



Social Development Foundation (SDF)

An autonomous organization under the Bank and Financial Institutions
Division, Ministry of Finance

Human Resources Policy and Manual

(Updated Aug 3, 2015)

Table of Contents

SECTION I : HUMAN RESOURCES POLICY

- Intent of the HR Policy
- Cardinal Principles of HR Policy
- Guiding Policy for Organizational Structure
- Guiding Policy for Recruitment & Selection
- Guiding Policy for Performance Management
- Guiding Policy for Grievance Redress System
- Guiding Policy for Vigilance & Financial Monitoring

SECTION II: HUMAN RESOURCE MANUAL

Chapter 1 : Institutional Arrangements

- 1.1 Head Office
- 1.2 Regional Office
- 1.3 District Office
- 1.4 Field Office
- 1.5 Overall Institutional Arrangements
- 1.6 Organogram : SDF Head Office
- 1.7 Organogram : SDF Regional Office
- 1.8 Organogram : SDF District Office
- 1.9 Organogram : SDF Cluster/Field Office

Chapter 2 : Recruitment & Selection

- 2.1 Categorization of Staff
- 2.2 Recruitment of Staff
- 2.3 Age Limit for Retirement
- 2.4 Designation of Staff
- 2.5 Selection of SDF Staff
- 2.6 Selection Process of Staff
- 2.7 Hiring of Short Term Consultant
- 2.8 Outsourcing Support Services
- 2.9 Re-employment of Former Staff/Employment of Relatives
- 2.10 Terms of Contract
- 2.11 Induction Program of New Staff

Chapter 3: Staff Contract Policy

- 3.1 Engaging Staff on Deputation
- 3.2 Appointment of all other Staff
- 3.3 Termination of Contract
- 3.4 Separation from Services

Chapter 4: Terms & Conditions of Service

- 4.1 Working Conditions

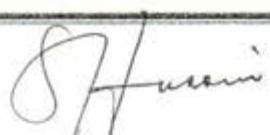


Table of Contents

SECTION I : HUMAN RESOURCES POLICY

- Intent of the HR Policy
- Cardinal Principles of HR Policy
- Guiding Policy for Organizational Structure
- Guiding Policy for Recruitment & Selection
- Guiding Policy for Performance Management
- Guiding Policy for Grievance Redress System
- Guiding Policy for Vigilance & Financial Monitoring

SECTION II: HUMAN RESOURCE MANUAL

Chapter 1 : Institutional Arrangements

- 1.1 Head Office
- 1.2 Regional Office
- 1.3 District Office
- 1.4 Field Office
- 1.5 Overall Institutional Arrangements
- 1.6 Organogram : SDF Head Office
- 1.7 Organogram : SDF Regional Office
- 1.8 Organogram : SDF District Office
- 1.9 Organogram : SDF Cluster/Field Office

Chapter 2 : Recruitment & Selection

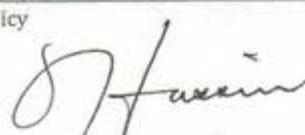
- 2.1 Categorization of Staff
- 2.2 Recruitment of Staff
- 2.3 Age Limit for Retirement
- 2.4 Designation of Staff
- 2.5 Selection of SDF Staff
- 2.6 Selection Process of Staff
- 2.7 Hiring of Short Term Consultant
- 2.8 Outsourcing Support Services
- 2.9 Re-employment of Former Staff/Employment of Relatives
- 2.10 Terms of Contract
- 2.11 Induction Program of New Staff

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- 3.1 Engaging Staff on Deputation
- 3.2 Appointment of all other Staff
- 3.3 Termination of Contract
- 3.4 Separation from Services

Chapter 4: Terms & Conditions of Service

- 4.1 Working Conditions



A.Z.M. Sakhawat Hossain
Managing Director



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

- 4.2 Office Hours
- 4.3 Official Residence for SDF Staff
- 4.4 Personal Files & Records
- 4.5 Staff Attendance
- 4.6 Work Place
- 4.7 Health & Safety
- 4.8 Office Assets
- 4.9 Use of Office Vehicles
- 4.10 Accidents
- 4.11 Identity Cards

Chapter 5: Salary & Benefits

- 5.1 Salary Package to Staff on Deputation
- 5.2 Salary Package to Staff on Contract
- 5.3 Benefits to SDF Staff

Chapter 6: Leave & Holidays

- 6.1 Holidays
- 6.2 Leave Policy
- 6.3 Casual Leave
- 6.4 Earned Leave
- 6.5 Maternity Leave
- 6.6 Paternity Leave
- 6.7 Leave without Pay
- 6.8 Authorization of Leave

Chapter 7: TA & DA Rules

- 7.1 Travel Authorization
- 7.2 Travel Allowances & Daily Allowances
- 7.3 Additional Allowances for Female staff
- 7.4 Reimbursement of Local Travel
- 7.5 Relocation Allowances
- 7.6 International Travel
- 7.7 TA Claim and Reimbursement

Chapter 8: Transfers

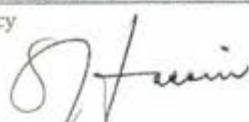
- 8.1 Needs and Objectives behind Transfer Policy
- 8.2 Authority
- 8.3 Process of Approval
- 8.4 Reimbursement/ Allowances payable during transfer
- 8.5 Joining Period

Chapter 9: Induction & Staff Development

- 9.1 Induction Program
- 9.2 Staff Development

Chapter 10: Performance Management System

- 10.1 Guiding Principles



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M.I. Chowdhury
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- 10.2 Measuring Performance
- 10.3 Tools to Measure Performance
- 10.4 Who Will be Assessed
- 10.5 Performance Period
- 10.6 Operationalizing Performance Management
- 10.7 Rewarding Performance

Chapter 11: Disciplinary Rules and Regulations

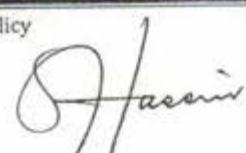
- 11.1 Classification of misconduct
- 11.2 Action by Authorized Staff
- 11.3 Show Cause Notice

Chapter 12: Grievance Redress System

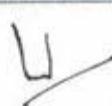
- 12.1 Definition of Grievance
- 12.2 Grievance Redress Committees
- 12.3 Resolving Grievances

Chapter 13: Separation from Service

- 13.1 Separation due to Resignation/ Termination/ Dismissal
- 13.2 Benefits upon Resignation/Redundancy
- 13.3 Separation due to Retrenchment/ Redundancy
- 13.4 Separation due to Death
- 13.5 Clearance & Settlement in Cases of Resignation/ Termination/ Discharge



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Abbreviations

Sl. No.	Abbreviation	Full Form
1.	Admin.	Administration
2.	AM	Appraisal and Monitoring
3.	BoD	The Board of Directors of SDF as per Memorandum of Association (MoA) and Articles of Association (AoA).
4.	CB	Capacity Building
5.	CDD	Community Driven Development
6.	CF	Cluster Facilitator
7.	Chairperson	The Chairperson of SDF Board of Directors
8.	CO	Cluster Officer
9.	DA	Daily Allowance
10.	DM	District Manager
11.	Employee	Any person engaged with SDF
12.	ERD	Economic Relations Division
13.	FD	Finance Division, Govt. of Bangladesh
14.	Foundation	Social Development Foundation
15.	GAAP	Governance and Accountability Action Plan
16.	GA	Governance & Accountability
17.	HR	Human Resource
18.	HRIS	Human Resources Information System
19.	HRM	Human Resources Management
20.	IB	Institution Building
21.	IEC	Information, Education and Communication
22.	L	Level (of staff)
23.	LH	Livelihoods
24.	MD	Managing Director
25.	MDG	Millennium Development Goals
26.	MEL	Monitoring, Evaluation and Learning
27.	MIS	Management Information Systems
28.	MoF	Ministry of Finance, Govt. of Bangladesh
29.	NJLIP	Nuton Jibon Livelihood Improvement Project
30.	Office	Registered office of SDF
31.	PM	Performance Management
32.	SDF	Social Development Foundation
33.	SIPP	Social Investment Program Project
34.	TA	Travelling Allowance
35.	Tech.	Technical
36.	WB	The World Bank

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Preface

Need to codify and develop a Human Resource (HR) Policy and Manual for Social Development Foundation (SDF) emerged from the point of view of establishing a just, transparent, secured and growth oriented organization. It is envisaged to institutionalize SDF as a sustainable organization that cares for its people by making the rules of the organization transparent, time befitting and rational.

First of all, experiences from implementation of Social Investment Program Project (SIPP I) was the primary basis on which SDF has developed this Policy. Staff at the Head Office and at the field level participated in workshops for this purpose, facilitated by SRIJAN IDS. One to one consultations with senior staff and SDF management were also held. Secondly, a survey of best HR practices among some renowned selected organizations was undertaken by SRIJAN IDS and shared with staff and management to enable cross learning. Thirdly, a draft was presented to the former Chairperson, the then Governing Body (currently termed as the "Board of Directors") of SDF as well as the current Chairperson. Their rich experiences have been extremely useful in shaping the contours of the policy framework for organizational development as well as human resource management. And finally, the senior staff members of SDF attended the South Asia Workshop on Impacting Project Outcomes through Institutional Development & Human Resource Management¹ and learned about the HR experiences of other similar organizations implementing such development projects in South Asia. The workshop participants also vetted the ideas presented in this HR Policy and Manual and gave their own suggestions for improvement.

The vision of SDF is '*Empowered Communities Overcoming Poverty.*' SDF enriches and sustains the lives and livelihoods of Bangladesh's excluded hardcore poor and poor through an integrated program of empowerment, capacity building, micro-finance, and investment.

SDF started implementing a pilot project known as "Social Investment Program Project (SIPP-I)" in 2003, which expanded geographically to 2000 villages and grew in complexity and size.

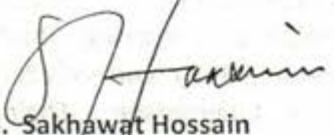
The tremendous success of SIPP-I led SDF to begin Social Investment Program Project (SIPP-II) in July 2010 covering a total of 16 districts in Bangladesh with the objective to improve the livelihoods of extreme poor communities and to strengthen the community institutions in selected districts. The project is on track and making notable progress that are ultimately opening new avenues for further expansion. Due to fast fund disbursement and successful implementation of all planned activities in line with the project development objectives and

¹ Held at BCDM, Rajendrapur, Dhaka in Nov '09.

the financing agreement, SIPP-II is likely to have disbursed all its funds around one year ahead of the scheduled closing of June 2016. The Government of Bangladesh and the World Bank will also launch another poverty alleviation project in August 2015 for a time span of six years and implemented by SDF. However, with the lapse of time and SDF's incremental growth the organization needs to recast and review its HR Policy and Manual in order to make it more time befitting, able to meet staffs' aspirations and most importantly aligning with the renowned departments/organizations in Bangladesh both in the Government and non-government sectors.

As SDF embarks on this ambitious venture, the HR Policy and Manual aims to proactively contribute towards achieving the overall goals of SDF, addressing staffs' expectations by laying down principles, guidelines, and rules to ensure smooth functioning of the institution.

The revised HR Policy and Manual will come into force from August 1, 2015.



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SECTION I – HUMAN RESOURCES POLICY

Section I: Human Resource Policy

- Intent of the HR Policy

The intent of writing a Human Resource Policy and Manual ("the Policy") is to ensure transparency and to agree on the basic tenets of Human Resource Management (HRM) for smooth functioning of SDF. The objective is to develop a policy that would have a positive impact on the project expected outcomes and results.

The Policy also intends to bring every stakeholder on board regarding HRD, HRIS and HRM including Government of Bangladesh (Bank and Financial Institutions Division, Ministry of Finance), Board of Directors and senior management of SDF apart from the staff members.

Finally, the Policy intends to learn from the best practices prevalent in the HR field not only from various organizations in the development sector in Bangladesh but also from those that are located in other countries and are socio-culturally similar, i.e. South Asia. It also strives to bring the best practices from the corporate sector, as found relevant and effective in achieving better results and outcomes.

- Cardinal Principles of Human Resource Policy

1st principle would be accountability of decision-making: Management and leadership of the organization will be accountable to the Board of Directors and to the staff members of SDF; and this will be followed down the line at every level where team leaders would remain accountable to their team members as well as to the persons above in the hierarchy.

2nd principle would be participatory decision making: Management style of the leadership will be participatory and facilitating. It will give every staff member right to participate in decision-making, as well as responsibility to contribute to it. SDF will develop teams instead of hierarchy in every unit of the organization, from the field to the head office, and in each functional division of SDF.

3rd principle would be transparency: SDF will ensure decisions are made in an open forum, are made known to everyone in the organization, and rationale behind the decision making is documented in a language that is clear, concise and comprehensible to all staff members. Every staff member will enjoy the right to information in accordance with the laws of Bangladesh. The organization's Board of Directors and management will not take *ad hoc* decisions. All rules and regulations governing salaries and allowances, promotions,

suspension and termination will be available in writing and given to each staff member. All issues related to financial misappropriation will be dealt with through a system of vigilance.

4th principle would be equal opportunity: This principle implies the following -- (i) ensuring that all recruitments are done in a manner that all potential candidates could apply, whether they are inside or outside the organization, without any prejudice to race, gender, caste, ethnicity, class, and other social and economic divisions in the society; members of the target community would be given preference provided all other things being equal (ii) ensuring that all promotions to the next higher level are similarly decided upon with the sole criteria being performance in the past, and expected performance in the future (potential) in a role/job. ; (iii) all staff members will have the right to seek justice in matters related to employment. SDF will set up a system of grievance redress that goes all the way up to the Board of Directors.

5th principle would be excellence i.e. implying striving to achieve best possible results. Every staff member will be expected to work to the best of his/her ability to achieve desired results and the management and leadership would create such enabling environment as necessary for staff members to perform to the best of their potential.

The policies related to the key areas of functioning have been outlined. These would form the guiding principles for developing strategies and rolling out the Human Resource Policy and Manual.

- **Guiding Policy for Organizational Structure**

The principles in building a strategic, productive and result-oriented organization at SDF would include the following:

Firstly, field units would be given primacy, since this is an organization committed to removing hard-core poverty in the country. The organization would strive:

- (i) to place best possible staff in the field for directly working with the hardcore poor and poor women and men;
- (ii) to give them best possible facilities including travel so as to respond to the needs of the hardcore poor and poor; and
- (iii) to ensure that the higher levels of the organization spend substantial time and energy at the field, and truly become a support structure rather than a supervisory structure.

Secondly, roles and responsibilities would follow the principles of delegation and devolution. Implying that the decisions are made with the involvement of staff members at the lowest possible level and at a level where the action is, rather than sent up. It would ensure a bottom up process of decision-making rather than top down. Financial decision-making should also follow the principle of delegation. This has been found to be the biggest bottleneck in making progress in most organizations. Strong systems and processes of audit and monitoring would be set in place to prevent misuse and malpractices.

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Social Development Foundation

Thirdly, ensuring accelerated decision making on matters related to program of poverty reduction (livelihood and microfinance) would imply that program managers and leaders are placed as close to the field as possible rather than be concentrated at the head office. Further, the capacity building and training teams that help the field teams should be placed at districts and in regions rather than at far away head office.

Fourth area is integration. The roles that integrate various programs, geographies and functions are most critical in an organization. A matrix role structure would be followed where geographical integrating roles also subsume the program integration and function integration, such as those at regional units above districts and below national head quarters. This is because SIPP-II has been covering a much larger area of the country than its predecessor and NJLIP is expected to cover even more geographies with a bigger budget envelop. Head office will only have functional integrating roles that are to do with finance, monitoring and evaluation, as well as governance.

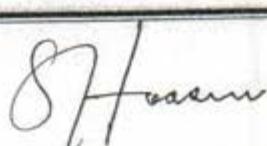
Fifth area is staffing. The field teams will consist of young people who can bring new ideas, enthusiasm, hope to the poor communities on the one hand, capacity, dynamism, excellence, result orientation, and team culture to the job, on the other. Thus, the policy would be to have a judicious mix of experienced staff (from Government, NGOs, other Projects) with fresh graduates/ post graduates with relevant education (social science, management, rural development, social works etc) especially at the Field Level. Experienced persons, coming from other organizations will be assessed on their ability to adjust to new situation, their attitude to function in a non-hierarchical fashion (raising uncomfortable questions to the supervisor), and their openness to new ideas (as this sector is known for indoctrination of ideologies, and jargon spouting). In this respect, thus, retraining, re-tooling in new skills and induction into teamwork will become important.

Sixth area is description in detail of roles and jobs at hand. Each position is accountable for results and each layer is accountable for their roles and responsibilities or outcomes. Job description will thus focus on outcomes and results expected and will not merely give a list of tasks to be performed, while that may be necessary to guide the person in his/her day to day work. Reporting relationship and inter-dependence for making decisions and performing the role will need to be specified too (roles-responsibility-accountability matrix to be prepared). These too, coupled together, will lead to determination of key result areas for individuals as well as teams/groups which would feed into performance appraisal.

Seventh area is bringing homogeneity in staffing categories and removing adhocism in recruitment practices. It would be desirable to have staff of similar qualifications and similar attitude, and to this extent, it is desirable to remove all distinctions such as consultant, junior consultant, and daily wage workers, and to hire people as mentioned in the subsequent chapters of this HR Policy and Manual.

- **Guiding Policy for Recruitment and Selection**

SDF would clearly define qualifying characteristics in the human resources it desires to have. SDF will specify not just educational qualification and length of experience, but diagnose what kind of capability is required to perform a job by dissecting into four aspects – knowledge, skills, attitude and values (KSAV framework). It would also define what "relevant



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experience" is, as required by SDF in future. Before embarking on any recruitment, the qualifying and desired criteria would be defined for each position. To ensure there is right fit between the requirement and the person, s/he could be sent to the field to assess his/her aptitude and attitude for the job².

Any staff being deputed from other Government departments/ agencies should also be rigorously screened for their suitability to SDF. They too should follow the recruitment and selection procedure as laid down.

Secondly, salaries offered will be in tune with what is being offered in the "market" for the human resources that it aims to get should be the best available talent. It cannot be a simplistic comparison with "similar" organizations as these organizations are often not similar and have different mandates and a different past. Most importantly, SDF wants to have a different future than these have. Benchmarking salary and benefits surveys would be carried out and the salary structure reviewed periodically to ensure that SDF remains an attractive place to work in for the best talent of Bangladesh.

Thirdly, while SDF will be responsible for selection, as is the best practice, it would undertake it through constituting a "Recruitment Committee" with senior and experienced officers of SDF and Government to be approved by the Board of Directors.

The selection of such a "Recruitment Committee" should be done through an open and transparent process as laid down in the recruitment policy and should be closely monitored by the Board of Directors.

Fourthly, the recruitment and selection process should encompass a broad base of universe of candidates from fresh university graduates to professionals from the private sector, not just the people from within the government and NGOs. The motto will be "to get the best person at the most competitive salary." SDF should also look to recruit fresh candidates (with relevant education background) through campus recruitment from reputed colleges/universities.

Fifthly, for meeting demands for hiring new people at a later date, it should be forecast and be made part of the annual HR plan, which will be presented to the Board of Directors and Management, to be thoroughly discussed and approved.

- **Guiding Policy for Performance Management**

Goals behind setting up a performance management system will be two-fold: to motivate staff to perform; and to arrest attrition and retain high quality staff.

The system would be completely transparent and all staff should be oriented on the system to be followed before starting any appraisal. Areas of assessment would be jointly developed in consultation with the staff concerned. This will be done in a manner which will give full

² This relates to questions like can s/he work in that environment, does s/he have sympathy with the poor, and would s/he have commitment rather than have tendency to stick to a "9 to 5" schedule.

opportunity to the person being appraised but also bring the views and assessments of the peers as well as the community and the people s/he guides or supports as juniors.

It would provide an opportunity for review and discussion of the performance – focused on Key Result Areas (KRAs) and achievements.

The appraisal of both individual staff as well as teams would be undertaken. Appraisal would consist of objective verification of work done (quantum of work done) as well the quality of work done. Tools to do this would include verification through MIS data, supplemented by field assessment, along with desk/report reviews. It is to be noted that the Directors will be evaluated by their immediate supervisors (MD/Director of Operations), the Director of Operations will be evaluated by the MD and the MD will be evaluated by the Board of Directors.

Tools and methods of assessment would generally be the same for all staff and could be revised over a period of time based on experience.

The grades obtained by the subordinate staff would contribute to the grades obtained by supervisor. In other words, the field staff's performance is the responsibility of the team leader and his supervisors at the district level and so on up to the top.

The results of the appraisal would also be used to identify the strengths, weaknesses and the developmental needs of the employees in respect of their present and future assignments. It would provide feedback to the employees in context of their performance on the job and aspects important for their overall effectiveness in the organization.

Assessment of staff may also be undertaken on behavioral attributes like Initiative, Team Work, Interpersonal Relationship, Leadership Skills, etc. This should be done after proper orientation and sensitization of staff.

There will be a clear correlation between performance assessment and reward/punishment system including promotion and opportunity for capacity building.

Capacity building opportunities will be made available to staff requiring training/orientation to further build their skills. Counseling and other forms of support will be given to employees unable to get high grades in the assessment system to help them discover their potential, and to help them overcome their weaknesses.

- **Guiding Policy for Grievance Redress System**

SDF will not tolerate any discrimination of staff on grounds of gender, race, disability, caste, ethnicity, class, and other social and economic divisions or selection. The policy recognizes that every grievance needs to be heard and resolved and delayed response to grievance redress would be treated as denial of it. A transparent and fair (unbiased) mechanism will be in place to address grievances at all levels on time. Grievance redress committees (as opposed to individuals) shall be in place at various levels to redress the grievances.

- Guiding Policy for Vigilance & Financial Monitoring

SDF will develop clear financial rules and guidelines across all levels of the organization. A Financial Manual detailing the rules, guidelines and procedures, authority, standards etc. shall be in place. SDF will aim to ensure these are fully understood by all staff and implemented across the organization. Norms of financial propriety will be prepared and every officer and staff who incurs or authorizes the incurring of expenditure of Project funds shall ensure that it does not contravene these principles.

SDF has adopted the principles of zero tolerance against embezzlement of funds, involvement of staff members into any sexual harassment, misconduct, and any wrong doings by any of its staff members at any level. In order to address this, a set of tools have been developed and practiced at organizational level. A section titled 'Code of Conduct' has also been incorporated in the HR Policy and Manual and a Grievance Redress Policy of SDF is in place to deal with the grievances at any level.

Lastly, the success of this document lies in it being accepted and owned by all the stakeholders of SDF. The HR Policy and Manual does not claim to have laid rules for each and every situation; however, it has tried to lay down the policies and principles by which these rules could evolve and be made part of the manual (if needed) in due course of time. Hence the manual should be treated as an evolving document, adding and deleting sections as need arises/ changes and periodic reviews.



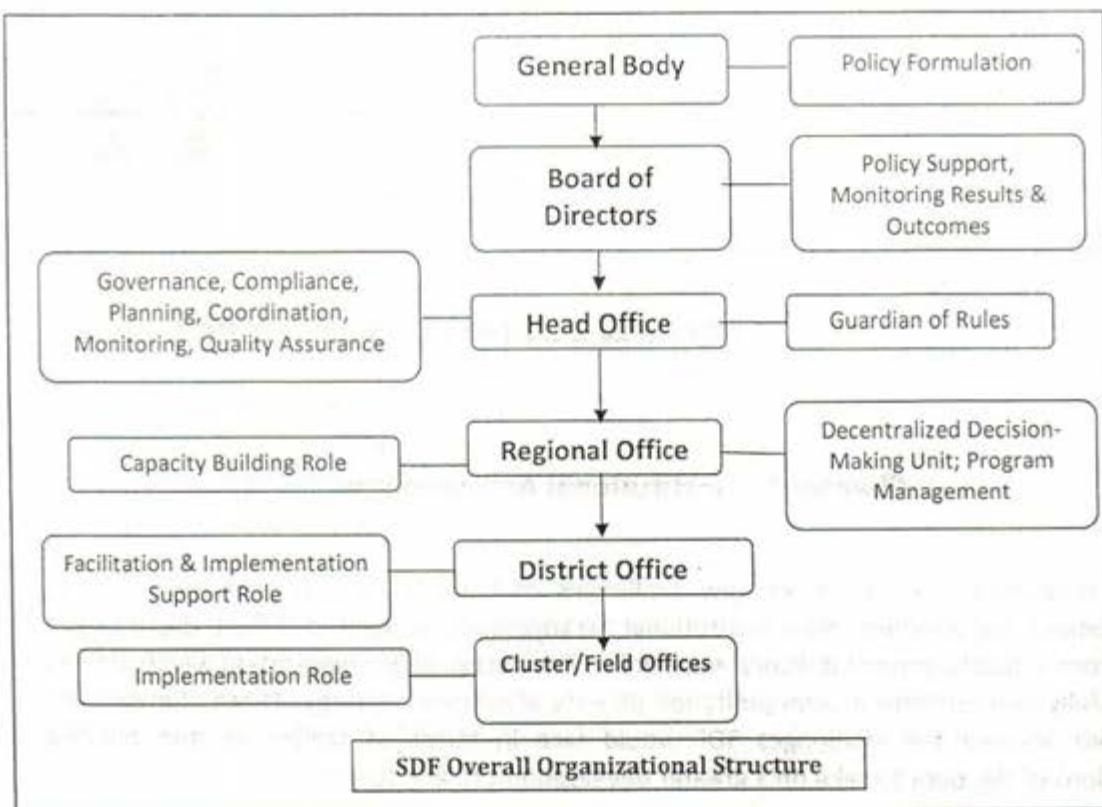
SECTION II – HUMAN RESOURCES MANUAL

Chapter 1. Institutional Arrangements

SDF is revamping itself to meet new challenges of being a multi-project, multi-region, development organization. New institutional arrangements proposed reflect the changed focus from a mainly 'project delivery' mechanism to a sustainable organization which aims to successfully demonstrate a community-led poverty alleviation strategy. These changes also take into account the challenges SDF would face in terms of scaling up and building institutions of the poor to take on a greater development role in future.

It may be mentioned that in view of the future needs in terms of growth/development of SDF this structure may be readjusted.

The organizational structure would be at four levels as indicated below.



1.1 Head Office

The Board of Directors is responsible for overall governance of the Foundation. It also owns the programs towards the fulfillment of the Foundation's objectives. In its meetings there should be presentations from the field, giving it an opportunity to hear the voices of the target beneficiaries.

Under the guidance of the Board of Directors, the head office would take SDF towards its vision of "empowered communities overcoming poverty". It is headed by a Managing Director (MD) with rich experience of handling poverty alleviation projects as well as managing large organizations. S/he is assisted by a Director of Operations, who will be responsible for ensuring that all SDF Programs/Projects meet their overall goals and are implemented as per the rules laid down. The Director of Operations shall be accountable to the MD for all SDF Programs/Projects. In the absence of MD, the Director of Operations will work as acting Managing Director, if not otherwise instructed by SDF management.

In the Head Office, the MD would be assisted by three Directors, namely Director of (a) Finance, (b) HR & Administration, (c) Monitoring Evaluation and Learning. The Governance and Accountability will be headed by a General Manager. The Directors and General Manager would in turn be assisted in their function by a core support team of staff at various levels. In view of potentially emerging needs of SDF in the future, the Board of Directors may create (or abolish) positions of Directors/General Managers and other officials as may be required and as funding and cost efficiency considerations may allow and in line with agreed positions and eligibility as agreed with the respective financing institutions.

The Director of Operations would manage the programs at field level directly through the Regional Directors who would be placed in regional offices and would be responsible for the programs and capacity building in their region.

In order to assist the Director of Operations, a number of officers/subject matter specialists will assist him/her at head office level as mentioned in the organogram. Their key role would be to ensure progress in their core functional areas learn from best practices within and promote cross learning across SDF.

The Appraisal and Monitoring Unit, though based in the regional offices, would report to the MD through a competent officer to be placed in the Head Office. The function of Appraisal and Monitoring would be appraisal and compliance checking of sub-projects.

A Strategic Management Team (SMT) shall be in place at the Head Office Level. The purpose of the SMT will be to ensure that all strategic decisions benefit from the inputs from the core SDF team. It will comprise of the MD, the Director of Operations, all other Directors/General Managers and the Regional Directors. The SMT would support the MD in strategic decisions.

SDF will have core staff and other staff (Project, Contract, Service and Part time). Core staff will consist of those staff who have performed and have acquired tenure to join the core staff. This tenure should be offered after demonstrating proven performance.

The Board of Directors of SDF will define the size of the core staff subject to obtaining clearance from the Government of Bangladesh. The Board of Directors would consider those staff for the core positions who have been hired under the HR Policy and Manual and have a proven track record of high performance and results on the ground; and have strong commitment to the vision and mission of SDF.

1.2 Regional Office

Following the principles of delegation and devolution of authority, the regional offices, would function as decentralized offices for all programs/locations within their assigned area. Both financial and administrative powers would be passed on to the Regional Directors, who would head the Regional teams. S/he will report to the MD through Director of Operations for all programs.

The Regional Offices would also play the crucial role of providing technical assistance and capacity building of district and field teams.

Three regional offices have been established, one each at Rangpur, Jamalpur and Barisal. Depending on the programs/ project requirements, the SDF management and SMT may decide to increase (or decrease) the number of offices or relocate in future including district and field offices as required and considering cost implications.

1.3 District Office

District offices would primarily function as 'support/facilitation' for the field implementation officers. A district office would be headed by a District Manager, who would be supported by District level technical officers. A district office would have a District Finance Manager and other support staffs to smoothly implement programs, ensure quality, manage and monitor finance/ accounts at the district and field levels.

1.4 Field (Cluster) Office

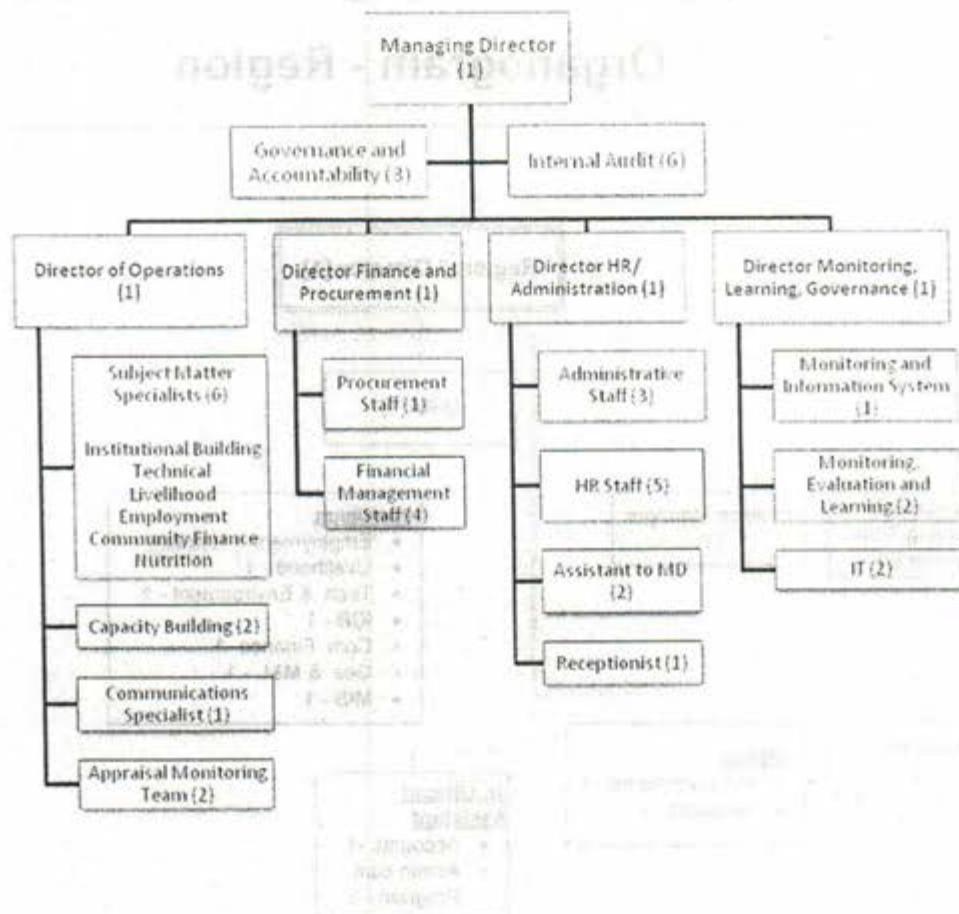
The Field (Cluster) Offices would be responsible for Program Implementation at the village level. A field office would be headed by a Cluster Officer. Under him/her would be a team of cluster facilitators who would mobilize and build the capacity of community level institutions. Apart from facilitators, the Cluster Office would have a facilitator-infrastructure investment, who would be a technical person supporting the community in all infrastructure related interventions. The Cluster Officer and/or community facilitator will act as a focal point for SDF's activities for their cluster.

SDF's institutional arrangements are presented below. All key positions have been defined in the Organogram. Additional human resources may be added at Cluster/District Level as may be required for additional/specialized projects/programs and as may be eligible in accordance with financing agreements with financiers.

One CF would service on average 6 villages. It is expected that the coverage would vary from about 5-7 villages depending on the distance and access conditions.

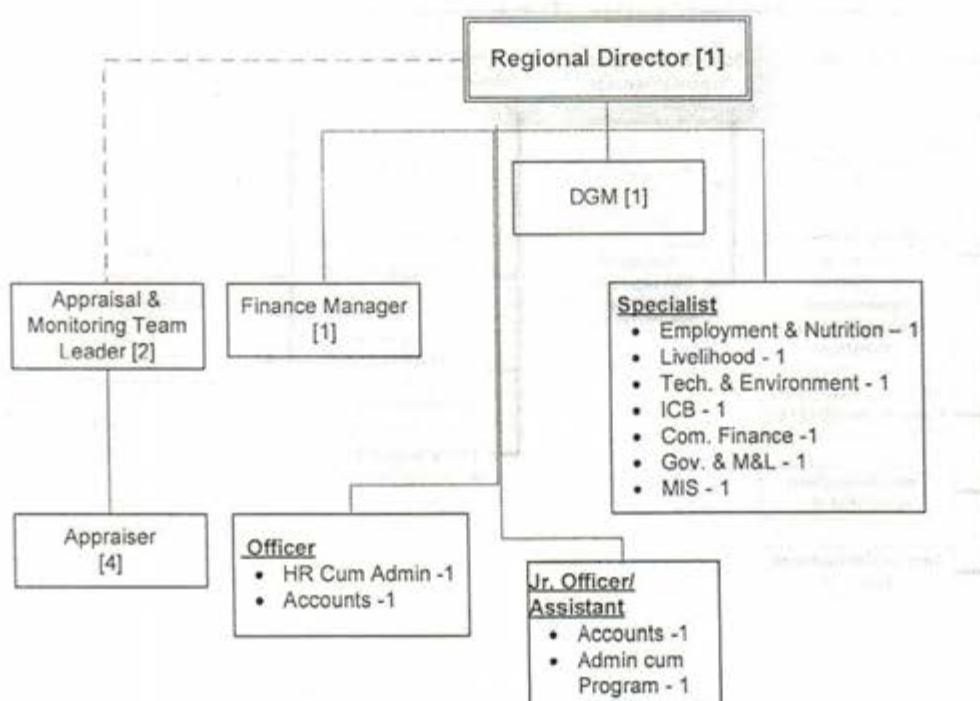
Depending upon the size of the cluster, the number of CF's in the cluster would be decided. The size of the cluster would be decided on the geographic locations of the program villages, local terrain and accessibility.

1.5 ORGANOGRAM: SDF HEAD Office



1.6 ORGANOGRAM: SDF regional Office

Organogram - Region



1.7 ORGANOGRAM: SDF district Office (one district team handles about 200-250 villages – 12-15 Cluster Teams)

Organogram – District



SDF HR Policy

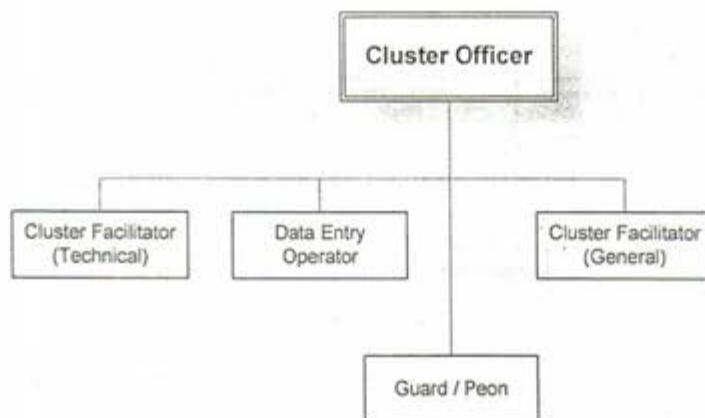
A.Z.M. Sakhawat Hossain
Managing Director
Social Development Foundation

Page 20


M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

- 1.8 ORGANOGRAM: SDF cluster/field Office (cluster team will handle about 25-30 villages. Number of CFs may vary depending on the number of villages in each cluster)

Organogram – Cluster



Note : Each Data Entry Operator and Cluster Facilitator (Tech.) will be assigned for two clusters each

Chapter 2. Recruitment & Selection

2.1 Categorization of Staff

The recruitment and selection process would follow the policy guidelines as laid down in the HR Policy and Manual.

SDF shall maintain the following categorization of staff:

- a. Regular Staff: This category of staff members will be the core staff of the organization and shall be appointed to core positions as defined in the organogram of the HR Policy and Manual. They must undergo a probationary period of 6 (six) months and upon successful completion of probationary period they may be confirmed in their positions and shall be entitled to gratuity and contributory provident fund and other facilities of SDF.
- b. Project Staff: These staff members shall be recruited for a particular project for a specific period of time as mentioned in their appointment letters. They must work under probation for a period of 6 (six) months and seek confirmation for the remaining period of the project after successful completion of probationary period. They are entitled to gratuity and contributory provident fund and other facilities of SDF.
- c. Contract Staff: These staff members shall be hired for a particular period of time as shall be mentioned in their appointment letters and shall not be entitled to gratuity and/or contributory provident fund etc.
- d. Service Staff: The staff members who have to invest manual labor to accomplish their responsibilities shall fall under this category. They shall also work on probation for a period of 6 (six) months and be confirmed after successful completion of probationary period. They are entitled to gratuity and contributory provident fund and other facilities of SDF.
- e. Part-time staff: These staff members are hired by SDF completely on a temporary basis and such staff working on hourly and daily basis.

2.2 Recruitment of Staff

SDF would build its team with the best possible human resources available in the country. It would try to identify the best talent from the market, on deputation from various government agencies/departments, upon getting approval from the Board of Directors as well as fresh candidates from reputed universities/colleges, through an open selection process.

Detailed Job descriptions and responsibility matrices are in place for each position under SDF. Based on the above, a set of minimum eligibility criteria for selection of suitable candidates are defined and will be reviewed before a new recruitment. This would comprise:

- ✓
- a. Minimum education qualification required;
 - b. Minimum years of experience, along with the field/nature of experience required; and
 - c. Age limits: At the time of recruitment the Managing Director will not exceed 55 years of age whilst the Director of Operations/Directors will not exceed 52 years of age. Similarly the General Managers will not exceed 50 years of age. Age limit of other officials will be determined considering the nature of work, suitability and experience of staff by the Managing Director upon getting approval from the Board of Directors.

These criteria may be relaxed for candidates from premier educational institutions or those with proven work experience in reputed organizations. This however would be applicable only after the Board of Directors approves these special conditions, clearly identifying and listing the "premier" educational institutes and organizations.

Concerted effort will be made to ensure that all eligible candidates know about the vacancies and are given the opportunity to apply for these. Advertisements would be carried out in national newspapers, job oriented websites and other media to achieve that purpose. Such advertisements would clearly define the eligibility criteria for each vacancy, the number of vacancies under each position, the deadline for application, the reference to the detailed job description and other details at the SDF website.

Existing SDF staff may also apply to vacant positions through the advertised process and procedures. An internal circulation will be made across SDF along with notification in the newspaper. The same selection process would be followed for internal candidates than for other candidates. Provided qualifications are equal preference may be given to internal candidates if they fully satisfy all qualification criteria.

It is to be noted that under exceptional circumstances a vacant position up to L4 level (see Section 2.5) may be filled through promotion from existing SDF staff. *Exceptional circumstances* mean that when an SDF employee will be considered by the Managing Director as the most suitable candidate for the post fulfilling all the criteria such as educational background, consistent outstanding performance, specialized experience, years of experiences and force of moral character. The Managing Director then being satisfied with the performance of the person concerned will send the proposal of promotion to the Board of Directors for consideration and approval.

2.3 Age Limit for Retirement

All employees of Social Development Foundation shall retire from service at the age of 60 (sixty). But the retired employee may be recruited on a contractual basis in SDF for a period of one year and this may be for two years at most, if deemed essential by the SDF authority.

2.4 Designation of Staff

Levels

Level	Position			
	Head Office	Regional Office	District Office	Field/Cluster Office
Level 1	Managing Director (MD)	-	-	-
Level 2	Director of Operations	-	-	-
Level 3	Directors	Regional Directors	-	-
Level 4	General Manager	-	-	-
Level 5	Deputy General Managers	Deputy General Managers	-	-
Level 6	Managers	-	-	-
Level 7	Dy. Managers	Dy. Managers	Dist. Managers/Dy. Managers	-
Level 8	Assistant Managers	Assistant Managers	Assistant Managers	-
Level 9	Officers	Officers	Officers	Officers
Level 10	Junior Officer	Junior Officer	Junior Officers	Junior Officers
Level 11	Executives	Executives	Executives	Executives
Level 12	Drivers	Drivers	Drivers	-
Level 13	Attendant/Messenger	Attendant	Attendant	Attendant
Level 14	Guard	- Guard	- Guard	- Guard
Level 15	Cleaner	-	-	-

2.5 Selection of SDF Staff

Few basic principles to be followed during selection, which have been mentioned in HR Policy and Manual, are being repeated to stress their importance:

- 2.5.1** Fair opportunity of selection would be provided to all eligible candidates, irrespective of religion, caste, creed, etc. In order to fill vacant positions in SDF, the Board of Directors will constitute a "Recruitment Committee" with senior and experienced officers of the Government and SDF for accomplishing recruitment. The "Recruitment Committee" will be accountable to the Board of Directors for all necessary activities related to recruitment of staff through the Managing Director. Once the final selection of staff is completed the Managing Director will take necessary steps for getting the list of the selected candidates approved by the Board of Directors for appointment.

- 2.5.2 Women would be encouraged to apply and the selection process would provide equal opportunity to women for selection at any level. Positive discrimination can be made upon getting clearance from Board of Directors in terms of years of experience etc. to increase women workforce at SDF. Apart from this, as per existing procedure of the Govt. a 30%, 10% and 5% quota will be reserved for freedom fighters' children including grand children, female candidates and ethnic minority population respectively.
- 2.5.3 All staff positions which have been defined in the Organogram would be selected on a regular/satisfactory contractual basis. The contract will clearly specify the number of years, experience, salary benefits to be provided by SDF and contract can be renewed, subject to satisfactory performance and satisfactory annual performance appraisal reports.
- 2.5.4 All new staff would be selected on probation initially for six months. A formal evaluation of the staff would be undertaken at the end of the probation period. In case of successful completion of the probation, s/he may be given a formal contract indicating the number of years in view of the nature/classification of staff as shall be mentioned in the contract agreement. In case of unsuccessful completion of probation the incumbent may be given an extension of probation for another six months. During this period if the concerned officer/staff fails to achieve/demonstrate satisfactory performance, this shall lead to termination.
- 2.5.5 The selection of MD would be done by the Board of Directors. This position may be advertised in national dailies and a selection process would be followed by the Board of Directors for the selection of MD. It is to be noted that the MD will be hired for a period of maximum of 5 (five) years and can be extended upon approval of the Board of Directors, if deemed necessary, considering the performance and achievements made by him/her for the growth of SDF.
- 2.5.6 In order to ensure organizational growth and sustainability of SDF it is essential to build a core group of employees (from 1st. line supervisor to General Managers) who have proven track records and are consistently meeting program objectives may be considered for promotion upon the matter being placed by the Managing Director before the Board of Directors for vetting and approval. In such cases the basis for promotion shall be talent, skills and experience (at least 3 years in existing position/level) including human qualities. Exception can be made in terms of relaxing the seniority of outstanding staff members in particular the female ones in their existing positions upon the matter being placed by the MD before the Board of Directors for vetting that ends in approval.

For all other positions the following selection process would be followed. Those working with SDF currently may be given preference, all things being equal.

2.6 Selection Process of Staff

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- 2.6.1** Selection of staff would be based not only on their knowledge (written test and/or IQ) but also on their attitudes and behavior (EQ), which is equally important for an organization like SDF. These would be defined for each position, and would broadly include attributes like – ability to work with others in a team, temperament to work with the poor, leadership skills, management skills, communication skills, work style, honesty and commitment, etc along with knowledge of program/ thematic area.
 - 2.6.2** The selection methodology would take these into account and accordingly identify instruments through which these attributes could be tested. Hence along with written tests that judge an applicant's knowledge and skill, attitudinal tests too would be conducted to get the right fit between the job requirements and the candidates.
 - 2.6.3** Once the final merit list of recommended candidates is obtained after the selection process, the MD would present the same for approval to the Board of Directors. For all positions (except Director of Operations and Directors) the MD would be the appointing authority.

2.7 Hiring of Short Term Consultants

Apart from regular staff, SDF may need the services of experts from time to time to conduct studies, reviews³ etc. For this, SDF may hire short term consultants for specific assignments. Ordinarily, such assignments would be of less than six months' duration. Stipulated procurement norms would be followed while contracting such consultants. Payment terms would be negotiated in the contract and payments would be made on achievement of pre-defined milestones. No consultants would be hired in lieu of the defined positions in the Organogram.

2.8 Outsourcing Support Services

SDF may outsource some maintenance activities, or some non-core functions to an external agency, if deemed necessary. Activities like security, office maintenance and other similar activities may be outsourced. Stipulated procurement norms would be followed while contracting such agencies.

2.9 Re-employment of former staff/ employment of relatives of staff working in SDF

All applicants meeting the defined eligible criteria for the position advertised are eligible for selection. However, in case a person has been removed from SDF on ground of misconduct/discipline/misappropriation, s/he shall not be considered for future vacancies. All short listed candidates would have to go through the selection process. However, the Board of Directors may, on a case to case basis, decide not to appoint a relative of an existing SDF employee.

³ Including those for environmental assessment and/or monitoring.

2.10 Terms of Contract

All selected candidates would enter into a contract as mentioned in the appointment letter provided by SDF. The contract would define the terms and conditions of engagement. An appointment letter would be issued to the selected candidate, defining his position, place of posting and job description.

2.11 Induction Program of New Staff

All new staff joining SDF would undergo a structured induction program. The purpose of induction is to ensure the effective integration of staff into or across the organization for the benefit of both. The induction program would provide all the information that new employees should know at the time of joining.

The induction program would be conducted in three phases. Phase I would be a general orientation phase, Phase II would be a specialized training phase, and Phase III would be a placement phase.

Phase I would include orientation to the organization's mission, vision, values, and history, as well as an introduction to the basic skills and knowledge required for successful performance.

Phase II would include specialized training in areas such as project management, financial management, and communication skills. This phase would also include an introduction to the organization's operational processes and procedures, as well as an overview of the organization's mission, vision, and values. Phase III would include a placement phase, where new employees would be assigned to specific roles and responsibilities within the organization.

The induction program would be conducted over a period of four weeks, with one week dedicated to Phase I, two weeks to Phase II, and one week to Phase III. The program would be delivered through a combination of classroom lectures, practical exercises, and group discussions.

The induction program would be evaluated through a series of assessments, including written exams, practical assignments, and group projects. The results of these assessments would be used to determine the effectiveness of the program and to identify areas for improvement.

The induction program would be conducted in a structured manner, with specific goals and objectives set for each phase. The program would be evaluated through a series of assessments, including written exams, practical assignments, and group projects. The results of these assessments would be used to determine the effectiveness of the program and to identify areas for improvement.

Chapter 3. Staff Contract Policy

3.1 Engaging Staff on Deputation

Engaging Staff on Deputation from other Government Departments/Agencies, or other organizations:

The appointment of employees from the Government departments and other instrumentalities of the government, or from other organizations on deputation shall be in accordance with the terms and conditions stipulated by the Government of Bangladesh. Once appointed, the deputed employee will be governed by the rules and regulations of SDF, to the extent that they are not in contradiction of the terms and conditions of service of their parent department. They would go through the process of Performance Appraisal and would be entitled to rewards as prescribed by SDF.

3.2 Appointment of all other staff

3.2.1 The Board of Directors shall be the appointing authority for the Managing Director, Director of operations, Directors and Regional Directors

3.2.2 For all other staff the MD shall be the appointing authority.

3.2.3 The duration of the contract of staff employed with SDF will be as specified in the appointment letter subject to annual performance review, which shall be further extendable based on performance.

3.2.4 The MD would be on a probation for 3 (three) months and the tenure of appointment shall be 5 (five) years including the probation period. His/her term could be extended as per rules based on the performance in meeting the program objectives.

3.2.5 All staff shall be initially on probation for a period of six (extendable to another six) months and on their successful completion of probation, will be retained for a period as will be mentioned in the appointment letter. In case the probation is not extended even after one extension (a total of twelve months), the candidate's tenure of service with SDF would be terminated.

3.2.6 Probation would be assessed on the following parameters

- Performance on tasks given during the period of contract;
- Task orientation and team work;
- Communication skill demonstrated ; and
- Sensitivity towards the target population.

3.2.7 Panel for assessing the performance of staff during probation would be constituted by the SMT.

3.2.8 The candidate whose performance and character and conduct are not up to the mark while on probation shall be terminated after giving them a fair hearing. They may be terminated without any notice.

- 3.2.9 The authority to renew the contract for all staff (except MD) will be vested with the MD. The renewal of staff would be in accordance with the performance appraisal system as stipulated in the HR Policy and Manual and as per program requirements.
- 3.2.10 Full time employees of SDF will not be allowed to work in any other organizations during their period of employment with SDF. Disciplinary actions would be taken against those who work outside for monetary gains without permission of the management. If any staff(s) wants to take part in social activities such as taking up assignments as news casters, work as a model, perform singing and acting etc. in electronic media and so on will have to obtain prior permission from the MD or BoD as appropriate.⁴

3.3 Termination of Contract

The contract with SDF may be terminated by SDF Management or by the staff, through a written notice as follows.

- One month's notice from either side or one month's salary (gross) in lieu of notice period;
- In case of notice period shorter than 30 days by the staff, one month salary will be deducted, after approval of MD.
- During the month of termination, the staff will be eligible to all allowances on a *pro-rata* basis. This clause will however not be applicable to cases of termination without any notice period.
- Days in service will be calculated till the last day (*rounded off to lower day in case of fractions*) of presence at office.

3.4 Separation from Services

Employees may separate from SDF for various reasons including unfortunate case of death of employee. In all cases of separation, settlement of all dues should be made swiftly and in a fair manner not only for the sake of appreciation of her/his services to SDF but also as a matter of financial discipline.

In all possible cases, a process of counseling would be undertaken to understand the reasons due to which the employee is seeking separation. In case there are misunderstandings or an issue which can be resolved, the Director HR would try to counsel the concerned person.

The following procedure and guidelines will guide cases of separation. Separation may be due to:

- Resignation tendered by employee;
- Non-renewal of contract; and
- Termination/dismissal due to compelling reasons.

⁴ Powers and functions of the Board of Directors (BoD) as well as MD is defined in the Articles of Association (AoA) of SDF. It categorically states how and up to what extent powers and functions will be delegated to the MD to run the management of SDF and is delegated through holding meetings of the BoD as outlined in the AoA. Therefore in taking decisions the MD will follow that guideline and if it does not fall under his/her jurisdiction he/she will refer them to the BoD for taking decisions. Thus SDF management both refers to BoD as well as MD.

The resignation letter should be addressed to the MD with a copy marked to the reporting officer.

In all cases of separation due to above causes, the employee concerned should take a "No Dues Certificate" before the last day of his/her duty from all concerned offices/department of SDF. This certificate should be finally signed and approved by MD or competent authority for payment of all dues. Finance and Accounts Department shall prepare a final list of recoverable (*in case of advances*) and dues within fifteen days of receipt of the copy of the approved resignation letter. All recoverable must be first settled as per the accounting norms before payment of any dues.

Chapter 4. Terms & Conditions of Service

4.1 Working Conditions

- Employees will encourage each other to have a positive attitude towards work and to create an enabling working atmosphere in the organization.
- All employees are expected to be gender sensitive which will be manifested through their behavior, beliefs, values and attitudes mainstreaming gender in the organization culture.
- All staff of SDF should be given the opportunity to express their views and discuss gender issues openly and confidently without fear of repercussions on their employment and working relationship.

4.2 Office Hours

SDF employees (except service staff) are required to work a minimum of 40 hours per week (8 hours a day including one-hour break from 1pm-2pm for lunch and prayers) unless the employment conditions or job description states otherwise. In case of business needs and according to the responsibilities of the job description, extended hours or work during weekends may be required from time to time.

Office hours:

Sunday - Thursday 9am to 5pm with a one-hour break from 1pm-2pm for lunch and prayers.

Since Field Office Staff would be working with the communities directly, they may have to make field visits early morning, late evening as per convenience of the communities. The concerned staff members will adjust these timings with permission of their regional directors through their office heads.

Drivers and Office Attendants are required to work as per the instruction of the departmental heads.

Office hours during Ramadan will be reduced as per government notification.

Pregnant women and lactating mothers may be allowed flexible working times (with adjustment of her daily working time) for a specified period if they request such and as may be agreed with their Department/Office Heads.

It is expected that the Department/Office Head will schedule and monitor work to avoid assigning tasks to female employee requiring to work after evening or in a weekend/holiday, unless there is any special or urgent work. In such cases, the Department/Office Head will ensure a safe return of a female employee after dusk from her duty station if she is asked to work beyond normal working hours.

Staff will not leave the office during working hours beyond the knowledge of the Department/Office Head and in such cases the staff should also inform her/his whereabouts to her/ his colleague(s) or Receptionist/Administration.



A.Z.M. Sakhawat Hossain
Managing Director
Social Development Foundation



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

4.3 Official residence for SDF staff

Instead of providing official residence to staff SDF provides House Rent Assistance (HRA) allowance to all staffs commensurate to their level. All staff must stay/reside in locations that are situated to a reasonable distance from their dwelling places and facilitates performing official responsibilities properly. Under exceptional circumstances permission may be given by the MD on a temporary basis.

4.4 Personal Files & Records

SDF Head Office and Field Office shall have an up-to-date Personal file starting from the date of their appointment. The Personal file will contain the necessary information and documents (certificates, references, personal details, medical records, selection scores, performance review records etc) with regard to the employee. The Personal file is to be treated as a "confidential" document. Access to employees' Personal file is restricted to all other staff, except for the employees' departmental Head and/or concerned manager.

4.5 Staff Attendance

It is the duty of all employees to report on time for work every official working day unless they are on tour, on leave, or sick.

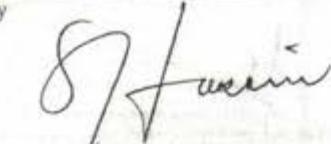
The attendance record register must be signed daily on arrival by all staff. The attendance register would also be used to keep records of employees' arrival, leave, absence, official travel. Failing to sign the attendance register will be treated as absence from duty unless appropriately informed. Employees when unable to report to work due to unavoidable circumstances should inform their departmental heads as quickly as possible on the same day. The daily attendance register must be submitted to the person handling Administration at the end of month. The attendance register will be verified by head of departments daily within 30 minutes of the prescribed starting time of office hours. It is to be noted here that if SDF management introduces other/modern systems (electronic machine) to recording attendance and departure of staff members during weekdays at office to simplify and modernize attendance recording, this will be treated as mandatory.

Habitual tardiness and unauthorized absence will not be permitted and, if it persists despite warnings, appropriate disciplinary action for such practice will be taken against that employee.

If an employee attends the office 30 minutes after the official starting time on weekdays, it will be treated as "Late Present" and for such late presence thrice in a month 1 day's earned leave will be counted.

4.6 Work Place

SDF recognizes that safe and hygienic atmosphere at workplace is a precondition to motivate employees to work with SDF. In order to ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office for employees. Each employee has the responsibility to work safely and maintain the facilities in good condition.



A.Z.M. Sakhawat Hossain
Managing Director



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

4.7 Health & Safety

All SDF employees will abide by the established safety policies and immediately report any unsafe conditions or injuries during working time to their Department/Office heads. All drivers and front seat passengers are required to use seatbelt while the vehicle is moving. Motorcycle riders (driver and passenger) are required to wear safety helmet at all times when riding motor-cycles. Willful failure to use seatbelts/helmet during official travel will result in disciplinary action.

4.8 Code of Conduct

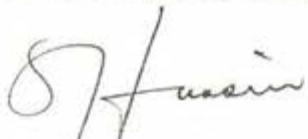
In order to uphold the morals and values practiced in SDF, a Code of Conduct (CoC) has been introduced which is mandatory for all staff members of SDF. Every part of the CoC will bear equal significance, of which none is to be alienated.

a. As a Citizen:

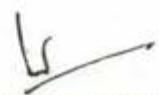
1. It is the duty of all citizens to assert their utmost loyalty towards the Independence, Sovereignty and Democracy of Bangladesh. They shall uphold the national interest beyond their personal, communal or political favor of any sort and that they shall try their level best to make successful all the endeavors initiated towards the betterment of the country;

b. As an employee of SDF:

1. All employees shall contain and uphold the values and ideologies of SDF, which are consecrated for the deprived and impoverished people, and their empowerment;
2. Any kind of information or instances shall not be distorted or instigated that might affect the image of the organization, and that staffs shall not counterfeit, deflect or make harm to any of the official documents/records;
3. All members should be respectful, tolerant, easygoing, and supportive towards their colleagues regardless of their designation and responsibilities, and shall demonstrate professional courtesy and politeness;
4. Maintaining professional impartiality with community members and to act accordingly is compulsory. No one shall take opportunity of anyone's limitations of any kind and shall not be engaged in any kind of personal relationship with them;
5. All employees, in their personal life or at workplace, shall neither humiliate nor torment women, child and elderly persons, verbally or physically, and try their level best to prohibit such action by others;
6. Employees shall support the promotion and implementation of genuine equality between women and men at work place;
7. Employees shall respect individual's dignity and integrity and shall not degrade or exploit women as sexual harassment and sexist behavior are violations of human dignity; and
8. No one shall get himself/herself involved in doing business with SDF directly or indirectly and shall refrain from participating in the activities of any political party/group.



A.Z.M. Sakhawat Hossain
Managing Director



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

4.9 Office Assets

Any official assets assigned to the employees are the property of SDF. The employee will be held responsible for the loss, damage or misuse of the official asset. In case of loss or damage by external force/circumstances, SDF management may take a decision on a case to case basis.

Use of office phone for personal telephone calls should be restricted to urgent matters only and should not extend to social dialogue.

SDF will provide a monthly allowance to employees as per procedure as monthly cell phone bills. Employees will have to purchase cell phone sets and SIMs at their own cost for official purpose.

4.10 Use of Office Vehicle

- SDF vehicles shall be used for official purposes only. Exceptions can be made if approved by the SDF management. The established "Rules for Vehicle use" have to be followed.
- Only the authorized employees who are assigned the vehicles and who have valid driving licenses shall be allowed to drive SDF vehicles. However, in exceptional cases due to emergency and if situation compels, SDF officials with valid driving license may be authorized by SDF management to drive vehicles.
- All drivers shall drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not SDF. Driving under the influence of alcohol or drugs is considered as major infraction and will be subject to disciplinary action.
- All drivers and the motor cycle riders shall strictly maintain Log books of SDF vehicles.

4.11 Accidents

Any accidents or traffic violations by official vehicles must be reported to the concerned office immediately by the driver and the passengers. If the driver is found guilty of violation of traffic rules and SDF vehicle policy, disciplinary action will be taken against him/her. After the accident, if any, the concerned driver must fill up the accident report form and if the accident occurs not due to the negligence of the driver, he may be relieved from the charge.

4.12 Identity Cards

SDF shall issue Identity cards to its entire staff. The Identity cards will be issued (signed by the MD or her/ his designated person) and controlled by the HR and Admin department. The employees will provide a receipt for the same. Identity cards are SDF's property, and are not transferable to others. In case of losing the Identity card, the concerned employee must immediately report to the nearby police station in writing and a copy of which with necessary signatures and the seal of the Police station must be provided to SDF for its records and for issuance of duplicate Identity card.

Chapter 5. Salary & Benefits

Remuneration and benefits for SDF have been designed keeping in mind those being offered in similar organizations/departments/projects in the country, and based on market rates, to attract the best talent to the organization.

5.1 Salary Package to Staff on Deputation

Staff joining on deputation from various departments/agencies of the Government of Bangladesh would draw salaries and other allowances as per the scales and prevailing rules in their respective departments at SDF.

5.2 Salary Package to Staff on Contract

The salary structure of staff would be determined by the Level at which s/he is contracted. There are fifteen levels/categories of staff which have been defined in the organization.

- i) Basic Pay
- ii) HRA
- iii) Medical Allowance
- iv) Conveyance Allowance
- v) Entertainment Allowance (at certain levels only)
- vi) House Keeping Allowance (at certain levels only)
- vii) Communication Allowance
- viii) Children's Education Allowance

5.3 Benefits to SDF Staff

Apart from the salary, SDF would also offer certain benefits to all staff. Benefits could be added/ modified/ removed by the Board of Directors in the future.

5.3.1 Insurance

All staff under SDF would be covered under a group life insurance scheme. The premium for the scheme would be borne entirely by SDF and would cover all staff.

All SDF staff would also be covered under a group medical insurance covering accidents.

5.3.2 Employee Welfare Fund: Support to staff in case of emergencies

SDF as an organization believes that staff is its key asset. An emergency fund would be created, which would be offered to any staff in case of any emergencies. The decision to offer assistance and the amount to be offered would be taken on a case to case basis by the SDF management.

5.3.3 Festival Bonus

All staff of SDF is entitled to Festival Bonus at the rate of two months' basic salary in a year as per prevailing rule of the Government of Bangladesh.

The bonus will be paid to the staff a minimum of fifteen days prior to their major festivals. The major festivals and time for payment are below:

- For the Muslim community : Prior to Eid-ul-Fitr and Eid-ul-Azha
- For the Hindu community : Prior to Durga Puja
- For the Christian community : Prior to Christmas
- For the Buddhist community : Prior to Buddha Purnima

The second bonus for the Hindu, Christian and Buddhist Community will be given with the Muslim Community during the Eid-ul-Fitr.

5.3.4 Gratuity

Gratuity will be paid to the Staff on completion of three years of service as outlined in the Gratuity Policy of SDF (Annex-2). The amount of gratuity would be at the rate of two months' gross salary of every year of service completed. Gratuity would be paid to staff while s/he is leaving the organization upon the matter settled by SDF management.

5.3.5 Compensation in case of Operation

In case a member of staff has to get admitted into hospitals/ undergo any surgical operation requiring hospitalization (including caesarian section operation during delivery for women staff), s/he would be entitled up to 80% of his/her monthly basic salary upon submission of bills-vouchers, relevant documents etc. and acceptance by SDF management.

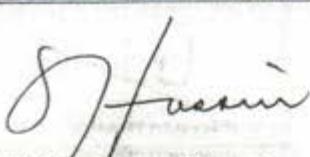
5.3.6 Leave Encashment

Earned leave accumulated and not used may be encashed at the time of leaving the organization. For the purposes of calculation, gross salary will be the basis. All other leave has to be exhausted within the term of the leave or lapsed.

5.3.7 Uniform for Staff

SDF will provide two sets of uniform, including winter clothing at Tk. 4,000 once a year to all contracted staff at Level 12 - 15 (Drivers, Offices Attendants, Guards, Peons, Cleaners, etc). The Administration will ensure the said purchase(s). The set of uniform consists of the following items:

- For Male Staff: Two shirts and two pants, and appropriate winter clothes – with one pair of shoes.
- For Female Staff: Two sarees and two blouses including two petticoats and appropriate winter clothes – with one pair of shoes/sandals.



A.Z.M. Sakhawat Hossain
Managing Director
Social Development Foundation



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

Staff who receives uniforms are themselves responsible for keeping the uniforms clean and pressed. They **MUST** wear the uniforms during their official duties.

5.3.8 Contributory Provident Fund (CPF)

SDF will provide for a Contributory Provident Fund for the benefit of their staff as outlined in the "Contributory Provident Fund" policy (Annex-3). All staff shall deposit ten per cent (10%) of their basic salary on a monthly basis against another ten per cent (10%) matching grant provided by SDF. SDF will deposit this money in the bank as decided by the SDF trustees.

Chapter 6. Leaves & Holidays

6.1 Holidays

All SDF staff shall be entitled to official holidays with full pay unless the conditions of work or field assignment are set otherwise. All SDF offices shall treat Fridays and Saturdays as weekly holidays, if not otherwise instructed by SDF management.

The SDF Head Office will implement a yearly holiday list each year approved by the government. Some of the listed holidays are subject to moon appearance and government decisions. No additional day will be allowed in case a holiday falls on a Friday or Saturday.

If the government announces an additional public holiday, the MD may allow this holiday to the SDF staff.

6.2 Leave Policy

Elements of Leave policy will be the following:

- Leave is to be regarded as a privilege, and not as a right. It is allowed both in the interest of the staff and that of the organization. The employee cannot claim leave as an unqualified right.
- All leave is granted subject to exigency of services and leave already granted can be curtailed or cancelled at any time by the authority granting the leave. However, this condition will apply to an employee on casual and vacation leave only.
- Any leave not covered under these rules shall be referred to the Board of Directors for consideration through the MD.
- A member of staff when on leave shall not take up any paid service/ employment elsewhere unless approved by the MD.
- Absence from duty and leave without authorization, unless in a medical emergency, would be considered misconduct and disciplinary action may be taken against the said member of staff. Even in case of medical emergencies, the staff concerned should inform the authority as soon as possible.
- Any extension of leave can be done only after authorization by the concerned officer.

Any member of staff joining in between the calendar year will be entitled to leave on a pro rata basis.

6.2.1 Leave shall be granted for all working days involved. Any Holiday which may fall during the leave period (except in case of EL) may not be counted as leave.

6.2.2 A member or members of staff on probation would be eligible only for public holidays and casual leave on a pro rata basis.

6.3 Casual Leave

All staff of SDF will be entitled to twenty days of casual leave in a given calendar year. This may include leave for medical reasons or for any personal matter. Casual leave cannot be accumulated /carried forward to the succeeding year. Casual leave cannot be availed of more

than three days at a time and it cannot be taken together with any other type of leave, unless approved by the MD/competent authority in special circumstances.

6.4 Earned Leave

All confirmed employees shall be entitled to earned leave @ 1 day per 11days that an employee has put in. Maximum Earned Leave can be accumulated up to 365 days.

6.5 Maternity Leave

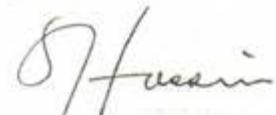
- 6.5.1 All female staff (excepting the contract and part time) is entitled to a total of 180 (one hundred and eighty) calendar days of maternity leave. This may be divided as ninety days leave before delivery and ninety days of leave after child birth. This duration is subject to change to make it consistent with the country's laws and regulations, if applicable for the organization. The employee may request SDF at her own responsibility to shift some days from pre-delivery period entitlement to the post-delivery period (to be added to the post-delivery period entitlement) provided that she is fit for her work during such pre-delivery period and certified by a registered Medical Practitioner. In such case, SDF cannot be held liable for any complication /problems happened due to this delayed leave.
- 6.5.2 Maternity leave can be granted up to 2 living children only.
- 6.5.3 Any female staff who is pregnant shall notify the office of her expected delivery date together with medical certificate at least four months prior to the expected delivery date.
- 6.5.4 The department/office heads will ensure less travel of female employees during pregnancy depending on her physical condition and should not force her to drive motorcycles.
- 6.5.5 A female staff cannot be dismissed or terminated during the period of maternity leave, unless a serious case of misappropriation/moral turpitude or misconduct is instituted as per disciplinary procedures.
- 6.5.6 Earned leave may be used to extend the maternity leave if required.

6.6 Paternity Leave

- 6.6.1 All contracted male staff, during his wife's delivery (in normal cases), will be eligible for paternity leave of 10 calendar days for the birth of his child. This leave may be split before and after the child birth as per the desire of the staff.
- 6.6.2 In case of any complication in delivery that may prolong his wife's treatment/hospitalization, the department/office head may consider extension of the paternity leave for another 5 calendar days.
- 6.6.3 Paternity leave can be granted up to two living children only.

6.7 Leave without Pay

- 6.7.1 Leave without pay may be granted to a staff in special circumstances and when no other leave is available or admissible as entitlement.



A.Z.M. Sakhawat Hossain
Managing Director



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

- 6.7.2 Any leave without pay for more than 5 days must be approved by the MD/Competent authority.

6.8 Authorization of Leave

Authority granting leave to any staff shall usually be the supervising officer to whom the staff is reporting for work, unless otherwise specified by the MD.

Chapter 7. TA & DA Rules

These rules are applicable for all staff under SDF, including those on deputation from other Government departments and other organizations, for travel on official purpose only. All duty travels whether domestic or international shall require a signed approval of competent authority.

7.1 Travel Authorization

The travel shall be approved as follows:

Category	Approved by
Managing Director	Self Approval. Approval from Chairperson of BoD required in case of foreign travel.
Director of Operations, Directors, Regional Directors, General Managers	Approval from MD. Approval from Chairperson of BoD required in case of foreign travel
All other staff at national Level	By concerned reporting officer.
Regional Officers/Regional Managers	Approval by Concerned Regional Director for all travel
All other staff at regional level	By concerned reporting officer.
District Manager	Approval by concerned Regional Director for all travel
District Officers /Managers	Approval by Concerned District Manager for all travel
All other staff at district level	By concerned reporting officer.
Cluster Officer	Approval by Concerned District Manager for all travel
Cluster Facilitators	Approval by Concerned Cluster Officer for all travel
Drivers, Peons, Attendants	Concerned Supervising Officer.

Staff may travel to fulfill their responsibilities. There are no restrictions on travel, however, each staff would ensure that such travel is undertaken judiciously and planned to make each tour as efficient as possible.

If any staff is found to misuse the norms of travel, or undertakes unnecessary travel, the MD, may initiate disciplinary proceedings against him/her.

7.2 Travel Allowances and Daily Allowance

- 7.2.1 Travel Allowance would be entitled for reimbursement, only when an official journey has been performed by each staff member without availing official vehicles due to unavailability. Daily allowances shall be paid if the tour is made for official business beyond the base location (district, cluster) as well. Only Cluster Officers, Cluster Facilitators (Technical) will be entitled to traveling allowance apart from the

conveyance allowance they receive with their monthly salary subject to non-compliance of providing official transport by SDF. However, this will be further decided by SDF management as shall be needed and notified accordingly.

It is to be noted here that if SDF official(s) participate in meetings, seminars etc. organized by other organizations and if the traveling and daily allowances are paid by the concerned organization in that case SDF officials attending those meetings, seminars etc. will not be entitled to traveling and daily allowances by SDF. On the other hand, if the officials nominated by SDF in the interest of the foundation to participate in meetings, seminars of other organizations and the traveling and daily allowances are not provided in such cases SDF management will decide about such payments.

- 7.2.2 If the authorized travel expenses, including DA, is estimated to exceed more than Tk.1,000, then 75% of the estimated cost of the tour can be paid as advance on the basis of completed Tour Itinerary Form (TIF) subject to the approval by the concerned authority as indicated in the table above.
- 7.2.3 TA/DA rates shall be reviewed periodically as needed and be notified accordingly.
- 7.2.4 All travel and lodging expenses would be reimbursed as per actual upon submission of bills.
- 7.2.5 Entitlement for Domestic and International travel for various levels is indicated in the table below:

SI	Category	Category of Transport					
		Air		Railway / Steamer	Launch/Boat	Bus	Taxi
		Domestic	International				
1	Chairperson/Gen. Body member BoD Members / Other authority constituted under AoA	Economy	Business*	AC	VIP	AC	Reserve
2	Level 1	Economy	Business*	AC	VIP	AC	Reserve
3.	Level 2	Economy	Economy	AC	VIP	AC	Reserve
4	Level 3 (with approval of MD)	Economy (with approval of MD)	Economy	AC	VIP	AC	Reserve
5	Level 4, 5	N/A	Economy	AC	1st class	AC	Reserve

6	Level 6,7	N/A	Economy	First Class	1 st class	No	Reserve
7	Level 8, 9	N/A	Economy	First Class	1st class	No	Reserve
8	Level 10	N/A	Economy	2nd Class	Gen.	Ge	-
9	Level 11-13	N.A.	N.A.	3rd. class	3 rd . class	Ge	-

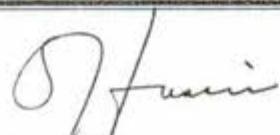
* Travel time by air shall be more than 4 (four) hours in case of travelling in business class.

7.2.6 Transport fare and incidental expenses shall be allowed as under:

Mode of Transport	Fare	Incidental	Total Payable
By Air	Actual	20% of fare	Actual Fare + 20% of Fare
By Train	Actual	80% of fare	Actual Fare +80% of fare
By Road	Per km.....	100% of fare	Actual Fare +100% of fare
By River	Actual	50% of fare	Actual Fare +50% of fare
BY Manually driven Vehicle			Actual Fare

7.2.7 Mode of Transportation:

- a) Office vehicles may be used for in-country travel subject to availability of motorable road. In this case, traveling allowance will not be admissible. Other than extreme emergencies and special instances, use of office vehicle for one-way travel only will be discouraged.
- b) The mode of transportation should be discussed and agreed upon with the SDF management.
- c) Staff requiring advance before travel should submit the TAF for approval.



A.Z.M. Sakhawat Hossain
Managing Director
Social Development Foundation



M.I. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

- 7.2.8 Entitlement limits for various Levels of staff for Lodging and Food cost is indicated below.

Sl. No	Category	Accommodation charges subject to max. of (Tk./day) (when accommodation in SDF guest house is not available) **		Allowance for food & incidentals - DA (Tk./Day)	
		Metro/ Class I Cities	Other Cities	Metro Cities	Other Cities
1	Chairperson/ BoD Members/GB Members/ Other authority constituted under AOA	As per actual		As per actual	
2	Level 1	As per actual		As per actual	
3	Level 2	2000	1500	1000	800
4	Level 3	1500	1000	800	600
5	Level 4	1000	800	650	500
6	Level 5	800	600	500	400
7	Level 6-8	600	400	400	350
8	Level 9,10	500	300	350	300
9	Level 11, 12, 13	450	300	325	300

** Subject to submission of actual receipt. In other cases accommodation charge for SDF guest house may be claimed with DA as per approved rate and as may be revised from time to time.

- 7.2.9 Allowance for food and incidentals may be claimed as per the approved allowance. No bills need to be submitted for these. But in case of having lodging facilities and food through other means and the incumbent does not have to pay for this-- in such cases he/she will not be entitled to food and incidental allowances.
- 7.2.10 An employee shall be entitled to draw DA for the period of absence from the HQs, which begins when s/he actually leaves her/his workplace and ends when s/he actually comes back to the HQs.
- 7.2.11 A full day's DA would be entitled if a staff remains on official tour for more than 8 (eight) consecutive hours or more (even in the case of journey out and back falling on the same day).
- 7.2.12 In case of tour for more than one day, one full day's DA shall be admissible for each consecutive overnight stay away from the HQs. Lodging expenses can be claimed only if staff spends the night out.
- 7.2.13 No DA shall be paid if the tour is completed before 12 pm on the same day of the start of journey. If the member of staff returns after 12pm/ before the closure of office time, half a day's DA shall be admissible.

7.2.14 Before undertaking any travel, staff should inform her/his reporting officer or other colleagues about the travel even in case self approval has been granted.

7.3 Additional Allowances for female staff

- 7.3.1 For female staff, an additional 25% over and above the prescribed rates for lodging would be permissible in case they are traveling alone outside place of posting.
- 7.3.2 In cases when they have to stay at work after office hours due to meetings, etc, an official vehicle would be made available to drop them to their place of residence.

7.4 Reimbursement of Local Travel

- 7.4.1 A member of staff will also be entitled for reimbursement of actual conveyance charges for journeys between railway station/ bus stand/ airport and residence/ place of stay either at Headquarters or tour stations and other official journeys performed by road at tour stations through any means of conveyance other than the Society's transport. The reimbursement shall be regulated in accordance with the following sub-clauses.

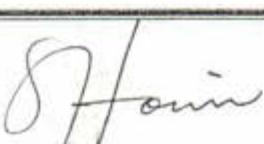
7.5 Relocation allowance

- 7.5.1 In case a staff has been asked to spend more than ten days at a location outside his/her place of posting, s/he can be given for

- 1st ten days @ 100% Daily Allowance,
- 2nd ten days @ 75% of Daily Allowance and
- 3rd ten days @ 50% of Daily Allowance.

For journeys to and from railway station/bus stand/airports, at Headquarters and tour stations, the reimbursement will be as per the following

Category	Entitlements
Chairperson, GB members/ BoD members, Other authority constituted under AOA	Actual charges by Taxi fare for all types of Vehicle
Level 1, 2 and 3	Actual charges by Taxi fare for all types of Vehicle
Level 4 to 8	Actual charges by Taxi or three-wheeler, limited to Tk. 15 per Km in all cases.
Level 09 to 13	Local transport as per actual charges, or use of three wheeler/ taxi with special permission from concerned authority



A.Z.M. Sakhawat Hossain
Managing Director
Social Development Foundation

7.6 International Travel

- 7.6.1 All international travel by staff should be approved by the MD, or by Chairperson of SDF.
- 7.6.2 International air travel shall be by economy class and by the shortest possible route, except for the Chairperson, GB members, Board of Directors members and the MD who are entitled to travel in Business/Executive Class if travel exceed a specified amount of time.
- 7.6.3 Foreign countries have been grouped into three regional blocks as shown below each having a specific rate of Hotel fare when payable in foreign currency

a. Hotel fare

Sl No	Block of Countries	(in US\$)			
		Chairman/ GB members/ MD	Level 2 & 3	Level 4 & 5	Level 6-10
Block 1	Saudi Arabia, Iran, the U.A.E., Bahrain, Kuwait, Qatar, Japan, Brunei, Oman, North and South American countries and European countries including Uzbekistan, Kazakhstan and Turkmenistan	250	200	170	100
Block 2	Africa, Turkey, the Middle Eastern countries, Australia and New Zealand	200	180	150	100
Block 3	Other Countries in Asia	180	150	140	90

For special cases actual reimbursement will be made for accommodation.

b. Daily Allowances

S No	Block of Countries	(in US\$)			
		Chairperson/ GB and BoD members/ MD	Level 2 & 3	Level 4 & 5	Level 6-10
Block 1	Saudi Arabia, Iran, the U.A.E., Bahrain, Kuwait, Qatar, Japan, Brunei, Oman, North and South American countries and European countries including Uzbekistan, Kazakhstan and Turkmenistan	90	80	70	60
Block 2	Africa, Turkey, the Middle Eastern countries, Australia and New Zealand	80	70	60	50
Block 3	Other Countries in Asia	80	70	60	50

7.7 TA Claim and Reimbursement

Procedures for seeking claim against travel expenses shall consist of the following:

- All Travel and DA claims should be submitted within fifteen days of completion of the tour. No claims shall be entertained if bills are submitted after this period, except in special cases with approval from MD for all head office level staff, and the concerned Regional Directors for all other staff under their jurisdiction.
- All claims must be submitted in the format prescribed for the same and should accompany all supporting bills.
- A summary tour report should accompany the travel claim. The report should describe the efforts made and results/outcomes achieved.
- All claims submitted to the concerned accounts department, should be cleared within fifteen days of submission of the travel claim. Queries, if any shall be sought and cleared before this time period by the concerned accounts staff.
- Any travel claim which is not cleared within this stipulated period, shall be reported to the MD (for all state level staff) and to the Regional Directors (for all other staff within their jurisdiction). For all such cases, the concerned accounts/finance Head shall give a written explanation as to why these claims were not settled.

Chapter 8. Transfers

8.1 Needs and Objectives behind Transfer Policy

In the interest of the Organization, it is expected that staff may be transferred to different locations based on organizational requirements. Transfers should not be made a matter of routine, but generally in order to serve the following needs:

- a) Transfer is necessitated by the exigencies of the Organization.
- b) Effect lateral transfers for broader development between similar positions.
- c) Transfer to a location/district/cluster office having less than required cadre of staff.
- d) Effect physically removing an officer/staff from one duty station due to a personal conflict with another officer inside or outside the organization.
- e) Transfer in a district/hub unit or division/unit on disciplinary grounds.
- f) Undertake responsibilities of a new region/district/cluster or for a vacant position due to expansion.
- g) Accommodate the request of one district/Block unit to another on personal request.

In this context, a transfer is defined as relocation exceeding a six-month period. Such a move would normally entail shifting of household belongings and family.

8.2 Authority

For all transfers, the MD would be the final authority. S/he may decide them on a case to case basis.

8.3 Process of Approval

- 8.3.1 The request for transfer could be initiated by the Regional Directors or the District Managers, either due to organizational requirements or due to a request from staff. This could be submitted to the MD through Director HRD who would look into the case and make necessary recommendations.
- 8.3.2 The decision of approval/rejection should be conveyed to the concerned staff within thirty days of the receipt of request for transfer, with a copy of the approval/rejection to the concerned accounts department. In case approval is granted, the accounts department would release the necessary allowance as approved in the policy. This amount should be released within seven days of receiving the approval to facilitate early relocation and ensure that work is not hampered on account of any delays.

- 8.3.3 No request of transfer from staff shall be entertained unless staff has completed at least one year of service in SDF. However, in special cases, the MD may make an exception.
- 8.3.4 Once approved, the HR department shall update the necessary records and inform the concerned accounts/finance department of the transfer.

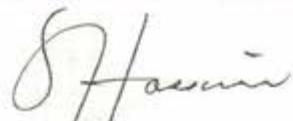
8.4 Reimbursements/ Allowances payable during transfers

No allowances/reimbursement shall be paid in case the request of transfer has been made by the staff.

In case the transfer is made by SDF, a relocation allowance will be paid as advance @75% of the estimated cost of relocation. The advance shall be adjusted after submission of final bill.

8.5 Joining Period

The staff being transferred may be granted seven days leave with pay to facilitate transfer of family, finding accommodation, school admission of children etc. This leave would be in addition to the leave entitlements to staff. In case it is required, the staff may request and upon approval, avail earned leave along with this leave.



A.Z.M. Sakhawat Hossain
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Chapter 9. Induction and Staff Development

SDF would endeavor to build the capacity of its staff to promote personal growth of the staff as well as improve the quality of work within the Organization. An overall Capacity Building strategy would be developed which would ensure that all staff operates at the optimal skill and knowledge levels as required by the Organization.

9.1 Induction Program

All staff would undergo a structured induction program upon joining the Organization. The HR department would design and conduct the Induction Program for all staff with the help from regional and district offices.

All staff must go through an induction program. It should include both—classroom sessions as well as field work in SDF's area of operation.

Module 1: Orientation to SDF – Rules & Norms

S No	Topic	Inputs on
1	Organization	<ul style="list-style-type: none">Background of SDF, Vision, Objectives and GoalsOrganizational Chart
2	Terms & Conditions	<p>Orientation on HR Manual</p> <ul style="list-style-type: none">Probation periodWork timingsHolidays/special leaveDiscipline procedureGrievance procedure
3	Terms & Conditions - Salary & Benefits	<ul style="list-style-type: none">Salary structure, payment date and methodBank account opening forms & requirementsOther Benefits – Insurance, etc
4	Terms & Conditions – Travel related	<ul style="list-style-type: none">Travel claim norms and proceduresFormats
5	Thematic Orientation	<ul style="list-style-type: none">Project LocationsProject ComponentsStrategies of Implementation
6	Role Clarity	<ul style="list-style-type: none">Job ProfileReporting Structure
7	Performance Management System	<ul style="list-style-type: none">Key Result AreasMeasures of Indicators

Module II: Field Work

To understand SDF's work and see its principles and philosophies in action, a structured one week field induction would be designed.

Module III: Staff Development

Topics would include Team Building, Leadership Development, Development of basic management skills etc.

9.2 Staff Development

SDF would try to promote a culture in which staff is given responsibility (and the authority to execute it) thus giving opportunity to staff at all levels to take leadership roles. Staff would also be encouraged and rewarded on initiatives taken by them beyond the prescribed job description, or attempting to improve the way programs are being run.

To improve the quality of its programs, SDF would plan a structured capacity building plan for its staff. These areas of growth could be identified from the following:

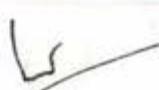
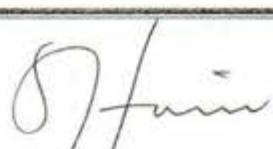
The Performance Management System identifies the key result areas of each staff. Those indicators in which the staff has scored low would be identified from the KPIs. As part of performance assessment, a one to one interaction with the staff is proposed. All areas identified, would be presented and discussed with the staff during this interaction. Based on this, areas of capacity building would be identified and fed into the overall capacity building plan.

Apart from building staff capacity on thematic/functional areas, SDF would also invest in building management and leadership capacity of staff. The Capacity Building Plan would also have modules on building management and leadership skills. Broadly the capacity building strategy would aim to improve capacity of staff through-

- a) In house training – covering core areas of SDF's functioning;
- b) Workshops and Seminars – to promote cross learning across the Organization; and
- c) Exposure visits to successful Projects (both within and outside the country).

As part of the non-monetary incentive for best performers, SDF may nominate them to attend conferences/workshops/training or undergo Management Development Programs from reputed institutes/universities.

The capacity building plan would have an allotted annual budget for various programs/ trainings etc in form of an Annual training Calendar. These programs can be centrally designed and conducted and/ or conducted by regions as per the requirement of the programs being undertaken there.



The Capacity Building Plan would be executed by Specialists at Regional and District level. In case required, external resource persons could be hired to impart training to staff on specific skills.

Capacity building will be done through the following methods:

• Regular staff training: Staff members will be provided with regular training to keep them updated about the latest techniques and developments in their respective fields.

• External resource persons: External resource persons will be invited to provide training to staff members on specific skills and knowledge areas.

• Self-study and assignments: Staff members will be assigned self-study assignments and projects to work on independently or in groups to enhance their skills and knowledge.

• Job rotation: Staff members will be rotated between different departments and units to gain exposure to various aspects of the organization.

• On-the-job training: Staff members will be provided with opportunities to observe and learn from experienced colleagues in their respective roles.

• Specialized training programs: Staff members will be sent to specialized training programs organized by external organizations or universities to gain advanced knowledge and skills.

• Case studies and simulations: Staff members will be exposed to case studies and simulations to apply theoretical knowledge to practical situations.

• Peer-to-peer learning: Staff members will be encouraged to share their knowledge and expertise with others through informal discussions and presentations.

• Job shadowing: Staff members will be assigned to shadow experienced colleagues in their respective roles to gain practical experience.

• Job descriptions and performance reviews: Job descriptions and performance reviews will be used to identify areas of strength and weakness in staff members' performance and provide feedback for improvement.

• Job enrichment: Staff members will be provided with opportunities to take on additional responsibilities and challenges to develop their skills and knowledge.

• Job rotation: Staff members will be rotated between different departments and units to gain exposure to various aspects of the organization.

• Job shadowing: Staff members will be assigned to shadow experienced colleagues in their respective roles to gain practical experience.

• Job descriptions and performance reviews: Job descriptions and performance reviews will be used to identify areas of strength and weakness in staff members' performance and provide feedback for improvement.

Chapter 10. Performance Management System

Performance management is an integral part of SDF's HR strategy. The three main objectives of using a performance management system in SDF are:

- i. To enhance Performance of individuals and Teams and thus help achieve Program objectives – by acting as a tool to define and focus on critical elements on which the overall performance of the organization depends.
- ii. To enhance self esteem of the staff by rewarding performance and to bring in a culture of healthy competition to perform.
- iii. To identify gaps in performance and pave the way for future capacity building.

10.1 Guiding Principles

To reiterate from HR Policy and Manual, the performance management system would have following elements:

- Should be based on clear and objective Key Performance Areas (KPAs);
- The methods of verification of these KPAs should be developed and communicated to all staff to make the process transparent.
- Performance of team would be assessed along with individual performance; and
- Good performance would be linked to rewards – both monetary and non-monetary.

10.2 Measuring Performance (What will be measured)

Good Performance would be defined and communicated to each individual position as well as team before the start of the assessment period. These would be based on

10.2.1 Key Performance Areas: these would emanate from the programs/projects being implemented. Assessment would be done on four to five of the most important parameters crucial for success of the programs/projects. Each Key Result Area could be assessed through Key Performance Indicators (– which would be benchmarks set for activities performed/outcomes achieved. Broadly the key result areas for the field/cluster teams would focus on 'action', while that of the district and regional teams would focus on facilitation and

capacity building. The key result areas for the state team would focus on providing an enabling environment for the other teams to perform.

- 10.2.2 Both quantitative as well as qualitative assessment would be done for all staff/ teams. While the quantitative parameters would focus on the activities/outputs delivered, the qualitative parameters would focus on the 'outcomes' achieved.
- 10.2.3 SDF would also move towards behavioral assessment of key staff in leadership roles at various positions. However, internal capacity of the assessor and the assessee should be built before such assessments are undertaken.

10.3 Tools to measure performance (How will it be measured)

As far as possible, assessment should be based on objective verification of data on key result areas. The tools used to measure performance would be-

- Verification of work done through MIS reports. All quantitative parameters should be assessed through the MIS. Thus, data on number of activities performed, funds utilized, area covered etc, should flow from the MIS.
- Qualitative assessment of performance should be done through field reviews (meetings with beneficiaries, community institutions, review of minutes/ books, etc) by assessment teams.
- These assessment teams should be cross functional/cross level and should also have a fair representation of community leaders, who would bring a very unique perspective of assessment (vis-à-vis the regular management perspective).
- Assessment may also be done through self assessment reports and reviews thereof by supervisors.
- Data from other systems like process monitoring, social audit, etc may also be collected/collated for performance reviews.

10.4 Who will be assessed?

All staff of SDF would undergo performance assessment. For team assessment, teams would be defined at all levels. The basic guiding principle in defining a team would be the level of co-ordination and dependency required among members to perform.

10.5 Performance Period

The performance year will be calculated on a yearly basis from the date of joining of each staff and will vary substantially from employee to employee. Assessment of performance of each staff member will be done accordingly.

10.6 Operationalizing Performance Management

The overall responsibility of operationalizing the system is that of the Director HR. S/he along with the HR officers at the national level would coordinate the system.

One person at the Regional Office level would be identified as the anchor for performance management of the region. S/he would take the responsibility of collecting/collating data related to performance of the staff under her/his region. The process is described in the Flow Chart below.

SI No	Component	Process	Key Responsibility
1	Identification of KPAs and KPIs (for the Assessment Period)	Step 1 : Finalization of Annual Action Plan for SDF personnel	MD. ,Director of Operations
		Step 2 : Finalizing KPAs and KPIs at all levels through regional workshops (quantitative & qualitative, individual & team performance)	Director – HR, along with Regional Directors
		Step 3: Official communication of final KPIs across levels	Director – HR, with support from Regional Directors and District Managers
2	Performance Assessment	Step 1 : Qualitative assessment of performance.	Respective Team Leader
		Step 2a : Formation of teams for qualitative assessment of performance of Field Teams. Team Leader for each team assigned.	Director HR, along with Regional Directors
		Step 3 : Consolidation of scores	Regional Directors with support from Dist MEL Officers. Overall consolidation by Manager HRD
		Step 4a : Forming appraisal teams for personal appraisal interviews.	Director HR, along with Regional Directors
		Step 4b : Personal Interview with the appraisee. Submission of Final Appraisal Report	Team Leader of appraisal interview.
3	Identification of Capacity Building Needs	Step 1 : Analysis and consolidation of areas identified as weak/average. – i) Team based (Field Teams, Dist & Regional Teams) or ii) Position based (Team Leaders, Specialists, Managers, etc)	Director, HR, along with regional Directors
		Step 2 : Communicating CB needs to SMT	Director HR

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Social Development Foundation

M.J. Chowdhury
Chairperson
Board of Directors
Social Development Foundation

SI No	Component	Process	Key Responsibility
4	Rewarding	Step 1 : Categorizing staff based on performance for monetary reward.	SMT
		Step 2: Finalizing non monetary rewards	HR and AO
		Step 3 : Organizing Performance Rewards Function for recognizing and awarding the performers	Director HR and HR Team

10.7 Rewarding Performance

A combination of monetary and non-monetary incentive system based on performance would be awarded. The details are provided below.

10.7.1 Monetary Incentives

The following monetary incentives as "Annual Performance Incentive" may be awarded subject to availability of funds:

SI	Performance Score	Performance Incentive
1	Those scoring overall Grade 'A' (90% or above)	15% of their basic salary
2	Those scoring overall Grade 'B' (between 80% to 89%)	10% of their Basic salary
3	Those scoring overall Grade 'C' (between 70% to 79%)	No performance incentive
4	Those scoring overall Grade 'D' (below 70%)	No Performance incentive

Those scoring a 'D' grade, would be served a notice and given a time frame to improve performance, failing which their contracts may be terminated. Two continuous 'D' grades of performance would automatically lead to the termination of contract of the staff member in question.

10.7.2 Non Monetary Incentives

- i) Recognition: Three best performing Field Team Shield across the Organization will be instituted and awarded. The basis for selection would be the overall team performance score.
- ii) Similarly the best performing District team/Regional Team may also be instituted. These awards will be presented to the best teams in an event organized at the National Level.
- iii) The best performing staff from Field/District/Region/National team can be nominated and sponsored to attend short term courses such as MDP (management development programs) in reputed institutions/universities. The decision on this can be taken by the SMT.
- iv) In case a member/team is awarded an overall 'A' Grade for two consecutive years, s/he (or the entire team) could be sent for an exposure visit outside the country. The decision on this can be taken by the SMT.
- v) Further incentives may be designed by SMT and instituted after approval from the Board of Directors.

Chapter 11. Disciplinary Rules and Regulations

Disciplinary action is warranted in a situation where a staff commits any act of misconduct. The objective of a disciplinary action is to inform the employee the type of behavior desired within the Organization. It is also expected to act as a deterrent for others.

All lapses, acts of misconduct, fraud, negligence of duty, indiscipline, courtesy, insubordination, general inefficiency and contravention of any official instructions or directions already issued or that may be issued from time to time can therefore be dealt with by way of disciplinary action. These acts mentioned above are illustrative and other acts as defined by SDF could be included later on.

Misconduct is an act which is inconsistent with the fulfillment of expressed or implied conditions of service. It has a material bearing on the smooth and efficient working of the organization or which is otherwise considered a criminal act by the law of the country.

Anyone could bring this information of misconduct or lapse on the part of a staff member to the notice of the management, including community members, government officials, or partner organizations.

11.1 Classification of Misconduct: It can be broadly classified as follows

Minor: acts of misconduct which are not of a serious nature

- Impunctuality
- Leaving work places while on duty, without permission
- Unauthorized use of vehicles belonging to the Projects
- Overstaying leave

Major: acts of misconduct which are of a serious nature

- Misappropriation of funds, dishonesty and fraud
- Theft of property belonging to SDF
- Negligence resulting in serious loss to SDF
- Misbehavior, negligence of duty, inappropriate conduct in the project villages (as reported by the community or partner organizations)
- Courtesy to communities.
- Being under the influence of liquor whilst on duty
- Insubordination to superior officers of SDF.
- Conviction of court or by other statutory body
- Sabotage or willful damage to property of SDF
- Taking or giving of bribes.
- Riotous or disorderly behavior
- Misuse of property belonging to SDF.
- Abuse of authority, power or position for personal gain
- Committing of any criminal offence

- Publication of any information without approval of proper authority
- Bringing disrepute to SDF
- Dangerous driving of SDF vehicles resulting in death or injury to a person.
- Submission of false or forged certificates

The mentioned acts are illustrative and changes can be made to the list by the SMT, with approval from the Board of Directors.

11.2 Action by Authorized Staff

The power of dismissal and disciplinary control of SDF staff is vested with the Board of Directors, which may delegate its disciplinary powers to the MD.

All acts of misconduct or lapses by members of staff should be brought to the notice of the relevant authority as soon as possible by the officer holding supervisory or administrative authority over the staff concerned.

Failure to report such instances by officers holding supervisory or administrative authority also amounts to misconduct calling for disciplinary action against the staff holding supervisory and/or administrative authority over the concerned staff.

In the case of minor acts of misconduct

The staff may be cautioned verbally and an entry made in his or her personal record.

If the offence requires more than a verbal caution, the authorized official may call upon the concerned staff to furnish his or her explanation in writing and caution or advice.

In case of major acts of misconduct

In cases of major acts of misconduct, where disciplinary action is contemplated against a staff of SDF, a preliminary investigation would be conducted to ascertain the facts fully and collect necessary evidence in the act of misconduct. Preliminary investigating officer shall not be below the rank of accused staff. The MD will appoint the preliminary investigation officer in all cases where the accused officer is below his/her rank.

On receipt of preliminary investigation report, if the MD is of the opinion that *prima facie* evidence exists against the staff and that is sufficiently serious to warrant dismissal, then s/he may be asked to proceed on leave/may be suspended. The period of such leave/suspension shall not exceed sixty days. During the period of such suspension, the concerned staff shall be paid a subsistence allowance equivalent to 60% of his total salary.

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

11.3 Show Cause Notice

If a prima-facie case against the staff is disclosed in such preliminary investigation s/he will be issued a show cause notice. The accused staff is expected to reply to the notice within a stipulated period (between one to two weeks). If s/he fails to accept the notice or submit an explanation to the show cause notice within that period, it will be deemed that s/he has no explanation to offer and action will be taken accordingly.

In case the staff is found guilty of misconduct, the MD may take any of these actions -

- Written warning
- Suspension as a measure of punishment, when the staff was found guilty of misconduct, but not dismissed. Such suspension without wages shall not exceed seven days.
- Dismissal on establishing the fact that the staff has committed a gross misconduct.

The disciplinary order made by the Disciplinary Authority should contain -

- Whether the officer is guilty of the charge/s imposed and
- Punishments imposed in respect of charges of which the accused officer is found guilty.

If the staff is found not guilty, s/he shall be deemed to have been on duty for the period of suspension pending inquiry, and shall be entitled to her/his full salary for such period of suspension and the subsistence allowance shall be adjusted accordingly.

Chapter 12. Grievance Redress System

SDF recognizes that grievances are incidental to the work environment and that they need to be positively addressed and resolved. A Grievance Redress Mechanism has been formulated towards providing a channel to staff across all levels for expressing a grievance and seeking quick redress.

12.1 Definition of Grievance

It is a cause or source of grief or hardship or burden or distress arising out of anything connected with the employment that any team member believes unfair, unjust or inequitable. In the context of the work environment, the aforesaid maybe of various types such as:

- Those related to terms of service and benefits and their interpretations. Examples under this category would be issues related to leave, working beyond normal hours, workload etc.
- Those related to the work environment. Examples under this category would be issues related to cleanliness of premises, space for functioning, furniture etc
- Those relating to interpersonal relationships, discipline and conduct of colleagues
- Those related to Sexual Harassment
- Others not falling under the above mentioned categories.

12.2 Grievances Redress Committees

A nodal person would be nominated by the MD at each level for looking into grievances aired by staff. This nodal person will not be the immediate supervisor/reporting officer of the staff concerned.

A three to four member committee to settle grievances should be constituted at the district (District Grievance Redress Committee), region (Regional Grievance Redress Committee) as well as at the national level (State Grievance Redress Committee). MD in consultation with the SMT would form these committees and these would be known to all staff within SDF. At least one person in the each of the committees should be a woman. Each committee would have a chairperson. Overall, Director HRD would be nodal person for redress of all grievances in SDF.

Each of these committees would maintain grievance lodging register which would be kept with the concerned chairperson. An acknowledgement of the lodged grievance would be issued (in writing or through mail) by him/her within an hour of its receipt. There should be a separate minutes book with each of the committees where all proceedings of meeting among members would be recorded.

12.3 Resolving Grievances

SDF encourages resolving of grievances through informal channels. It would try to create a working environment which is open and encourages communication across various levels. The concerned office Heads (District Manager/Regional Director) may intervene and call the aggrieved parties to arrive at a solution. But in case the concerned staff is unable to, or does not wish to, resolve her/his grievance through such means; s/he could take the formal process of resolving her/his grievance. The steps taken would be –

The staff lodging a grievance shall have to provide all the details of the same to the Director HR. This could be done through a letter, email or any written communication. In case of immediate attention, s/he could be contacted over phone, but a written confirmation should follow. In case the grievance is against the Director HR itself, then the staff may approach any other member of the SMT.

Director HR would first determine whether the grievance relates to local workplace issues pertaining to the staff or to the policies of SDF. In case the grievance relates to local issues or concerns local staff, s/he would determine whether it could be handled by the District Grievance Redress Committee/ Regional Grievance Redress Committee or whether it should be referred to the State Grievance Redress Committee. In case the grievance can be handled by the District Grievance Redress Committee, the Director HR would make a reference to it and place it before the concerned committee within two days of the receipt of grievance. The District Grievance Redress Committee would convene, look into the grievance and resolve it within five days of the referral of the grievance. The Committee would also give a confirmation report to the Director HR about the closure of the grievance.

In case the District Grievance Redress Committee fails to resolve the issue, or the concerned staff is not satisfied with the resolution, the same should be referred with note by the chairperson of the District Grievance Redress Committee (or the concerned staff) to Director HRD, within five days of hearing of the grievance. The Director HR may then refer the matter to the Regional or the national Grievance Redress Committee within two days of receiving such intimation from the district grievance redress committee.

However, if the issue appears to have no substance or misconceived or frivolous, the concerned grievance redress committee attending to the grievance, may settle the issue with the aggrieved parties and inform the Director HR about the closure of the grievance aired.

At any point in the process, the aggrieved staff may withdraw the grievance by informing the Director HR and the matter would be deemed settled and closed.

Chapter 13. Separation from Service

13.1 Separation due to Resignation/Termination/Dismissal

Any staff may resign from the services of SDF in the following manner:

- By giving one month's notice or surrendering one month's pay excepting those existing employees who are already working in SDF and get appointed to the higher positions through fresh recruitment.
- Staff on probation may resign from service with a 15 day notice; and
- All resignation letters through the relevant Head of the department will be forwarded to the MD with a copy to the Director-HR. The MD or her/his designate will issue the acceptance of resignation.

In case of resignation of the Managing Director, s/he will forward it to the Chairperson of the Board of Directors. The Chairperson will immediately hold a meeting of the Board of Directors and take necessary action.

SDF may terminate the services of a staff by giving them a month's notice or surrendering in lieu thereof (one month's salary), when there is a charge of disciplinary action on her/him.

However, in case of a proven case of disciplinary action due to financial misappropriation or corruption, SDF may terminate the services of the staff, without giving further notice or paying in lieu thereof, once the disciplinary process has been followed and has proven such a charge.

13.2 Benefits upon Resignation/Separation

A staff upon resigning shall be entitled to following benefits: (i) Basic salary, house rent allowance, medical allowance and conveyance allowance up to the last day of work on a pro rata basis. (ii) Remuneration for any unused earned leave as per SDF policy.

A probationary employee when resigns will receive only unpaid salary up to the last day of work.

13.3 Separation due to Retrenchment/Redundancy

In unforeseen situations, when government or the World Bank or any other donor closes down the project prematurely and without adequate warning, then operating, managing or continuing the project becomes difficult except by retrenching the staff, in such extreme scenarios, retrenchment may be made.

A staff of SDF may be retrenched with one months' notice or payment of one month's salary in lieu of such notice and gratuity, if any, when her/his position no longer exists and there is no suitable alternative employment in the organization

All redundancy or retrenchment is subject to the approval of the Board of Directors only.

13.4 Separation due to Discharge

A staff may be discharged from service for reasons of physical or mental incapacity or for continued ill health or such other reasons not amounting to misconduct.

A medical board comprising two Registered Medical Practitioners must be formed to examine such cases and discharge can be done only after their recommendations.

13.5 Separation due to Death

In the unfortunate case of a death of a member of staff, the date of death will be deemed the date on which the employee's service with SDF will cease.

Information of such occurrence must be sent to the MD and the copy to the HR department for necessary documentation.

SDF would ensure that all dues and similar payables to the deceased staff are settled within a week of her/his death and the amount given to the staff member's nominee.

13.6 Clearance & Settlement in cases of resignation/ termination/ discharge

The concerned staff must hand over his/her responsibilities to her/his successor or to a member of staff as nominated by SDF.

The member of staff must obtain a clearance certificate from all sections of the concerned office (district/region or head office) and produce a copy of the same to accounts for clearance of all dues.

Before leaving, s/he must return to the relevant office her/his identity card, official property and assets issued to her/him, failing which, the final settlement of dues shall not be made.

The final settlement statement must be approved by the MD in advance and shall be signed by the outgoing employee (nominees, in case of deceased employee) indicating that s/he agrees with settlement and nothing is due to her/him from SDF and the final settlement statement shall be kept in the office file thereafter.

A staff member who resigns, or is terminated, discharged, retired, dismissed or made redundant, are entitled to a Work Experience Certificate signed by the MD or her/his designate.

SDF will conduct an exit interview of the outgoing staff member (as far as possible) after their resignation to obtain feedback from her/him with the aim of improving the functioning of SDF. The exit interview shall be conducted by the Director HR or his/her nominated officer.

THE END