IDO HRM Policy

SECTIONA: GENERALEMPOYMET CONDITIONS

General Employment Conditions

IDO is a National level non- govt. non-profitable and non-political voluntary development organization. IDO is permitted to work whole over Bangladesh. It was established in 1993 in Sagardari area of Keshabpur Upazila of Jashore District, southern part of Bangladesh with an aim to promote the socio-economic status of the rural poor disadvantaged people emphasizing the women and children through concretization, capacity building, institution build and capital formation as well as imparting felt-need based problem solving programs. It believes in non-directive, bottom up, integrated and participatory development framework and works as a catalyst with its targeted people. IDO strategies in accordance with the philosophy of alleviation of poverty and empowerment of the poor, emplaning the women, disable and children. The organization IDO came into being through the grim struggle of a band of dedicated, landless leaders and number of energetic young social workers. The organization had a very stormy journey since its inception unparalleled in the history of NGO movement of this country. The organization stood the best of time and is now gradually thriving. IDO has by now earned the status of National NGO, well known at home and abroad. All these has happening with the help of dedicated staffs and volunteers to derive poverty, illiteracy, and malnutrition. IDO is working for last 20 years in the field of Education, Training, Water & Sanitation. Agriculture, Fisheries, Livestock, Micro-Credit, Health, Nutrition, HIV/AIDS, Socio-economic Development & Disaster Management. .

Vision:

Established and empowered rural and urban poor and vulnerable people, specially the women, distressed, disables, adolescents and children can live in a peaceful, judge full and harmonic society and integrated in the main stream of national development and poverty alleviation.

Mission:

To establish the poor and vulnerable people, especially the women, disables, adolescents and children in the society through building capacity, people's institution, capital formation, utilization of local resources and imparting felt-need based problem solving programs that will make them capable, self-sufficient, self-governed, and self-initiators involving highly qualified, skilled and experienced personnel.

Goal:

Promoting the socio-economic, environmental and cultural status of the rural and urban poor and underprivileged people, emphasizing the women, disables, adolescents and children and also empowerment through undertaking appropriate and sustainable programs.

The organization is registered with (Name of the registration authority) and (if more than one or multiple affiliation and/or registration).

IDO is registered with the following Departments of the Government of Bangladesh:

SL No.	Name of the Registration Department	Registration No.	Date.
01	Department of Social Services	DSS-J-324/93	23-12-1993
02	NGO Affairs Bureau	FDO/R-1658	28-08-2001

1. PURPOSE AND SCOPE:

IDO being a registered Non-Government Organization has been functioning since 1993 of for a number of year's past under the guidance and administration of a Executive Committee reconstituted from time to time as per the Memorandum and Articles of Association and also Organizational Structure. It has been functioning for the welfare of the people of Bangladesh and for carrying out its aims and objects it has been operating by employing employees/staffs, both National and Expatriate Volunteers. The aims and objects can be better meaningfully achieved if balanced atmosphere of mutual confidence and good will can be created between the Employees/staffs and Management and also if mutual cordiality and co-operation can be had between them.

In order to protect the interest of all concerned the organization always used to maintain "CONDITIONS OF SERVICE" for its employees/staffs, which were amended/modified from time to time.

2. TITLE AND APPLICATION:

These Conditions shall be called the "CONDITIONS OF SERVICE" of IDO and shall apply to all employees, both Nationals and Expatriates employed in any office or Branch or Project of the Organisation. These "CONDITIONS OF SERVICE" shall come into force at once. Once coming into force of these conditions every Senior Staff/Area Manager Grade V-VII will be given to study and return. But they may go to the Senior Staff who will have a copy of this. For clarification of any clause as and when required. To lower grade staff this will be explained in Bangla. All staff will sign a declaration that he/she will abide by the same in word and spirit.

3. DEFINITIONS:

In these "CONDITIONS OF SERVICE" unless there is anything repugnant in the subject or contest:-

IDO means Integrated Development Organization.

Executive Committee means the Executive Committee of IDO as constituted or reconstituted from time to time.

Executive Director means the Executive Director of IDO as appointed by the Executive Committee as the Executive Head of the whole organization.

Authority or Management means the Executive Director or the Executive Committee as the case may be.

Employee or Staff means any one employed in any Office or Branch or Project of the organization in any capacity and on any scale of pay from among the Nationals of Bangladesh or Expatriates except the Executive Director.

Family means and includes wife or husband, children, step-children, adopted children and parents residing with and wholly dependent upon any employee.

EXPLANATION – Not more than one wife is included in family for the purpose of these "CONDITIONS OF SERVICE".

Pay means the amount drawn monthly by an employee as pay, but it dose not include House Rents, Medical Allowance and other allowances, if any.

Subsistence Grant means half of pay and full amount of House Rents, Medical Allowance and other Allowances, if any.

In these Rules singular number will mean plural number and vice versa, and masculine gender will mean feminine gender and vice-versa.

HRM Policy Mission & Vision:

Mission, Vision, Operating Principles, Values

We, the members of the IDO of Human Resources, hereby articulate a mission and common vision that help us define our purpose and direction. We will strive to abide by and keep in mind the following operating principles and values.
Mission:

To support the organization's effort in attracting, developing, retaining, and engaging a high-performing workforce in support of excellence in the organisation's mission, while promoting diversity, equity, civility, and respect.

Vision:

An inclusive Community of integrated partnerships for human resources collaborates actively with organisation leaders to maximize organizational performance and engage world class staffs.

Be a strong, client-focused, service-oriented organization.

Pursue quality in the development and implementation of human resources practices to the extent that we become a world-class leader in the field of human resources.

Lead the university in becoming an inclusive community.

Design and implement processes/procedures that are unobtrusive and take advantage of state-of-the art techniques and technologies.

Consult with department managers and supervisors in the management of human resources under their leadership and facilitate their ability to make decisions.

Serve as a resource to employees in supporting them to make informed decisions regarding work and life issues.

Be an open organization in terms of sharing information with each other and clients while respecting the need for confidentiality.

Foster the development of the human talent of the university to maximize its contribution to teaching, research, patient care, and service.

Develop, communicate, and implement best practices in human resource policies, programs and processes.

Create comprehensive solutions to assist work groups with transforming to a high performance culture.

Serve as a model of service excellence, teaming, change management and innovation.

Provide leadership in creating an inclusive, supportive and healthier work environment to enhance quality of life for all employees.

Strategic Goals:

Assure the quality and diversity of our workforce through the recruitment, retention and engagement of talent at the organisation.
Empower leaders, managers and supervisors in managing human resources effectively to enhance our investment in human capital.

Values:
Our attitudes and actions will be driven by the following values:

IDO's actions are driven by the principles of equity, transparency, openness, sustainability and environmental protection. IDO as a development change maker preaches and practices certain organisational values. These include:

Actively encourages its people reach to their highest potential: requiring its staff to create opportunities and make resources available for the benefit of IDO's beneficiaries

Practice high degree of self-discipline: requiring each of its individual staff members to be the role model for others

Neutrality and non-political: requiring its staff members to be objective and unbiased to deal with people, situation and decisions.

Cost consciousness: recognizing that resources are limited and the best use of them has to be made.

Indiscrimination in respect to religion, class, cast, and gender: requiring its staff members to treat people as individual with honour, respect and appreciation.

(Add, delete and/or modify such value…)

Mutual Respect:

Respect each person as an individual. Accept and value differences within our organisation community. Extend our respect to both our clients and ourselves.

Integrity - Personal and Professional:

Adhere to the highest ethical and legal standards. Act responsibly with a commitment to conscientious and productive performance. Commit to a spirit of collegiality with an emphasis

on both cooperation and collaboration by taking responsibility and ownership for our actions and behaviors.

Inclusion:

Maintain an atmosphere of open communication. Strive to increase our awareness. Stay curious, check our assumptions and find creative ways to incorporate differences into the development and implementation of policies and procedures.

Fairness/Equity:

Apply organisation's policies consistently across all members of our community, with sensitivity to the diverse "nature" of our clients and environment.

Excellence:

Understand our business and how it relates to the needs of our institution. Attain the highest quality outcomes in our efforts. Respond with efficiency and effectiveness.
Service Orientation:

Offer services and expertise to our clients with caring and a commitment to helping. Be approachable and empathetic and use our abilities to listen in our efforts to assess and respond to our clients' needs.

Learning:

Commit to our ongoing personal and professional growth. Expand our skills and Mission. & Vision knowledge in ways that contribute to our continual development in an era of dynamic change. We will accept feedback as an opportunity to learn.

Operating Principles:

In order to achieve our vision we will:

Be a learning organization that identifies with the work of our clients by providing innovative, flexible and timely delivery of services.

Be a partner with the senior administration of the organisation in developing and implementing human resources policies, practices and services that are cost efficient, effective and add value.

Monitor legal and regulatory developments and be mindful of constraints they may create for the organisation.

Anticipate the effects that developments in the world external to the organisation may have on the organization.

Challenge each other to achieve excellence.

Encourage exchange of different ideas and perspectives, utilizing conflict as an opportunity for creativity and innovation.

Encourage and support risk taking among human resources team members to facilitate their professional growth.

Recognize, value and reward collaboration, teamwork, & superior results in streamlining human resources operations and support to meet the organization's changing needs.

Provide career advancement opportunities, career pathways and job transfer strategies for staff growth and development

IDO will seek to encourage the potential employees and members to become part of the management structure/team and will ensure that access is fully available to all without regard to their gender, physical ability, religious affiliation, caste and class. However, for some positions, purposive requirements for either male or female will be specified during recruitment. IDO would apply these principles in its recruitment and management of employees. It would ensure that the recruitment policy of the organisation is followed.

By accepting employment with IDO, the employee agrees to abide by the authority of staff structure and co-operate with his/her colleagues and superiors according to the employee's job description and title classification. Staff members are to exercise the utmost discretion in all matters of organisation's business. They shall not communicate to any person any information known to them by reason of their official position, which has not been made public, without the authorisation of the Management, nor shall they use such information to personal advantage. These obligations of a staff member not even cease upon separation from IDO.

General commitments towards employment:

IDO promotes and believe in: Safe workplace environment:

It is the responsibility of IDO to provide a safe and healthy workplace, free from hazards. To ensure that, IDO shall use work practices, methods, processes and means that are reasonably adequate to make the workplace safe. IDO shall not allow illegal DRUG to use in any form at workplace. IDO shall prohibit its employees from using tools and equipments that are not safe. It will establish, supervise and enforce rules that lead to a safe and healthy work environment. IDO would strive to protect its employees from any kind of harassment and/or abuse while on duty.

Anti Trafficking:

To align with national and international declaration and commitments, IDO would follow a zero tolerance policy on Trafficking in Persons. Any person employed by IDO shall not: engage in severe forms of trafficking in persons, procure commercial sex acts, involuntary servitude and sex trafficking or use forced labour. Participation in these acts will result in disciplinary action up to and including termination, and/or other penalties.

Disability/differently able:

IDO to its commitment by promoting the participation and equalization of opportunities of individuals with disabilities/differently able. It is to increase awareness of issues of people with disabilities both by fostering a climate of non-discrimination against people with disabilities; and to support national /international advocacy for people with disabilities.

Child Protection*:*

IDO organization believes in the right of all children to be protected from all forms of abuse, neglect, exploitation and violence, as set out in the *UN Convention of the Rights of the Child (CRC) 1989.* It will strive to protect all children from abuse and exploitation, encourage to fulfil their highest potentials, and to challenge inequalities.

IDO, under any circumstances, would not allow its stakeholders to involve in abuse-verbal or physical or the threat of such with children. It will encourage its stakeholders so that their voice is heard and views are acknowledged. IDO would maintain the following principles while come across with children:

> be aware of situations which may present risks and manage these;

> plan and organise the work and workplace so as to minimise risks;

> as far as possible, be visible in working with children'

> ensure that a culture of openness exists to enable any issues or concerns to be raised and discussed; and

> empower children-discuss with them their rights, what is acceptable and unacceptable, and what they can do if there is a problem.

IDO will not allow its employees to:

> hit or otherwise physically assault or physically abuse children;

> develop physical/sexual relationships with children;

> develop relationships with children which could in any way be deemed exploitative or abusive; or

> act in ways that may be abusive or place a child at risk of abuse.

Anti-Drug and Alcohol Policy:

IDO maintains an environment free from controlled substances (drugs) and alcohol induced impairment. The organization policy is against to manufacture, distribute, disperse, possess or use controlled substances by any staff while engaged in work activity. It is also against Organization policy for an employee to be under the influence of alcohol while at work.

Anti-Terrorist Financing*:*

IDO is a non-political and non-violent organization. IDO will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in any terrorist acts, or has committed, attempted to commit, facilitated, or participated in Terrorist acts.

HIV & AIDS Consideration:

IDO ensures a uniform and fair approach to the effective prevention of HIV & AIDS among staff and their families while at the same time ensuring a comprehensive management of STI and HIV-Positive staff and those living with AIDS, if any. The management of IDO acknowledges the seriousness of HIV &AIDS epidemic within Bangladesh and globally with its impact on the workplace (severity). They share the understanding that AIDS is a chronic, life threatening disease with social, economic and human rights implications. IDO seeks to minimize these implications through a comprehensive, proactive HIV/AIDS workplace program & commits itself to providing leadership in implementing such program (susceptibility).

IDO is committed to create awareness on HIV & AIDS epidemic, remove stigma surrounding HIV & AIDS for those infected, promote safer sex through condom distribution and equip its staff with counselling skills and provide care with the staff and people living with HIV & AIDS.

Gender policy and Issues:

In addition to clause mentioned below, Gender policy of IDO must be adhered to by the concerned staff and officials of IDO.

Equal Opportunities:

IDO will provide equal opportunities for women employees with the same qualifications and experience. Women staff members will represent at least 30% at the program management level.

Purpose of the Manual:

This manual presents the standard procedure and policies of personnel management of IDO. This is a comprehensive HRM manual of IDO that includes services rules, recruitment policies, administrative rules and staff development/training aspects. This is a guiding rule for all staff members of IDO, which serve the interest of both the employer and the employees.

Each section of this manual defines the policies and procedures of personnel management, however, not all events can be incorporated & defined. As such, under special cases, management shall try to remain true to the intent of welfare of the employees of IDO.

Process of Updating:

The HRM manual of IDO is not a static document; it is expected to review and update time to time to be a living and evolving document. The Executive Committee of IDO will review the proposals from the Management, to be submitted as and when required or when amendments becomes essential for the interest of the organisation and its staff, and take appropriate decision. All appointments and decisions made before the commencement of these Rules shall be deemed to have been made and given effect to under the present Rules and deviation or inconsistencies, if any, will be treated as an exception which would fall under discretionary authority of the Executive Committee of IDO.

The clauses mentioned in this manual shall be applicable to all, full/part time employees including the employees in contract service.

The Executive Committee/Chairman may make exception to the operation of any of the clauses of this manual, should circumstances so demand in the profound interest of the organisation. However, The Executive committee of IDO shall be the lone source of all authorities in regard to framing, changes, amendments, exception, illustration and interpretation of the Rules. However, IDO will normally review the HRM manual every five years.

Each employee of IDO must receipt a copy of this HRM manual and read it carefully. An acknowledgement receipt is presented in the Annex-!

Definition of terms:

Allowance is generally used as fringe benefit in this manual

'EC' means Executive Committee of the Organisation.

'HRM' means Human Resource Management.

'CHAIRMAN ' means the Chairman of the Executive Committee.

'ORGANISATION ' means IDO.

'COMPETENT AUTHORITY ' in relation to the exercise of power or performance of any function means the Board, the Chairman, the Executive Director/Chief Executive or any other person duly authorised to perform such duty.

'DEPARTMENT/SECTION' means any department/section of the organisation specified by the Competent Authority.

'EXECUTIVE DIRECTOR (E.D)' means Chief Executive Officer or Head of the organisation by whatever name he/she is designated.

'EMPLOYEE' means an officer or a staff in any grade of the organisation whether temporary, permanent or on contract or on probation.

Provident Fund – "PF" is a scheme subscribed by the employees of IDO and governed by a board of trustees

Gratuity Fund – is a scheme managed by a trustee board of IDO

'STAFF' means an employee of the organisation other than an officer.

'PROBATION' means a specified period for which a person is appointed before confirmation.

'SERVICE' means carrying out duties/responsibilities provided to employee/staff efficiently at consideration (salary) decided against services with the organisation.

'EMPLOYER' means IDO.

'MONTH' means a calendar month of Christian era.

'GRADE' means hierarchical stages incorporated in the organisation.

'COMMITTEE' means a committee for specific purpose as constituted by the Board or by Competent Authority.

Organogram:

The Organogram indicates the management and personnel structure of IDO. It shows the vertical and horizontal relationship among the staff. The Organogram is set out as Annex-II, which will be reviewed and revised from time to time with the changing requirements of the organisation.

Reserve Clause:

The Management of IDO reserves the right to add, amend or delete issues of this manual from time to time in consultation and with approval from the Executive Committee. In case of any ambiguity, interpretation by the Management will be full and final and binding on all the staff members of the organisation.

Effectiveness:

Upon being duly approved by the Executive Committee, these new rules come into operation from Day Month and Year.

SECTION B: PERSONNEL PROCEDURE AND POLICY

Classification of Employees:

Employees are classified according to their contractual status. IDO has 11 categories of staffs as follows:

Regular staff/Core Staff

Project staff

Temporary Staff:

Part-time staff

Contractual Staff

Volunteer.

Permanent staff:
Permanent staff members are the core staffs of the organization and their employment is not linked with a project. However, they can be deputed to a project (on full time or proportionate time basis) for a certain period of time or for a-project duration. The Executive Committee/ Management will identify particular position/person to be eligible as permanent staff.

Project staff:
Project staff members are those who are employed against project vacancies and the duration of their employment depends on the duration of the project. They are the full time employees.

However, IDO management strives to retain competent project staff provided there is a provision in other projects in IDO.

Temporary Staff:
Staff members recruited on time bound basis or assignment based for a shorter period is called 'Temporary Staff'. They can be recruited both for organizational purpose or any project purpose.

Part-time staff:
They are temporary staffs. Part-time employees or workers are those who work less than 8 hours a day. That is less than 48 hours for 6 working days in a week or 40 hours if it is less than 40 hours for 5 working days in a week.

Contractual Staff:
They are temporary staffs. Contractual Staffs are those who are hired for a specific assignment. In other words, an employee, who is hired on temporary basis, for completion of a specific job within a specific time frame and after completion of the contract, whose service contract automatically, expires. Normally the period of contract will be for a maximum of one-year period, which also can be renewed on yearly basis.

Volunteers:
Besides, IDO may wish to engage Volunteers in the organisation under specific terms and conditions. Volunteers are individuals who work at development organizations out of their own choice or have been deputed at NGO by other organizations. They are assigned tasks from time to time as deemed necessary by an NGO. In case of IDO, if deemed necessary to engage a volunteer, it will have a limited contract with the volunteers with or without any compensation. They will not be considered as any form of employee in the organization. However, in case of field visit the volunteers will be entitled to travel cost and per-diem as per organization policy.

Category/Grading of Employee:
IDO has VIII categories of staffs. They are classified in VIII grades. The matrix below depicts different categories of staff corresponding to their existing designation.

Grading of Staff (sample)

Grade	Designation	Minimum qualification
I	Executive Director	Educational qualification minimum Graduate, Masters Degree, Ph. D and at least 15 years practical experience in the live of NGO activities relating to (Management, Administration, HRM, Gender, Finance, Communication and Programs) and specialized trained on related subjects
II	Director (Program, research and Training, fisheries, livestock, agriculture etc.) Director (Finance and Administration)	At least graduate, Masters, Ph. D. and at least 10 years practical experiences in NGO activities relating to (Program, research and Training, fisheries, livestock, agriculture, Finance and Administration) and specialized trained on related subject.

Grade	Designation	Minimum qualification
III	Sr. Admin/HR Manager Public Relation Manager Sr. Project Manager (At least five years as Project Manager)	At least graduate, Masters and at least 8 years practical experiences in NGO activities relating to HRM, Finance, Public Relation etc.
IV	Project Manager/Coordinator Training Manager Assistant Project Manager/Coordinator Sr. Accounts officer Sr. Project officer	At least graduate, Masters and at least 7 years practical experiences in NGO activities relating to Program, research and Training, HRM, Public relation, finance, management, administration, fisheries, livestock, agriculture etc.
V	Project Officer Field Facilitator/Organizer Accounts Officer Public Relation officer HR Officer Training Officer	At least graduate, Masters and at least 7 years practical experiences in NGO activities relating to Program, research and Training, HRM, Public relation, finance, management, administration, fisheries, livestock, agriculture etc.
VI	Field Officer Project Supervisor Admin Assistant Data Entry Operator Assistant Accountant/Cashier Purchase Officer Trainee	At least Intermediate, graduate, Masters and at least 5 years practical experiences in NGO activities relating to Program, research and Training, HRM, Public relation, finance, management, administration, fisheries, livestock, agriculture etc.
VII	Messenger/Peon Driver	At least SSC and at least 1 year practical experiences in NGO activities & related activities.
VIII	Office Guard Office Cleaner	At least VIII and at least 1 year practical experiences in NGO activities & related activities.

While the above are the formal positions, all staff must be prepared to do all the tasks involved in the work of IDO to the best of their ability as and when called upon. IDO may operate through the temporary hiring of competent professional/person to specific Program works.

Recruitment:

Recruitment of regular staff shall be made only against the vacant positions as approved by the Executive Director/Executive Committee. The competent authority of IDO must develop a proposal for recruitment against a vacant position. The recruitment process will take place as per recruitment policy narrated in the related section.

Job Description:

All employees will be provided with a job description at the time of joining. If an employee does not have one, he/she must inform his/her respective Supervisor. Job description must comprise an overall description of the post and list of all the principle accountabilities of the jobholder. The job description may be revised after the probationary period, or may be revised at any time to reflect changing patterns of work. (A sample format attached)

Performance review and increment**:**

Performance of each employee will be reviewed annually. IDO will follow annual increment based on performance appraisal of staff. The maximum limit of annual increment would be 5% raise on (gross)/Basic salary. The immediate supervisor upon adequate discussion with the appraisee will initially conduct the performance appraisal. The appraisee will prepare the performance data and basic information in congruence to the respective job description and program/activity plan. This would ensure participation of the employees in the appraisal process and would bring an amount of objectivity in the subjective process. This also would allow the appraisee to assess him/her performance in the overall organizational context. Apart from this, the appraiser would respect the outcome of the appraisal and at the same time, the appraiser would also be realistic and sensitive in decision-making. Nevertheless, the appraiser would be able to compare the performance between the employees of similar level.

A reviewer nominated by the competent authority, which usually is the supervisor of the appraiser, will again review each and every appraisal. This would serve as a check point to avoid any bias in the process. The outcome of the performance appraisal will be linked to the staff development and reward system of IDO. A standard performance management system is presented in the annex-!!!)

Promotion:

Promotion, or the advancement of a staff member to a post of higher grade, results either from reclassification of post or reassignment to another post with greater or different responsibilities. In that case, the salary of the promoted staff will be readjusted with the higher grade. Process followed for promotion will be as follows:

Promotion cannot be claimed as a matter of right. It must be based on merit, performance, qualification, ability, as well as availability of a suitable vacant position.

If a position becomes vacant or a new position is created, IDO employees may apply for reassignment and/or promotion. They will automatically be short listed for interview.

No employee shall be eligible for promotion unless s/he completes two years of service in the existing post, provided however, management may recognizes exceptional performances of an employee in extra-ordinary circumstances, for promotion before completion of two years.

All reassignments must be done in consultation with the immediate superior and/or competent authority and approved by the EC/ED.

Transfer:

Any employee may at any time be transferred from one section/project to another or from one location to another location depending on the requirement and greater interest of IDO.

In such case, advance notice will be served to the concerned staff giving minimum fifteen days' time for his/her preparation. However, in case of emergency, respective division head may take decision of shorter notice with the approval of Chief Executive.

For moving to his/her duty station, IDO will bear the minimum travel cost of the employee including immediate family members (Spouse and children) as per entitlement according to travel policy.

Organization will also bear the actual transport cost irrespective of any grade for shifting of the personal belongings to the new duty station.

The employee will be allowed 3 (three) working days with full pay to move his/her family to new duty station and settle up.

SECTION C: RECRUITMENT POLICY

Recruitment:

General Principles:

Recruitment is the process of searching for prospective employees and stimulates them to apply for jobs in the organization. In other words, it is the process of finding and attracting capable and qualified applicants for employment. The process begins when new recruits are sought and ends with the final selection of the candidates. The primary purpose of any recruitment is to find t the most competent applicants and choose those individuals who are best qualified for employment.

Recruitment is made based on need assessment by the organization. However, a person below 18 years of age will not be recruited. The Executive Committee will appoint the Executive Director when a vacancy occurs. Existing staff members of IDO will get preference for advancement if they qualify for the post/position. The differently able persons are also encouraged to apply provided they are capable and competent for the post advertised.

Approval for Recruitment:

The recruitment of staff can be made on the basis of budgetary allocation or extra budgetary options. In all cases ED/Executive Committee will approve recruitment in all positions in IDO. Specifically, in case of recruitment necessities, respective project/department head will consult with the Donor and the Executive Director about requirement. The Executive Director should approve Job description, qualifications, experience and budgeted/projected salary. In case of educational qualification, the higher degree will get preference. The competent authority can forward proposal for recruitment as per budgetary provision. The ED may seek guidance and concurrence from the respective donor and EC, to fill up certain positions in IDO.

Source of Recruitment:

IDO reserves the right to hire competent staff both from internal and external sources.

Internal source:

Job rotation/transfer

Job enrichment/promotion

Existing employee referral

External Source (new entry):

Advertisement in daily newspapers

Advertisement on different job sites

Head hunting candidates through placed advertisement on notice board of different/ similar organizations.

Internal (IDO) Staff can also apply

Developing the vacancy Announcement/Advertisement**:**

For newly created positions, the concerned Program Head/Coordinator/Director will formulate job description. For existing positions, previously developed job descriptions can be used. If necessary those can be reformulated in the light of new requirements. Based on the job description administration and finance division will develop the advertisement to publish in newspapers and other media.

The advertisement should contain brief description about IDO, required educational qualification, work experience, indicative compensation package, and the job requirements i.e. what is expected from the suitable candidate/incumbent for the position.

Minimum information required in the application-brief information on the candidate's education and experience, her/his special achievements, and preferably a note on why s/he thinks s/he is suitable for the position (Only for professional positions of Staff Grade I-VI)

The candidates should be given at least two weeks time to respond to the advertisement. However, for urgent recruitment, shorter notice can be given as an exceptional circumstance with approval from ED. The ED/EC will approve the advertisement before publication.

Announcement of Vacancies:

For Positions requiring Professional Background, announcements will be made in a national daily and/or in the website of IDO. Such announcements can also be made available in bulletin boards of some relevant national and international development organizations in Dhaka.

The advertisement should be made, preferably on weekly holidays or on those days when the newspapers have a special feature on Employment Advertisements. Junior positions may be advertised internally. The HR division or Administrative section will perform the responsibility of publishing the advertisement wherever necessary. (A sample vacancy announcement is presented in the Annex-!).

Composition of Recruitment Committee:

For every requirement there will be a committee wherein following persons will act as members.

Executive Director/a nominated person by ED/CEO

Project in-charge/Project Manager/Coordinator

Finance Head

EC nominee
…..

However, EC may reconstitute the recruitment committee at any point time. It can include external resource person and/or EC committee. In any case, total member of the recruitment committee will not exceed five.

In case of junior/field staffs the Executive Director or his/her nominee and respective Project in-Charge/Project Manager will be in the committee. Any one of the committee members may nominate any other staff in-lieu of her/him.

Pre-selection/ Screening/Short Listing**:**

The Management will formulate criteria for screening/short listing of candidates if too many of them meet the minimum requirements as advertised. A selection Committee will pre-select the candidates for a written test. No more than 30% times of the number of posts will be pre-selected. However, for professional category staff (grade I to VI) at least 30 candidates should be short-listed for a single position. The Committee will agree on the criteria after the applications are sorted out. Some screening/short listing criteria may be:

Academic Achievements;

Relevance of experience to the position advertised;

Present organisation and position of the applicant;

Potential to take additional responsibility;

Social and cultural background;

Salary expectation.

Issuance of Interview/written test card:

The short listed candidates will be communicated in writing about the date, place and time of written test and/or interview. The written test/interview date will be fixed at least after 15 days of delivery of interview card to ensure that everybody receives the card and can take minimum preparation. In case of urgency in recruitment, IDO can also invite candidates through e-mail followed by telephonic message or call.

Recruitment Process:

The recruitment process may include both written and viva. Besides, incumbent's computing capacity test may be arranged.

Written test:

A written test will be arranged to find out the knowledge level and communication skill of the interviewees. Written test samples will be different for different levels/categories. For a managerial post, written test will focus on the managerial duties/responsibilities, command of English both written and spoken, leadership qualities and communication skill of the interviewees. For other levels/categories, emphasis will be placed on job related knowledge and communication skill.

Viva Voce:

Candidate will be chosen for final interview/viva voce based upon the result of written tests. The viva will be conducted on the basis of predetermined questionnaire, so that the merits of candidates are evaluated in same platform. An evaluation sheet will be prepared mentioning the name, educational qualification, experience, result of written test and viva.

Interview result:

The result of interview will be published in the notice board. The successful candidate/s will be communicated through giving a selection letter. The unsuccessful candidates (among the short listed) will also be informed of the outcome, appreciating their cooperation and interest in IDO mission.

Selection for Recruitment:

The Recruitment Committee/Interview Board will prepare list of 2 to 3 alternative candidates (panel) for each position so that detailed queries can be made about their background, previous experiences and performance. Negotiations may be made with them. Final recruitment will be done from the list of alternative candidates.

Negotiation:

The Interview Board/ED or her/his nominee will negotiate for IDO with the candidate(s) found suitable in order of merit, on the terms of appointment, particularly on joining date, salary and other benefits etc, through face-to-face discussion.

Observation for Final Selection:

In certain positions of Grade I, before the final selection, there will be an observation period enduring 5 working days for the selected candidates. However, the best of the three- (3) candidates will be first invited for observation. The recruitment committee will nominate one

supervisor and provide guidelines for observation. The selection committee will depend on the observation report.

Contacting Referees for Background investigation**:**

For any managerial post or senior level post, background check is mandatory. It can be conducted either over telephone or by sending a letter to the referees with a request for any comments regarding the interviewee. Special care needs to be taken while doing the background check, so that the interviewee does not face any problem with his/her present job. To this end, all employees should furnish the names of two referees whom the organization may contact and get reference regarding the employees' character and antecedents, the referees should reply in writing regarding the candidates within three weeks' time. If no response is received within the stipulated period from at least one referee, the case will be regarded as negative. The referees will be contacted during the observation period.

Verification of Educational and Experience Certificates:

IDO reserves the right to verify the educational and experience certificates of any incumbent/employee. The Administration/HR section may conduct the investigation in a confidential manner.

Initial determination of salary:

Salary of newly recruited staff will be fixed at the starting of appropriate grade. However, depending on the qualification and experience of a candidate, the ED/EC/Director will have the discretion to offer higher salary within the scale of pay with due discussion with the concerned Departmental Head. The salary will be composed of the basic salary and fringe benefits.

Documents required for appointment:

The following documents need to be checked before confirming any appointment:

- Resume/bio-data with photograph
- Educational certificates
- Character certificate
- National ID card
- Experience certificates
- Name of referees with full address and contact number Clearance from previous employer (if required)

Issuing Offer letter**:**

After finalization of salary negotiation, organisation will issue an Offer Letter to the selected candidate as a conclusive evidence of his/her recruitment. In the Offer letter the date of expected joining and agreed salary information will be mentioned and advising the concerned person to process his/her resignation with present employer. (Samples offer latter is presented in the Annex-!!)

Appointment**:**

Appointment letter will be issued upon acceptance of offer letter and subsequent joining. Before issuing appointment letter to any employee under grade I-VI, satisfactory reference must be received from present employer. ED or her/his nominee shall write or call over telephone to the previous and present employer and to the referees (if necessary) to enquire about the selected candidate(s).

Candidates for appointment should be subject to medical examination/test. A medical doctor mentioned by IDO or any GoB registered Medical Officer or any other Doctor of the office of the Civil Surgeon may conduct the test particularly in respect of

a) The physical fitness of the person and
b) If the person has any contagious disease.
c) In such case cost for medical test will be borne by the incumbent or organization.

ED or the competent authority will issue the appointment letter after being satisfied with IDO requirements. IDO may also give a deadline of two weeks to the selected candidates/s to accept or reject the terms of appointment.

Joining procedure:

The HR Division/Admin Section will receive the joining report from the newly recruited incumbent. The new incumbent's supervisor will verify joining report. HR Section will introduce the newly recruited person/s to the employees of IDO.

Induction:

Every new incumbent will, during the first six months, under go systematic induction orientation to enable her/him to adopt IDO norms and environment. However, the newly employed incumbent should be put in her/his designated job as soon as possible. The incumbent will be provided with a tool kit containing profile, policy papers, job descriptions, roles and responsibilities. The content of the induction process may include:

NGO context in Bangladesh and position of IDO

Timeline of IDO and its background

IDO mission, objectives and its constituencies

Main programs and development partners of IDO Organizational policies, values and culture

Gender policy and practices in IDO

Strategic plan of IDO

Orientation on incumbent's job description

Probationary/Immersion Period:

Employees from level/grade I-VI will have a probationary period of three – six months and from level VII to VIII will have three months. If the performance level of the concerned employee is not satisfactory within this period, the Executive Director may extend the probation period for maximum of another two months.

Confirmation of Appointment:

IDO will confirm the appointment of the employee in writing up to the project period after the supervisor of the concerned employee has recommended it upon completion of the probationary period.

Placement:

IDO will engage the appointed person in the post originally advertised for. However, the organisation may assign other duties based on the revealed capacities of the employee.

Provision of Necessary Tools and Equipment:

IDO will provide necessary tools and equipment to the employee and arrange physical facilities required for the tasks.

Personal Files:

IDO will maintain personal files for every employee containing all records starting with the recruitment and ending with separation. It will keep all personal files up-dated and treat them as confidential. HR shall maintain separate file for each employee of IDO. The following information/documents will be stored in that file:

a) Curriculum vitae

b) Offer letter

c) Appointment and joining letter

d) Release/clearance letter from the previous employer

e) Reference check form

f) Experience certificates

g) Training certificates

h) Extension of probation period, if any

i) Confirmation, promotion or transfer

j) Annual performance review report (s)

k) Letter of salary revision or COLA

l) Suspension order, if any

m) Letter of advice/Letter of warning

n) Show cause/Explanation

o) Notice of enquiry

p) Termination, discharge, dismissal or redundancy

q) Other private matters

r) Acceptance of resignation

s) Summary Leave records

t) Nominee declaration

u) Relationship declaration

v) Confidentiality declaration

w) Copy of Identity Card

x) Copy of National ID Card

SECTION D: EMPLOYEE SALARY, OTHER SERVICE BENEFITS AND RESPONSIBILITIES

The salary and benefits describes in this section are applicable for all permanent/core staff only. The salary and benefits for project staff are subject to the provision of the project.

Fixation of Salary:

During the probation period, every employee will receive consolidated salary as negotiated.

After confirmation of service, every employee shall be paid salary in accordance with the Grades, and as per the salary and other admissible allowances package:

Consolidated salary includes basic pay and other admissible allowances. IDO may review the salary structure from time to time.

Salaries will be paid in the last week of the month. An employee may withdraw his/her salary for the month before going on leave if the leave covers the whole of the month.

It is preferred that all staff members fill up their time sheet (see Annex-!!) and submit the same to administration for verification and submission to Accounts to process salary.

Admissible Allowances and Benefits:

House Rent Allowance:

Admissible House Rent allowance will be 40% and 45% of basic salary or fixed amount for the staff members of Dhaka city and other areas respectively.

Conveyance Allowance:

Every employee will receive conveyance allowance at the rate of 5% and 10% of basic pay for Head Office and Field Offices respectively. In addition to that, the Chief Executive Officer will be entitled to use office vehicle both official and non-official purpose.

Medical Allowance:

Medical allowance per month will be Tk.500/- (Taka five hundred) only for all grades.

Entertainment Allowance:

Entertainment/Food allowance per month will be Tk.500/- (Taka five hundred) only for all grades.

Cell phone Allowance:

The following Grade staff members will be entitled to cell phone allowance per month as per following limit:

Grade – I : At actual including overseas calls for both cell and land phone

Grade – II : At actual but not exceeding Tk.500/-

Grade – III &IV : Tk.300/- to Tk.400/-

Grade – V to VIII : Tk.100/- to Tk.200/-

Grade – IX to XII : Tk. === (As per need and importance.)

Extra Allowance for Drivers/Guards/Office Cleaners:

Considering the usual longer duty hours, Extra allowance of Tk.500/- (Taka five hundred) per month will be given to every Driver/Guards/Office Cleaner position. It will not be applicable if the designated person takes leave for longer period.

Benefits and Compensation:

Provident Fund:
Every regular staff, whose service has been confirmed, is eligible to become a member of the Staff Provident Fund of IDO automatically.

Every employee shall contribute to the provident fund at the rate of 5% of basic salary. Such contribution will be deducted from the monthly salary of the staff and transferred to Staff Provident Fund Account

IDO will also contribute the equal amount to the fund on monthly basis

The staff provident fund will be governed as per its constitution:

An employee, who is a member of the Provident fund, shall not be deprived of the benefit of that fund including the employer's contribution even in case of retrenchment, dismissal, discharge and termination from service, if s/he is entitled to it under the set rules/policies of Provident Fund of IDO.

However, to be entitled to receive organizational contribution at the time of separation, the concerned staff member to fulfil the following:

If the employee has completed less than three (3) years' service, s/he will not be entitled to organizations contribution and also the proportion of dividend

When the employee completes three (3) years' of service, s/he will be entitled to 100% of organizations contribution as well as dividend.

This clause will be effective subject to the availability of organizational fund.

Gratuity:
All permanent employees (core staff) who have completed at least! Two (2) years of continuous service will be entitled to gratuity from the date of appointment. The employer will pay gratuity to all permanent staff members in case of resignation, termination, and discharge for each year of continuous service. Gratuity will be accumulated on the basis of last basic salary multiplied by period of service. Gratuity will be deposited at the end of each calendar year to an account entitled "Gratuity Fund of IDO". The fund will be governed by a board of trustees.

Payment of gratuity to an employee at the time of separation is subject to the organizational policy.

This clause will be effective subject to the availability of organizational fund.

Festival Benefits/Allowances:
All staff members will be allowed to receive Festival allowance equivalent to one (1) month's basic/gross salary for each fiscal year before respective religious festivals like Eid-ul-Fitre, Durga Puja, Christmas and Budha Purnima.

Such Festival allowance will be paid at least 15 days before the festival day.

Any staff who has completed six (6) months service before the Festival day he/she will be entitled to this Festival allowance pro-rata basis.

In case of termination of any staff from the service of IDO before the Festival of the staff member, prorated annual Festival allowance will be paid to the concerned staff,

In case of resignation by any staff before the respective Festival, he/she will not be entitled to any prorated Festival allowance.

Annual Increment:
This is performance increment and linked with annual performance appraisal outcome of the respective employee. Usually the upper limit of such increment is 5%

Cost of Living Adjustments (COLA):
These are periodic adjustments to salary based on quantifiable economic indicators, designed to alleviate some of the burdens of high rates of inflation. As long as Bangladesh continues to suffer from inflation or other economic distortions, IDO's policy is to adjust its salary scale periodically for local-hire employees in accordance with the provisions described below.

Cost of living adjustments are normally implemented in January every year. In unusual instances, at the recommendation of any particular donor, a cost of living increase option may be evaluated. In either instance, EC's approval for a cost of living increase is usually required.

It is the cost of living adjustment given to staff as salary increases as per prevailing inflation rate or consumer association survey report in January every year. Usually the upper limit of such adjustment is 5% to 7%%.

Health Care Scheme**:**
All the regular and contractual staff of IDO will be entitled to avail the facilities of IDO Staff Health Care Scheme as embedded in the rules of the scheme narrated under "Annexure – ==".

Uniforms:
Staff members such as drivers, cleaners, guards, cooks, peons, office bearers etc. will receive uniform. *This clause will be effective subject to the availability of organizational fund.*

Income Tax:
As per prevailing law, income tax will be deducted at source from the monthly salary of the staff, whose salary income exceeds the non-taxable limit. IDO shall deposit the deducted amount to the bank as per rule of NBR. However, assessment and submission of return of tax shall lie with the individual employee.

Travels on Official Business:
If an employee is required to travel on official business, per-diem and accommodation will be paid in the form of Daily Allowance. There will be uniform per-diem rates applicable for all projects in IDO.

Travel:
An employee is on tour when he/she is absent on duty from his/her working place with proper approval for a specific purpose.

All travel must be directly related to official activities:

Appropriate authority shall approve the travel plan showing the start and end dates, duration of travel and mode of transport which should be recorded in travel register or travel approval sheet.

Per-diem payments shall include meals and certain incidental expenses.

Per-diem may be allowed if the travel period is more than six hours but depending on IDO policy and/or donor guidelines.

Receipts must support local transportation and other expenses.

Bus, train, steamer tickets, etc must support transportation cost. Travel by air as per organization travel policy.

-
- Staff members will receive payment for actual tours undertaken for transfer on submission of the bill with supporting documents.

All staff members will use public transports based on the following criteria:

Employees Grade	Train	Bus	Air	Ship	Vehicle	Local Travel entitlement
I	AC	Business Class	Economy	AC-Cabin	AC- Hired	A/C Car Micro
II-III	AC	Business Class	Economy	AC-Cabin	AC - Hired	Car/Micro/Auto Rickshaw/ Rickshaw
IV	1st Class	Normal AC	Economy	1st Cabin	Hired - Normal	Car/Micro/Auto Rickshaw/
V	1st Class	Normal AC	Economy	1st Cabin	Hired - Normal	Rickshaw/ Tempo/ Bus - In emergency case – Auto Rickshaw
VI	Economy	Economy	-	Economy	-	Rickshaw/Tempo/Bus - In emergency case – Auto Rickshaw
VII-VIII	Economy	Economy	-	Economy	-	Tempo/Bus. In emergency case– Rickshaw

Travel advance:
An employee may be given a travel advance once approval has been received. This amount shall

not exceed 80% of the total estimated cost. Travel advance must be cleared/adjusted within 7 working days after completion of the travel or training.

There must a written application with the voucher for paying advance.

All advances must be recorded in the advance register.

If IDO employees require advance for any other purpose (i.e. logistics, materials, etc.), prior approval from appropriate authority must be sought & obtained.

All un-liquidated advances must be reflected in the monthly reconciliation statement/reports.

-
- Staff members will be paid for actual tour/travel undertaken for official duty/work on submission of the bills/supporting documents.

Per-diem:
A per-diem is a uniform allowance for each day of outstation from base station of duty, which is intended to cover the extra daily expenditures (meals and incidentals) incurred by an employee in consequence of such duty.

It should be calculated from time of commencement of journey until return to the base station.

Rate of Per-diem:

Grade	Breakfast	Lunch	Dinner	Incidental	Total
I	Actual	Actual	Actual	Actual	Actual
II-III	Tk.30/-	Tk.150/-	Tk.150/-	Tk.100/-	Tk.430/-
IV-VI	Tk.25/-	Tk.125/-	Tk.125/-	Tk.50/-	Tk.335/-
VII-IX	Tk.25/-	Tk.120/-	Tk.120/-	Tk.30/-	Tk.305/-
X-XI	Tk.25/-	Tk.120/-	Tk.120/-	0	Tk.265/-

General Conditions of Per-diem:
When food cost is borne by the office or any other sponsored agency, IDO will provide only incidental cost subject to the provision in the respective project budget.

Breakfast cannot be claimed where it is attached with accommodation.

Training/meeting/workshop arranged but food and accommodation costs are not provided by respective organization/authority will applicable per diem as per duration.

In case of participation in a meeting, workshop, training, breakfast, lunch, dinner is provided by the host organization/authority then Tk.50/- (fifty taka) only will be paid as incidental cost.

In case of participation in a meeting, workshop, training and only lunch or dinner is provide by the host organization/authority then Tk.150/- (one hundred fifty) only will be deducted from applicable per diem rate.

No per diem is allowed for less than 6 hours.
No per diem is applicable when working within the duty station.

Irrespective of grade and level, all are eligible to receive a per diem (food, accommodation & incidental), upon the submission of a travel expense report. All other expenses incurred must be supported by receipts.

If per-diem is claimed the expenses report must contain an attachment of a brief trip report. Movement register must be filled up. Without this per diem is not to be allowed.

The following timing will be considered for calculation of per-diem:

Breakfast : Departure at or before 8:00 A.M
Lunch : Return after 2:00 P.M
Dinner : Return at or after 7:00 P.M

Travelling abroad (Per-diem):
For SAARC countries: $30 per day

For all countries in Asia, Africa and Latin America except Japan and SAARC countries: ($45) per day

For all countries of Europe, America, Australia, Canada and Japan ($60) per day

IDO will bear economy accommodation/lodging cost at actual of the employees while travelling abroad provided such cost would not exceed the limits mentioned below.

For SAARC countries: $125 per night

For all countries in Asia, Africa and Latin America except Japan and SAARC countries: $150 per night

For all countries of Europe, America, Australia, Canada and Japan: $200 per night.

General conditions may apply:

No per-diem will be paid during air travel time provided food is supplied by the airline.

In case of sponsored program, the above rates will not be applicable. However, expenses for travelling if not provided by the sponsored organisation, IDO management will decide according to the merit of the cases.

While an employee attending any training and the training fee includes boarding and lodging cost, in that case the incumbent will receive 10% of the above per-diem rate as incidental expenses depending on the situation as decided by the Management.

The local transport expense for movement on official business will be reimbursed at actual.

Entitlement for accommodation:
IDO is sensitive to the security of its staffs. In this context, accommodation expense limit for over-night stay for staff of IDO is BDT.500/- (five hundred) only. For cost reduction, IDO will encourage to look for secured low cost NGO accommodation facility wherever available.

Grade	Any area (Maximum limit in BDT)
I-VI	500
VII-VIII	300-400

General Conditions:
Only in case of overnight stay during approved official trip, staff members will be entitled to receive accommodation charges. In case the office does not provide accommodation, the staff members will receive accommodation charges at the rate shown above.

If accommodation is not provided by the office, the charges will be reimbursed to staff members as per above limits of rates shown against each Grade, on presentation of hotel bill i.e. actual or the rate against each whichever is lower.

IDO or respective project will bear expenses of a caregiver/ayah when breast-feeding children is carried with an employee during travel.

A companion for the safety of female staff during travel in remote places may be necessary. In such case, IDO or the respective project will bear all expenses of the companion incurred for the travel.

Entitlement of Benefits:
Employee of IDO will be entitled to above benefits as follows:

(For the permanent staff only)

a)	Salary review/Increment	- From the date of appointment and after confirmation.
b)	Festival Allowance	- On pro-rata basis from the date of appointment and after confirmation or one month's salary
c)	Annual/Earned leave	- From the date of Appointment and after confirmation.
d)	Sick/Medical Leave	- From the date of appointment and after confirmation.
e)	Casual Leave	- From the date of appointment and after confirmation.
f)	Maternity Leave	- From the date of appointment and after confirmation but only two children can be allowed.
g)	Paternity Leave	- From the date of appointment and after confirmation but for two children can be allowed.
h)	Provident Fund	- From the date of appointment and after confirmation.
i)	Compensation Scheme (Group Insurance)	- From the date of appointment and after confirmation.

Accidental compensation:

IDO is committed to support its employees, in case an employee falls in accident while on duty. In addition to extending full pay leave; IDO will bear all necessary costs that deemed necessary for availing best possible treatment in country and abroad.

Loans/Advances to Employees:

No personal loan or advance will be given to any employee of IDO. In case of emergency, loan may be taken from other fund (e.g. welfare Fund) to meet any extreme crisis subject to the approval of competent authority or Executive Director.

SECTION E: TRAINING AND STAFF DEVELOPMENT

Training is a process of developing knowledge, skill and attitude for both current and future job. The objective of training is to improve or add to the knowledge and skill, and to change the behaviour and attitude of the trainee.

Equal opportunities will be provided to all employees, male and female, according to the needs of the organization and according to the needs of the individual employee after the actual training needs assessment of the employee concerned.

Another objective of training will be to improve the performance of the employee and to increase the productivity of the employee so that he/she can contribute to the organization in a better way.

Training may be provided inside the organization or outside the organization in other institutes, and abroad.

Training may be provided to all levels of employees depending on the needs of the organization through systematic Training Needs Assessment (TNA). There may be management development training to develop managers and there can be training in different programs for different program people to make the program more effective and result-oriented.

The trainee will report on his or her training and share the key learning with other employees of the organization. However, IDO will maintain following processes as part of its staff development plan.

Selection criteria:

The arrangement for staff training shall always be made by the organisation itself. Individual arrangements for training shall not be considered official. However, such endeavour's are encouraged but with prior approval of the competent authority

Conduct training needs assessment at the beginning of the year and prepare a training calendar
Develop and update Capacity building plan with diversified strategies in-house, joint venture and abroad.

Develop a plan exchange and exposure visits for professional staff within Bangladesh and region.

Specialized training might be arranged within the country or abroad to develop the skill of the employees. The employee who is selected for specialized training at the expenses/sponsorship of the organisation/donor etc, shall be required to execute a bond/undertaking to serve the organisation for a period of 2-3 continuous years (in case of inside the country two years and in case of abroad it will be three years) from the date of completion of the training. Selection of employee for such training shall have to be approved following the organization's policy for attending programmes abroad.

For abroad training, if the authority finds that the needed training facility is not available within the country or if any foreign organisation/institute is willing to bear the costs of training wholly or partly, a staff may be sent abroad for training.

An employee who wishes to take a course or training either within the country or abroad relevant to the functions of the organisation or any of its projects at his/her own cost, may be allowed leave for absence on such terms and conditions as the competent authority may decide.

IDO will support its staff in enhancing English language and communication skill.

Nature of participation:

There are two types of participations: one is developmental and other is representational. The developmental purpose includes participation of workshops, seminars and training for professional or skill development – either technical (subject matter or general). In such case, IDO will strictly maintain EQUITY and developmental needs of the individual from the organizational perspective.

For representational purpose, competency of the individual staff will be the foremost criteria for nomination. IDO will be objective before nominating individuals where organizational image and reputation are of prime importance. However, individual's commitment to the organisation and sincerity will also be considered before nomination in both cases.

What is grievance:

A grievance is any dissatisfaction or feeling of injustice about one's employment arising from any administrative decision which the employee claims as violation of rights or a failure to apply IDO personnel regulations, policies, or practices.

Raising a grievance:

A grievance may be expressed or unexpressed, written or unwritten, justified or even unjustified. Issues that may cause grievances normally includes:

terms and conditions of employment
health and safety
work relations
bullying and harassment
misbehaviours of Supervisor
new working practices/organizational changes
discrimination, etc.

Grievance procedure:

Anybody may bring his/her grievance to the notice of the employer in writing within 30 days of occurrence of the cause of such grievance. The normal process to resolve the grievance is as follows:

Employees should let the employer know the nature of the grievance and issues within 30 days; The employer and line manager should try to resolve any grievance informally in the first instance.

Where this is not possible, the Grievance Committee should arrange a formal meeting as quickly as possible, and should carry out any necessary investigations to establish the facts of the case.

The Grievance Committee shall inquire into the matter within 15 days of the receipt of such grievance and give the employee concerned an opportunity of being heard and communicate his/her decision, in writing to the said employee.

Employees can be accompanied by a witness at any formal meeting and have the right to appeal to higher authority against any formal decision made.

However, following principles shall always be taken into consideration while dealing with grievance procedure.

All employees are obliged to follow the office orders, service policies of IDO and also the orders of the higher authorities.

All employees shall perform honestly and sincerely and maintain secrecy of the official matters.

No employee shall remain absent from duties or leave workplace without prior approval of competent authority.

No employee shall take part in any activities detrimental to the interest of IDO.

No employee shall engage directly or indirectly in any business contact with IDO.

Shall not receive or give bribe to/from any body.

Shall not be involved in any acts and omissions liable for disciplinary action or in any harmful political activity.

Grievance Committee:

For the redress of the grievance, there will be a Grievance Committee. The Grievance Committee will consist of the Executive Director, one EC or an external member and a person of confidence from the employees of IDO. The decision of the Grievance Committee will be final.

Separation:

Separation is certain event that happens under any of the following events:

Self termination (by resignation)
Termination by the employer
Redundancy of a particular position
Dismissal
Discharge
Retirement

During the probationary period, an employee may resign without giving any reason and notice.

A regular employee may resign by giving sixty-(60) day's notice. However, the organization may agree to a shorter notice period provided it does not affect the organization. The support staff may resign by giving 30 (thirty) days notice.

Resignation/Self-Termination:

Simple Termination by the Employer:
Simple termination by the employer means the termination of the services of the employee by the employer at any time without giving any reason.

The employer may terminate a probationer at any time without any reason and notice.

The employer may terminate the employment of any confirmed employee by giving 120 days, notice. However, the organization may offer a notice pay in lieu of the notice.

Discharge:
Any employee may be discharged from service because of physical or mental incapacity or continued ill health or such other reasons not amounting to misconduct.

A discharged employee will get priority for future recruitment upon complete recover from the cause of discharge.

Dismissal:
Any employee may be dismissed without prior notice or pay in lieu thereof: if he/she is found of guilty of misconduct or if he/she is convicted for a criminal offence. The following acts and omissions are examples of misconduct:

wilful insubordination or disobedience, whether alone or in combination with others, to any reasonable order of a superior,

theft, fraud, dishonesty in connection with the employer's business or property, and over-invoicing,

taking or giving bribes or any illegal gratification in connection with his/her employment or any other employee under the employer (IDO),

habitual absence without leave or absence without leaves for more than the ten (10) days,

habitual late attendance for work,

habitual breach of any rule or regulation of the organization,

riotous or disorderly behaviour in the organization or any act subversive of discipline,

habitual negligence or neglect of work work/duty,

resorting to illegal strike or 'go-slow' or inciting others to resort to strike or 'go-slow',

falsifying, tampering with, damaging or causing loss of employer's official records,

repeated mishandling or wilful destruction of assets, equipment and property of the organization,

failure to comply with the rules and regulations of the organization,

involvement of staff in any kind of sexual harassment at the workplace.

Procedure for Dismissal:
No order for dismissal of an employee shall be made unless the allegations against him/her are recorded in writing,

S/he is given a copy of the allegations and not less than seven days' time to explain,

S/he is given a personal hearing if such a prayer is made and the employer or the Executive Director approves it.

An inquiry committee or an inquiry officer shall be appointed to examine or prove the allegation brought against the employee. The appointment and the composition of the inquiry committee or an inquiry officer as the case may be shall be decided/made by the Executive Director or any other authority on whom/which the ED shall delegate the task. In other words, the composition of the inquiry committee will be like the composition of the grievance committee.

Conducting the inquiry:
The inquiry office or the inquiry committee shall examine the allegation in detail and also examine all explanations (verbal or written) which the employee proceeded against shall offering defences. The inquiry officer or the inquire committee shall have the powers to call for or examine ay documents, papers or records, etc. necessary for the proper conduct of the inquiry. He/she or the committee or the officer may contact any person as witness to the allegations.

The inquiry officer or the inquiry committee shall submit their findings within the time limit determined by the ED.

Any employee charged for misconduct may be suspended pending inquiry into the charges against him/her, but the period of such suspension shall not exceed sixty (60) days. During the period of such suspension his/her employer a subsistence allowance (@ of 50% of basic pay) equivalent to half of his/her average salary shall pay an employee.

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

If on inquiry, an employee is found guilty of the charges alleged, he/she will not be entitled to his/her salary for the period of suspension for inquiry. Any employee found guilty of misconduct may be punished in any of the following ways:

An employee may be dismissed in case of serious misconduct.
An employee, if not dismissed may be discharged for less serious misconduct.
The employee may be otherwise punished less severely, which may include the following:

Demotion:
Withholding of increment for a specific period
Withholding of promotion for a specific period
Recovery of the costs of the organization.

If the employee is not found guilty, the organization will reinstate him/her to his/her original position/status and will pay full salary for the suspension period adjusting the subsistence allowance.

Retirement:
An employee will retire at the age of 65 years or 40 years of service whichever is earlier. However, he/she can be contracted on three yearly contractual agreement for maximum of three terms. During the contract period payment will be made on consolidated honorarium excluding any other admissible benefits.

Clearance**:**
Any employee leaving the organization because of resignation, termination, discharge or dismissal should obtain clearance from all persons and divisions concerned before final payment is made to him/her.

Exit Interview**:**
HR/Admin department may conduct an exit interview of the staff member leaving the organization. The interview will be based on a predetermined questionnaire (Annexure - !!). Organization may determine the course of action/correction based on the outcome of the exit interview for the benefit of IDO.

SECTION G: LEAVE

Leave and Holidays:
Leave is in no way treated as right rather a privilege for the employee from an employer.

In general, IDO will observe 2 weekly holiday. In addition, national holidays are holidays for IDO.

Annual Leave/Earned Leave:
All employees will have earned leave of 18 days per calendar year, i.e.1.5 days per month.

No annual leave may be taken during the probation/immersion period.

Normally, staff must take leave during the year in which it is earned. If a staff cannot be released, they may carry forward 30% of the leave. Leave accumulated more than the limit shall automatically lapse.

Leave accumulated during service period will be paid only at the time of separation. Only the Permanent staff will be entitled to this facility. No project staff, part-time or contractual staff can claim such benefit at the time of separation. In such case daily payments will be calculated as one month's gross salary divided by 20.

A leave plan of an employee is to be jointly prepared by the employee and his/her immediate supervisor within January of each year. IDO would maintain such plan by project, department and also for permanent staff. However, such plan can be amended for any unavoidable circumstances upon mutual agreement between supervisor and supervisee.

Casual Leave:
Every employee shall be entitled to avail 12 days casual leave per calendar year.

Casual leave can be taken for attending exam, sickness of dependants, personal business etc.
The unutilized leave of a year will not be carried over.
Casual leave cannot be combined with any other leave unless the CEO approves it.
In case an employee remains absent for minimum three hours of a day, without prior approval, will be considered as one-day casual leave.
Normally prior approval to be taken for availing casual leaves. However, if any employee fails to attend the office for emergency cause, that is to be intimated to the office.

Sick Leave:
Every employee shall be entitled to avail 14 days sick leave per calendar year.

Sick leave is granted on the certificate of a medical doctor/medical practitioner. An employee who becomes sick at home must inform the supervisor/administration as soon as possible.

If an employee becomes sick during an annual leave period, it may be turned into sick leave on the certificate of a medical doctor.

Maternity Leave:
A female employee may be granted maternity leave for 90 days with full pay for 2 times during her service life, provided that she has completed 6 months of service for the expected date of delivery (EDD) in IDO.

Those who already have 2 living children will not be entitled to such a benefit.

Maternity leave may be combined with annual/sick leave subject to prior approval of the competent authority (Executive Director) and may be split to avail both during prenatal and postnatal stage.

Upon confirmed about pregnancy, the female must immediately inform the competent authority about her expected date of delivery with a tentative maternity plan. IDO will consciously pay attention to the respective employee.

IDO shall consciously keep provision in its annual budget or project budget with a block fund so that temporary replacement can be made to keep continuity work.

Paternity Leave:
A male employee may be granted paternity leave on full pay for a period of 5 days.

This leave will not be more than twice in his service life in IDO. Those who already have two children will not be entitled to such a benefit.

Holidays and involuntary leave:
All public/national holidays will be observed by the organisation and staff will enjoy public holidays. A list of such holidays will be notified to the staff at the beginning of the calendar year. Hartals and General Strikes are not to be considered as leave. Time lost due to this needs to be compensated by working extra hours.

Leave without pay:
When no leave is due and in case of extraordinary circumstance, leave without pay may be granted according to the discretion of the supervisor.

Officially endorsed study leave (30 days with full pay, next 60 days with 50% basic pay only and next with-out pay for a period of maximum three years). Study arranged with employee's own initiative would be without pay for a period of maximum of three years. In any case, the respective employee must have completed at least three years service with IDO.

Prolonged sickness (Conditions which apply here will be at the discretion of the Executive Committee but maximum for a period of one year). However, before availing the special consideration, all un-availed/entitled sick and annual leave in the account of the incumbent to be used up first.

Infectious diseases (7 days with full pay beyond use of unused sick leave)

Compensatory leave:
IDO has a provision of allowing its employees to pay non cash compensation in terms of granting leave/days off or working hours off. It will maintain procedure with regard to staff of different category:

Staff Grade	Leave for working on holidays/public holiday	Working hour off for overtime work

Leave Procedures:
Leave account of an employee shall be maintained in such Leave Record/ Register as may be approved by the Competent Authority. IDO developed a personnel management information system (PMIS), which is expected to manage leave accounts of every individual employee.

Leave account of an employee shall be maintained by such an officer as may be determined by the Competent Authority;

Leave is earned by duty only. For the purposes of these regulations, the period spent on deputation shall count as duty;

Leave cannot be claimed as a matter of right, and leave admissible under these regulations, may be granted by the Competent Authority who may refuse leave, grant leave for a shorter period than applied for, revoke leave of any description and recall an employee before the expiry of his/her leave;

All employees shall resume duties on the expiry of leave as initially granted or subsequently curtailed or extended. Absence without permission after expiry of leave may entail punishment including dismissal from service. An employee on leave shall not accept any employment or office of profit during his/her leave;

An employee on leave of any description shall, unless instructed otherwise, report for duty to his/her immediate superior at the place where from he proceeded on leave;

An employee who was granted leave on medical ground shall not return to duty without producing a certificate of fitness from the Medical Authority specified by the organisation in this behalf. No such certificate shall be necessary if the leave was for seven days or less.

In the event an employee on leave being required by the Competent Authority to resume duty in the interest of the organisation before the expiry of the leave already sanctioned, Competent Authority may allow him/her the actual cost of passage from the place of recall in Bangladesh to the place of duty in Bangladesh and to count the time spent on the journey as on duty.

Leave Approval Process:
Leave approving authority lies with the immediate supervisor in IDO. However, the Chairman of the executive committee will approve leave of the Executive Director.

Leave Approval Chart:

Designation	Recommending Authority	Approving Authority	Remarks

PM/PC	DD/ED	ED	
Other than PM/FM	PM/PC	PM/PC/FM	

SECTION H: ADMINISTRATIVE RULES AND REGULATIONS

Administrative Rules and Regulations:

Care and Custody of Keys to the office:
There should be one full set of keys (except the keys for cash and Store) with the Finance Manager. Cash and store keys will lie with Accounts Officer. Cheques books shall remain with Finance Manger/Finance Director.

Office Security:
The security guards will be solely responsible for security of the campus during office time, after office hour and weekends/holidays.

Fire Fighting and Precautions:
Sufficient measures for saving the offices and all project office from risk of fire hazard should be taken. The HR Manager will install fire alarm devices and periodically organize fire fighting programs for all and fire drills for the security guards. Fire extinguishers that have been installed already should be tested every after such period as advised by the makers of the extinguisher. Fire fighting training is offered by the Fire Services Directorate free of charges.

Emergency Evacuation Plan:
IDO requires all offices to develop and regularly update emergency action and evacuation plan in case of any natural or otherwise disaster. The plan takes into consideration of any existing local requirements or instructions provided by the donor agencies or other relevant organizations. The plan addresses decision making, communication, transportation, office functioning, employee responsibilities, and other aspects of preparing for emergencies. In addition, the plans are coordinated with other organization management and communications procedures that the company may develop. IDO is committed to develop procedures that allow for evacuation of employees from dangerous situations. The Head of Administration or his/her designee will distribute the organization's emergency evacuation plan upon its completion and inform employees of changes or updates as they are issued. Any questions, concerns, or suggestions should be directed to the Head of Administration or his/her designee.

Safe Drinking Water:
Staff is the main force of IDO and being a welfare organization, it is the responsibility of the management to ensure supply of safe drinking water for all. Management will also ensure that the staff members are drinking the water kept at the work places.

Health Check up:
IDO will also organize free medical check-up for staff. This service will be provided as and when required for staff members. In this regards, management will engage a doctor or organize with local hospital on contract basis that will provide the general medical check-up service. The staff members of IDO will receive free consultation from the point of contact, however, cost of medicine and pathological tests charges will be borne by themselves.

Working Days and Working Hours:
Weekly one (1) day holiday for the organization. In addition, national holidays are holidays for IDO. IDO will observe all Government declared public holidays and other holidays as decided by the Executive Order of the Government, unless otherwise decided by the Executive Director to meet exigencies of circumstances. List of such annual public holidays will be intimated to every staff at the beginning of each calendar year.

Working hours for full-time employees is 48 hours per week (six days a week).

Daily working hours is from 9.00 AM to 5.00 PM with 30 minutes lunch break within the period from 9.00 PM to 5:00 pm

Employees may be asked to work more than the scheduled hours in the interest of the beneficiaries and of the organization.

IDO will maintain an attendance register in all its offices to record attendance of staff with time and signature for both arrival and departure.

Working hours may be adjusted during the period of Ramadan and at other times due to unusual events.

IDO does have provision for overtime payment for extra hours' duty only for the service staff as mentioned below: (The rate of overtime payment would be double on the normal hourly rate. However, a staff can not be allowed to work more than 56 hours in a week including his/her normal working hours).

Authority:
The level of authority will be determined as per the following table of authority:

Sl. No	Item	Recommending authority	Approving authority
I	Recruiting proposal	Program Managers/ Deputy Directors	ED/EC
Ii	Promotion	Deputy Director	ED/EC
Iii	Leave	Immediate supervisor	Respective Program Manager/ Departmental Head
Iv	Local Travel/Per-diem	Immediate supervisor	Respective Program Manger/ Departmental Head
V	International Travel	Executive Director	EC

Conflict of Interest:
During the employment with IDO, an employee is fully committed and responsible to the organisation, which will contribute towards enhancing IDO's image. As such, during the tenure of employment, all employees' responsibility is to uphold the interest of the organisation over any personal interest. All employees shall be free of any personal interest, which could influence his/her judgment or action in terms of delivering agency's services to others. This clause will, in particular, be strictly followed in appointment and any kind of procurement.

Declaration of relationship**:**
IDO will allow employment of relatives of an employee in the organisation. The relative shall include brother, sister, children, parents or other blood relations of the employee or his/her

spouse. Careful attention will be given, so that such relatives are posted in different departments or projects as far as practicable. Staff members already in employment shall have to give such declaration (format in annex-!) immediately.

Code of Conduct**:**
All staff members of IDO are bound to subscribe and follow the Code of Conduct of the organization. After their joining, every staff of the organization have to give a written statement that they have received, read, understood and commit to follow the code of conduct of the organization. Any deviation will be severely dealt as per disciplinary action procedure of the organization. The brief policy guideline is attached as Annexure.

Confidentiality:
This policy applies to the Executive Director and all other employees, regular or temporary and committee members. It relates to spoken, written and computerized information.

IDO employees agree not to ever publish, divulge, disclose, or make known in any manner or to any extent any such confidential information to any person other than the advisors on the project and the sub-contractors when they need to know such information for a purpose related to their work. IDO employees will not remove any confidential document from project premises without prior permission of an authorized representative, as defined below. This obligation of confidentiality shall continue after the termination of the project and of an employee's contract under any project for any reason.

It is recognized that it may often be difficult to draw an exact line between confidential and proprietary information, which is the exclusive property of IDO, and the non-proprietary information that is part of the background of skill and experience normally acquired in the course of personal business experience, which its staff members are free to use in the course of providing services anywhere. In case of doubt, employees are urged to discuss the matter with the competent authority. IDO would invite its employees to sign in the annex declaration format (Annex-!) to indicate your commitment to the terms of this agreement so that there will be no misunderstanding at some future date.

Office Visitors:
It is IDO policy to limit personal (non-work related) visitors to the office. As a result personal visitors are only permitted in emergency situations and required to stay in the reception area. In case of need the concerned staff should accompany the personal visitor while get in and leave the working place.

Smoking:
Smoking is strictly prohibited in the IDO offices or in the premises.

Double Employment/Consultancy:
No employees of IDO should be engaged in Double Employment either on full time or part time basis, except in exceptional circumstances, when each employee has to have Executive Director's consent. Such work, if agreed, must not be done within IDO's working time.

Staff use of IDO facilities:
IDO staff can use the following facilities on payment:

Photo Copying

Office Vehicle

These facilities are for the use of the IDO program, and must not be used for any other purpose. On emergency, staff may use these facilities for personal purposes on payment with the specific approval of the competent authority/management. The management through office circular will fix rates of such use.

Use of Working Apparatus and Tools at Residence:
Staff those will be provided as and when necessary with laptop or note book computer with internet facilities at their residence so that they are always updated and constantly in touch with and can ensure a high standard of efficiency. The computers will be provided on requisitions duly approved by the Chief Executive Officer and entries be made in the inventory book. Loss or damage, except for normal wear & tear, of such apparatus should be forthwith reported to the office by the user who will be the personally liable to make good the loss at the depreciated value. Recovery may be made by way of deduction from salary in easy instalments.

Office Vehicle utilization policy:
Primarily office vehicles are for the purpose of official use and in all cases the requirement of official purpose will get preference. Vehicles are a valuable asset of the organization, for proper maintenance and utilization of office vehicles the Management team has formulated the following policies which are applicable for all concerned:

For better management of vehicles, one Administration staff will be specifically assigned.

The concerned staff will keep one set of all related documents. S/he will be responsible for timely renewal of documents, liaison with the supplier organization, repair and maintenance, purchase of fuel and lubricants for the vehicles etc.

Vehicle requisition slip has to be submitted in advance to the responsible staff and can be used on payment only after proper approval.

At the end of the day drivers to submit duly completed log books to the assigned admin staff and collect his/her signature on regular basis. They will also update him/her on different issues about the vehicles.

The assigned admin staff counter signatures in all vehicle related bills are mandatory.

Chief Executive Officer/CEO can use a transport for full time.

Grade-I-II officials are entitled to get pick up and drop service for attending office and they are also entitled to use vehicle for other official business.

Grade-III-V officials are entitled to use office vehicle for official purpose and other grade staff subject to special permission.

Subject to availability of vehicle, after office hour a group of staff members may be dropped at few specific points.

For outside tour, the vehicle requisition to be submitted at least 2 days earlier and sanction will be subject to approval of Chief Executive Officer. However, in that case group tour is preferred.

Allotment of vehicle will be decided on the merit of urgency and importance, time & duration, level of expense and level of staff.

Office vehicle can only be used for the purpose or by persons of official interest.

Personal use of office vehicle can only be allowed to office staff or persons of official interest subject to submission of requisition 3 days before and Chief Executive Officer's approval. In that case the concerned member to bear the fuel cost, other road expenses and additional expense for driver (during holidays). Vehicle can also be used at fixed mileage rate. However, in any case official purpose will always get preference.

Available office Motor cycles will be allotted by name to Grade XX-XX staff under a separate agreement for full time use both for official and personal.

All running expenses including normal maintenance, but except insurance policy cost, to be borne by the concerned staff.

However, the ownership of the motor cycle will be with IDO.

Housekeeping and cost consciousness:
It is the responsibility of each employee to keep a neat and clean office area with the help of the Office Support Staff. All staff of IDO should be prudent while using office and/or national resources. Such resources may include but not limited to: Electricity, Gas, Computer, office stationeries etc.

Meetings:
The Management meeting with participation of the Head of each program/department will be held on monthly basis. Management concerns, program and policy issues, important decisions and reporting by each program/department will be dealt with in that meeting. The CEO/ Executive Director will chair the meeting. The HR Manager/ Finance Manager, in monthly rotations, will record the proceedings of the meeting.

Employees Identification Card:
Each and every employee of IDO will have an ID card (with a recent stamp size photo pasted and signed by the ED) with immediate effect. This ID card would include reference of national ID card/Voter registration card/number.

Declaration of Nominee:
Every individual staff member must declare nominees immediately after joining. Finance section will provide such form (annex-!) to the concerned employees with orientation. All existing staff must declare their nominees through prescribed format. This nomination is meant for payment of all dues that would include unpaid salary and all other benefits as admissible per HRM manual and other policies of IDO. The nominee and relationship deceleration forms (as annexed with the HR manual) must remain updated for all staff.

Event Observation:
IDO will observe its anniversary day every year in a befitting manner. It will also organise annual PICNIC and RETREAT. The management of IDO in consultation with staff will organise these events so as to yield utmost satisfaction of all its stakeholders.

Separate Physical Facilities:
IDO will provide separate physical facilities adjusted to the needs for women. Day-care Centre and Day-care facilities will be made available for the lactating women wherever felt necessary.

Office Protocol:
A congenial working environment is encouraged in all IDO project offices and helps us maintain the highest standards of professionalism. IDO projects are service oriented and a good working relationship with the client, our partner agencies and external clients, subcontractors, and the business community is crucial to its success.

Media Policy:
All media inquiries should be directed to the Chief Executive/Executive Director and no employees shall give any interviews or disclose any information before the electronic or print media without the express authorization by the Chief Executive/Executive Director.

IT Policy:
IDO technology and communications systems (including computers and servers, electronic mail and attachments, telephone and voice mail, internet and intranet, databases, video and video-conferencing, and fax machines) are valuable property intended for business use.

Therefore, IDO has the right to review the information they contain in the ordinary course of business to eliminate opportunities for abuse, lost productivity, and the communication of inappropriate material.

Employees and authorized technology users should have no expectation of privacy in connection with the entry, creation, transmission, receipt, or storage of data via the project information technology resources.

They must not download, write, or transmit any harassment and discriminatory communications. Confidential communications such as disciplinary, personnel, legal or designs etc. cannot be communicated via project information technology resources.

Unauthorized Software or Downloads will not be allowed.

Prohibited Receipt of Gifts or Meals:
Employees may not accept gifts or solicit favors worth more than BDT.5,000/- from current or potential suppliers, subcontractors, and vendors. The same rule applies to in-kind emoluments such as meals and transportation, although it is recognized that it is not possible to insist on a strict dollar limit in these cases. With respect to meals, employees must not go to lunch or dinner more than once a month with any one supplier, subcontractor, or vendor. Should a gift or other emolument of significantly greater value be offered, it should be declined with reference to this policy.

Document Retention Policy:
As per decision of the Executive Committee, the following documents of IDO shall be retained as indicated below:

Type of Documents/Records	Preservation Period
Memorandum and Articles of Association/ Constitution of The Organization	**Permanently**
All Types of Registration viz. Ngoab, VAT, TIN, Social Welfare etc.	
Asset Register	
Minutes of Meeting of the Executive Committee and General Body	
All Policy Document of the Organization viz. HR/Adm/Finance/ Program etc.	
Audit Reports	
Personnel Files	**Minimum 5 years, may vary depending on the Requirements of Donors. Personnel Files after separation with the Staff.**
Management Meeting Minutes	
Others	

Annex: Sample Leave Application Format:

LEAVE APPLICATION FORM

Voluntary Organisation for Social Development (IDO)

Date:.....

Employee Name:

Designation:

No of days applied for: ----- days

Type of leave applied for:

Leave starting date:.....

Ending date:.....

Type of Leave	No. of days in balance	No. of days applied for	Remarks
Earned Leave			
Casual Leave			
Sick/medical Leave			

Emergency contact address while on leave

Telephone: Mobile:

Acting staff name and designation on behalf of employee:
Signature of acting staff:

Recommended by:.....

Approved by:.....

Any extension sought: 0000 days

Actual joining date:

Signature

Annex 28: Sample Contract Renewal Letter:

Date:

To:

Mr/Ms.

Subject: Renewal of your contract

Dear Mr./Ms. ,

We are pleased to inform you that the management of IDO has decided to extend your existing contract for another period of ..... year with effect from ..... Your monthly remuneration for the extended period will be..... Please note that, the other benefits as admissible under the provision of the HR manual of IDO will remain unchanged.
We expect to receive quality service from you during the extended period.

Sincerely yours

Competent Authority

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Annex: Sample of Vacancy Announcement/Advertisement One:

Vacancy Announcement

IDO, an NGO (you can add you mission), is looking for suitable candidates for immediate appointment.

Position Name:

This is a ……. level position with the overall responsibility of ……..

efficient and effective manner. S/he must have a …… in

relevant discipline with strong …….. skills. …….. years plus experience

with ……. responsibility is a prerequisite for the position. The incumbent must also

have strong skill in English, awareness and sensitivity towards gender, and the ability to

communicate effectively with various levels.

Annex: Sample of Vacancy Announcement/Advertisement Two:

- LOGO and IDO
-
-

IDO is a largest NGO, working in Bangladesh. IDO announces vacancies for the following positions.

XX Manager
XX Coordinator
XX Officer

For details of the Terms of Reference and instructions to apply, please visit our website:

Annex: Sample of written test/interview card:

To : Mr./Ms……..

From :…….
……
Re : Written test and/or interview for the position of …….

Date : ……

IDO is pleased to inform you that, you have been short-listed for the selection test/interview for the above-mentioned position. You are requested to attend the selection test/interview at…….. on …… . Should you have any query, please feel free to contact Mr./Ms. ……. Between 8:30 am to 16:30 pm, Sunday through Thursday.

With best wishes,

Regards.

Administration

Annex: Sample of written test/interview result:

Date

Name

Address

Ref: Result of Written test/interview for the position of ..... in IDO

Dear Mr./Ms. .....

Please refer to your interview with us on date ..... This is to inform you that we have finalised our selection. This is, however, no reflection of your merit and competence; and we wish you all success in your future career.

We appreciate your interest in IDO and thank you for your cooperation.

Sincerely,

Administration

Annex: Sample Offer letter:

Date:

Name

Mailing address

Dhaka-1230

Dear Mr. ----,

IDO is delighted to welcome you to its familty. This letter serves as confirmation that IDO intends to hire you effective on November --, 20-- as the position----------. The yearly basic salary of BDT ----------.00 has been approved for this position.

We will provide the long-term employment agreement to you as soon as you join.

We would like to kindly request that if you have not already, you submit your formal resignation notice to your current employer so that you may be able to join our team at the agreed date.

Thank you in advance. If you have any questions regarding the offer, feel free to contact our HR head at any time on ----------.

Best regards,

Name----------
Position----------

Annex: Sample of Appointment letter Permanent Staff:

Name and Address Date.....

Subject: Letter of Appointment

Dear Mr./Ms. .....

With reference to your application for employment in IDO and your subsequent involvement in different stages of recruitment process, we are pleased to offer you the position of.....

The terms and condition of the appointment are as follows:

During the probation period, you will receive consolidated salary Tk.0,000.00 (Taka ==========) only per month. Income tax will be deducted at source from your monthly salary as per prevailing law.
You will be governed by the rules and regulations of the Personnel and Administration manual of IDO.
Your appointment will be initially on probation for six months from the date of your joining. On successful completion of probation, your services will be confirmed in the IDO service.
Management will formulate your role description in consultation with your supervisor.
We will like you to join us from the.....In case this is inconvenient; please get in touch with the undersigned to decide on another date.

If the above terms are acceptable to you, please sign your name in the space provided below as a token of your acceptance of the appointment and return the signed copy to IDO.

We look forward to having a long, mutually satisfying working relationship.

Sincerely yours,

Competent Authority I accept the above terms and condition of appointment.

Annex: Sample of Appointment letter of contract/temporary staff:

Mr./Ms.

Address

Subject : Contractual employment as 'Position'

Dear Mr./Ms.,

With reference to our discussion on your application and subsequent test/interview, IDO is pleased to appoint you as ========== on temporary basis/contract under the following terms and condition:

Contract period: This contract is for a period of ====== months/years from ====.
Location: Your place of posting will be at ==========.
Your major work area will be, ==========. A job description outlining your responsibilities will be provided to you in due course.
Financial benefits: During the period of service, you will be paid Tk.==== per month. You will also be entitled to receive other admissible benefits as per Personnel and Administration Manual of IDO.
You will be governed by the relevant clause of the Personnel and Administration Manual of IDO applicable for the contract employees.
The contract may be terminated by either party without assigning any reason by giving 30 days notice, Otherwise, the contract will automatically lapse, if not extended or otherwise at the end of the contract period.

If the above terms and conditions are acceptable to you, please sign a copy of this letter and return to IDO.

Sincerely yours,

Name

Competent Authority Date :

c.c.:

Annex: Sample Joining Letter:

Date:

To:
ED/Chief Executive
IDO

Subject: Joining

Dear Sir/Madam,

It is my pleasure to join in your esteem organization today on !!/!!/!!!! at !!:!! hrs in the capacity of _____. I would remain obliged if you kindly accept my joining and allow me serve in your organization.

I assure you of my satisfactory service in the days to come.

Kind regards,

Sincerely yours

(Name of the employee)

CC:

Annex: Sample of service confirmation letter:

Date ---

Name-----

Designation----

IDO
Jashore.

Subject: CONFIRMATION OF SERVICE

Dear Mr. ------,

On successful completion of your probation period of six months on month—date--,year-- Management of IDO is pleased to confirm your appointment with IDO with effect from month—date--, year-- under same designation and grade.

Your monthly salary and allowance with effect from the date of confirmation will be Tk. 00,000.00 (Taka =====) only; break up of the same is as follows:

Basic Salary	Tk. 00,000.00
House Rent Allowance (!!!% of basic)	Tk. 0,000.00
Other allowances……	
Total	Tk. 00,000.00

In addition to your monthly salary and allowance, you will also be entitled to other benefits admissible under IDO Personnel and Administration Manual.

While congratulating you on confirmation of your service, Management of IDO expects that you will continue to serve the organisation with the same spirit and enthusiasm as rendered during your probation period.

Thanking you for your kind cooperation.

With best wishes.

Competent Authority

Annex: Sample Salary Matrix (11 grade and 11 steps):

Salary Grade	Salary Steps										
	1	2	3	4	5	6	7	8	9	10	11
A	30,000	35,000	40,000	45,000	50,000	55,000	60,000	65,000	70,000	75,000	80,000
B	20,000	24,000	28,000	32,000	36,000	40,000	44,000	48,000	52,000	56,000	60,000
C	17,000	20,000	23,000	26,000	29,000	32,000	35,000	38,000	41,000	44,000	47,000
D	15,000	17,500	20,000	22,500	25,000	27,500	30,000	32,500	35,000	37,500	40,000
E	13,000	15,000	17,000	19,000	21,000	23,000	25,000	27,000	29,000	31,000	33,000
F	11,000	12,500	14,000	15,500	17,000	18,500	20,000	21,500	23,000	24,500	26,000
G	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000	19,000
H	8,000	9,000	10,000	11,000	12,000	13,000	14,000	15,000	16,000	17,000	18,000
I	7,000	7,500	8,000	8,500	9,000	9,500	10,000	10,500	11,000	11,500	12,000
J	6,000	6,500	7,000	7,500	8,000	8,500	9,000	9,500	10,000	11,000	11,500
K	5,000	5,500	6,000	6,500	7,000	7,500	8,000	8,500	9,000	9,500	10,000

Annex: Sample Acknowledge Receipt HRM Manual:

I acknowledge that I have read and understand the contents of the IDO HRM manual. I understand that the manual is intended to provide me with information about IDO personnel and administrative policies.

I understand that this manual is not intended to serve as a contract of continued employment between IDO and myself, that notwithstanding its providing certain standards of conduct, IDO expressly reserves its right to terminate the employment relationship with or without cause at any time, and that no one at IDO is authorized to make an exception to this understanding.

I further understand that all policies and information contained in this manual are subject to change by IDO unilaterally, upon notice. I also understand that it is my responsibility, when inquiring on any item in this manual, to ensure I consult the latest version.

Lastly, I understand that if I desire clarification of any items in this manual, I should communicate with the ED/CEO.

Please write your name, sign, and date this acknowledgement below and return it to the HR head.

Employee Name: _____

Employee Signature: _____

Date: _____

Annex: Sample Performance Management and Appraisal Process:

Guide to Develop: A Performance Management (PM) System

Introductory words about performance management…

Performance Management concerns everyone who manages performance. Some organizations manage teams and some team may have only one supervisee; but every one is managing their own performance.

While from an organizational perspective, as it is run by people, their performance holds the key for achieving results and ensuring growth. Holding up a good team within an organization can be very difficult. Staff members may start to feel frustrated and diverted from their objectives of work and may even leave the organization. One of the ways to keep them motivated and strengthen teamwork is to apply the performance management system.

The system has three major components:

They are:

a) Performance planning using Individual Performance Target (IPT) formats.

b) Monitoring of performance on a regular interval, and

c) Arranging appraisal sessions.

More specifically, the system included following stages:

Planning the Performance, Individual Performance Targets (IPT), where the Supervisor/ Manager/Appraiser sit with the employee to discuss and finalize the targets and the work plan to be achieved by the employee in relation to his/her competencies, expectations, resources and the results to be achieved. The job description and the project implementation plan of IDO would provide in developing the IPT.

Periodical monitoring for improving the performance is where the Supervisor/Appraise applies various techniques to build motivation for the appraise (supervisee) to work more effectively. This is done in an informal manner with regular review and monitoring activities, in meetings and workshops. The appraiser provides emotional support, guidance and suggests corrective measures for performance improvement. In many a times, it included coaching, mentoring and staff developmental initiatives.

And finally, the implementation of assessment tools and processes. The Appraise would develop a base data sheet, following by performance data to bring objectivity in the appraisal process. The performance data would contain the following:

Performance targets (IPTs) both in qualitative and quantitative terms and corresponding accomplishments.

The conditions and environment within the organisation that contributed favourably and/or unfavourably behind the Appraise's performance.

The extraordinary and/or landmark achievement of the appraise

The development needs of the Appraise.

The presentation of basic and performance data by the Appraise creates an environment where appraiser, appraise and the reviewer arrives in a common and agreed understanding on how the assessment process would run. This stage would provide an overall orientation to all the parties involved about formats, feedback system and finalization towards linking it to reward system. The performance management structure below presents the systems in a simple way.

Stage III: Annual Performance Appraisal Formats -> Feedbacks -> Finalization linking to reward system
Stage II: Monitoring and Development Supervision -> Coaching and Mentoring -> Regular review and discussion
Stage I: Performance Planning Job/Role descriptions -> Project plans -> Individual targets
Performance Management System

Sample Individual Performance Target Format (IPT):

Sl.	Objective	Measures (Specific Activities)	Timing	Support Required
Section A: Priority Activities:				
Section B: Special Initiative Activities:				
Section C: Personal Professional Development Activities:				

A Sample Performance Appraisal Procedures and format:

Annual Performance Appraisal for the year_____

For the Employees of Grade I to IV (Confidential when Completed)

PERIOD _____

A. APPRAISEE PROFILE

1. Name of the Appraisee Designation t (To be filled-in by the Appraisee)

2. Joining date in IDO

3. Last Education qualification

4. Major work experiences other than IDO

Appraisee:

Name and Designation of Appraiser:

Name and Designation of Reviewer:

B. PERFORMANCE DATA
By the Appraisee

---

1. What were you expected to perform during the period?

2. What have been your achievements during the period?
(Highlight major/specific achievements)

3. What environment of organizational factors critically affected your performance?
Favourably

Unfavourably

4. What have been your additional (extra-ordinary) achievements?

5. What are your suggestions towards your self-professional development where the organization help/support is needed?

SIGNATURE: (Appraisee)---------- Date:----------

Issues to consider:

While administering Performance Appraisal process in IDO, the Appraiser and the Appraise must consciously consider the following aspects in a rational manner:

Employees' specific key performance indicators, for example, number of contacts with client in a month, and amount of credit management for micro-credit worker, quality of teaching for teachers, correctives and timeliness of accounting statements for accountant

Sensitiveness to gender, environment, local culture and heritage, physically challenged persons Punctuality, commitment to work, ownership, sincerity, loyalty and fellow feelings Proactive and innovativeness to organizational aspects

Adherence to organizational policy and procedures, discipline and respectful ness

Integrity and legitimacy

C. PERFORMANCE APPRAISAL FORAMT:

SL.No)	FACTOR DESCRIPTION	Rating:4-3-2-1 (5-4-3-2-1) (Excellent to Poor) Short justification note is necessary for marking 4/5 or 1 in any item.	
		Mark	Justification
01.	JOB KNOWLEDGE Ability to use updated knowledge and technical skills [e.g., project implementation, computer literacy] as relevant to the Appraisee's current and likely assignments. Ability/keenness to learn.		
02.	QUANTITY OF WORK/OUTPUT Extent of task accomplishment towards realization of organization goals, in time; including break through made.		
03.	QUALITY OF WORK/OUTPUT Extent of quality assurance in tasks accomplished, evidence of `innovation, use of social-developmental sense and logical pragmatic approach.		
04.	ORGANIZATIONAL IMAGE BUILDING Ability and motivation to sincerely uphold organization's Interests and image at all times, in the course of fulfilling responsibility and performing tasks undertaken		
05.	PLANNING & ORGANIZING Developed systemic approaches to achieve short- /long-term objectives, and to realistically determined resources required for execution, extent of success for organizing an event.		
06.	RESOURCE EFFECTIVENESS Extent to which frugal, efficient and cost-effective use of organization's resources [human, financial, material etc.] achieved		

SL.No)	FACTOR DESCRIPTION	Rating:4-3-2-1 (5-4-3-2-1) (Excellent to Poor) Short justification note is necessary for marking 4/5 or 1 in any item.	
		Mark	Justification
07.	TEAM EFFECTIVENESS Extent to which contributed to organization's and work-group cohesiveness by effective leadership, ensuring high morale, functional inter-dependencies, and staff development, including fair personnel appraisal		
08	JUDGEMENT & FORESIGHTNESS Ability to anticipate/assess problems, use conceptual skills, keep all relevant factors in view, & accords them due importance.		
09	ENTERPRENIURSHIP RESPONSIBILITY Extent to which contributed to organization's growth and stability by assisting in securing project funds, or financial allocations/ grants for research, studies, and publications.		
Total : 45			

The consequence of Performance Assessment:

APPRAISER			REVIEWER
Overall rating	Total Mark	Mark Obtained	Reviewer can only put mark against overall impression
Mark in Performance Appraisal	45		
Over all impression	5		Reviewer mark
Total mark =	50		

Breakdown of Performance appraisal consequences:

Sl.	Performance Score	Consequences	Remarks
1	Less than 15	Separation	
2	16-22	Letter for improvement – Warning	
3	23-32	Letter for improvement (increment (1-5%)	
4	33-45	Eligible for increment (6-10%)	
5	More than 45	Increment (11-15%)	Promotion, Appreciation letter etc.

Approved by

Salary Matrix of IDO:

Grade	Designation	Basic salary
I	Chief Executive Officer	35,000-3,500-52,500-EB-5,250-1,05,000
II	Director	32,000-3,200-48,000-EB-4,800-96,000
III	Manager: Chief Finance officer/Admin/Programs & Projects	26,000-2,600-39000-EB-3900-78,000
IV	Sr. Coordinator: Projects/ Programs/ Finance/ M&E.	21,000-2,100-31,500-EB-3,150-63,000
V	Coordinator: Project/ Program/Production/ Marketing/ MF / Training/M&E/ Accounts	17,500-1,750-26250-EB-2,625-52,500
VI	Sr. Asst. Cordinator: Area Cordinator/ Training/ Admin/ Supervisor/Accounts	14,000-1,400-21000-EB-2100-42,000
VII	Asst. Coordinator: Project /Program/ Training/ Accounts /MF	9000-900-13500-EB-1,350-27,000
VIII	Unite Officer: Unit Office in charge/ Program/Project	7000-700-10500-EB-1050-21,000
IX	Field Officer: Program/Project/Accounts	5,000-500-7,500-EB-750-15,000
X	Field Organizer: Project/ Casher/ MC/ Driver	4,500-450-6,750-EB-675-13,500
XI	Office Assistant: Receptionist/ Massenger	4,000-400-6,000-EB-600-12,000
XII	Support Staff: Caretaker/ Security Guard/ Cleaner/Cook	3,500-350-5,250-EB-525-10,500

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Periodical monitoring for improving the Performance is where the supervisor/appraisee applies various techniques to build motivation for the appraisee (supervisee) to work more effectively. This is done in an informal manner with regular review and monitoring activities, in meetings and workshops. The appraiser provides emotional support, guidance and suggests corrective measures for performance improvement. In many a times, it included coaching, mentoring and staff developmental initiatives.

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Annual Performance Appraisal for the year_____

For the Employees of Grade !! to !! (Confidential when Completed)

PERIOD _____

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1. Name of the Appraisee Designation (To be filled-in by the Appraisee)

2. Joining date in IDO

3. Last Education IDO xx

4. Major work experiences other than IDO

Appraisee :

Name and Designation of Appraiser:

Name and Designation of Reviewer:

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By the Appraisee

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(Highlight major/specific achievements

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Unfavourably

4. What have been your additional (extra-ordinary) achievement?

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5	More than 45	Increment (11-15%)	Promotion, Appreciation letter etc.

Approved by

Annex: Sample Job/Role DESCRIPTION ONE:

JOB/ROLE DESCRIPTION OF EXECUTIVE DIRECTOR

Role Title:	Executive Director (ED)
Job Location:	----------
Supervisor:	Chairman, Executive Committee
Supervisee (s):	Programme Manager, Finance Manager, Project Coordinator, Project officer, Admin Officer

5. Narrative description of the role:

Role Purpose:

The Executive Director functions as the Chief Executive of the Organization. This role entails the overall leadership of IDO. As the CEO, the Executive Director is required to accomplish short term as well as long term organizational goals ensuring efficient and prudent use of available human, financial and material resources while upholding its core values and operating principles. As leader, she is the ultimate source of inspiration and model for all members of IDO. The Executive Director would exhibit stewardship, prudence and conscience to provide vision and strategic directions to accomplish the goal of the organization**.**

5. 2 Describe what your role entails:

5.2.1 Doing:

Contribute and implement towards IDO's mission and strategies particularly through due process.

Ensuring IDO's strategy to achieve its mission is developed, periodically reviewed, and effectively implemented.

Ensuring IDO's stakeholders are kept informed about IDO's mandates, and its plans to meet their related concerns.

Providing information and service to Executive Board members, and ensuring that they remain involved and interested in IDO's welfare.

Identifying new and emerging trends and issues of concern to IDO, and ensuring IDO's continued relevance to its constituency.

Coordinate programs with different NGOs, Donors and Partner organizations

Identify new areas of IDO program interventions and Initiate and develop new projects

Represent IDO in different forums and meetings both in and outside the country

Coordinate with international forums (International Buyers Forum, Compliance Audit Firms etc) and seek support ensure compliance into the garments factory

Coordinate the compliance audit programmes into the garments factories

Organise board meetings regularly and keep board and other stakeholders informed about strategic organizational issues of IDO

Take proactive role to raising organizational financial stability and its sustainability of IDO.

Take conscious initiative to develop second tier leadership within IDO

As an ex-officio of the organisation, remain proactive in the board functions.

5.2.2 Managing and supervising

Manage IDO programs and projects

Maintain liaison with EC, donor and other important stakeholders of IDO

Supervise and oversee staff performance and ensure effective implementation of IDO program and projects

Supervise activities of programme, admin and finance personnel directly

5.2.3 Monitoring and reporting

Monitor all program and organizational activities of IDO

Ensure the implementation of program interventions in the line with program principles and guidelines

Ensure the preparation of periodical reports and submit them to appropriate stakeholders and donors

Prepare annual report (organizational) of IDO.

5.2.4 Group motivation, morale and personnel issues

Inspire staffs for performance improvement and take ownership to the organization

Extend emotional support to staff and beneficiaries of IDO

Motivate staffs to remain honest and sincere towards their responsibilities

Guide for teamwork.

5.3 Key performance indicators of your role

Quantity of Work/Output

Achieve project based specific targets of IDO

IDO winning projects from donors

Ensure programme objectives of IDO

Ensure implementation of program activities timely

Ensure preparation of programmatic reports on time

Financial and programmatic performances remain consistent

Compliance audit are conducted as per requirements.

Quality of work/output

Target beneficiaries expressed satisfaction about program services and attitude of IDO's staff
IDO has increased number of income generating projects

Garments owners and authorities expressed satisfaction over the initiatives of IDO

Donors and strategic partners expressed satisfaction over the IDO's programme implementation and services and fund flow are continued

Organizational Image Building

Remain honest and maintain high ethical standard

Uphold the organizational commitments and mandate

Uphold the activities and services of IDO

Represent IDO of different forums/networks and meetings

Visualize the impacts of IDO's works

Participate professionally and effectively to keep IDO image visible in external events

Encourage to nurture organizational values of IDO

Demonstrate honesty and transparency

Remain confidential and selective in organizational information sharing externally.

Entrepreneurship Responsibility

Remain active for developing new projects for IDO

Make collaboration and cooperation among like-minded organization to enhance IDO's strengths.

Resource Effectiveness

Remain cost effective and efficient and demonstrate it to all staffs of IDO

Establish proper management mechanism for effective use of available resources.

6. Core competencies that are needed to fulfil your role

Skill to build efficient second tier leadership in the organisation.

Strategy to develop succession plan

Signature of Employee	Signature of Supervisor
Date:	Date:

Annex: Sample Job/Role DESCRIPTION TWO

ROLE DESCRIPTION OF FINANCE MANAGER

1. Role Title:	Finance Manager
2. Job Location:	IDO Head Office
3. Supervisor:	Executive Director
4. Supervisee:	Accounts Officer
Staffing pattern	
Grade	

5. 1 Role Purposes:

The primary purpose of the role is to accomplish the financial activities required by the organisation. The role expected to assists his/her superior to complete all kinds of reports and documents in relation to finance and accounts. S/he will be involved to manage, supervise and evaluate the staffs of Finance and accounts alien with the organizational Financial Policy. As a member of the senior management team, s/he is expected to provide inputs for the strategic management and sustainability of IDO.

5. Narrative description of the role

5.1 Doing:

Prepare monthly, quarterly and annual plan for the finance division in consultation with all other sections of IDO

Prepare all periodical budget to realize the division plan in collaboration with the relevant sectional team

Assist and guide all programme sectors/units to prepare the overall monthly, quarterly and annual budget of IDO

Establish computerized accounting and financial management system in IDO

Ensure proper implementation of Finance policies in accordance with Government audit standards and laws.

Organize internal and external audit and take required steps to address audit recommendations

Check & confirm vouchers prepared by the accounts officer in all transactions

Check books & records are prepared and maintained by the accounts staffs

Coordinate and undertake the compliance audit into the garments factories

Prepare financial budget according to activity plan for short & long period

Prepare different FD forms for NGO-AB requirements and ensure approval

Provide necessary reports to NGO-AB and dealing for fund approval as per requirements

Participate in financial meeting with donors, NGOs & Government authorities

Prepare financial reports as per donor's requirement

Ensure all administrative and logistic support

Procure items/commodities as per procurement policy of financial management manual

Initiate payment of staff salary

Initiate organizational tax return as per rule

Initiate payment of third party against invoice after approval

Recommend & take proactive role for advance settlement

Ensure deduction of taxes from all applicable payment sources and deposit to bank

Conduct compliance audit into the garments as per requirements of concern authorities

Prepare and submit compliance audit report timely

Look after the construction affairs of IDO including office building and other extension.

5.2 Managing and supervising

Overall supervision and provide guidance on book keeping, Record keeping done by accounts staffs at head office level and branch office level

Maintain proper liaison of NGO-AB, Govt departments

Manage overall salary and payroll system including relevant procedure of IDO

Organize and conduct weekly sectional/divisional meeting (finance and Admin)

Coordinate with programme, donor and external parties

Manage audit work and external financial monitoring

Ensure flow of official information and communication in relation to finance and accounts

Manage construction works and other construction extensions

Manage compliance audit functions and maintain liaison with concern parties and garments owners as well.

5.3 Monitoring and reporting

Ensure preparation and submission of monthly, six monthly and annual financial reports to the donors and NGO-AB complying with the standards

Monitor credit disbursement and financial spot visit at beneficiary level

Monitor accounting system and records of Area Offices and secondary partners

Record minutes of donor, executive and general body meetings

Ensure appropriate fund management through proper planning, cash management, variance analysis and liquidity management

Ensure preservation and security of all documents of the organization with regard to finance, admin, assets, liabilities, organizational properties, deeds, contacts, agreements etc.

Establish and maintain a recording and reporting system of finance and administration

Update financial manual, administrative manual/service rule with the change of context of IDO

Maintain income and expenditure report of all sorts of construction and extension works in the name of IDO

Prepare annual financial report of IDO

Prepare and submit compliance audit reports to the concern.

5.4 Group motivation, morale and personnel issues

Promote and uphold organizational values

Provide emotional support to the supervisees and other staff

Take proactive role to resolve any emerging conflict between departments

Develop and maintain a conducive work environment for the growth of the organisation as well as the staff

Develop and communicate a shared vision and inspire the staff members though technical and emotional support to achieve IDO's goal.

5.5 Key performance indicators of your role

a. Quantity of Work/Output

Prepare monthly, quarterly and annual plan for the finance and accounts division

Ensure monthly, quarterly and annual budget to realize the division plan

Keep computerized accounting and financial management system in order

Make time to time communication with NGO-AB

Conduct orientation of team members as new rules and regulations adopted by the government

Produce required number of reports on compliance audit conducted in the organization

Keep proper income and expenditure statement in regard to building construction and other extension works.

Quality of work/output

Ensure proper implementation of Finance, Administration policies in accordance with national audit standards and laws.

Organize internal and external audit and take required steps to address audit recommendations
Ensure effective support to the Programme and other departments for smooth financial execution

Maintain proper liaison of NGO-AB, and other relevant Government departments

Maintain proper coordination with Executive Director, Programme, donor and external parties

Ensure proper guidance to Programme sectors/units to prepare the overall monthly, quarterly and annual budget of IDO

Lead finance team for effective implementation of planned activities

Organizational Image Building

Represent IDO in different forums and meetings as delegated by the executive director

Participate professionally and effectively to keep IDO's image visible in external training and events

Nurture values of IDO

Remain confidential and selective in financial and organizational information sharing externally.

Entrepreneurship Responsibility

Remain active of new project development

Incorporate new ideas and activities into organization

Keep finance and accounts department cost effective and demonstration it to other departments.

Resource Effectiveness

Proper utilization of financial and materials resources

6. Core competencies that are needed to fulfill your role

Advance skill on financial management and reporting

Advance skill on financial software management

Keep up to date on financial rules and regulation of finance and accounts circulated by government

Competency on modern practices in relation to finance and accounts

Inter-personal communication skill.

Signature of Employee	Signature of Supervisor
Date:	Date:

Annex: Sample Job/Role DESCRIPTION THREE

ROLE DESCRIPTION OF PROJECT COORDINATOR

1. Role Title :	Project Coordinator
2. Job Location:	IDO Head Office.
3. Supervisor:	Executive Director
4. Supervisee:	Assistant Project Coordinator, Training Manager, Field Facilitator

5. Role purpose

The primary purpose of this role is to ensure smooth operation of the Programme. The role is also expected to develop programme and project to pursue its organizational objectives. As a member of the senior management team, s/he is expected to provide inputs for the strategic management for the betterment of IDO.

6. Narrative description of the role-

6.1 Doing:

Develop and execute project work plan

Prepare operational budget and relevant strategies for smooth operation of the project

Develop necessary tools and techniques for participatory monitoring and supportive supervision

Identify external and internal risk for the project and develop strategy for mitigation

Maintain project related communication and correspondence with all partners and donor

Arrange/facilitate training, workshop, meetings and other events related to the project

Conduct project related survey and research

Prepare periodic reports for all the stakeholders and donor

Assist and take part to develop other project intervention and design new projects

Design and initiate various interventions to capacitate project staff and partners as well.

6.2 Managing and supervising

Planning and allocating resources for the project for its smooth execution

Provide direction to the project and partners staff to achieve the project targets and outputs

Supervise the regular activities of the project personnel and Partners

Liaison with the donor, partners and other stakeholders

Provide coaching to the project and partners' staffs to enhance their performance

Assess the performance of the project and partners' staffs with direction from the ED.

6.3 Monitoring and reporting

Develop data collection tools to measure the progresses of the project

Conduct regular monitoring visit to the project cites and day care centres

Collect information of the day care centres and other project interventions to prepare result based reports

Follow up the results of capacity building or other project related events.

Prepare and disseminate project related documents and reports to the stakeholders and donor.

6.4 Group motivation, morale, Values/ethical standard/commitment, and personnel issues

Create a working environment where all can work as a team towards achieve a common goal

Create opportunities for formal and informal capacity development session for project and partners' staffs

Set up example in regular works, professional behaviour and dealing with people.

Contribute in conflict resolution, if arise.

7. Key performance indicators of your role

Quantity of Work/Output

Prepare project documents, tools, formats, strategies and reports as per requirement.
arry out field visits, trainings, supervision activities and other events as per work plan

Prepare periodic reports

Maintain liaison with donors and other stakeholders.

Quality of work/output

Ensure support to the Partner Organizations in the area of PROGRAM service delivery and other relevant issues as necessary

The partners, team and the donors expressed satisfaction with the capacity building sessions and other events.

The beneficiaries of all level are satisfied with the service from the Partners.

The project and partners' staffs are well adapted with the project goal, strategies and overall management procedure.

Organizational Image Building

Represent IDO in various national and international events through effective participation.

Value the organizational goal, mission and vision and share them in various external and internal events as appropriate.

Keep the project documents, strategies or other information confidential as instructed by the organization.

Entrepreneurship Responsibility

Advocacy for IDO's works in various national and international events.

Contribute in new proposal writing, project development and designing.

Resource Effectiveness

Allocate financial resource of the project appropriately.

Guide the partners' and the project staff in proper resource utilization.

Remain cost effective in all aspects of the project dealings.

Responsibilities beyond usual line job

Orient newly recruited staffs of the organization.

Participate in various national/international training, workshops, meetings, seminars etc as assigned by the Executive Director.

8. Core competencies that are needed to fulfill your role:

Sound knowledge and skills for programme management and project implementation

Advance skills on participatory management and strong leadership as well

Effective inter-personal communication skill.

Signature of Employee	Signature of Supervisor
Date:	Date:

Proposed Guidelines for IDO Health Care Scheme:

The fund created for the Health Scheme is a property of IDO and no employee shall claim support from it as a matter of right

The target for fund accumulation (Principal) is Tk. 00 million

The rate of monthly contribution is Tk.===- per employee, to be paid by the organization

The accrued interest of the scheme shall remain in Health Care Fund

This Health Scheme applies to all confirmed staff of IDO who have a good service record without any written complaints against his or her name. This scheme shall not apply to an employee who has been warned in writing earlier for drug abuse.

All regular IDO employees are eligible to the full coverage under health Care Scheme provided that IDO continues its contribution to the scheme.
An employee may benefit from this Scheme only once in his or her service life.

A IDO employee suffering from any of the ailments mentioned in the list below may seek support from the Scheme:

a. Any damage caused to brain requiring surgery;

b. Any condition of the heart requiring surgery including angioplasty;

c. Kidney failure requiring dialysis;

d. Replacement/transplant of organs;

e. Cancer treatment leading to removal/transplant of organs.

Other ailments may be added to the list if and when deemed necessary by the Executive Committee.

A 3-member Board shall be constituted by the Executive Committee of IDO to consider applications from employees support from the Scheme. The Board shall consist of:

Convener– 1 (Executive Director, IDO)

Member – 1 (Representing, Executive Committee)

Member – 1 (Staff Representative)

Any two of the above three members will make the quorum to take the final decision on application for assistance with regard to the Health Care Scheme.

The members are to be residents in Dhaka city for easy availability.

The Board will only consider an application made out in the format designed by the Administration. But in emergencies or in unavoidable circumstances, an application may be made out on plain paper. What circumstances shall fall into this category is within the discretion of the Board.

The application will have to be accompanied by supporting documents from the physician/s and diagnostic laboratories. The Board may consult with or ask for specific documents from a specialized physician, if required.

Applications are to be dealt with according to merit. The Board reserves the right to accept or to reject an application if requirements are not properly fulfilled. The requirements may be:

- Genuineness

- Urgency

- Gravity of the ailment

- Or any other consideration which the Board may decide upon

4.7 The Board shall process the application in three days' time.

The Board may give such support as fees for the physician/s, operation costs and medicine & diagnostic tests only for treatment of the ailment. Costs incurred for diagnostic tests prior to application for support shall not be reimbursable, and shall remain outside the purview of the Scheme. However, the Board may also give support for actual travelling and accommodation cost of the applicant or his/her spouse only.

The Board may require the applicant to show a break-down of costs.

The Board may allow an applicant support up to a maximum of Taka – lacs out of the scheme as specified under clause no – 3.1 (a-e).

Of the amount of the fund given to the applicant, $2/3^{rd}$ shall be grant and $1/3^{rd}$ shall be repayable by the recipient of the support under the Scheme.

The repayment of the $1/3^{rd}$ shall be made over a period of five years. It shall be deducted at monthly installments from his/her salary one month after the applicant has been treated. In case of retirement/resignation, all dues receivable will be realized from the final payment. In the unforeseen event of an applicant's demise after treatment, repayment shall be waived.

Integrated Development Organization (IDO)
Exit Checklist

Name of the Employee: Date of Separation:
Designation: Dept/Section/Unit:
Mode of Separation: □ Resignation □ Termination □ End of Contract

□ I have submitted my final time sheet/--

I understand that any outstanding organization property must be returned. I agree that failure to return this form and any IDO property by my last scheduled work day will result in the delay of my final payments.

Signature of Employee_____
Date:_____

Clearance from Department: All job related charges have been handed over (attached separate sheet if required, like file list etc.)

□ Yes □ No

Manager/Head of Dept. _____ _____
Name, designation Signature Date

Clearance from Admin Department: All the refundable stationery items and other equipment, if any, entrusted to me as per official records/Individual Inventory Register have been returned in good condition as per below list:

Sl #	Item	Tag #	Remarks
01	Mobile Phone		
02	ID Card		
03	Business Card		

Other (use extra sheet if needed):

Operations Manager:_____ _____ _____
Name Signature Date

Clearance from IT Department: All CDs, Software/Manuals and Hardwires/Parts as per record have been returned in good condition.

Sl #	Item	Projahnmo Tag #	Remarks
01	Desktop/laptop		
02	Modem		
03			

Other (use extra sheet if needed):

IT Network Specialist:_____ _____ _____ **Name** **Signature** **Date**	
Clearance from Accounts Department: All Advances and other dues have been settled as of today. □ **Yes** □ **No** **Accountant**: _____ _____ _____ ***Name*** ***Signature*** ***Date***	
Present Address with telephone	Permanent Address with Telephone

Note: If the required clearance is not obtained from any of the above department, a note explaining the reason will be prepared and forwarded to Operations Department for necessary action.

Clarence of Accounts In-charge

(**Note if any**): **Signature**: _____
Date:_____

cc: For separating staff
Personal file

Annex: Sample Enquiry Notice

To
Mr. X
Address:

Subject: Enquiry Notice

Dear X;

We acknowledge the receipt of your written explanation submitted in response to our show cause-letter dated ……..

In this connection, we would like to inform you that your explanation has not been found acceptable to the management and as such the management has decided to conduct an enquiry in the charge brought against you.

(Name and designation of the enquiry officer)……., ……..., ……., has been appointed the enquiry officer and the enquiry will be held at time and date at the office of the enquiry officer.

You are advised to appear before the enquiry officer on the specified date and time. You will be given all opportunity of self-defence at this enquiry.

Please note that if you fail to take part in the enquiry on the specified date for any reason, the enquiry will be conducted in your absence.

Yours truly,

Mr. XYZ.

CC to ……

Annex: Sample Enquiry Report

We were asked to conduct an enquiry against Mr. --------- vide charge sheet no. ……. Dated …..

At the time of the enquiry, Mr. -------- admitted the charges but in order to give him all the opportunities of self defence, we continued the enquiry and completed if after hearing both parties in full.

On behalf of the prosecution side, seven witnesses were examined by us in support of the charges and the charge sheeted employee produced only one witness in support of his defence.

The issue before us for decision is whether Mr. ---------- is guilty of the charges brought against him by the management and our findings are in the affirmative i.e. Mr. ---------- is guilty of all charges.

The following are the reasons of our findings:-

The management produced two witness in support of the charges no one and all of them including his own witness started that Mr. ---------misbehave with manager on …… (date)
we examined the managing director in support of the charge no 2 and he stated with all the emphasis that Mr. -------- misbehaved with him on …….. (date) and the accused employee was not able to shake his evidence in the cross examination.

We examined two witness in support of charges no.3 and all of them stated that Mr. ---------- misbehaved with Mr. ---------- on …… date in presence of others.

We examined two witnesses for charge no 4 and we are of opinion that this charge is also established against the accused employee.

The evidence of all the prosecution witness was given in a straight forward manner and we have no hesitation in accepting the evidence of all witness.

Findings

We have, therefore, after carefully considering the evidence of the witness come to the conclusion that the charges against Mr. ---------- have been conclusively proved and as such he is guilty of these charges.

(BB)
Chairman Member

Annex: Sample SHOW CAUSE Notice:

To
Mr. X
Address:

Subject: Show Cause Notice

Dear Mr. X;

It has been reported against you that, you have been absenting yourself from duty with effect from …….. Without prior permission, In the past also you remained absent without obtaining prior leave, details of which are given below;

(all details)

Sudden absence on your part dislocates the normal work of the organization and this has been repeated by you so many times not withstanding oral and written warnings issued to you more particularly on ……

(details of warnings to be mentioned)

In view of the above, you are called upon to explain in writing with in eight days as to why an appropriate disciplinary action should not be taken against you.

Please note that if you fail to submit your explanation within the specified time, it will presumed that you accept the charges to be correct and have no explanation to offer. In that event, the management will be at liberty to take appropriate disciplinary action against you with out any further reference to you.

Yours truly,

Mr. XYZ.

CC to ……

Annex: Sample Dismissal Order:

To
Mr. X
Address:

Subject: Dismissal Order

Dear Mr. X;

With reference to our show cause notices No ….. dated ……and on receipt of your explanation there to, an enquiry was held into the charges brought against you.

The report to the enquiry submitted and evidence adduced sufficiently establish the charges levelled against you.

Since the charges having been provided against you, are of a very grave nature and violence under section …… of IDO policy, the punishment warranted is that of dismissal.

We have also looked in to your service records and have found that the records are high unsatisfactory. Under the circumstances, it has been decided to dismiss you from service.

Accordingly, you are hereby dismissed from service with immediate effect.
You may collect your dues, if any from our accounts department on any working day after getting clearance from all concerned.

Yours truly,

Mr. XYZ.

CC to ……

Annex: Sample Termination Letter

Date----------

Name----------
Position----------
Org----------

Subject: Termination from employment with ----------

Dear ----------,

As per management decision, you are hereby terminated from the services of -----org -------with effect from date----------. As per agreement clause, you will be given ---------- months notice pay instead of notice.

You are requested to contact the Admin Manager for your final settlement.

Thanking you,

Name----------
Designation----------

c.c. to : i.
ii.

Annex: Sample Dismissal Order

To
Mr. X
Address:

Subject: Dismissal Order

Dear Mr. X;

With reference to our show cause notices No ….. dated ……and on receipt of your explanation there to, an enquiry was held into the charges brought against you.

The report to the enquiry submitted and evidence adduced sufficiently establish the charges levelled against you.

Since the charges having been provided against you, are of a very grave nature and violence under section …… of IDO policy, the punishment warranted is that of dismissal.

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Accordingly, you are hereby dismissed from service with immediate effect.
You may collect your dues, if any from our accounts department on any working day after getting clearance from all concerned.

Yours truly,

Mr. XYZ.

CC to ……

Annex: Sample Termination Letter

Date----------

Name----------
Position----------
Org----------

Subject: Termination from employment with ----------

Dear ----------,

As per management decision, you are hereby terminated from the services of -----org -------with effect from date----------. As per agreement clause, you will be given ---------- months notice pay instead of notice.

You are requested to contact the Admin Manager for your final settlement.

Thanking you,

Name----------
Designation----------

c.c. to : i.
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Annex: Sample Dismissal Order

To
Mr. X
Address:

Subject: Dismissal Order

Dear Mr. X;

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The report to the enquiry submitted and evidence adduced sufficiently establish the charges levelled against you.

Since the charges having been provided against you, are of a very grave nature and violence under section …… of IDO policy, the punishment warranted is that of dismissal.

We have also looked in to your service records and have found that the records are high unsatisfactory. Under the circumstances, it has been decided to dismiss you from service.

Accordingly, you are hereby dismissed from service with immediate effect.
You may collect your dues, if any from our accounts department on any working day after getting clearance from all concerned.

Yours truly,

Mr. XYZ.

CC to ……

Annex: Sample Termination Letter

Date----------

Name----------
Position----------
Org----------

Subject: Termination from employment with ----------

Dear ----------,

As per management decision, you are hereby terminated from the services of -----org -------with effect from date----------. As per agreement clause, you will be given ---------- months notice pay instead of notice.

You are requested to contact the Admin Manager for your final settlement.

Thanking you,

Name----------
Designation----------

c.c. to : i.
ii.

EMPLOYEE EXIT INTERVIEW QUESTIONNAIRE Confidential

Your opinions concerning your employment at IDO are of value to us. Please take a few minutes to complete this questionnaire so that we may develop policies and practices that better reflect the need of our employees.

Date_____

Your Name _____ Section _____

Name of Supervisor _____

Separation Date _____

Explain the most important reason(s) why you are leaving IDO.

_____

_____

2. How could IDO prevent you from leaving?

_____

_____

3. If you have accepted another position, how is this position different (in terms of activities, responsibilities, salary, benefits) than your job at IDO

_____

_____

4. What did you like most about your job at IDO?

_____

5. What did your like least about your job at IDO?

_____

6. Describe the working relationship you have with your supervisor.

_____

7. Was the job accurately described to you when you were hired? If not, how was the job different from what you were told?

_____

8. Would you recommend IDO to a friend as a place to work?
Please explain your answer.

_____

9. Please tick the appropriate box.

Was the amount of work you were expected to do....

- ☐ Too much for one person.
- ☐
- ☐
- ☐

Occasionally heavy, but about right most of the time
Just right, not under-worked or overworked.
Not enough. Did not fully take up my time.

Did you feel your efforts made an important contribution to your office?

Almost always ___ Sometimes ___ Seldom ___ Never ___ Don't know
☐ ☐ ☐ ☐ ☐

Were you kept informed of changes in policies and practices by supervisor?
___ Almost always ___ Sometimes ___ Seldom ___ Never ___ Don't know
☐ ☐ ☐ ☐ ☐

Did you receive enough feedback from your supervisor about your work?

___ Almost always ___ Sometimes ___ Seldom ___ Never ___ Don't know
☐ ☐ ☐ ☐ ☐

Did you feel that you had opportunities to advance your career/knowledge/skills?

___ Almost always ___ Sometimes ___ Seldom ___ Never ___ Don't know
☐ ☐ ☐ ☐ ☐

How would you rate your satisfaction with IDO's benefits package?

___ Very satisfied ___ Satisfied ___ Somewhat dissatisfied ___ Very dissatisfied
☐ ☐ ☐ ☐

This space is provided for additional comment you may wish to make.

_____

Signature of staff Date

Comments from HR Representative based on interview (as applicable):

Reference Check Form

APPLICANT: _____ Position Applied for : _____

Name of the Referee: _____

Position Title and Organization: _____

Please provide the below information as applicable to you.

1. How long have you known the applicant : _____

2. At what respect (pls. tick) : As colleague/supervisee/friend/relative/student/others

3. In your observation, what are the three (3) strong areas (professional and personal) of the candidate ?

_____

4. What are the three (3) areas that the applicant should improve?

5. Reasons for leaving employment (if applicable): _____

6. Would you re-employ the applicant considering his/her performance? Yes / No. If no, why _____

8. Would your organization rehire the applicant if policy permits? Yes/No
If no why: _____

9. Any other comments that we should know before we take the final decision: _____

Date: _____ Referee's Signature: _____

Reference checked by: _____ Date : _____

STRICTLY PRIVATE AND CONFIDENTIAL

REFERENCE CHECK FORM

Candidate Name:	
Position Applied For:	

Referee Name:	
Title:	
Organization	
Telephone	
E-mail:	

Confirming the relationship of the Referee with the Candidate	
Position held:	
Employment Duration:	
Relationship to Candidate:	
Reason for Leaving:	

Describe the Candidate's suitability for the role.

How would you rate the candidate on the following? (Rate as- Excellent/Good/Moderate/Poor)	
a) Candidate's drive to understand and work in a Development organization	
b) Candidate's approach to sharing knowledge and experiencing with team	
c) Candidate's leadership style	
d) Candidate's approach to analyzing and solving problems	
e) Candidate's interpersonal skills for effective & efficient team work	
f) Candidate's approach and ability to decision making	
g) Candidate's ability to manage multiple tasks and deadlines	
h) Communication Skill	Oral:

	Written:
What, in your opinion, are the candidate's main strengths?	
What, in your opinion, are the candidate's main weaknesses (assuming that everyone has some)?	
Are there any areas for improvement- Skills/ Knowledge/ Attributes?	
Would your organization consider rehiring the applicant? YES / NO If NO, why?	
Do you have any other comments that you would like to make on the candidate besides the information you have mentioned earlier?	

Signature	
Reference Checked by:	
Signature:	
Date:	

Annex: Sample of Appointment letter Permanent Staff

Name and Address Date.....

Subject: Letter of Appointment

Dear Mr./Ms. .....

With reference to your application for employment in IDO and your subsequent involvement in different stages of recruitment process, we are pleased to offer you the position of.....

The terms and condition of the appointment are as follows:

During the probation period, you will receive consolidated salary Tk.0,000.00 (Taka ==========) only per month. Income tax will be deducted at source from your monthly salary as per prevailing law.
You will be governed by the rules and regulations of the Personnel and Administration manual of IDO.
Your appointment will be initially on probation for six months from the date of your joining. On successful completion of probation, your services will be confirmed in the IDO service.
Management will formulate your role description in consultation with your supervisor.
We will like you to join us from the.....In case this is inconvenient; please get in touch with the undersigned to decide on another date.

If the above terms are acceptable to you, please sign your name in the space provided below as a token of your acceptance of the appointment and return the signed copy to IDO.

We look forward to having a long, mutually satisfying working relationship.

Sincerely yours,

Competent Authority I accept the above terms and condition of appointment.

SAMPLE
Salary Justification Memorandum

To: Name, Contracting Officer,
cc: Name, Chief of Party
From: Name, Human Resource Manager
Re: Salary Justification Memorandum per Attached Biographical Data for [Name of the proposed staff]; Project Name,

---

Per the IDO prime contract, a salary justification memorandum is required for any initial salary proposed in excess of five percent of an employee's most recent substantiated rate per the biographical data form. This salary justification memorandum outlines the factors that support the proposed salary on the attached biographical data form.

IDO is proposing an annual rate of BDT----- for [Name of the proposed staff] who was identified in a competitive recruit for the position of ====. In accordance with IDO practice, we took the following factors into consideration when negotiating the salary: foregoing short term work, market value and date of last salary increase.

Current Compensation. For the past two years, [Name of the proposed staff]has worked on a multiple consultant contracts for a variety of non-profit companies. Since November 2010 s/he has consistently held two positions, both of which s/he will give up working exclusively with IDO on the === project: == manager for the One organization and === manager for another organization. Her/his position with organization is a full-time regular contract paying BDT---/year. For her/his organization contract, s/he works three hours daily at a rate of BDT---/day. Annualized, the work for organization contributes BDT---/year (-- hours/day * --- days/year / -- hours/day = --- days work/year; --- days * BDT---/day = BDT---). Thus her/his annual salary for the period of November '-- to December '-- is:

One organization: BDT---
Other organization: BDT---
Total: BDT---/year

We are basing her proposed rate off this total salary.

Market value. [Name of the proposed staff]'s proposed position is similar to others on current IDO MJF projects in Bangladesh and recent IDO proposals. The average of proposed and actual rates from Four recent projects and proposals for similar positions is BDT----/year. The proposed salary for [Name of the proposed staff] reflects this market rate.

Last Increase. Despite work which would otherwise warrant an increase, [Name of the proposed staff]has not received an annual increase at her/his current full-time position (usually given in December).

Based on the reasons outlined above, we are presenting [Name of the proposed staff]a salary increase of --% over her/his combined current annual salary, to bring her/him up to the average

level of other IDO employees in similar positions in Bangladesh. We feel that this salary represents good value for this candidate.

Attachment: Biographical Data Form
Code of Conduct

IDO is committed to maintain the highest degree of ethical conduct among all of its employees, and expects all staff to act in a manner consistent with the core values of respect, integrity, commitment and excellence while carrying out their organizational responsibilities. To understand these standards, IDO has established this Code of Conduct policy guideline. This policy detail up the IDO's expectations of employees in a number of important situations, providing general descriptions of each key point.

All employees are expected to understand, subscribe and abide by IDO's Code of Conduct as narrated.

A. Assets and Funds
An employee of IDO is responsible for the proper management of all organizational assets, funds or other property entrusted to her/him. IDO equipment and property, including files, documents, and software, are provided for IDO work and may not be removed from IDO premises, or accessed, except in the regular course of business.

It is expected to treat IDO property with the same spirit of own, and are required to return IDO property in good condition prior to separation from the organization. While ordinary wear and tear is expected, any damage or loss of IDO property should be reported promptly to concerned supervisor/admin.

B. Complying with the Law
An employee of IDO is expected to comply with all laws and regulations applicable to him/herself and IDO within the scope of employment. It is the responsibility to know and understand the law directly applicable to an employee and her/his job.

C. Confidential Information
IDO has records and information that are confidential and must treat such materials accordingly. This pertains to all verbal or written communication including, but not limited to, work created as part of job, financial data, computer files, contracts, procurement materials (vendor lists, purchase orders, etc.), marketing and donor information (donor names, mailing lists, contributions, etc.), program material (project reports, grant applications, correspondence with country offices or IDO International members, etc), personnel or staff information (personnel files, salary information, etc) and general corporate documents (internal policies, procedures, minutes of meetings, documents, notes, files).

An employee is expected to protect and keep applicable information in strict confidence and exercise a reasonable degree of IDO to prevent disclosure of any information regarding IDO in any manner adverse to the interest of, or detrimental to, IDO, or those with whom IDO works. Employees are prohibited from reproducing any confidential information for use inside or outside of IDO for any purpose other than the performance of their duties at IDO.

Any deviation is subject to appropriate disciplinary action, up to and including dismissal, for knowingly or unknowingly revealing information of a confidential nature. If an employee is unsure about the confidential nature of specific information, ask the supervisor for clarification.

D. Conflict of Interest - Actual or Perceived

Staff must scrupulously avoid any conflict between individual interests and the interests of IDO (a "conflict of interest"). If staff him/herself, or a member of family, have a possible conflict or even the appearance of a conflict with IDO interests, must fully disclose the circumstances to his/her manager. For the purposes of this policy, family includes a spouse, brother or sister, parent, child or domestic partner.

A conflict of interest can arise in a variety of situations wherever IDO interests, such as relying on staff duties of loyalty and confidentiality, compete with the personal or other professional activities or engagements of IDO staff. A clear conflict of interest arises when staff or a member of staff family directly or indirectly:

Participate in IDO or related entity evaluation, selection, award, or administration of a contract, loan, purchase, sale, investment order, donation, or other transaction that will directly or indirectly benefit staff or their family.

Stand to gain personally or individually from any transaction in which IDO, a IDO program or a IDO related entity is a party.

Accept gifts, favors, or anything of monetary value from IDO donors or vendors, including contractors, (except for unsolicited gifts of a nominal value, training, travel, materials, or other items provided for the benefit of IDO with supervisor approval).

Owe fiduciary or other duties of loyalty to another entity that is partnering, lending, donating, investing, negotiating or otherwise transacting business with IDO and as IDO staffs are engaged or potentially influence the transaction.

Staff must withdraw from any participation in IDO decisions related in an actual or perceived conflict, and take appropriate steps to eliminate the conflict.

E. Disclosure

IDO is committed to full, fair, accurate, timely and understandable disclosure in reports and documents including but not limited to its reports to donors and annual financial statements.

F. Discrimination Harassment and Sexual Harassment

IDO expressly prohibits and will not tolerate any form of discrimination, harassment, or sexual harassment based upon race, color, religion, national origin, sex, age, sexual orientation, marital status, citizenship status, disability, or military status. All employees are expected to sign a statement upon hire that they have read and understand IDO's policy.

G. Gifts

It is inappropriate to give a gift to or receive a gift from a person within IDO with whom there is either a superior or subordinate relationship, unless the gift is of nominal value. No managers will influence or be influenced by the giving of gifts.

Group gift giving to a fellow staff person that spontaneously and voluntarily arises from employees is permitted.

IDO staffs are discouraged from presenting a gift to other IDO staff members while visiting a IDO office.

H. Operation of IDO_ Vehicles

Employees must not drive IDO vehicles while on IDO business, or operate machinery or other equipment, while under the influence of alcohol or prescription drugs that may cause drowsiness, or otherwise impair their ability to drive safely. To do so may be grounds for dismissal.

I. Procurement

Staff may not select a vendor of goods or services for any reason other than its ability to fulfill the organization's needs. Staff may not personally accept any goods or services or other forms of compensation or favors from a vendor, other than as a usual contribution to IDO.

Fees, commissions, kickbacks, or any form of bribes intended to induce or reward favorable decisions and governmental actions, are unacceptable and prohibited. No staff person may, in violation of any law, pay or offer to pay, or give anything of value to a donor, governmental entity, or political party.

Before and during the procurement process of issuing tenders, sealed bids, request for proposals and any other solicitation process, no employee or procurement committee member shall accept gifts, money or services from such vendors or vendors. The procurement process must be transparent and have no actual or perceived appearance of impropriety.

J. Substance Abuse in the Workplace

Employees are prohibited from working while intoxicated, or while under the influence of illegal drugs.

K. IDO Name, Logo, and Trademark

The IDO name, logo, and trademark may only be used in activities and circumstances sanctioned by IDO and in the appropriate form.

L. Reporting Losses & Fraudulent Acts, Illegal Acts, and Violations of the Code of Ethics and Conduct

Each employee has an obligation to report losses, illegal acts, and other violations of the above policies if they believe that these have occurred, if they have observed such conduct, or received any information about such conduct. Violations must be reported to a supervisor, management at a higher level, an HR representative or Internal Audit. The report may be verbal or in writing, and should provide details of what happened, including date, location and the names of any witnesses.

Annex: Sample Relation Declaration Format

Relationship declaration form

1.1.1.1.1.1 For the Employees of IDO

The President/Executive Director
IDO

I do hereby declare that I have kinship with the following persons of IDO.

Sl.	Name and Address	Designation in IDO	Relationship
1			
2			
3			
	I have none.	Tick	

Thanks,

Name of the employee and Signature
Date:

EMERGENCY CONTACT INFORMATION

Employee Name: _____

Blood Group_____

IN CASE OF EMERGENCY, PERSONS TO NOTIFY:

1. Name and relationship to employee: _____

Address: _____

Land Phone: Home: _____Work: _____

Mobile Phone: Home: _____Work: _____

E-mail: Home: _____Work: _____

2. Name and relationship to employee: _____

Address: _____

Land Phone: Home: _____Work: _____

Mobile Phone: Home: _____Work: _____

E-mail: Home: _____Work: _____

3. Name and relationship to employee: _____

Address: _____

Land Phone: Home: _____Work: _____

Mobile Phone: Home: _____Work: _____

E-mail: Home: _____Work: _____

EMERGENCY INSTRUCTIONS (if any):

Employee Signature:_____ Date:_____

Annex: sample confidentiality commitment

IDO CONFIDENTIALITY ACKNOWLEDGMENT

POLICY OF IDO

Due to the provision of services to IDO , you may have access to information regarded by IDO as confidential and/or proprietary. It is the policy of IDO to ensure that the operations, activities, and business affairs of the Company and our business partners and clients are kept confidential to the greatest possible extent. If, while you are providing services to IDO, you acquire confidential or proprietary information about IDO, its principals, its business partners and/or its clients, such information is to be handled in strict confidence and not to be discussed with outsiders. You are also responsible for the internal security of such information.

It is recognized that it may often be difficult to draw an exact line between confidential and proprietary information, which is the exclusive property of IDO, and the non-proprietary information that is part of the background of skill and experience normally acquired in the course of personal business experience, which you are free to use in the course of providing services anywhere. In case of doubt, you are urged to discuss the matter with a IDO representative or your supervisor. We ask that you sign below to indicate your commitment to the terms of this agreement so that there will be no misunderstanding at some future date. If you are found to be violating this policy, IDO will request that you be removed from its premises and that you be barred from working on any further projects for IDO. You may also be subject to civil and/or criminal penalties for violation of any applicable laws.

INDIVIDUAL'S COMMITMENT

In consideration of my retention and provision of services to IDO, I agree to keep confidential, and not divulge to others, while I am providing services to IDO or thereafter, non-public information and data regarding IDO, including but not limited to its business, customers, products and services, methods, systems, business plans or marketing methods and strategies, costs or other confidential, secret or proprietary information. Further, I agree to keep confidential any non-public information of the IDO's beneficiaries, principals, clients, and vendors. When I cease to provide services to IDO, I agree not to divulge or use such confidential information, and to return promptly to IDO all documents and other materials owned by IDO.

_____ _____

Date Signature of Individual

_____

Designation

Organization: IDO

NOMINEE FORM

Nominee's Photogr

I hereby nominate the following person for making payment of the balance held in the organization in case of my death/retirement or any other reasons. I reserve the right to change the nomination at any time.

Nominee information:

Name:……
……

Mother's
Name:……
……

Spouse's
Name:……
……

Permanent
Address:……
……

……
……

PresentAddress:……
……

……
……..……

Contract
Number:……
……

Date of
Birth:……..……
……..

Nationality:……
……..

Relationship:……
……

National ID
Number:……
……

_____ _____

Signature of the Employee Signature of the Nominee

Employee Name:

Designation:

Emp ID: Attested by Administration

Note: Any Employee may nominate more than one nominee, in that case S/He will use separate form and must mention his/her percent.

Certification Regarding Confidentiality and Disclosure of Conflict of Interest (COI)

All individuals who participate in an evaluation committee shall use this form prior to review of any proposals to: (a) indicate their understanding and agreement with the [enter project name] policy regarding the confidentiality of proposals and use of the information contained therein, and (b) certify that they do not have family, business, or financial relationships that could interfere with his or her objectivity in evaluating proposals.

With respect to all proposals submitted in response to [state "Request for Proposals (RFP)" or "Request for Quotations (RFQ)"] No. [enter RFP or RFQ #] for the [enter project name] Project, the undersigned hereby agrees and certifies to the following:

I will adhere to [Organization's Standards of Conduct or Ethics]

I will use the proposal(s) and all information therein for evaluation purposes only. I will safeguard the proposal(s) and will not disclose them, or any information contained in them (other than information publicly available without restriction), except as directed or approved by the [Executive Director] of the [enter project name] Project.

I have carefully reviewed my employment (past, present, and under consideration) and financial interests, as well as those of my family members. Based on this review, I certify, to the best of my knowledge and belief as of the date indicated below, that either (a) I have no actual or potential relationships that would pose a conflict of interest and thus could diminish my capacity to perform an impartial and objective evaluation of the proposals, or that might otherwise result in an unfair competitive advantage to one or more prospective offerors, contractors, subcontractors, or suppliers; or (b) I have fully disclosed all such conflicts to the Chief of Party (COP) of the [enter project name] Project and will comply fully with any instructions by the COP (or their designee) to avoid, neutralize, or manage such conflicts. I understand I have a continuing obligation to disclose potential conflicts discovered at any time prior to the completion of the evaluation and to act as instructed.

Upon completing the evaluation, I will return all copies of the proposals, and any notes, details, and abstracts thereof, to the [enter project name] office that initially furnished them to me.

Unless authorized by the Chief of Party (COP) of the [enter project name] Project in advance and in writing I will not — whether before, during, or after the evaluation — contact any prospective offeror, subcontractor, vendor, supplier, or its employees, representatives, or agents concerning any aspect of the proposal.

Project and Chemonics employees may not ask for or accept (and potential subcontractors and suppliers are prohibited from offering) any money, fee, commission, credit, gift, gratuity, object of value, or compensation to improperly obtain or reward favorable treatment in connection with any evaluation process or award. I will immediately report any improper request or offer from

any potential subcontractor or supplier to the Chief of Party or BusinessConduct@chemonics.com.

Signature: _____

Printed Name: _____

Title: _____

Date:

Grievance hearing

A grievance hearing is a meeting that deals with any grievance raised by an employee. When arranging a grievance hearing employers should:
hold the meeting in private where there will be no interruptions
If the grievance concerns the line manager, consider who else could hear the complaint
tell employees about the right to be accompanied
ensure an open discussion of the issues and give the employee a chance to say how they think it can be resolved
consider adjourning the meeting if further advice need to be sought
avoid snap decisions - even if the solution at first seems obvious, there may be repercussions to consider
give you employee the chance to appeal if they're not happy with the outcome.
Following the meeting the employer should decide on what action, if any, they intend to take. They should communicate their decision to the employee without unreasonable delay. The employee should also be informed that they can appeal if they are not content with the outcome.
Grievance appeal
When an employee feels that their grievance has not been dealt with satisfactorily they can appeal. They should let the employer know the reasons for the appeal without unreasonable delay and in writing. They have the right to be accompanied at the appeal meeting, and the outcome of the appeal should be given to the employee in writing without delay.
There is no prescribed form which the law requires for handling grievances. Basic practical guidance is provided in the Acas Code of Practice 1 - Disciplinary and Grievance Procedures and the Discipline and grievances at work: The Acas guide. A failure to follow the Code does not in itself make a person or organisation liable to proceedings, however, employment tribunals will take the Code into account when considering relevant cases.
Allow an employee to be accompanied at the meeting
Workers have a statutory right to be accompanied by a companion at a grievance meeting.
The companion may be:
a fellow worker (i.e. another of the employer's workers)
an official employed by a trade union
a workplace trade union representative, as long as they have been certified in writing by their union has having had experience.
The companion should be allowed to address the meeting, respond on behalf of the worker to any views expressed at the meeting, or confer with the worker during the hearing. The companion does not, however, have the right to answer on behalf of the worker.
Some worker may have an additional contractual right to be accompanied by a person other than listed above, for example, spouse, partner or legal representative.

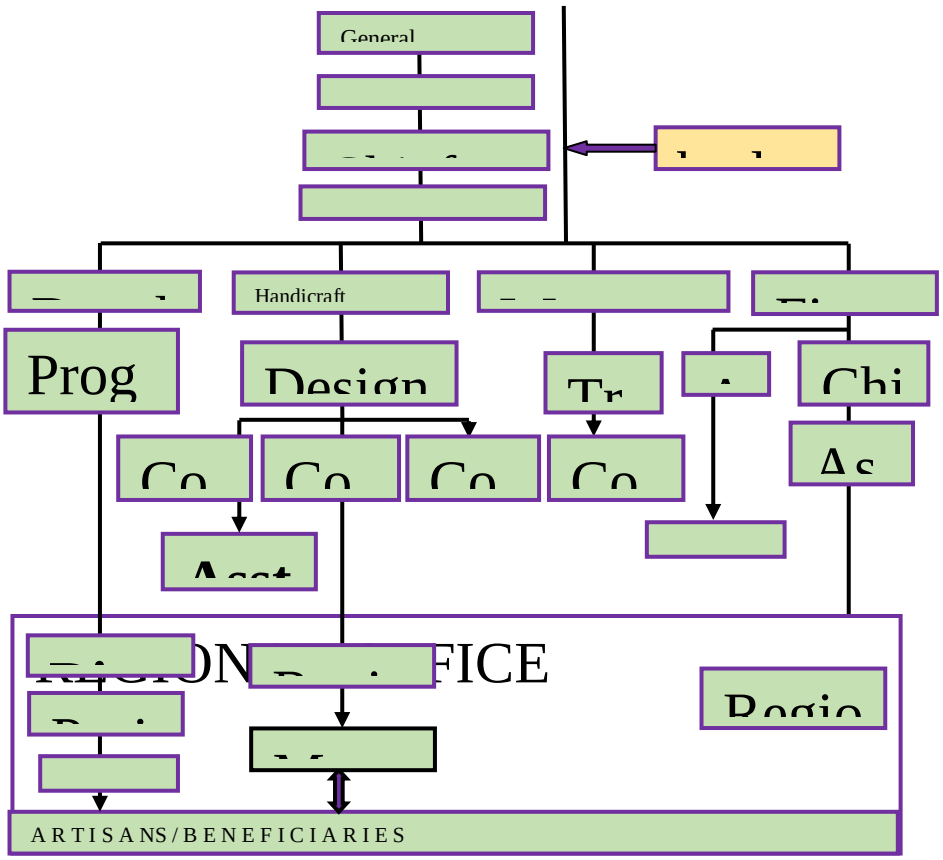
Giving the employee copies of meeting records
Copies of meeting records should be given to the employee including copies of any formal minutes that may have been taken. In certain circumstances (for example to protect a witness) the employer might withhold some information.
Further information
Related Pages
Raising a grievance at work
Raising a grievance at work - Acas training and support
Code of Practice 1 - Disciplinary and Grievance Procedures
Discipline and grievances at work: The Acas guide
Acas Publications
Conciliation and tribunals pdf [81kb]
Conciliation and tribunals

Raising a grievance at work
Grievances are concerns, problems or complaints raised by a staff member with management. Anybody may at some time have problems or concerns with their working conditions or relationships with colleagues that they wish to raise.
Key points
Employees should let the employer know the nature of the grievance and issues promptly.
The employer and line manager should try to resolve any grievance informally in the first instance.
Where this is not possible, employers should arrange a formal meeting as quickly as possible, and should carry out any necessary investigations to establish the facts of the case. You can get advice on conducting investigations from Acas.
Employees can be accompanied at any formal meeting and have the right to appeal against any formal decision made.
Employers should have their grievance procedure in writing and make sure all staff are aware of any policy or procedure. See Acas Useful templates for letters, forms and checklists guidance and template policy.
Issues that may cause grievances include:
terms and conditions of employment
health and safety
work relations
bullying and harassment
new working practices/organisational changes
discrimination.

By law employers must set out a grievance procedure and share it in writing with all employees, eg in their statement of employment or staff handbook. It must include:
who the employee should contact about a grievance
how to contact this person
It should also:
say that if the problem can't be resolved informally, there will be a meeting with the employee, called a grievance hearing
set out time limits for each stage of the process
identify who to contact if the normal contact person is involved in the grievance
explain how to appeal a grievance decision
state that employees can be accompanied in any meetings by a colleague or union representative
outline what happens if a grievance is raised during disciplinary action

You don’t have to include information about the grievance procedure in employment contracts. However, if you do, you must follow the procedure, or the employee could bring a breach of contract claim against you.

Organogram



Workshop on HR Policy and Procedures: Capacity Building Implementation
Date: July 05 - 07, 2020 Place: IDO Head Office, Sagardari, Jessore.
Participant List

Sl.	Name	Designation	Organization	Cell No.	Signature	
					July 05, 2020	July 06, 2020
1.						
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Sl.	Name	Designation	Organization	Cell No.	Signature	
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Sl.	Name	Designation	Organization	Cell No.	Signature	
					July 05, 2020	July 06, 2020