible if they are unable to attend work due to illness, or any other personal reason or any emergency.

6.3 Maternity leave

An employee certified by 12 days sick leave per annum. A medical certificate must support application for more than 3 days sick leave. Any leave taken over and within the Maternity leave certificate dates treated as special leave with full pay for 12 (twelve) days. Additional 1 (one) month/leave may be granted with half pay. The special and additional leave approval will be strictly under the jurisdiction and consideration of the Executive Director. Other than 1 the above leave will be considered as leave without pay.

6.4 Maternity leave

6.4.1 Expectant employees or mothers expecting children are eligible for 18 weeks paid maternity leave. 16 (16) weeks before and two (2) weeks after child birth. A doctor's certificate showing expected date of delivery should be attached to the leave application.

6.4.2 Approval of maternity leave is subject to completion of one year's continuous service with the Organization and is limited to two (2) maternity leave during the tenure of service with the organization. Expectant employees must proceed on maternity leave before 6 weeks of expected delivery date. Working during 6 weeks preceding delivery will not be permitted.

8.3 Sickness leave

While employees are entitled to one (1) week publicly funded immediate after-cessation, Sickness leave is limited to two (2) times starting the terms of service with the organization. It is expected that during the leave period, the employee will take care of his children and the mother.

8.4 Leave without Pay (unpaid leave)

- 8.4.1 An employee who has exhausted his annual leave entitlement and has no leave balances can apply for leave without pay. Unpaid leave entitlement for each employee is from one (1) day to maximum three (3) months. Only the Executive Director can approve the leave without pay.
- 8.4.2 HR shall issue letter for leave without pay and a copy will be forwarded to Finance for necessary action. Management has the authority to approve leave without pay for the employee who is not otherwise entitled to any leave.

8.5 DISCIPLINARY ACTION

The main objective of disciplinary action is to take corrective action to correct behavior deemed to be inappropriate or violation of policies and to ensure that employees seek to improve their behavior. Rules and regulations administered should protect individual's rights as well as interests of the organization.

8.5.1 Gross Misconduct

The following acts, but not limited to, of an employee shall be considered as gross misconduct.

1. Willful insubordination or disobedience to any reasonable request from a manager and/or supervisor.
2. Engaging in theft, fraud or dishonest activities while conducting or handling company property or assets.
3. Taking or giving bribes or any illegal self-advancement while conducting or providing services on behalf of the organization.
4. Willful absence "without leave" or absence without approved leave, habitually reporting late for duty without any valid reason.
5. Breach of any terms and conditions of service or employment or violation of any organizational policies.
6. Aggression, hostility or intolerant behavior by the employees. Conspiracy against self and/or organization, physical assault.

- 1. Willful or negligent effort to disrupt work in progress or damage any organization property.
- 2. Tampering with official documents, records and registers of the organization.
- 3. Unauthorised removal of organization assets from office premises or confidential documents, records and registers.
- 4. Employee's failure to handle his/her responsibility with strict confidentiality: Organization's documents, records and/or registers that warrant such confidentiality entrusted to the employee.
- 5. Drug abuse.
- 6. Sexual harassment.

9.2 Gross Misconduct Handling Procedure

When a complaint is received against an employee that is serious in nature and that falls under gross misconduct as defined herein, the following procedure will take:

- 9.2.1 A charge sheet will be prepared and the employee will be issued with a show cause letter to explain his/her inappropriate behaviour and why disciplinary action should not be taken against him/her. The show cause letter must, in detail, include the charges, time, date and place of occurrence. Executive Director will issue the letter.

9.3 Rules of Inquiry

- 9.3.1 If the alleged staff's explanation is found unsatisfactory, he/she will be issued with a notice of inquiry signed by Executive Director. The particulars will be asked to attend an inquiry to defend his/her misconduct. The inquiry note will provide details of the inquiry committee and its attend as per date, time and circumstances. Proceedings will be recorded and documented and will be kept for further investigation if necessary.

9.4 Investigation Procedure

- 9.4.1 A formal thorough investigation to ascertain the facts of alleged offence will be conducted by a (three) member committee, headed by one senior staff one of the member should be female and one member staff from HR Department. The procedure includes written statements, discussing the witnesses, if any. The senior staff member must be a higher graded staff.

- 9.1.2 The alleged offender will be asked to respond to the allegations against himself, which will be documented. Inquiry committee will consist of neutral parties, including the superior or any other person directly involved in the matter.
- 9.1.3 All proceedings including written statements pertaining to the matter in hand will be documented and certified as true correct by all parties involved by signing each page.
- 9.1.4 The inquiry committee will prepare and present a report to management for further course of action.

9.2 Suspension Procedure

- 9.2.1 If an employee is accused of misconduct on the part of the superior from any pending or investigation, suspension period without pay cannot any (30) days unless the matter is pending before a court recognized under the laws of Bangladesh.
- 9.2.2 The suspended employee will be paid 50% of his/her basic salary during the suspension period.
- 9.2.3 The employees will be issued with a suspension order effective immediately on receiving the letter by the employee.
- 9.2.4 An employee on suspension is not required to report for normal duty or perform any office work including signing official documents or representing the organization in any way unless authorized to do so.
- 9.2.5 If the employee is accused from any wrong doing, the official concerned by force leave on duty during the suspension period and will be certified to his/her regular salary and other benefits (multiplicative).

9.3 Summary Dismissal

Any employee found guilty of gross misconduct that violates and/or is derogatory to the organization's image or exposes the organization to unnecessary risk or violates standing orders, rules and regulations of the organization is liable for summary dismissal.

Examples: In accordance with section 18 (j) of Bangladesh Banking Institution (Working rulebook), 1961, "no order for discharge or dismissal of a worker shall be made unless"

- a) The allegation against himself is written as proof of guilt beyond doubt.
- b) He is given a copy thereof and without writing down in writing.
- c) Documents and if the organization/manager memorandum/records, or personal hearing is to be conducted.

Procedure:

- 9.1.1** The senior manager/s to investigate the alleged offence thoroughly, including interviewing the witnesses, if any.
- 9.1.2** The senior manager should ask the employee for their response of the allegation (giving notes of the discussion) and allow them to have representatives. The senior manager should also have a witness present for the manager that give genuine consideration to the employee's response and circumstances.
- 9.1.3** If appropriate, following a thorough investigation, the manager can terminate/leave the employee.
- 9.1.4** The manager should keep a file of all evidence collected and action taken in the event that he needs reference.
- 9.1.5** The Company will send the employee a letter of termination including details which will be effective immediately.
- 9.1.6** Employees must handover all company property including technology and computer files and documents, and observe pertaining to the organizational business and all the subcontracting details with the organization upon arbitrary dismissal. Human Resource department will issue a release order.

10.0 GRIEVANCE

GRI supports the right of every employee to lodge a grievance with their manager if the believe a decision, behaviour or action affecting their employment is unfair. The administrative problems and grievance are promptly and resolve the issues as much as possible. Managers will treat all cases of grievance objectively, discreetly and promptly. It should be noted grievance that are malintentioned, malicious, and harmful and lacking substance may result disciplinary action being taken against the employee in per lodged grievance.

10.1 Grievance Handling

- 10.1.1** To deal the formal grievance handling the complainant must file a written that grievance to writing, with date and location, to mutual immediate superior/manager. The complaint must be reported within 15 days of the date of occurrence.
- 10.1.2** Where a grievance arises to the parent of the manager or supervisor, the employee may raise the grievance to any other senior manager of choice or directly to the Director/Chairman.

10.1.3 The parent(s) against whom the grievance/complaint is made should be given the full details of the allegation(s) against them. They should have the opportunity and a reasonable time to respond before the proceeding.

11.1.4 The manager or supervisor shall respond in writing within fifteen (15) days from receiving the complaint.

11.1.5 Grievance is not resolved or if the employee is not satisfied, like nightfall, the Executive Director, in writing with copy to Human Resources Department, requesting for further review. Following higher request, considering labor investigation, the Executive Director will respond in writing, the decision shall be final.

11.1.6 All grievance must be in writing, dated and signed by the employee (if they are) to be considered for further review. Anonymous grievances or allegations will not be entertained under any circumstances.

11.2 PERFORMANCE APPRAISAL POLICY

The purpose of performance appraisals is to improve performance, facilitate an annual and ongoing process. It should include both internal and external reviews. The emphasis is to create a process that is employee-centric plus feedback to the management on performance.

All employees will undergo a formal performance review with their immediate supervisor/manager. Process for a performance review process is to:

- a. Identify and address performance gaps and gaps in current position,
- b. Identify training needs to improve performance and learn about job challenges, and
- c. Recognize outstanding performance.

11.2.1 Performance Appraisal Process

11.2.1.1 At the beginning of each year the manager/supervisor and employee will determine and agree on objectives, expected outcomes, task and target to achieve. The manager/supervisor and the employee will agree and affirm in writing for a performance appraisal.

11.2.1.2 The manager and employee will meet for open and constructive discussion about performance during the period under review. The frequency of the performance review will depend on individual performance opportunity for poor to average performers a (a) monthly for good performers. Note should be taken during the review meeting and review to be multidirectional as per usual flow.

11.2.1.3 The manager/supervisor and the employee will agree on objectives and outcomes for next appraisal period.

11.2.1.4 The manager will complete an appraisal form/ performance appraisal review process and give the appraisal with constructive or following inputs:

- i. Evaluate employee's achievement against predetermined and agreed-upon target.
- ii. Identify skills and knowledge gaps and ways to address them.

Identify training needs for the employees to improve their professional knowledge and skill for better performance and contribute to achieve organizational goals.

(c) Performance rating.

11.2 Performance rating

Employee Performance rating will be on par the following table:

a) Outstanding	95%	100%	5
a) Very good	85%	100%	4
a) Good	75%	100%	3
a) Fair	65%	100%	2
a) Poor	55%	100%	1

11.2.1 Outstanding: Always meet the level of performance with initiative and output, is of very high quality, performance with job satisfaction and contribute significantly to achieve organizational target and organizational goals. The employee is with sound knowledge and skill comparable to higher level of expertise.

11.2.2 Very Good: Performance is up to the expectation, initiative and output is of high quality, performance is relative to job standards. The individual's knowledge and skill comparable to the position and expertise.

11.2.3 Good: Initiative, performance and output is up to the job expectation; the level of performance is satisfactory. There is scope for improvement.

11.2.4 Fair: fails to achieve set target; initiative and output is below expectations, quality meets the job requirements. There are some important areas indicate job performance that needs attention for further development.

11.2.5 Poor: fails to achieve target or meet deadline most cases, extremely poor in quality output, there is significant gaps in knowledge and skill. Currently the performance is unacceptable. There are important and critical areas to improve job performance.

11.3 Evaluation Process

11.3.1 The following areas will be assessed during the appraisal process:

- a) Employee's rated job performance.
- a) Employee's performance according to set criteria outlined in the appraisal form.

Human development needs including training.

11.1 Salary Increment

- 11.1.1 Employees rated as outstanding will receive at least equivalent to one month's basic salary plus 1 step salary increment (as per salary scale announcement).
- 11.1.2 Employees rated as very good will receive 1 step salary increment (as per salary scale announcement).
- 11.1.3 Employees rated as good/very good will get 1 step salary increment (as per salary scale announcement).
- 11.1.4 Employees rated as fair are not entitled to receive a salary increment if it is considered to be likely to improve professional knowledge and skill. Employees will be under observation for a period of 3 (three) months.
- 11.1.5 Employees rated as poor will not get any salary increment and will be put for a (six) months probation. Failure to improve performance within six months may necessitate termination from services as per termination policy.

11.2 Appraisal

- 11.2.1 The immediate superior will complete the annual performance appraisal format in discussion with the concerned employee, after regular analysis, discussion and evaluation over time. The discussion will centre on the accomplishment and performance of the period under review and future training and development needs. This discussion should be a two-way communication process, which should be constructive and conducted in a cordial manner. On agreement both the appraiser and appraisee will sign the appraisal format.
- 11.2.2 The head of the department will review the completed format and sign it. The format will be forwarded to the Human Resource Department for further action as applicable.

11.3 Appraisal Format

- 11.3.1 A copy of the appraisal format will be retained by the respective department/section in view of monitoring purpose. A copy of the same will be filed in the employee's personal file in the Human Resource Department.

11.4 Equal Employment Opportunity (EEO Policy)

It is the organization's policy to provide equal employment opportunity to all employees and applicants, irrespective of age, sex, religion, nationality, race, caste, creed, marital status, disability. This policy applies to all employment decisions, including those in

conformity with recruitment, appointing, training, promotion, compensation, working benefits, termination, disciplinary terms and conditions of employment, all of the policies are in consonance with basic and equal employment opportunity principle and other related laws.

This policy also includes gender mainstreaming which is programme activities to create an environment friendly and free of any discrimination in regard to women rights and gender issues. All employees are expected to be professional, respect each other as dignity of others.

10.1 Objective

- a. The policy aims to promote equal rights regarding gender in all spheres of management and bridge the wage gap and gaps between male and female.
- a. Encouraging women to be self-reliant and enhance the participation of women in all spheres of life.
- a. Demonstrate equal treatment and opportunity in decision-making.
- a. Aim to eliminate the discrimination and improve the status of women and provide necessary support to individual and create a great work environment for all employees.

10.2 Provision

- 10.2.1 Create and promote awareness among all employees about gender issues through training programmes, networking with partners and conduct of gender consciousness-raising among employees.
- 10.2.2 Recognize and take into consideration of gender equality in all employment decisions, including recruitment, appointment, training, promotion, compensation/benefits, termination, and all other applicable terms and conditions of employment.
- 10.2.3 To appoint a Gender Representative for each project whose responsibility is to address the gender related problems and concerns as well as help activities and concerns to the attention of management.
- 10.2.4 The Organization will endeavor to adopt and put in place measures to eliminate all forms of gender discrimination in the work place.

10.3 Responsibility

The management will be responsible for the following areas:

- a. Increasing awareness among employees on gender issues.
- a. Addressing any gender related concerns raised by employees and take necessary action and measures to resolve the problems.
- a. Integrate all aspects of gender into programme/s reports.

- Address gender equity training equal opportunities among male and female employees.
- Arrange for a group discussion among employees to identify gender issues in the organization and create strategies.

Supervisors /Managers are responsible for

- Training and education for employees on gender issues and create awareness.
- Identifying and addressing gender related problems or grievances arising at the work place.

15.0 SEXUAL HARASSMENT AND COMPLAINT MECHANISM

This policy aims to maintain an environment which is free from all forms of sexual harassment, intimidation and discrimination. It ensures any unwanted conduct sexual in nature (even if not sexual harassment) and sexual assault with other in all circumstances and would have anticipated that the person harassed would be offended, humiliated or intimidated, such conduct without disciplinary action up to and including dismissal. This policy covers all employees. The Company will not tolerate or allow sexual harassment, whether engaged in by female employees, supervisors, managers, clients and other non-employees who conduct business with the Company.

Employees have the right to enjoy the workplace free from any form of sexual harassment. The management will initiate sexual harassment as a serious offence and any employee found to have contravened the policy in any way sensitive subject to disciplinary action including termination.

Employees must immediately report any incidents that constitute sexual harassment, including discrimination to their manager/supervisor. Employees will not be dismissed or treated unfairly for raising a issue or making a complaint.

Unless specified otherwise, employees referred to in this policy means regular full-time or part-time, casual or contractual/contractors. This policy applies to all employees and any complaints lodged by former beneficiaries against any employees of the organization.

15.1 Definition

Sexual Harassment is defined as any unwanted sexual advances, including but not limited to, sexual advances and verbal (physical contact) which is explicit or subtle, when unwelcome, creates an intimidating, hostile, humiliating, working environment and contravenes employment terms and conditions.

Examples of sexual harassment include: forcing or invited to sexual or sexual advances, demands for sexual favours, sexual or gender related comments or remarks

document an employee's employment history, reported sexual jokes, advances or propositions, verbal abuse that sexual harassment claims concerns, responses or retaliation by the workplace, if sexually suggestive objects or pictures (

(if copies included document harassment in relevant paper);

Form of verbal abuse (sexual in nature) includes any words, attitude, expression or behavior or conduct any person of opposite sex who causes harassment by making one's position or status in the organization a matter of concern.

10.4 To make a complaint

If any one believes that life is being or has been sexually harassed (physical or verbal), should follow the procedure:

10.4.1 If an employee feels that life has been subjected to sexual harassment life should consult with a manager or a gender representative of choice and confirm whether the harassment falls under the definition of sexual harassment. If it does, a report shall have made immediately to higher superior or manager.

10.4.2 If an employee feels that life has been a victim of sexual harassment, life should immediately report the incident to higher superior or manager if willing. The report should include circumstances of alleged harassment, name of abuser, where and how in the past, date, time, etc. and that has clearly mentioned.

(any employee who believes that have been subjected to sexual harassment or intimidation is strongly encouraged to promptly bring such information to the attention of superior or the manager. All complaints should be treated with utmost confidentiality except insofar as possible under the specific circumstances and will be promptly investigated. If it is determined that sexual harassment has occurred prompt and appropriate action should be taken commensurate with the severity of the offense up to and including warning, suspension, and/or termination from employment.)

10.4.3 If the superior or manager is the reporting party, the report should be made to next level of management or directly to Executive Director. A complaint submitted directly to the Executive Director, may or may not be reported to the immediate superior's manager.

10.4.4 The individual complained may also call the assistance of a gender representative or manager of choice to follow through complaint.

13.2.1 Complaints should be made immediately and no later than 30 days from the date of occurrence/altercation. Anonymous complaint letters will not be treated as legitimate and will not be considered for any action.

13.2 Procedure to resolve a complaint

When a manager/supervisor receives a complaint or becomes aware of an incident that may constitute an sexual harassment and continues the organization's Equal Employment Opportunity and Policies, they shall follow the procedure 13.2.1. The concerned manager/supervisor or next level manager will bring the matter to the attention of the Executive Director. The alleged harasser will be treated with a strict no-contact policy together to separate lines of duty in writing/holding action, disciplinary action will be taken.

13.2.1 a. preliminary investigation may be conducted before issuing a "show cause letter". The findings of the investigation may be one of at the time of formal enquiry.

13.2.1 b. If the accused does not reply with the stipulated time, management will make a decision on the next course of action. Where the reply is unsatisfactory, a formal investigation will be followed through to arrive a enquiry.

13.2.1 c. The Executive Director and one senior officer manager will launch an impartial formal investigation of the complaint this will involve gathering pertinent information, interviewing the parties involved, both the victim and the accused also will be gathering evidence to determine if the harassment in question constitutes sexual harassment.

13.2.1 d. The proceedings will be recorded and signed by all parties involved including witnesses. Every if the complaint is found to be valid disciplinary action will be taken in accordance with the manual. At this stage, retaliation will not be permitted.

13.2.1 e. During the course of investigation the highest level of confidentiality should be maintained. The organization will provide necessary counseling , support services and advice where necessary.

13.2.1 f. The following types of action should be taken when sexual harassment is reported and disciplinary action is warranted.

- i. Written warning.
- ii. Suspension.
- iii. Investigation.
- iv. Termination.

13.2.1 g. If the alleged harasser is found guilty of sexual harassment s/he will be dismissed /terminated immediately from the organization.

10.6 Appeal to Higher Authority

Where the complainant is not satisfied with the action taken and s/he does not feel satisfied submitting the complaint as per section 10.5, s/he may submit a written appeal to the Executive Committee within 7 days after the first hearing. The Executive Committee will investigate the case further and give final hearing to the complainant within 90 days.

10.6 Appendix

- 10.6.1 Appointment Letter
- 10.6.2 Declaration for due payments to members
- 10.6.3 Mutual Declaration
- 10.6.4 Registration of Employment
- 10.6.5 Leave Application Form
- 10.6.6 Acceptance of Resignation
- 10.6.7 Release from Service
- 10.6.8 Release from Service
- 10.6.9 Change Hand-over/Relief-over
- 10.6.10 Clearance Certificate
- 10.6.11 No other Claims Statement
- 10.6.12 Attendance Register: morning, day and afternoon
- 10.6.13 Salary scale
- 10.6.14 Performance Appraisal Form
- 10.6.15 Job Grade scale

OFFER LETTER AND FORM**(To be issued as follows)****PROBATIONARY OFFER**

On this _____

We have _____

(Address) _____

Dear Sir/Ms. _____

With reference to your application dated _____ and subsequent interview with us on _____, it was pleased to inform you that you have been appointed as _____ with the organization effective _____ on the following terms and conditions (a job description is attached to this letter which retains the authority to amend/modify the job description as and when necessary).

Since GSI is a development and humanisation organisation, continuation of its activities is dependent on the Bangladesh Government's approval of projects and availability of funds for GSI. The position being offered to you is purely temporary until the disbursement which you may be subject to termination or release. You will report to the _____ as the person designated by him/her/another relative with _____.

1. You will be paid a basic monthly salary of Tk. _____ (_____ only) in words _____ (_____ only) and such other allowances as admissible under GSI rules. An estimated monthly income tax will be deducted from your salary, if applicable.
2. You will be probationary for a period of 3 (job) months from the date of your employment. On satisfactory completion of this probationary period, you will be informed in writing whether your employment has been made regular.
3. The probationary period may be extended for another period of 3 (three) months depending on your standard of performance. Should you not qualify for the job within the extended probationary period, your service will be terminated without any inquiries.
4. During the probationary period you may terminate employment or GSI authority may terminate your employment by 15 (fifteen) days' notice without assigning any reasons. On satisfying regular status your service may be terminated by 30 (thirty) days' notice in either party without assigning any reasons.

2. The **gross remuneration** or for selling working for the CDF needs of conduct or the CDF personnel laws and regulations, your service may be terminated without advance notice whether you are in probation or regular status.
3. During probation, your service may be terminated without notice due to unsatisfactory performance or unsatisfactory previous employment reference.
4. Your service may also be terminated for unsatisfactory police service medical reports. CDF will be free also authority in determining judgment in the concerned case.
5. You will be entitled to only those things taxable. That have been introduced by CDF or may be introduced during the tenure of your service.
6. Your work will generally be all hours or week and specific days and hours will be determined by your superior or higher designated authority of particular demands.
7. You will generally be posted at _____ but you may be transferred to work in any of the CDF projects in the country.
8. You will work hours of the following rates:
 - a) Service time (ST) You are entitled to a maximum of 18 (eighteen) working days of 08 in one calendar year, to the extent of the rate of 1.5 working days for per complete calendar month served. You will be allowed to carry over of a maximum 03 days from one calendar year to another but should be worked within month in the following year unless contract has provided.
 - b) Sick leave (SL) You are entitled to a maximum of 15 (fifteen) working days for complete calendar year, to the extent of the rate of 0.5 working days per complete calendar month served. This leave is not accumulative, absent this leave across the calendar period, the decision for additional period of leave will be made by the commanding or by higher designated authority on case basis.
9. You shall make a comfortable deposit or cashless money upon joining CDF. This amount will be Rs. _____ (Rupees _____ only). This amount must be deposited upon either commencement of a job offer from CDF. This sum will be deposited in a separate account and may be repaid with 03 (three) month's judgment of service consequent upon the external environment of the completion of one year service. If you are found to have debilitated credit money or other project funds, this deposit will be forfeited to CDF in whole or in part up to the amount debilitated or debilitated. In case of resignation after one year from the date of appointment or your own account, 10 (ten) days gross salary, basic salary + housing allowances + medical allowances will contribute to gratuity fund + any other allowances that may be introduced will be deducted as per the compensation manual recruitment condition of employment contract.
10. You shall be bound by CDF rules and regulations currently in practice and the new one that may be introduced in course of time.

If the above terms and conditions of employment are acceptable to you, please indicate acceptance by signing two original copies and returning one to us.

Yours sincerely,

(Signature with Name and Designation)

I agree to accept employment with CIE under the above terms and conditions of service.

(Date)

Signature: _____

Name: _____

CC: Executive Director, CIE
Concerned Director/Coordinator/Manager
Personnel file

DECLARATION FOR THE PARENTS TO RECEIVING

I (Name and Designation) _____ do hereby declare that on the event of my death to regular employees/CG in the form of my widow the under mentioned benefits has been authorized by me to draw the benefit/leave from CG in per CGI accordingly/with legal aid _____ and any amendment made thereafter and enforceable from my death.

Name of the nominee(s) with Father's name and address (street)	Relation with the incumbent	Percentage
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

It is understood that the above nomination will apply only in case of death due to regular employment. Payment due, if any, at retirement at termination and leaving CG before death will not come under the nomination.

I solemnly declare that the declaration is genuine and true and made in good sense and that in will unless I desire to make any change in writing before my death.

1. Name and signature of the employee _____

2. Name and address of the nominee for receiving benefits after death: _____

Name (as referred) that your nomination dated _____ has been received and recorded in the office.

Name and signature of the witness

1. _____

2. _____

Signature of _____
(Supervising officer)

Name _____

Signature _____

GDH
Release - Authorization

Self/Parent/Spouse/Child:

I (the family member) agree to crash helmet while riding motorcycle. In case of death or severe injury while on the road I will accept the penalty imposed on me by GDH according to GDH rules and regulations. I am fully aware that if involved in accident without wearing a crash helmet I will not claim for insurance or compensation from GDH or its insurance company for injuries on me or any other person(s) on the road during the accident.

Does any family member(s) should claim any compensation from GDH on my death.

Signature of employer

Name _____

Designation _____

Date _____

Signature of employee

Name _____

Designation _____

Date _____

CC: Personnel file

(To be based on letterhead)

Date:

To: _____

From: _____

Re: Reproduction of Employment

Dear Sir (Ms): _____

We are pleased to inform you that on recognition of your good performance during the _____ months' service/employment with GIL as _____, I now require with effect from _____ (insert date).

You are now eligible to be a member of the GIL Employees Provident Fund according to the provisions of the constitution.

All other terms and conditions of your employment will remain unchanged.

While thanking you for all relevant support, we would like to congratulate you on this occasion and expect distinguished and effective service from you hence.

Yours best regard,

Yours sincerely,

(Signature with
Name and Designation)

CC: Executive Director
Government Service Commission/Manager
Government Finance/Accounts Office
HR Secretary

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PERSONNEL REQUEST FORM

Programme/Project/Team/Office: _____

Name: _____

Designation: _____

Type of leave: _____

Number of leave days: _____

Beginning date: _____

Ending date: _____

Reason for leave: _____

Leave address: _____

Employee Signature: _____

_____ Date

Recommended by: _____
Signature

_____ Date

Approved by: _____
Director/Coordinator
or designated authority

_____ Date

PERSONNEL REQUEST LOG

Name: _____ leave: _____ taken: _____ (Y/N) _____ (Y/N)

Name: _____ leave: _____ taken: _____ (Y/N) _____ (Y/N)

Days of leave approved for other: _____ (Y/N) _____

Signature: _____
Personnel Requested

_____ Date

Signature of supervisor _____ Title of supervisor _____ Date _____

Actual date of return from leave _____ approved by _____
authority _____ (Signature/Coordination) _____ (Signature)

Employee Signature _____ Date _____

Note:

1. Complete this form in duplicate, attach signature of supervisor and submit personal records unit (PRU) for recording document only.
2. PRU will forward the form in duplicate for the signature of Director/Coordinator delegated authority for approval.
3. The signed form then will be returned to PRU for record.
4. On return from leave, employee is to report to personal records unit.

(to be used as follows)

Date:

To: _____

From: _____

Title: **Acceptance of Resignation**

Dear Mr./Ms. _____

Your resignation submitted on _____ has been accepted, effective as of _____.

Please deposit all ICRs properly lying with you to _____ and complete departure formalities (severance from all accounts, e.g. accounts, library etc.) before you submit you release.

Thank you for your service with ICR.

Yours sincerely,

(Signature with name
and designation)

CC: Executive Director
(Concerned Director/Coordinator/Manager
(with account _____)
Account Manager
HR Secretary
Finance file

(To be completed by you)

Date:

To: _____

From: _____

Subject: Retirement from service

Dear Sir/Ms. _____

It would like to inform you that you have completed 25 or 30 years of service with _____ (GSI or _____ GSI)* you have accumulated years of age are _____.

It is now decided to release you from service with GSI on retirement ground with effect from _____ You will receive your retirement benefit as per GSI service rule.

Please deposit all GSI property, if any belonging to you to _____ and complete discharge formalities (insurance, bank of accounts, etc.) before you submit your release.

Thank you for your service with GSI.

Yours sincerely,

(Signature with Name
and Designation)

(CC) Executive Director
Government Director/Commissioner/Manager
(With concerned _____)
Accounts Manager
Personnel file

* Please use only appropriate portion as applicable

(Printed on an official stamp)

Date: _____

To: _____

From: _____

Subject: Release from service

Dear Mr/Ms _____

I regret to inform you that your service with GSE being no longer required is hereby terminated and you are therefore released with effect from _____ (1)

Please deposit all GSE property lying with you to _____ and complete departure formalities (clearance from all concerned, e.g. accounts, library etc) before you submit your release.

Thank you for your service with GSE.

Yours sincerely,

 (Signature with name
 and designation)

CC: Executive Director
 Command Director/Commander/Manager
 (if concerned _____)
 Accounts manager
 Records file

(1) As per order

Annex 1: Form for the transfer of property

We, the undersigned do hereby transfer/take over charges with the following Real/Personal property, viz:

(Particulars)

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

It (a separate set can be affixed with signature(s)) by both **Stipulants** as and when required)

Charges handed over by:

 (Signature with
 name and designation)
 (Capacity)

Date: _____

Witness:

1. Signature with name and designation:
2. Signature with name and designation:

(C) Special Officer
 Concerned Director/Commissioner/Manager
 Concerned account manager/Programme manager
 Person file

Charges taken over by:

 (Signature with
 name) and

Date: _____

ASSIGNMENT CONTRACT

I the undersigned do hereby declare that this Programme/Service has no underlying share in or on _____ (Name, Designation & Location) nor is any asset/ property held with/in/with.

Signature of Issuing Officer
(Name, Designation and Location)

Date: _____

Signature of Recipient (In concerned Programme/Service office name):

(Name, Designation and Location)
Date: _____

CC: as appropriate

(to use in letterhead)

to: (The Executive Director,
Lawrence Berkeley Corporation)**RECEIPT FROM DONOR**I, _____, received from CBE an amount of \$_____ (Date: _____)
(see first settlement of my daughter's work as follows):**(Particulars)**

1. _____	To _____
2. _____	To _____
3. _____	To _____
4. _____	To _____
5. _____	To _____

Description (if any)

To _____

Total To _____

I do hereby declare that I have received the above amount through cheque
No. _____ and have no further claim or demand towards CBE.

Date: _____

Signature: _____

Name: _____

Designation: _____

Witness:

1. Name _____ and _____ Signature _____

2. Name _____ and _____ Signature _____

Note: This form is to be completed by Account/Finance Section and signed by the donating staff.

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Attendance Register
(2022/2023)

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Notes:

Sl. No.	Name	Designation	Grade	Signature	Remarks

Salary Scales

Attachment 02

2023 UNEMPLOYMENT SERVICE

GRADE	JOB TITLE
1	Temporary Worker
2	Project Clerk (Local Assessment) / HR Clerk / Monitoring Clerk / Technical Staff (Director, Assessment, Engineering)
3	Assistant Project Coordinator / Assistant Program Manager / Assistant Coordinator (HR) / Staff Coordinator (M.A.P.) / Assistant Coordinator (Training)
4	Project Supervisor (Finance and Admin. Affairs) / Assessment/Field Supervisor / Staff Facilitator (Party) / Field Officer
	Assistant Assessment / Staff Facilitator / Field Officer
5	Staff Supervisor / Project Supervisor / Program Supervisor
7	Assistant Staff Supervisor / Assistant Project Supervisor / Assistant Program Supervisor / Staff Assistant / Office Assistant
8	Driver / Mechanic
9	Driver / Messenger / Clerk / Cleaner / Porter

Note:

The Executive Director will not fall in any of the above-mentioned grade. The Executive Committee will decide on the remuneration and other benefits/ facilities.

Name of Employee	Designation
Deptt. / Project	Posting Date
Name of Supervisor	Current Salary
Appraisal period from _____ to _____	Appraisal date: _____

PERFORMANCE RATING

Grades	Index	Remarks
Outstanding	5	Considerably exceed the expectations and job requirements of the position.
Very Good	4	Producing good and quality results that meet the requirements.
Good	3	Performance is acceptable and satisfactory meets job requirements.
Fair	2	Partly meets the job requirements, there is some shortage and top is satisfactory. Need to put more effort for improvement.
Unsatisfactory	1	Current performance is poor and unacceptable.

Performance Indicators	20	25	30	35	40
1. Quality of Work (Completed with accuracy, attentiveness and time taken)					
2. Skill Knowledge (Acquired knowledge and understanding about procedure & methods)					
3. Initiative (Performance, creative and problem solving ability without assistance)					
4. Attitude (Team player, personality, positive attitude, respect others opinion)					
5. Interpersonal relationship (Cooperative & helpful to others, accept ideas from others)					
6. Communication (Good to others, well heard verbal & written communication skills)					
7. Learning (Proactive, capable to learn and process & can apply to achieve result)					

I. Planning & organizing for team planning (over the monthly defined goal with effective communication & define group activities to achieve goal)					
II. Decision-making (learning alternatives with team supervisor to achieve goal)					
III. Team work (encourage participating team work to achieve target defined goal)					
Total score					

Area of development recommended for the Employee by the Supervisor:

Recommendation (comment with bonus/increment and demerit/increment)/No comment

Supervisor's Signature and Date:

Employee's comment & signature with date:

Approved:
Executive Director

