

BDRCS Human Resource Policy

Preamble

Bangladesh Red Crescent Society (BDRCS) has long been awaiting a well-documented Human Resource Policy. The HR Policy is one of the two outcomes of a long and tedious journey of over five months undertaken by many people of different levels representing BDRCS stakeholders and the consulting firm, Development Support Link (DSL) entrusted with the responsibility of implementing the assignment of developing it. Broadly speaking, the assignment included two tasks simultaneously, the development of a five-year Strategic Plan and a corresponding Human Resource Policy for BDRCS. Therefore, it is the request of the authors to read this document in conjunction with the Strategic Plan for better and instant understanding and seeing the relevance. Despite this being a gigantic task, collection of relevant information has been completed in a comparatively shorter period of time with the involvement of a large team of consultants, experts and research workers. The Human Resource Policy commands a flexible platform for improvement and changes that may be required to the tune of present and future emerging needs. This Human Resource Policy has been developed in relevance with the Strategic Plan 2011-2015 and it owes greatly to many similar documents of similar organizations. The main objective of this document is to capacitate the manpower to do more, do better and look forward with open vision towards accepting the new and thus help make BDRCS a "Well-functioning National Society". Many relevant policy documents and online sources have been consulted for this purpose and the effort followed a highly participatory consultative approach.

Abbreviations

BDRCS	Bangladesh Red Crescent Society
CPP	Cyclone Preparedness Program
DA	Daily Allowance
DC	Deputy Commissioner
DSG	Deputy Secretary General
DSL	Development Support Link
EC	Executive Committee
GOB	Government of Bangladesh
HR	Human Resource
HRDC	Human Resource Division Committee
HRD	Human Resource Division
HIV/AIDS	Human Immunodeficiency Virus /Acquired Immunodeficiency Syndromes
ICRC	International Committee of the Red Cross
INGO	International Non-Government Organization
IFRC	International Federation of Red Cross and Red Crescent Society
NGO	Non-Government Organization
PNS	Partner national Society
RCY	Red Crescent Youth
SG	Secretary General
SSC	Secondary School Certificate

Table of Contents

One	1
Introduction, Background and Context	1
1.1 What this Policy is all about	1
1.2 Emergence and Legal Status of Bangladesh Red Crescent Society (BDRCS)	1
1.3 Present Governance Structure	2
1.4 Methodology	2
1.5 Strategic Goal of the HR Policy Guideline	3
1.6 Strategic Objectives of the HR Policy Guideline	3
1.7 Scope of the HR Policy Guideline	3
1.8 Functional Definitions	3
1.9 Enforcement and Amendment of the Document	6
1.10 Interpretation	7
Two	8
BDRCS Organizational Structure	8
2.1 Creation of a full-fledged HR and Administration Department	8
2.2 Creation of a New Research & Communication Department	8
2.3 The Organizational Structure (Organogram) BDRCS	9
Three	12
HR Policy Guidelines for BDRCS	12
3.1 Analyzing Existing Staff Strength	13
3.2 Types of Employees	12
3.3 Internal Candidate	14
3.4 Gender and Diversity	14
3.5 Grade Designations and Job Titles	15
3.6 Probation	15
3.7 Confirmation	15
3.8 Retirement	15
3.9 Eligibility of Internal Staff to Apply	15
3.10 Hiring of Relatives	16
3.11 Basic Conditions	16

Four	18
Recruitment and Selection Policy	18
4.1 Recruitment and Selection Procedure	18
4.2 Recruitment.....	18
4.3 Staff Requisition Procedure	18
4.4 Advertisement, Interview and Assessment	19
4.5 Composition of the Selection Committee/Interview Panel	19
4.5.1 Selection of senior management positions	20
4.5.2 Selection of management positions	20
4.5.3 Selection of support staff positions	20
4.6 Appointment	21
4.7 Code of Conduct for Staff (rights, duties and entitlements of staff)	22
4.8 Induction of New Employees	22
4.9 Basic Orientation	23
4.10 Training for New Entrants	23
Five	24
Employees' Entitlements	24
5.1 Compensation Package (salary structure with grades and fringe benefits)	24
5.2 Remuneration	25
5.3 Types of Admissible Leaves	25
5.4 Promotion	28
5.5 Salary Increment	29
5.6 Seniority of Employees	30
5.7 Positing/Transfer	30
5.8 Festival Allowance	31
5.9 Traveling and Daily Allowances	31
5.10 Traveling and Daily Allowance for RCY Volunteers, EC Members, Delegates and Members of the Managing Board	32
5.11 Overtime	33
5.12 Provident Fund	33
5.13 Gratuity	34
5.14 Health/Medical Insurance	35
5.15 Life Insurance	35
Six	36
Performance Appraisal	36
6.1 Staff Development and Training	36

6.1.1	Principles and definitions	36
6.1.2	Developing learning and staff development Programs/Training	37
6.1.3	Assessment of individual's training needs	38
6.1.4	Considerations for training and staff development plan	38
6.1.5	Delivery of learning and development programs	39
Seven	41
Staff Retention and Reward	41
Eight	43
Resignation and Disciplinary Actions	43
8.1	Resignation	43
8.2	Disciplinary Actions	43
8.2.1	Termination	43
8.2.2	Retrenchment	44
8.2.3	Discharge	44
8.2.4	Dismissal	44
Nine	47
Operation of Unit and Dissolution of Unit Committees	47
9.1	Standing Committee	47
9.2	The Senior Management Committee	47
9.3	Operations of Unit and Dissolution of Unit Committee	47
9.4	Functions/ Role of the BDRCS Members	48
APPENDICES	50

Appendix-A : Organizational Structure (Organogram) BDRCS and Two Unit Level Organogram

Appendix-B : Sanctioned Position for the Organizational Division (Job Description)

Appendix-C : Standard Staff Requisition Form

Appendix-D : Vacancy Advertisement

Appendix-E : Specimen of an Appointment Letter

Appendix-F : Job Descriptions

Appendix-G : Staff Promotion Form

Appendix-H : A sample of Staff Performance Appraisal

Appendix-I : Code of Conduct (CoC)

BDRCS HR Policy

One

Introduction, Background and Context

1.1 What this Policy is all about

This policy is an embodiment of the salient rules and procedures that are an imperative to be followed in order to enable BDRCS to maintain and manage knowledgeable, capacitated and efficient members of governance, management, support staff and other workforce (*project based staff, RCYs and volunteers*). This policy document is principally guided by the Seven Fundamental Principles of Red Cross and Red Crescent movement as an overarching framework and will henceforth be called the BDRCS HR Policy 2011. This will be a set of binding rules applicable to all employees of BDRCS.

The importance of the HR Policy as a guiding document for BDRCS and its critical role in shaping the organization into an effective and strong National Society were envisioned in the Strategic Plan 2011- 2015 document of the organization.

Ideally, this policy document owes substantially to the Strategy 2020. Like the BDRCS Strategic Plan 2011-2015, this document also reflects the basic guiding principles of the Strategy 2020. As BDRCS Strategic Plan 2011-2015 envisioned ‘capacitating the society, doing more, and reaching further’ to be its ultimate goal towards providing better services to the vulnerable people, deriving from Federation Strategy 2020, the HR Policy Guideline for BDRCS also resembled basics of Strategy 2020 via BDRCS Strategic Plan 2011-2015.

This HR Policy will come into force with immediate effect.

The rules and procedures outlined in the policy document take cognizance of the basic requirements of the *Bangladesh Labour Code, 2006* and are subject to future changes in line with any changes brought to the *Labour Code* in the future.

1.2 Emergence and Legal Status of Bangladesh Red Crescent Society (BDRCS)

Following the victory in the liberation war on December 16, 1971, the erstwhile Red Cross Society in East Pakistan was transformed into the National Red Cross Society of Bangladesh on December 20, 1971 which was renamed as Bangladesh Red Cross Society by a GoB order on January 4, 1972. The President of the People’s Republic of Bangladesh recognized BDRCS as a Voluntary Aid Society, auxiliary to the public authorities with retrospective effect from December 16, 1971 by issuing the President’s Order No. 26 of 1973 in accordance with the Geneva Convention of 1949. Later, the society was renamed as Bangladesh Red Crescent

Society by the Act No. XXV of 04 April 1988. The International Committee of the Red Cross (ICRC) recognized BDRCS as a part of the Movement on September 20, 1973. The International Federation of Red Cross and Red Crescent Societies (IFRC), the erstwhile League of Red Cross and Red Crescent Societies admitted BDRCS membership on November 02, 1973. The emblem of the society was also changed accordingly. BDRCS operates in line with the seven Fundamental Principles of the global Red Cross and Red Crescent Movement to undertake humanitarian work and serve the vulnerable people.

1.3 Present Governance Structure

According to the order number 6 of the President's Order No. 26 of 1973, 'The President of the People's Republic of Bangladesh shall be the President of the Society'. The General Body and the Managing Board are regarded to be the two highest policy making bodies of the organization. The Managing Board consisting of the Chairman, the Vice-Chairman and the Treasurer, and 12 other members to be elected by the General Body of the society acts as the governing body of the organization (*Article 9 (1) at page No. 3 of the President's Order No. 26 of 1973*). The General Body is constituted of:

- (i) two delegates nominated by the Executive Committee (EC) from among the EC members of each Unit across the country,
- (ii) Chairman, Vice-Chairmen and Treasurer of the society,
- (iii) members of the Managing Board, and
- (iv) one representative each from the Ministries of Health and Family Welfare, Social Welfare, Women and Children Affairs, Food and Disaster Management and the Defense Division (*Article 8 at page No. 3 of the President's Order No. 26 of 1973*).

The Chairman of BDRCS is appointed by the President and the Vice-Chairman and the Treasurer are elected by the General Body like the other 12 members (*Article 10 (1) and 10 (2) at page No. 5 of the President's Order No. 26 of 1973*).

1.4 Methodology

An exhaustive review of previous BDRCS documents and reports having particular relevance to the HR policy was made. Among many, "Transforming the Bangladesh Red Crescent Society" Phase I and Phase II reports by Arthur D. Little, "Bangladesh Red Crescent Society Standing Orders" (Administrative and Service Rules) 1997, "Constitution of Bangladesh Red Crescent Society, Final Draft by Joint ICRC/Federation Statute Commission", "The Bangladesh Red Crescent Society Order, 1973 (President's Order No. 26 of 1973)", and the "Standing Order" (Administrative and Service Rules) 2005, were duly consulted. Also, as recommended by Arthur D. Little in his Phase I report (*Report Phase I, Executive Summary, Sub-title: Staff Recruitment, Compensation, Training, Page S-5*) the best practices of both the successful

Bangladeshi organizations working in the development and humanitarian sectors as well as sister Red Cross/Red Crescent Societies around the globe and more precisely in the region were consulted.

1.5 Strategic Goal of the HR Policy Guideline

To evolve and strengthen BDRCS as a well functioning national society through improvement of its management functions and governance roles with the introduction of appropriate policy guidelines, rules and procedures and thus ensuring their implementation.

1.6 Strategic Objectives of the HR Policy Guideline

- (a) Making optimum utilization of BDRCS human resource potentials aimed at strengthening its management functions as well as broadening management capacity of the society to respond to the ongoing as well as the changing situation of the disaster pattern, vulnerability scenario and climate change perspectives.
- (b) Streamlining Governance roles to proactively help aiding BDRCS to grow as a well functioning national society through accelerating the unhindered growth of its 68 Units and expanded activities of RCY, Bangladesh.

1.7 Scope of the HR Policy Guideline

The scope of this HR Policy document extends to the BDRCS management, support staff, workforce (volunteers), and life, annual and institutional members recruited at the Unit levels. It is also mentionable that although not directly, BDRCS Governance also falls within the scope of the document as it has a lateral link with the Management to ensure:

- Accountability in the (i) Operational and Programmatic management, as well as (ii) Staff management, and
- Organizational growth and functions of the Units at the district and city corporation level and (ii) RCYs/volunteers.

1.8 Functional Definitions

Unless there is anything repugnant in the subject or in the content:

- a. BDRCS or Society means the Bangladesh Red Crescent Society.
- b. **Governance:** Governance means the highest policy making entity of the Bangladesh Red Crescent Society (BDRCS), which includes: (i) Managing Board and (ii) General Body of the society. The Managing Board shall give policy directives, procedures and guidelines for overall management and smooth functioning of the Society's activities. Annual budget, audit report, annual report and projects/programs shall be approved in the annual general meeting by the General Body of the society. The Chairman of the Society

shall preside over all the Board meetings, while the Secretary General (SG) of the Society shall act as the Secretary to the Board (**Bangladesh Red Crescent Society: Standing Orders (Administration and Service Rules, Article 1.2 Management, Page 4)**).

- c. **Management:** Management means the key functionaries at the headquarters including, Secretary General (SG), Deputy Secretary General (DSG), senior staff members like, Division/Department/Program chiefs and all other relevant officers including Engineer and Medical Officers from different Divisions/Departments/Programs at headquarters and Unit level officers at the district and city corporations.
- d. **Defining a Division:** To define the role of a Division in the organizational structure of BDRCS, it is better to differentiate a division with a department first. The scope of a division is much wider than the scope of a department. The role of a Divisional Director is to maintain coordination with functions of all the Departments, projects and programs under the respective divisions. Other responsibilities of a Division include: providing guidance to the activities of all Departments under its jurisdiction, monitor and supervise the activities of the individual departments, and if necessary, provide necessary advice. The Divisional Director is directly reportable to the Secretary General.
- e. **Defining a Department:** Department comes next to Division in the organizational structure of BDRCS. A department concentrates in its day-to-day planned functions. This will also act as the link with field based program activities under the department. The Director or Deputy Director in position is directly reportable to the Divisional Director.
- f. **Senior Management Committee:** The Senior Management Committee means a small committee framed with senior personnel (members of staff) of various levels and sections of BDRCS management. The body shall be comprised of the Secretary General (SG), the Deputy Secretary General (DSG) and the Heads of other Divisions who take decisions for management planning and implementation. The SG shall be the **Chief Operating Officer** of the Society and he shall be the official spokesperson of the Society with regard to dealing with press, mass media and other organizations. The Deputy Secretary General shall assist the SG in the implementation of the day-to-day management functions. He shall also hold charge of one Division and act as the Secretary General in the absence of the SG (**Bangladesh Red Crescent Society: Standing Orders (Administration and Service Rules, Article 1.2 Management, Page 4)**). The committee shall assist the SG in case of staff recruitment, replacement, promotion, salary fixation, particularly for project/contractual positions as well as for temporary appointments, and removal retrenchment, staff welfare affairs etc.
- g. **Support Staff:** ‘Support Staff’ shall come to mean all staff members under different Divisions, Departments, Programs encompassing headquarters to Unit levels, who provide support services to operate BDRCS. The support staff includes *mali, cook, aya,*

cleaner, peon, messenger, night guard, driver, midwife, nurse, paramedic, lady health visitor, matron, laboratory technician, mechanic, mechanic's helper, telephone operator, Telex operator, computer operator and those who perform various clerical jobs.

- h. *Workforce:*** The workforce refers to BDRCS's huge human resource namely the volunteers, either project based, such as volunteers of Cyclone Preparedness Program (CPP) or Red Crescent Youths (RCYs), Bangladesh. The RCYs are the backbone of BDRCS. They shall be recruited at school, college, University, and Unit (Upazila)/branch (City Corporation and district) levels and at the national headquarters. The highest age limit of the RCY shall be 30 years. Experienced RCY, Bangladesh members who cross 30 years of age but are willing to continue with the movement, can be involved as Senior RCYs until they cross 40 years of their age (**Youth Red Crescent Policy, BDRCS, Article 2.3, 2.4 & 3, Page 3**).
- i. *Life Member:*** The life members refer to the adult Bangladeshi citizens who become BDRCS's members for life contributing a specific amount of money, as determined by the society, to their respective Units. They must keep up their belief in and respect to Red Cross and Red Crescent movement and the Seven Fundamental Principles. They shall have voting right to elect the Executive Committee of the Unit.
- j. *Annual Member:*** The annual members refer to the adult Bangladeshi citizens who get BDRCS's membership contributing a specific amount of money, as determined by the society, to their respective Unit for one year period. This membership shall be annually renewable and the members eligible for voting right to elect Executive Committee of the Unit.
- k. *Institutional member:*** The Heads of the commercial or industrial establishments within the jurisdiction of a Unit may apply for institutional membership by contributing a specific amount of money, as determined by the society, for one year period. If approved, this membership shall be annually renewable and the members eligible for voting right to elect Executive Committee of the Unit.
- l. *Appointing Authority:*** This refers to a Senior Management person, (such as Secretary General), authorized by the Chairmen of BDRCS who operates the process of recruitment, hiring and employment to any position, except Deputy Secretary General, be it regular/permanent, project based/contractual or temporary.
- m. *'Employee/staff'*** means an appointee or incumbent to a position of the Society, whether probationary or permanent/regular, project or contractual or temporary whose conditions of employment are stipulated in his/her contract of appointment.
- n. *'Salary'*** means the amount of money, inclusive of the basic pay in the time scale of pay for the position along with the benefits and allowances, paid monthly or periodically to

an employee as the pay and allowances, which has been sanctioned for the position held by him/her.

- o. **'Basic Pay'** means the amount of pay in the time scale of pay assigned to a particular position corresponding to a designated grade of the organization, excluding benefits and allowances, which has been sanctioned for a position held by an employee.
- p. **'Allowance'** means payment made to an employee in addition to their Basic Pay. Allowance may also mean the amount paid in 'Salary' minus 'basic pay' that may contain the summed amount from the housing, medical, conveyance, children or telephone allowances.
- q. **'Duty'** includes the period of active service of an employee whether on probation, temporary, permanent/regular or on contract.
- r. **'Service'** includes the period during which an employee is on duty or on leave authorized by competent authority but does not include any period during which an employee is absent from duty or overstays his leave without permission, unless such period of absence or overstay is regularized and approved by a written order by the authority.
- s. **'Officer'** means an officer of the society, whether permanent/regular, contractual or temporary.
- t. **'Probation'** means period of temporary appointment at the beginning of a service during which the employee is under-study before being confirmed or discontinued from service.
- u. **'Honorarium'** means a recurring or non-recurring payment granted to an employee or person under contract as remuneration for special work of occasional nature required for the organization.
- v. **'Special allowance'** means any payment which is specifically granted;
 - i. as remuneration for a special nature of work or for unique conditions,
 - ii. on account of any special expenditure to be incurred by an employee for an official business required to achieve the organizational purpose.
- w. **Sexual harassment** is inappropriate, unwanted, and unwelcome conduct of a sexual nature perceived as harassment by the subject of the conduct adversely impacting the dignity of women and men inside the working environment and outside.

1.9 Enforcement and Amendment of the Document

Once approved by the BDRCS Managing Board, this document shall come into force with immediate effect. However, to meet the needs of the time and the changed context, any of the

provisions of the Rules contained in this document is subject to review for addition or change, modification, amendment, and replacement over a reasonable period of time at the discretion of BDRCS Managing Board.

1.10 Interpretation

The Senior Management Committee will provide necessary clarifications or interpretation, if any issue has been left uncovered or provisions not made in this document for the best interest and benefit of the organization and its personnel with due concurrence from the Managing Board of the society.

TWO

BDRCS Organizational Structure

BDRCS shall now have a definite organizational structure having a firm and fixed governance and management set up laid out with required number of division, department, cell, program, and project. Like other humanitarian agencies, BDRCS would thrive with a well thought out organogram envisioning its current and future programmatic needs and the challenges that it would encounter in the days ahead to transform it into a *well functioning national society* by capacitating its competitive edge to serve the needs of the most *vulnerable people*. The Organogram shall be best suited to the organizational needs aimed at implementing its long-term strategy.

2.1 Creation of a full-fledged HR and Administration Department

In order to meet the need of time and to address one of the key priorities of the society, establishing a full-fledged HR and Administration Department is an imperative. This is needed to capacitate BDRCS for transforming it into a well-groomed organization harnessing the full potential of its governance, management and support staff members, RCYs/volunteers, members - life, annual and institutional, and units – the vital limbs of the society. This aims at realizing the society's Mission and Vision to serve the *most vulnerable* people in the country. Therefore, a full-fledged HR and Administration Department shall be created. With a team of expert professionals and a well thought out plan to be implemented in a phased manner, the HR and administration department will be instrumental to help transform BDRCS into a *well functioning national society* – the long cherished dream of the organization.

2.2 Creation of a New Research & Communication Department

An organization like BDRCS with multifarious programs and activities on board requiring to respond constantly to new dimensions of vulnerability and needs of people under threat of natural and man-made disaster, must have rightly planned Research and Communication related activities to undertake. Given the nature of a voluntary service oriented organization, BDRCS needs to undertake many research activities like, action research, operation research, evaluation research and other needs assessments, etc. The results of these activities will provide the organization with ample scope to work more, work better and expand the services further. Besides, the image of the organization needs to be further promoted among people at various levels, such as community, headquarters, Partner National Societies (PNSs), donors and government. For this, appropriate communication needs to be planned and executed. And in order to function efficiently the department needs to have a strong built-in IT system in place. With these ends in view, a new Research & Communication Department shall be created under

which there shall be three sections namely, Research Section, Information and Communication Section and IT Section.

In order to meet a special requirement of keeping pace with technological advancement, the Information Communication Department shall be equipped with the position of an IT Manager to head the relevant section dealing with, among others, developing and updating data base for both program and finance, organizational website, internet and email, etc.

2.3 The Organizational Structure (Organogram) BDRCS

In line with the organization's Strategic Plan 2011-2015 and with reflection of the above two sections, the Organizational Structure of BDRCS shall be as at **Appendix-A**. This structure shall be a guiding setup of the organizational governance and management for BDRCS. The structure demonstrates Governance's link to Management. The organogram needs to be approved by the BDRCS Governance, the highest policy making body of the society. As defined, BDRCS Governance would have an overarching role to oversee the Management functions ensuring its accountability and transparency and to see that the mandated activities are being done efficiently in a planned way. However, the **Management shall function with complete independence from Governance. In all instances, it shall be guided by the rules and regulations formulated in this HR Policy Guideline document and other relevant policy guidelines, regulations and statutes as per its constitution and President's Order No. 26 of 1973.**

To operate BDRCS Management functions efficiently, the HR Policy suggests establishing Five Divisions, namely (i) Central Service Division, (ii) Finance and Accounts Division, (iii) Disaster Management Division, (iv) Health Education and Services Division, and (v) Organizational Development Division. Each of the divisions shall be headed by the Division Chief titled Divisional Director. There shall be different departments under each division as devised in the Organogram. A designated person at the level of Director shall be responsible to run each department with the required number of Deputy Directors, Assistant Director, and support staff. Also, under each division there shall be some cells. A designated person at the level of Deputy Director / Assistant Director shall be responsible to manage each cell with direct reporting line to the concerned Director / Deputy Director. For some cells a Director shall be deputed, if deemed by the management.

There shall be some Program Manager's positions against projects funded by different donors, official grading of which shall be at the level of Deputy Director or Assistant Director. Although these projects have specific durations, BDRCS officials from headquarters are managing those as managers. BDRCS Senior Management will take decision to determine the appropriate grading of Program Manager's position depending on the size of the project, manpower involved and its geographical operational area. *Standardized Criteria* shall be devised and followed to determine whether the level of Program Managers shall be equivalent to Deputy Director or Assistant Director.

The erstwhile ‘Unit Level Officer’ shall be known as ‘Unit Officer’ and be regarded as the entry level officer in the permanent/regular position. However, the official grading of an entry level officer in the pay structure shall be lower than that of the confirmed Assistant Director and the pay hike shall be in accordance with the set rules regarding ‘increment’ after confirmation in the position. Since this position is for new entrants or beginners at officer level in the society, among others, members of competent RCY, Bangladesh with proven track record in the Red Cross and Red Crescent Movement shall get the opportunity to apply for the position. This entry level Unit Officer’s position shall be meant for small units with lesser number of programs and activities compared to the larger units. Therefore, small Units shall have a small staff compared to the larger Units. Two separate organograms for large and small units have been appended at Appendix-A. For larger units, with a number of on-going programs and activities, the level of designated Unit Officers shall be equivalent to Assistant Director or case by case basic, it may be higher than Assistant Director considering the greater responsibility of the respective Unit Officers. Determination of this would be at the discretion of Senior Management of BDRCS.

Internship for RCYs/Volunteers: The management shall approve and implement an internship plan for the competent and interested RCYs/Volunteers. The length of internship shall range between 3 months and one year. Aspiring RCYs/Volunteers shall apply for internship by no later than the first week of December each year on plain paper. Handwritten applications shall be sorted out and the required number of applicants shall be selected from the most competent ones. The advertisements to this effect and terms and conditions shall be made available at all unit offices.

BDRCS shall identify exact number of positions it requires for each of five divisions based on the approved organogram of the society. The positions shall be termed “Sanctioned” positions. These positions shall necessarily be permanent/regular positions. As an example, the sanctioned positions for the Organizational Development Division have been worked out by designing the organogram for the division and given at Appendix-B. BDRCS’s management with the leading role played by the HR and Administration Department shall undergo a thorough exercise to determine the exact number of the “Sanctioned” positions it requires to efficiently manage its functions by all five divisions in the light of the organogram.

Required qualifications, competencies, experiences and age limit for each “sanctioned” position shall be clearly determined in the exercise in the light of the Vacancy Advertisement given as appendix. After identification and having been approved and confirmed by the Managing Board, each division will take necessary steps for recruitment, if there is any “sanctioned” position lying vacant, following the HR Policy Guideline.

Appropriate steps and arrangement shall be taken so that all staff members of the society become thoroughly familiar with its Organizational Structure and also be aware of the management and support staff positions by designation, names of the incumbents, particularly of the sanctioned positions, their hierarchy, accountability and reporting line. It shall be the responsibility of

BDRCS's Senior Management Committee to make all necessary materials available and accessible to all the employees of the society.

Administrative Powers and Authorities: The Chairman, as the chief executive of the society, can exercise the powers and execute all acts of the society subject to the control of the Managing Board and subject further delegation of administrative and financial authorities to the officers.

On the other hand, the Secretary General will be the Chief Operating Officer of the society and will exercise the executive powers to implement the society's activities. The administrative powers and authorities of different high level officers shall be as mentioned in section 2.1 of Chapter – 2 of the Standing Orders (Administrative and Service Rules), 1997, Bangladesh Red Crescent Society. 'Divisional Chief' in the document should be read 'Divisional Director'.

Financial Powers and Authorities: Personnel of different levels of the society shall be entitled to approve expenditure on various activities worth taka as below, subject to budgetary provision and fund availability:

Personnel	Limit of Expenditure (Taka)
Director	Up to 5,000
Divisional Director	<5,000 up to 25,000
Deputy Secretary General	<25,000 up to 35,000
Secretary General	<35,000 up to 300,000
Chairman with concurrence of Treasurer	<300,000 up to 500,000
Standing Committee	<500,000 up to 1000,000
Managing Board	<1000,000

Three

HR Policy Guideline for BDRCS

3.1 Analyzing Existing Staff Strength

One of the strongest strengths of BDRCS is its huge employed staff and RCY/Volunteers engaged voluntarily at the headquarters and the Units (68 in number) all over the country. This huge pool of management and support staff are of a different nature. They are employed as core or permanent staff and project staff both at the headquarters and at the Unit level. Understandably, each professional having required skills, competency, experiences and academic qualifications are entrusted with a set of certain tasks to perform in order to reach a set of targets leading to the realization of the organizational objectives and thus the Mission and Vision of BDRCS in a collaborative fashion. As one of the foremost essential intents, the HR Policy Guideline of BDRCS shall objectively assess and analyze the strengths of its existing staff members. To start with, the HR and Administration Department shall assess whether the existing staff members have the required skills, competency and other qualifications to perform his/her job as outlined in the job description of the respective incumbents. If any shortfall is identified, the department shall analyze the specific shortfalls and identify and suggest the most essential areas for staff development. More importantly, the assessment exercise will also review whether the job descriptions of the staff members are properly designed to meet the specific purposes of the respective division/program/project or Unit towards reaching the overall objectives of the organization. If any dearth or limitation is found in course of the assessment, suggestions will be put forward to address the limitations.

The overall process of assessment and analysis employs an intensive mechanism using different methodologies and tools to ascertain optimal efficiency of an employee (staff member) or a group of employees. It is the job of HR and Administration Department to execute this analysis all by itself. Alternatively, the HR and Administration Department shall opt for hiring an expert agency to do the job on its behalf with active participation of the most capable top level professionals of the department so as to train themselves through ‘learning by doing’.

It is worth mentioning at this point that the observations made in the report “Transforming the Bangladesh Red Crescent Society Phase I” by Arthur D. Little uncovered examples of serious over-manning (***Page S-6 of the report under sub-heading ‘Staffing’***). The exclusive discussions the consultants had with the staff members of various divisions, departments, and projects give an idea that Arthur D. Little’s observations still remain valid. The assessment exercise may bring out some other crucial elements with regard to the strengths and weaknesses of the staff members. However, the most crucial task of HR Department at this point of time is to conduct a

thorough assessment of the strengths of the existing staff members and realign them with the organization's Strategic Plan 2011 – 2015 and Programmatic interventions keeping in view the importance of new recruitments, where it is deemed necessary.

3.2 Types of Employees

BDRCS, like other similar organizations, shall have different categories of employees, such as (i) Regular/permanent, (ii) Probationer, (iii) Temporary staff (iv) Project or Contractual, (v) Casual, and (vi) Part-time. Additionally, to meet special needs, BDRCS may hire consultants for a temporary period who are not considered as staff members, but employees definitely. Below are brief descriptions of various categories of employees:

Permanent/regular: Permanent or regular employee shall be the one who is employed to work until his/her retirement age, if not otherwise retrenched or terminated for any gross anomalies or violation of Code of Conduct of the organization. He/she shall enjoy all entitlements that BDRCS offers him/her as described in this HR Policy Guideline document. Upon successful completion of the probationary period, the person concerned shall be regarded as permanent/regular staff member.

Probationer: An employee of a permanent / regular position who has not completed the period of his/her probation.

Temporary: Position which shall be essentially of temporary nature and is likely to continue for a limited period until the expiration of the maximum period or until the specified task or project is completed. The person employed in such position is not entitled to employees' benefits. This position may be required to meet the extra pressure of workload during unusual situations like emergencies - flood, cyclone or any other form of disaster. The employment relationship may be terminated by either party prior to its expiration in accordance with the terms of the contract.

Project or contractual: A project employee shall be the one who is recruited by any BDRCS project for the specific project life only. Normally, the positions are contractual in nature. Such recruitment is essentially planned for a limited period of time. The employees' services shall stand terminated on completion of the project duration, which may be shortened due to reduction in the size of the projects. These terms shall be specified in the relevant appointment letters.

If a project employee is interested to work for a permanent/regular position or any new project before or upon completion of his/her project period, the person concerned can apply for the vacant position, as the case may be, as an internal candidate. However, like an external candidate, he/she shall have to meet the job requirements and to undergo all the formalities to qualify for the positions.

Consultant: A Consultant shall be recruited for a shorter period of time to complete a certain specific task(s) of especial nature, not regularly performed by BDRCS and for which the organization does not have specialized manpower with required skills.

Casual: An employee hired on a daily basis whose wages may be negotiated case by case and who is not entitled to employees' benefits.

Part-time: An employee hired for work on a regular basis but less than 40 hours per week and who is not entitled to employees' benefits.

3.3 Internal Candidate

Internal candidates are BDRCS employees, who are eligible to apply for any vacant position in BDRCS. In the case of permanent/regular employee, one can apply as an internal candidate for a higher position at permanent/regular category. In the case of project or contractual employee, one can apply as an internal candidate either for another project or for any permanent/regular position before or upon expiry of the project where he/she has been working. After completion of contract, project staff's eligibility of being 'Internal Candidate' will remain valid on the basis of the length of years he/she has served BDRCS.

3.4 Gender and Diversity

BDRCS, being an equal opportunity employer/organization, shall promote and maintain gender and all other forms of diversity throughout the organization to balance gender equilibrium. The Gender Policy of BDRCS shall be so framed that the policies focus on maintaining gender balance and reducing gender disparity at all levels of the organization, including recruitment, promotion, transfer, placement, and training at home and abroad. The ratio of male and female at all levels shall be at least 2:1 as per the BDRCS Gender Policy.

The same policy guideline shall be applicable to the recruitment of the BDRCS members – life, annual, and institutional. Once this guideline is in regular practice, gender balance will be ensured in the election to the Executive Committees (EC) at Unit level as well as in the selection of delegates for the annual general meetings held at the BDRCS headquarters. The same policy guideline shall be followed while recruiting volunteer RCYs and all other volunteers engaged in different projects. As a result:

- Male and female members of the staff value and treat each other with respect,
- Individuals, both male and female, with diverse background and experience are engaged in work, and
- Members of the staff show respect to other colleagues, partner national societies (PNSs) and program participants irrespective of ethnicity, gender, religion, class, disability or place of origin.

3.5 Grade Designations and Job Titles

The employees shall be appointed and placed to a grade (one of 20 grades as in pages 5-6 of Standing Orders (Administrative and Service Rules, 1997) of BDRCS Compensation Plan and designated to a Job Title based on their placement on a grade and specific job responsibilities. The employees who share the same grade may have different functions, according to their job descriptions, but equivalent levels of responsibilities. While reading the grades, Divisional Chief should be read Divisional Director.

3.6 Probation

A person selected for regular/permanent position shall be on probation for three month (to a maximum of six months). If the assessment on probation is not satisfactory in terms of work performance and conduct, it may be extended for another three months, but not exceeding a total of six months since his joining. Even after six months of probation, if work performance or conduct of the person concerned has been unsatisfactory, the appointing authority will dispense him/her from the service. No probationary period will be necessary in case of project/contractual or temporary positions or in case of promotions.

3.7 Confirmation

Upon successful completion of the probationary period, the incumbent shall be confirmed notifying him/her by a confirmation letter from the appointing authority issued by the HR and Administration Department. If within the last day of the probationary period, the HR and Administration Department does not issue a confirmation letter or does not inform the concerned employee otherwise in writing, the employee shall be deemed to have become permanent automatically in his or her position.

3.8 Retirement

The staff members of regular/permanent positions in the society shall retire on the date on which he/she attains the age limit of full 60 years. The age of retirement shall be calculated with reference to the employee's date of birth as recorded in the Service Book. The age shall be ascertained from the official certificate of Secondary School Certificate (S.S.C) or "O" Level examinations or any authentic birth certificate or any other acceptable official documentation of proof of age.

Retirement on health grounds: Before attaining the age of 60 years, an individual staff member may retire on grounds of ill health at the sole discretion of the society.

3.9 Eligibility of Internal Staff to Apply

All positions shall be open to qualified internal and external candidates. Qualified BDRCS employees shall be encouraged to apply for any vacant position as an internal candidate. Any

employee with requisite qualifications and background shall be eligible for the advertised position.

3.10 Hiring of Relatives

The relatives of BDRCS staff members shall not be hired, because it would create conflicts of interest of the organization either in terms of recruitment process or delivery of services to the organization by the relatives recruited.

3.11 Basic Conditions

BDRCS shall follow some basic conditions pertaining to the employment in the organization in any form. The conditions shall apply to all individual cases of employment. Some of these conditions will reflect incumbents' entitlements. Below are the conditions:

Minimum Age

A person to be appointed shall not be less than 18 years and not generally more than 55 years of age at the time of appointment for regular/permanent positions of the organization. The minimum age limit should not exceed 60 years for contractual recruitment in the society for senior management positions like SG or DSG.

Minimum eye sight of drivers

During hiring drivers a valid eye test by a BDRCS approved Eye Specialist is required prior to the appointment, but after the interview/driving test. Applicant with non-correctable faulty vision will not be hired.

Working hours

The usual working hour for BDRCS staff members shall be between 09:00am to 05:00pm, except those who are on roster for security duties and the like.

Public holidays

BDRCS shall acknowledge all Government approved holidays and observe those.

BDRCS Website

To enhance its competitive edge with other national and international organizations working in the humanitarian sectors and to keep pace with the information technology, BDRCS shall have its own website customized for different segments of audiences. Along with other relevant information, a link for employment opportunity shall be included in the site, from where competent individuals will be able to apply online. Application format would be designed so that it is user-friendly and that applicants can fill up all the necessary information required in the job advertisement and submit their application online.

E-mail Usage

BDRCS shall have its own organizational e-mail account. Email usage should be mandatory for all categories of management staff including some support staff that have been performing clerical jobs. Those who are eligible for e-mail usage shall be provided with an individual organizational account. After a certain point of time, to be determined by the Senior

Management Committee, all organizational correspondences shall be made through email directly addressing the person concerned and copying to others who have relevance with those correspondences. Regarding usage of e-mail, BDRCS shall have a guideline to be followed by all concerned. As part of the guideline, all relevant employees will be trained on how to use email so as to ensure its efficient use.

Accounting Software

In order to maintain uniformity and transparency across the organization with a countrywide broad based network, BDRCS accounting system shall opt for using a user-friendly accounting software instead of a manual system to which all Unit offices shall have access for giving data input. It shall be managed centrally from the headquarters. The Accounts and HR Departments shall ensure staff access to his/her financial information at certain level.

BDRCS Data Base

BDRCS shall develop its data base on membership – life, annual or institutional as well as RCY volunteers by Unit by the IT Manager. This shall have links with the organization's website. Upon confirmation of all categories of membership, inputs shall be given from the headquarters while for recruitment of RCY volunteers, inputs shall be provided by the respective Units.

Capacitating IT Section

The BDRCS Senior Management shall immediately develop an IT guideline/policy for all IT related issues. An experienced IT Manager shall be recruited under Research & Communication Department or the existing IT person, if any shall be capacitated through providing necessary training.

Four

Recruitment and Selection Policy

4.1 Recruitment and Selection Procedure

As a multi-faceted voluntary organization BDRCS can claim to be a well-functioning national society as long as it has a diverse community of individuals making up its staff. At all stages of recruitment/hiring, BDRCS seeks individuals with the best available skills, the highest standards of personal integrity, willingness to face challenges and develop their capacities within a changing organization.

BDRCS being an equal opportunity employer will not discriminate against a candidate's religion, culture, ethnicity, physical handicap, sex, age etc., unless it is a directly related requirement of the job.

4.2 Recruitment

The following two methods of recruiting qualified applicants to fill the job vacancies shall be followed:

- A. **Internal Recruitment:** Filling the position by promotion and transfer from within the organization;
- B. **External Recruitment:** Through open announcement and advertisement.

The Senior Management Committee in consultation with the HR department will decide whether the vacancies should be filled by internal or external recruitment.

4.3 Staff Requisition Procedure

The best recruitment policy is one that employs complete transparency without any touch of favoritism, nepotism and has a logical sequence in its process. Therefore, the recruitment activities shall follow a set of procedures and use some tools that are free from any form of favoritism and adhere to the principles of equity, equal opportunity and industrial legislation to acquire a pool of potential candidates. To be transparent, the BDRCS policy shall follow the procedures below:

Recruitment for any position either permanent/regular, project or contractual positions or temporary shall be assessed in accordance with the BDRCS recruitment process, which requires filling out a standard Requisition Form by the respective division/department (*A specimen of the standard Staff Requisition form is attached at Appendix-C*). It includes a job title, tasks list or job

description, required qualifications, experience, skills, competencies, job grade/level, availability of fund for the position, reporting line and job location. This would duly be forwarded to the HR Department for review and receive final approval from BDRCS Senior Management. Once it is approved, HRD will take necessary steps for making vacancy advertisement (*Sample of Vacancy Advertisement is attached at Appendix-D*).

The same procedure would be followed for recruitment of Secretary General, Deputy Secretary General and heads of the division positions. However, for these positions only, the recruitment process shall be initiated by the HRD on being so advised by the Chairman and the approval on the Staff Requisition Form shall be given by the Chairman.

All vacancies shall be filled by direct recruitment procedure or by promotion following due staff appraisal and promotion procedures. All recruitment related activities shall take place at the national headquarters of the society.

4.4 Advertisement, Interview and Assessment

All job vacancies shall be advertised both internally and externally in accordance with the BDRCS recruitment guidelines. Internal advertisement shall stay open for a minimum of 15 days for internal candidates to apply, if it is so decided. Advertisement shall be made in at least three widely publicized national dailies and in the organizational website.

The Human Resource Department shall process the applications and short-list the candidates based on the job advertisement and candidates' specifications. A Selection Committee/Interview Panel shall interview the candidates for assessment and make recommendation for final selection.

For assessment of candidates, interview schedule shall be fixed by the HRD in consultation with other members of the Selection Committee/Interview Panel. The HRD will then inform each eligible candidate about the time, date and venue of interview through letter and/or phone call.

Certain positions requiring writing and reporting skills shall be put to written tests. So, the assessment process will involve written test or computer skills test followed by verbal interview, particularly for entry level officer and other management positions. Written tests can be exempted only for the positions like *Mali, Aya, and Cook* etc. Alongside verbal interview, skill test will be required, especially for the positions requiring technical skills like driver, mechanics, helper, computer operator and paramedic. The interview questions, for both written test and viva are to be designed by the HRD and Selection Committee/Interview panel based on the selection criteria for the concerned positions.

4.5 Composition of the Selection Committee/Interview Panel

For recruitment of different categories of employees in the society, different sets of Selection Committee/Interview Panel shall be formed. However, members of the Selection Committee/Interview Panel members should in general have a thorough knowledge of Red

Crescent and Red Cross movement and its policies, guidelines, procedures and techniques associated with Recruitment and Selection.

The process of assessment of candidates and making the recommendations for appointment shall be properly documented to accurately record the Selection Committee/Interview Panel's views in order to provide evidence that a logical and transparent procedure has been followed.

4.5.1 Selection of senior management positions

For recruitment to senior management positions like, Secretary General, Deputy Secretary General and other heads of the divisions, specific requirements like academic qualifications, skills, core competencies and experience in the development sector shall be strictly assessed, as those are mandatory requirements for all these positions in the society.

A five-member Selection Committee/Interview Panel will be formed by the Governing Board to be headed by the Chairman of BDRCS. However, for the recruitment of the Deputy Secretary General and heads of divisions, the Secretary General shall be included in the Selection Committee/Interview Panel.

The HR policy document suggests that the Secretary General and the Deputy Secretary General positions come from within the BDRCS's top management personnel, if competent personnel are available. However, the posts of Secretary General and the Deputy Secretary General shall be filled on a contractual basis for an initial period of 3 years, extendable for one further term of 3 years.

4.5.2 Selection of management positions

For recruitment to management level positions a Selection Committee/Interview Panel shall be formed comprising of:

1. Secretary General
2. Deputy Secretary General
3. Concerned Head of Division/Department/Program
4. Head of HRD
5. Representative from Finance and Accounts Division.

In addition, for recruitment to project/contractual positions, the Selection Committee/Interview Panel shall also include a member from the respective donor organizations funding the project.

4.5.3 Selection of support staff positions

For recruiting to support staff positions, the Selection Committee/Interview Panel shall be formed comprising of:

1. Concerned Head of the Division or in his/her absence Deputy Secretary General
2. Head of HRD
3. Concerned Head of department/program
4. Representative from Finance and Accounts Division
5. A senior representative from any other division in addition to the one for which the recruitment is being made.

4.6 Appointment

Following the process of assessment, the Selection Committee/Interview Panel shall recommend the names of the best three finalists for each position, according to the order of scores received. Being the appointing authority, the Secretary General in consultation with the Chairmen will approve the final list of candidate(s) for appointment.

An appointment letter outlining the conditions of employment shall be sent to the concerned candidate(s) whose selection has been approved. The candidate(s) shall then sign a written commitment for joining within a stipulated time, for example, within 1 month, or which is necessary from the date of signing the commitment. If any candidate is unwilling to join or fails to inform, BDRCS can further process appointment with the second and then third best candidate. Appointment commences following the receipt of a joining letter accompanied by academic certificates, nationality certificate, proof of release from the previous employer, if applicable and certificate of medical fitness. All successful candidates must sign a contract of employment prior to joining.

Although a staff member is appointed for a particular location, as per organizational rule he/she may be transferred to any job location of BDRCS at any time.

BDRCS shall reserve the right not to make any recruitment, if there are no suitable applicants, or if circumstances change, making it inappropriate to offer a contract of employment, or to withdraw any vacant position.

Each and every incumbent shall be formally provided with an appointment letter and after following the regular office formalities of appointment, he/she shall get an appropriate job description (*Specimen of an appointment letter is attached at Appendix-E*). Every job description shall contain at least, but not limited to:

- A job title and the division/department to which the recruitment is being made
- Purpose of the job (its links to the BDRCS overall Mission and specific program goals)

- Duties and responsibilities in detail
- Required qualifications
- Skills and competencies required to perform the job well (which can be further analyzed on job during the performance appraisal of the employee to keep him/her in the line with the BDRCS changing priorities and the possible changes within the job itself)
- Reporting line and lateral relationships
- Job location.

Job descriptions are determined during preparation of the Staff Requisition Form. However, any changes to job descriptions must be provided to the HRD where up-to-date job descriptions for all BDRCS staff members shall be kept for any further reference. Job Descriptions for all five divisional chiefs (Divisional Directors) have been developed. Besides, the job descriptions of the key positions under the Organizational Development Division have also been developed for example (**Appendix-F**). These job descriptions may be revised and changed by the concerned Divisional Directors in consultation with the HR Division personnel as deemed necessary.

4.7 Code of Conduct for Staff (rights, duties and entitlements of staff)

BDRCS shall set out the rights and responsibilities for its staff members and those shall have to be understood and accepted by the new recruits. In other words, the employee need to understand her/his rights, entitlements and duties. A Code of Conduct (CoC) has been developed for BDRCS in line with the Code of Conduct of other similar organizations including that of IFRC. The CoC for BDRCS has been appended at **Appendix-I**.

Each employee shall receive a BDRCS Identity Card once the code of conduct has been signed. The expiry date of the identity card shall be in conformity with the duration of the contract.

4.8 Induction of New Employees

Induction means introducing newly hired employees to his or her job and to the organization – BDRCS. All new staff members irrespective of their categories and grades will undergo an induction program so that they can familiarize themselves with the organizational structure and organogram, business of BDRCS, job requirements and work environment in the society. The induction program will be organized and conducted by the respective division/department in which the supervisor will introduce the employee to co-workers and provide a job briefing. The HRD shall notify the matter through e-mail to all users of the society when a new recruitment is made.

4.9 Basic Orientation

Each new employee shall attend a basic orientation session jointly with the HRD and the respective division/department within the first two weeks after joining. This session shall include the following:

- Introduction to the key staff members of other divisions
- Information about:
 - Structure, projects and project areas of BDRCS
 - History of BDRCS and its functional areas
 - HR rules and regulations/obligations
 - Employment conditions and staff entitlements including compensation and benefit packages
 - Relevant policies and procedures affecting the work (e.g. those on gender).

4.10 Training for New Entrants

BDRCS shall establish a training policy which reflects its commitment to providing training to its employees and lays down the rules and procedures regarding the scope of training facilities that can be availed by new employees.

The HRD, in collaboration with the Training Department and with active participation of the trainers, shall plan, establish and evaluate instructional programs.

The basic training course shall include:

- BDRCS goal, vision, mission statement and objectives
- Background of RC/RC movement and 7 fundamental principles
- Brief history of BDRCS
- BDRCS organizational structure, programs, activities and plans
- BDRCS key policies, rules and regulations and working procedures
- Introduction to administrative policy and procedure for staff members with relevant names and contact numbers of the person responsible for various utility services, for ordering supplies etc.

Five

Employees' Entitlements

5.1 Compensation Package (salary structure with grades and fringe benefits)

By legal status BDRCS is auxiliary to the public authorities and maintains autonomy in its management functions and governance roles. With this legal framework, BDRCS has been maintaining a government-like salary structure with its shadow grading pattern and entitlements. However, in order to offer a competitive compensation package, an initiative for revision of salary structure/grading was made earlier to reduce the number of grades from existing 20 to 16. But as the employees were in practice going to be affected negatively instead of being benefitted financially to ensure a competitive compensation package by this proposed reduction in the number of grades from 20 to 16, it was not implemented. In view of this, the present HR Policy Guideline proposes '20 Grades' in the salary structure as before.

On the other hand, complete conversion into a "government system" has not been possible, because it is neither a government nor a semi-government organization. Thus, in order to modernize BDRCS compensation structure, a thorough exercise is required to be done jointly by the newly established HRD and Finance and Accounting Divisions to objectively review the salary structure and entitlement packages for its staff members matching the very nature of the organization, its roles and functions, and work pattern. For example, having some different features like *emergency response situations* from other development and humanitarian organizations BDRCS needs to look more deeply into the *safety and security issues* of its staff members.

With the given market realities, the compensation package should be competitive enough with other humanitarian development agencies working in the country and be designed keeping in mind its staff members who provide dedicated services to the most *vulnerable people*. Since the staff members are always to stand ready to jump into any risky emergency situations like, cyclones, floods, tidal upsurge, landslide, and earthquakes, etc. and they usually operate in risky situations, they must be given more additional benefits like, special risk allowances, higher transport allowance, and special high premium life insurance, medical insurance (health and accident) etc. for risk coverage than those in other regular agencies. Society's share in all kinds of insurances should be double the amount paid by the respective incumbents.

Once the "sanctioned" posts are approved, salary grading and levels can be determined against each "sanctioned" post. However, the compensation package must be designed in view of the available potential resources.

In the interest of the society, the appointing authority may direct an employee to hold additional charge of any position fallen vacant temporarily due to leave, long sickness or retirement of any employee of regular position. However, if the period lasts for more than three months for whatever reason, the appointing authority should sanction compensatory allowance to the employee concerned to be determined as per his/her salary grade. However, for the best interest of the society this practice should be discouraged by taking prompt action towards filling the position, particularly if it is the case of retirement.

5.2 Remuneration

The BDRCS staff members shall be entitled to salaries and other benefits as per their grades fixed against their respective positions and the salary structure. The fringe benefits included in the compensation package are: house rent, medical allowance and conveyance as determined per the society's Standing Orders. Salary payments shall be made on a monthly basis as per attendance documented in the attendance register/attendance sheet. Payments shall be documented in the monthly salary sheet. The following deductions shall be made from each monthly payment:

- Deduction of income tax at source from the staff having taxable income,
- Employee's contribution to provident fund,
- Deduction against advance payment, if any, and
- Medical insurance.

In addition, the organization shall contribute/pay the following:

- Organization's contribution to provident fund,
- Gratuity based on the basic salary (it is recommended that Pension Gratuity scheme as followed in the Cyclone Preparedness Program, CPP is instituted for the benefit of all staff members of the society equally), and
- Premium for group insurance.

This remuneration should be interpreted in conjunction with the BDRCS' Standing Orders.

5.3 Types of Admissible Leaves

The following 6 types of leaves shall be admissible to the employees of BDRCS. The leaves are considered a privilege to the employees of the society, and not a matter of rights.

- Privilege Leave
- Casual Leave
- Medical Leave
- Maternity Leave
- Paternity Leave
- Leave without pay/Extraordinary Leave.

Privilege Leave

- All the staff members of the society shall be entitled to 30 days of Privilege Leave during a calendar year with full emoluments. The members of the staff shall be entitled to privilege leave after completion of one year in service.
- The leave year will be the English calendar year. Leave shall be availed in accordance with the leave roaster to be forwarded to the HRD prior to the commencement of the leave year.
- Privilege leave may be accumulated by the staff up to a maximum of 90 days subject to the exigencies of the society.
- A regular/permanent employee of the society shall be entitled to avail or en-cash leave accumulated in excess of 90 days as preparatory to retirement subject to the following limits:

Service length	Limit
10 years	150 days (if credited)
15 years	240 days (if credited)
20 years and above	365 days (if credited)

As provision of privilege leave is maintained, employees of BDRCS either regular/permanent or project/contractual would not be entitled for Earned Leave.

Casual Leave

All employees of BDRCS shall be entitled to 15 days casual leave during a calendar year. Casual leave shall not be granted for more than three days in a row. Prefixing or suffixing casual leave with any weekly or holidays shall not be allowed. If a weekly or closed holiday is prefixed or suffixed with the casual leave, the holiday shall be continued as leave. If the combined period exceeds three days, the whole period shall be continued as privilege leave.

Medical Leave

The staff members employed by BDRCS shall be entitled to 30 days medical leave on full salary in a calendar year on submission of a certificate of continued illness from a recognized hospital or a qualified physician.

Medical leave exceeding 30 days in a year shall be adjusted against the un-availed privilege leave. When no privilege leave is due, Medical leave exceeding 30 days but not exceeding 60 days may be allowed at 3/4th salary and that exceeding 60 days but not exceeding 90 days

may be allowed at half salary subject to the condition that certificate of continued illness is submitted either from any hospital or a qualified doctor.

Maternity Leave

The Maternity leave with full pay shall be granted to a female staff member of the society for a period of 6 months from the date of confinement.

Maternity leave shall be allowed only twice during the tenure of service of a female staff.

Paternity Leave

The Paternity leave with full pay shall be granted to a male staff member of the society for a period of 5 days from the date of his wife's confinement.

Paternity leave shall be allowed only twice during the tenure of service of a male staff.

Leave Without Pay/Extraordinary Leave

Leave without pay and extraordinary leave are basically one kind of leave with two names under different circumstances. BDRCS authority may allow leave without pay or extraordinary leave to its employees on case by case basis in accordance with government sanctioned rules as below:

The extraordinary leave may be granted to any employee under special circumstances during which salary is not payable-

- When no other type of BDRCS granted leave is due
- When other type of leave is due but the staff applies for extraordinary leave in writing for his/her own special reason.

In case of employees other than the permanent ones, the total length of extraordinary leave shall not be over 3 (three) months at a stretch.

However, there shall be a condition that employees other than the permanent ones have signed a bond of serving the society for 5 (five) years after completion of training while getting the approval for a foreign training and completed 3 (three) full years of service with the society. The condition also provides that this rule shall not be applicable to those employees who are engaged in training or education inside the country by giving the similar bond.

It is also provided that non-permanent employees may be given extraordinary leave highest for 6 (six) months for long term illness on production of medical certificate.

A non-permanent employee who is a patient of tuberculosis may be granted a 12 (twelve)-month long extraordinary leave at one go. However, the position from which he is going on leave must be open for him/her until his/her return.

Extraordinary leave can only be granted if the Officer in-charge of the Health Center, TB specialist or Civil Surgeon recommends leave, including the duration in medical certificate.

If there is no logical possibility of being able to assume the responsibility again after recovery from illness, the concerned medical officer shall not recommend for granting leave. In this regard it must be mentioned in the medical certificate that the concerned employee is totally unable to perform the job responsibility.

The leave approving authority may convert the absence without approved leave into extraordinary leave retrospectively.

An application for leave of any category shall be submitted in the Society's prescribed form to the HRD for action with recommendation from the respective head of division or supervisor well ahead of the date of intended leave. On demand of the service, the respective supervisor or leave sanctioning authority may not recommend the leave applied for. On the other hand, if the exigency of the society so demands, officers and staff members on leave may be called back to resume his/her duty. The records for all types of leave shall be maintained in the personnel file and service book of the employee by HRD.

5.4 Promotion

Promotion of staff members should be a regular process and not left at the mercy of any one, which may be achieved by means of maintaining good relationship with him or her or being in certain political belief. If an incumbent meets the preset criteria for promotion, any competent staff member shall get promotion to next higher position and/or grade and scale. Particular cases of promotion shall be considered every after 3 (three) years. If there is no vacancy in the next higher position, the employee shall continue to serve in the position he was in before, availing the promotion until the position falls vacant. In such cases, the employee shall be promoted to the higher position with higher grade and scale but placed in the earlier position. However, there must be specific points up to which various categories of staff may be promoted. For instance, employees like Gardeners, Peons, Drivers, Technicians, Computer Operators, Project or Program Assistants etc. should have different points up to which they can be promoted. In some of their cases, promotion shall only be applicable to their hikes in salary grade or scale up to a certain level.

The promotion cases shall be considered for the Society's employees to provide positional hike from a lower rank to a higher one. A case of promotion shall be processed by outlining the candidate's qualifications, experience and justification for promotion. The HRD shall compile promotion cases across BDRCS with a description of the candidate's name, joining date, designation and grade/level in BDRCS; present designation, joining date in the present position, present grade/level and present basic salary and forward it to the Head of the Division with comments (**Staff Promotion Form at Appendix-G**). The Divisional Director shall then forward this with his/her comments to the appointing authority or the Secretary General, as the case may be, for approval.

While considering the cases of promotion, it needs to be ensured that:

- The applicant is a regular/permanent staff member,
- The applicant has completed at least one year of satisfactory services in BDRCS in case of the 1st promotion,
- The applicant meets the minimum seniority, skills and competencies and performance criteria,
- The applicant has the required educational background and training,
- At least three years interval between two consecutive promotions,
- The applicant has passed the Promotion Examination, if applicable, with regard to the promotion to the rank of Director, Deputy Director or Assistant Director or equivalent, and
- Appropriate and transparent procedure of promotion has been followed.

There shall not be any promotion of the Secretary General and the Deputy Secretary General.

5.5 Salary Increment

Annual salary increment of all officers and support staff of the society shall be automatically sanctioned from the date of completion of yearly services, unless any written advice is given from his/her immediate supervisor on valid grounds. When an employee reaches the highest ceiling of his/her scale, he/she shall be informed by the HRD in writing that he/she shall not be eligible for further increase in salary unless he/she moves to the next higher job grade. Automatic change of an upward job grade when one reaches the top of the scale is not permissible. In that case, given the conditions of promotion, and at the discretion of the Senior Management Committee, he/she might be eligible for promotion to the next higher position and grade only if there is any vacancy available.

In addition to the annual increments, qualified staff members may also be eligible for the following increments to ensure BDRCS performance as a well functioning organization, to encourage its staff members to deliver high standard and quality performance, and to promote healthy professional competition among the staff members.

Special Increment

This increment is for high performing staff members in the organization and this may not be awarded to anyone if he/she is found suitable. This award increment is equal to one annual increment amount, but individuals receiving *Special Increment* are not eligible for *Merit Increment*.

Merit Increment

This increment shall be given to one staff member from each division of the organization every year for his/her *outstanding performance* being reflected in his/her annual performance appraisal with due recommendations from the supervisor. This increment is for the highest performing staff member of the division. If no candidate is found suitable for the increment from the respective division, no staff member from the division shall get the increment. This award increment is equal to one annual increment amount, but individuals receiving *Merit Increment* are not eligible for *Special Increment*.

5.6 Seniority of Employees

Seniority of employees shall be determined by the following procedures:

- (i) When appointment to more than one post in the same grade is made at the same time, seniority shall be fixed by the selection committee on the basis of merit.
- (ii) When seniority has not been fixed by the selection committee, it shall be determined on the basis of date of joining.
- (iii) Seniority in the immediate lower grade shall be counted for promotion to the next higher grade or position.

5.7 Positing/Transfer

The duration an employee is to continue in one position from Director upward shall not be less than 3 (three) years unless the posting/transfer is due to any disciplinary action. The services of all employees of the society shall be transferable to any location of the country. HRD shall issue the transfer order with due approval from the Secretary General. Inter-departmental or inter-area transfer shall take place only with prior agreement between the concerned Heads of divisions. In the event of transfer from one place to another, the individual staff shall be reimbursed with the cost of traveling. A transit leave for a maximum period of 5 days shall be allowed except in case of stand release and emergency situation.

Temporary Posting: On the exigencies of the society an individual staff member may be posted to any other location away from his place of posting on a temporary basis. However, a temporary posting shall not continue for more than a maximum of three months. During this period, the individual concerned shall be entitled to a daily allowance as admissible to his/her grade. If an individual is required to stay at his/her temporary place of posting for more than three months, the posting shall be considered as regular and she/he shall cease to draw daily allowance. In such an event, if the staff member decides to take his/ her family to the new place of posting he/she shall be provided with a “dislocation allowance” to be determined per the society’s existing Standing Orders for settling down at his/ her new place of posting. In addition, he/she shall be entitled to claim transfer expenses for his/ her family.

5.8 Festival Allowance

All employees of the society, either regular/permanent or project/contractual, shall be entitled to two Festival Allowances every year, which will be payable prior to two main festivals such as Eid-ul-Fitre and Eid-ul-Azha, in case of Muslim employees. Provision for such allowance shall be kept in the project budget for project/contractual staff members. The amount of allowance shall be one month's basic pay in each case. However, if a staff member is of any other religion and wishes to receive the allowances at the time of his/her own major religious festivals, he/she shall be paid accordingly. In the case of first year of joining, an employee shall be eligible for festival allowance if he/she has completed full six months of services with the society.

5.9 Traveling and Daily Allowances

Members of the staff traveling on society's business shall be entitled to reimbursement of the actual cost of travel. The mode of transport is determined as per the existing Standing Orders of the society based on its staff grading/salary structure, as below:

Grade	Mode of Transport
I & II	<ul style="list-style-type: none">- Air- Rail (AC, 1st class)- Steamer (AC Cabin)- Launch/Bus (Upper class)
III to V	<ul style="list-style-type: none">- Air (If required)- Rail (1st class)- Steamer (1st class)- Launch/Bus (Upper class)
VI to VIII	<ul style="list-style-type: none">- Rail (1st class)- Steamer (1st class)- Launch/Bus (Upper class)
IX and X	<ul style="list-style-type: none">- Rail (2nd class)- Steamer (Inter class)- Launch/Bus (Actual fare)
XI to XX	<ul style="list-style-type: none">- Rail (Third class)- Steamer/Launch (Third class)- Bus/coach (Actual fare)

Daily Allowance (DA) for food and accommodation for each night's stay outside of the place of posting shall be given to the staff members based on the existing Standing Orders of BDRCS and staff grading/salary structure. If a staff member leaves and returns to his/her place of posting on the same day, but his/her service exceeds 3 hours beyond office timing she/he is entitled to claim DA for half a day. Daily Allowances shall be as below:

Grade	Daily Allowance
I & II	One day basic X 1.50 (Tk. 700/- for contract service)
II to V	One day basic X 1.50
VI and VII	One day basic X 1.75
VIII to X	One day basic X 2.00
XI to XIII	One day basic X 2.40
XIV to XVI	One day basic X 2.50
XVII to XX	One day basic X 2.60 Minimum Tk. 115/-

The above rates were developed long back, around one and half decades ago. Given the increasing inflation rate over time these rates need to be enhanced by at least 1.5 percent, if not doubled.

5.10 Traveling and Daily Allowance for RCY Volunteers, EC Members, Delegates and Members of the Managing Board

The traveling and the daily allowances for night-halts made by RCY volunteers, Executive Committee (EC) members and delegates of the units and Managing Board members outside their respective locations for BDRCS purpose, shall be determined according to the existing Standing Orders of the society.

As the Standing Orders provide, BDRCS RCY volunteers, while travelling on Society's business, shall be eligible for reimbursement with the actual travel cost by the most direct and economic mode of transport subject to submission of bill/vouchers.

He/she shall also be entitled to claim a lump sum amount of Taka 150/- (one hundred fifty) only for each day's field work including night-halt out of his/her Unit and Taka 75/- (seventy five) only for working in the field for over three hours beyond office time but returning on the same day.

Members of the staff/volunteers using society's transport while on tour will not be entitled to travelling expenses. The above rates were developed long back, around one and half decades ago. Over time, the inflation rate has increased in galloping steps. So these rates need to be enhanced by at least 1.5 percent.

5.11 Overtime

On the exigencies of the society, members of the Support Staff shall be entitled to being paid overtime for working beyond office hours, on holidays and weekends as per the staff grading/salary structure and the existing Standing Orders of the society. For determining overtime rates, the support staff would be divided into two broad categories, namely **(a) Support Staff**, who are basically providing clerical or technical services, and **(b) Support Service Staff** like night guards, drivers and so on.

Support Staff: The staff members belonging to this category, who are required to work beyond office hours, shall be entitled to being paid to a maximum of 3 hours on working days not exceeding a total of 8 hours in a week and 6 hours on holidays or weekends at two different rates as determined in the existing Standing Orders of the society.

Support Service Staff: The staff members belonging to this category, who are required to work beyond office hours, shall be entitled to being paid to a maximum of 4 hours on working days not exceeding a total of 10 hours in a week and 6 hours on holidays or weekends at two different rates as determined in the existing Standing Orders of the society.

With recommendation from the head of the concerned department/program, the respective Head of the division will confirm the overtime work of an individual staff member. With proper certification by the head of division, overtime claims will be forwarded to the Finance and Accounts for payment along with the monthly salary of the member concerned. No overtime will be payable to an individual who is on tour and drawing daily allowance.

The rate of overtime as provided in the existing Standing Orders is very low and highly inadequate in proportion to the services provided. In view of this the rates must be enhanced by at least 1.5 percent.

5.12 Provident Fund

Upon confirmation, the staff members in regular/permanent positions of the society shall be entitled to join the BDRCS Provident Fund scheme to which an individuals' contribution shall be determined at 9% of their basic salaries and the society shall make a matching contribution of the same percentage. The fund shall be administered by a Board of Trustees and earmarked for the purpose of disbursing provident funds to the retired staff members. This fund shall be not be used for any other purpose or to meet any emergency situation of the society. Provident Fund rules shall be available with the Secretary of the Fund.

5.13 Gratuity

All regular/permanent employees of the society shall be entitled to Gratuity in recognition of the services rendered by him/her to the society. Gratuity shall not be admissible to an employee who is dismissed from the service or is terminated on account of misconduct. For a fractional period of the year, payment of gratuity shall be made on monthly pro-rated basis. The employees shall receive gratuity benefit on the basis of last drawn basic pay.

a) Admissibility

Admissibility of gratuity to a staff member shall be on:

- Completion of service for at least one year
- Retirement from the service after attaining the age of superannuation
- Proper release after satisfactory service with the society
- Termination of service due to redundancy
- Resignation or termination of service on ground of other than misconduct or indiscipline.

Gratuity shall be sanctioned by the Appointing Authority with concurrence of the Head of Finance and Accounts Division on receipts of report of satisfactory service of the employee from his/her supervisor or departmental head. Outstanding dues, if any, shall be deducted from the amount payable to the incumbent.

b) Rate of Gratuity

The following will be the rate of gratuity for regular/permanent staff:

After confirmation but less than 5 years of service	Half a month's last basic salary for each year of completed service
After completion of 5 years service, but less than 10 years	One month's last basic salary for each year of completed service
Completion of service of 10 years or above	Two month's last basic salary for each year of completed service

The project staff members shall not be entitled to any form of termination benefits, such as Provident Fund/Pension, Gratuity etc. There shall be an in-built provision in the project budgets for making provision for 13 month's gross salary per year. The amount of annual provision will

be set aside and held by the BDRCS Trustees as in the case of Provident Fund for payment to the concerned employee at the time of termination of their employment.

5.14 Health/Medical Insurance

As determined by BDRCS management, an amount from staff members' monthly salary shall be deducted as health/medical insurance to cover his/her personal health/medical expenses during illness.

5.15 Life Insurance

Staff members of BDRCS shall have group insurance coverage, for which the organization shall provide the premium.

Six

Performance Appraisal

Performance appraisal management is a procedure/tool used to assess individual staff member's performance in the light of his/her current job description (roles/tasks) and also to identify his/her potential for further growth within the organization.

All categories of staff members shall be required to undertake a Performance Appraisal annually at the end of each financial year. The review shall assess an individual staff member's personal and professional attainments/accomplishments, further potential and need for added improvement.

The appraisals are to be undertaken by the supervisors and discussed with the concerned staff. Both the supervisor and the staff comments are included in the performance appraisal.

Performance appraisals shall form the basis of staff development and training plans. It shall also be used to inform decisions about promotion and salary increments. A sample of Staff Performance Appraisal Form has been attached at *Appendix-H*.

6.1 Staff Development and Training

6.1.1 Principles and definitions

BDRCS shall invest in staff development initiatives aimed at providing opportunities for developing and strengthening technical as well as managerial knowledge, skills and capacity of the staff that respond to the longer-term individual and organizational needs. At the same time, the staff members must also recognize that BDRCS investment in training and staff development are made with limited available resources and BDRCS expects that the staff members receiving such privileges and benefits shall use them for the best interest of the Society. Finally, it is recognized that training and staff development are shared responsibilities. In all matters relating to training and staff development in the organization, gender principles, guidelines and policies shall be followed.

The ultimate goal of BDRCS investment in the staff development initiatives including training is to improve upon the existing capacity of the staff members including management level personnel so that they can provide better and more services to the vulnerable people of the country.

For appropriate development of the staff members, BDRCS shall follow three relevant concepts as below:

Training: Training is regarded to be a short term process directed towards developing technical skills, knowledge and attitude to maintain and improve current job performance. It narrows the gaps between what individuals know or can do and what they should know or do. Training may be both internal (within the organization) and external (outside the organization, within or outside the country).

Career Planning: It is a process by which an individual establishes his/her career goals and chart paths to reach these goals. BDRCS shall help the individual staff members in designing their career objectives and goals.

Staff development: It is a long term process aimed at gaining skills for future jobs and helping individuals to achieve their highest potential. It is also defined as a continuous learning process of improving an individual's professional skills and abilities to meet the challenges through acquiring enhanced skills, knowledge and attitudes.

In view of the above and in accordance with the Mission of BDRCS the purpose of training shall be:

- To improve at all levels the understanding, knowledge, skills of those who work with the vulnerable and most vulnerable people and communities, and
- To enhance the contribution that vulnerable people can make to the well-being of themselves and others.

6.1.2 Developing learning and staff development Programs/Training

Training activities need to be directed according to the needs of individuals, job and organization, as well as the desired performance of the organization and its shortfalls in meeting its objectives due to training deficiencies.

For staff development, career planning, and the development and maintenance of linkages in support of these processes a **Human Resource Development Committee (HRDC)** shall be formed comprising of the heads of all divisions and the Directors of HR and Training departments. The committee shall be responsible for policy development, monitoring and quality control, skills identification, networking with external training resources, disseminating training information and reporting of staff development and career planning. The committee shall also keep abreast with the trends and implement an effective staff development and career planning strategy.

The HRD committee along with the trainers shall develop a comprehensive training plan, and establish and evaluate instructional programs and forward those to the Secretary General for final approval.

Employees' Role: BDRCS employees shall be proactive and shall play the major role in their own professional and personal development and career planning. They should have a clear vision of their own career goal and identify the opportunities to pursue them.

Supervisors' Role: The Supervisors shall be directly responsible for mentoring their staff members, grooming them by assigning them challenging tasks, creating an enabling employee-friendly environment, and providing direct feedback and opportunities for the staff to enhance their performance.

6.1.3 Assessment of individual's training needs

Before developing an annual training calendar for BDRCS, it is essential that the organizational training needs are systematically assessed and clearly identified. For this purpose, the HRD along with the Training Department shall initiate the appropriate training needs assessment procedure using a methodical process and standard tools. In addition to this, each employee will assess his/her own training needs on an annual basis based on the objectives and target specified against his/her job complementing the overall objectives and targets set for his/her respective division. The analysis of individual's training needs mentioned in the Annual Staff Appraisal will significantly help in the needs identification process. However, prior to these annual planning exercises, the HRD shall provide detail and clear guidance about how this planning should occur.

6.1.4 Considerations for training and staff development plan

In planning pragmatic staff development investments, the following considerations need to be weighted:

- **Resource/budget:** Availability of resources is the top most priority for developing and recommending the training plan. BDRCS shall plan its training program depending on the resources it can mobilize. There should be a very happy marriage between the availability of sources and the actual training needs.
- **Individual development:** An employee's career interest and potential is an important basis on which to begin negotiating staff development investment. A supervisor's mentoring role should assist the employee to clearly articulate realistic Career Goals.
- **Training Level:** A particular training program has to be matched with the employee's current skills and experiences.

- **Relevance to BDRCS:** Enhanced skills to be gained through training need to be carefully matched with future organizational needs. Investment in training must be commensurate with division/project's requirement.

6.1.5 Delivery of learning and development programs

In-house training

The topics for in-house training will be based on the assessed training needs. The Training Department shall organize a range of capacity development training courses for internal staff members within BDRCS. Special courses will be designed for volunteers to be trained at the headquarters. These courses, designed on the basis of need, may include, among others, the following topics:

- Communicative English Language and Report Writing skills
- Writing Project Proposals
- Gender Awareness
- Awareness on HIV/AIDS
- Primary Health Care
- Fire Safety and Security
- Motivation to work for vulnerable people
- Complete understanding of the Red Cross and Red Crescent Movement, the Seven Fundamental Principles of global Red Cross and Red Crescent Society in general and the vision and the mission of BDRCS in particular.

External training

The following guidelines refer to all types of external training for BDRCS staff members:

- The proposed training course must have direct relationship with the staff member's work and job description.
- While selecting the candidates, consideration should be given to those who have the most potential to utilize the knowledge and skills learnt from the training and adequate time left for him/her before going to retirement.
- With regard to foreign training, the candidate will be required to sign a Memorandum to the effect that he/she would work with BDRCS for a period of at least one year after receiving the training.

- Candidates' seniority, high performance in the annual assessment and/or commitment to continued services in BDRCS shall be given priority when the number of candidates exceeds one applying for the same training course.

Short term training

For BDRCS, the training courses undertaken inside Bangladesh or outside with duration of ten weeks or less shall be regarded as short term training. The staff member attending short term training shall be considered as working full time on duty for the period. To be eligible for this kind of training course the following criteria shall be met by each candidate:

- The candidate must have completed at least one year of continuous service with BDRCS before the training commences.
- Training shall only be approved if it is relevant to the current role and job description of the candidate concerned.
- Participation in training should not adversely affect the completion of the candidate's work responsibilities.
- A candidate who undertakes short term training shall be ineligible for other external training opportunities in six months after the completion of their course.

Long term training

The training inside Bangladesh or outside that extends beyond ten weeks shall be considered to be long term training. To be eligible for this kind of training the following criteria shall be met by each candidate:

- The candidate must have completed at least two years of continuous service with BDRCS before the training commences.
- The candidate shall be required to have a recommendation from the supervisor of his/her division/department.
- The candidate must enter into a contract to remain as an employee of BDRCS for a minimum of two years following the completion of the training course in case of in-country training or three years in case of foreign training.
- An employee shall get opportunity of long term training only once during the length of his/her employment with BDRCS.
- Selected candidates must have the potentials, skills and abilities to learn from the training.

Seven

Staff Retention and Reward

BDRCS shall follow a specific and pragmatic staff retention and reward policy. An appropriate Staff Retention and Reward system in BDRCS shall ensure that its staff members are genuinely recognized and valued for their contribution to the organization. Recognition encourages the employees to work more efficiently towards the achievement of the organizational and individual goals. It also incorporates a range of benefits related to remuneration, salary packages and other terms and conditions of employments.

Therefore, it is very important for the management and supervisors/ Heads of the Divisions and Departments of BDRCS to assess the needs of individual staff members, their motivations to perform better and ensure ways so that they can perform even more efficiently and better for BDRCS and vulnerable people. Proper appreciation of the services of the employees and rewarding for substantial contribution to the cause of the organization leading to the voluntary services to the vulnerable people will encourage the concerned employees to stay back in the services and augment their positive motivation.

The following elements should be considered for reward management:

- Timing and accuracy of giving the reward
- Reward can be directly monetary or non-monetary
- Reward should be directly linked to the level of performance of the employee
- Should be clearly communicated and explained to the employees.

Some examples of Reward management which will encourage staff retention are:

- Awards recognizing the seniority and dedication of long term employees in the organization.
- Plan career paths with staff members, which will encourage them to work efficiently towards their long term career goals and opportunities for promotion.
- Encourage staff to be more involved in decision making process.
- Maintain free and open communication with employees and encourage them to share their thoughts freely.

- Encourage free flow of organizational information.
- Share accomplishments of employees among other team members.

Rewards

BDRCS shall give the following awards to its employees annually:

- Award for the best employee of the department
- Award for the best employee of BDRCS
- Award for outstanding achievement.

Eight

Resignation and Disciplinary Actions

8.1 Resignation

Regular/permanent and project/contractual staff members of the society can tender his/her resignation at any given point of his/her services maintaining the following procedures:

- The staff members in regular/permanent positions but on probation can tender resignation from the society's services without giving any prior notice.
- The permanent or project/contractual staff members shall be required to serve one month's notice or surrender one month's salary prior to resignation from the service.
- Anyone above Deputy Director (DD) but below Deputy Secretary General (DSG) shall be required to serve two months' notice or surrender two month's salary in lieu prior to resignation from the service.
- The Secretary General and Deputy Secretary General shall be required to give three month's notice prior to submission of resignation from the service.
- The resignation letter of an employee may not be accepted, if he/she is under investigation into any kind of allegation, such as misconduct, corruption, etc.
- On acceptance of the resignation letter, BDRCS shall settle all financial matters of the employee with the organization and make payment of all dues within shortest possible time but not exceeding to a maximum of 90 (ninety) days. The employee shall also be given a letter of release from the organization.

8.2 Disciplinary Actions

8.2.1 Termination

An employee is terminated when any other usual process is inappropriate for his/her removal, which is however an imperative for the greater interest of the organization. However, the service of a regular/permanent employee can only be terminated when the structure of the society is altered or reduced.

During termination of an employee BDRCS shall give him/her the following benefits:

- Thirty days notice or 1 (one) month's salary in lieu of the notice period.
- All dues of the employee with the organization.

- Payment for unused Annual Leave.
- Money accumulated as Provident Fund per the rules, deducting loan taken, if any.
- Applicable Gratuity.

Other categories of staff members may be terminated by the appointing authority. The conditions of the termination shall be as mentioned in the appointment letter.

8.2.2 Retrenchment

If BDRCS is in such a situation that a service position does not exist and there is no suitable alternative employment in the organization, it may retrench the employee from the position. All retrenchment must be approved by the competent authority.

During retrenchment of an employee BDRCS shall make arrangement for him/her the following:

- Thirty days notice or 1 (one) month's salary in lieu of the notice period.
- All dues with the organization.
- Payment for unused Annual Leave.
- Money accumulated as Provident Fund per the rules, deducting any loan taken.
- Applicable Gratuity.

8.2.3 Discharge

An employee may be discharged from service for reasons of physical or mental incapacity or continued ill health or other reasons not amounting to misconduct. If an employee's employment contract has not been confirmed, he/she will be terminated, not discharged. Upon discharge, the staff member shall receive all outstanding dues, such as salary and other admissible benefits as mentioned in the letter of appointment. All discharges must be authorized by the Managing Board.

In order to examine and make recommendation about the physical condition of the concerned employee, a Medical Board comprising of three doctors, who are registered practitioners should be formed.

8.2.4 Dismissal

An employee of BDRCS shall be dismissed on the ground of misconduct, inefficiency, usual lateness, etc. provided he/she has been served with appropriate notice or warning. For gross misconduct, such as intentional actions for damaging the good name of BDRCS, direct or unreasonable refusal to abide by the instructions of the designated supervisor, theft or fraud or

dishonesty with regard to BDRCS property or money etc., blatant disregard of official duties, taking or giving bribes or illegal gratification etc. the employees can be dismissed without warning. The employees dismissed for gross misconduct will only be paid salary up to the last working day.

For misconduct, inefficiency, usual lateness etc., an employee shall be given ‘First Warning’ in writing. If a second warning is issued in the same year to the same staff member, decision may be taken for immediate dismissal. In case of a non-permanent employee there is no need to issue any warning before dismissal.

Show Cause:

The ‘First Warning’ will be followed by a ‘show cause’ notice/letter for the acts for which he/she has been served with the first warning. In a “Show Cause” letter an employee is requested to submit a written explanation regarding his/her alleged action(s) or offense(s). This letter asks the concerned employee to explain why disciplinary action should not be taken against him/her.

A show cause letter is in general meant to give the concerned employee an opportunity to explain his/her own position. Specifically, below are the reasons for a show cause explanation:

- Discourage others from the similar kind of activity;
- Give the accused a chance to support/defend him/her self;
- Clarify an issue, making it easier to determine appropriate disciplinary action, if any;
- Punish the right person(s);
- Reveal others involved in an offense;
- Follow and satisfy legal requirements;
- Examine the adequacy of regulations and procedures;
- Provide a foundation for initiating severe punishment (dismissal vs. termination);
- Acquire adequate documentation to support any future legal action against BDRCS; and,
- Protect both employees and employer’s rights.

Further, the service of any employee of the society shall be dismissed on the following grounds:

- If the person is convicted for an offence in a court of law or justice;
- If the person is found guilty of misconduct as defined in the BDRCS Standing Order 1977.

In addition to Standing Orders 1997, the following shall be treated as misconduct:

- Fraud, theft, and dishonesty in connection with BDRCS activity or property,
- Willful subordination or disobedience whether alone or in combination with others to any lawful and reasonable order of superior,
- Taking or giving bribes or any illegal gratification in connection with any other employee under BDRCS,
- Unauthorized absence for more than ten days,
- Habitual absence or habitual late attendance,
- Riotous or disorderly behavior in the BDRCS premises,
- Falsifying, tampering with or/and causing damage to official records of BDRCS,
- Telling lies to hide any offence.
- Willful negligence or neglect of work.
- Sexual harassment.

Upon dismissal, the employee shall be paid salary due up to the date of dismissal deducting any dues he/she has with the society.

Nine

Operation of Unit and Dissolution of Unit Committee

The unit is the basic and grassroots level organizational structure of BDRCS. The most vulnerable people are reached through the units spread over in 64 districts and 4 metropolitan cities. Therefore, it is vital that the units operate well and systematically under specific guidelines as below.

4.1 Standing Committee

In making emergency decisions, there shall be a five member Standing Committee comprising of the Chairman, Vice-Chairman, Treasurer and any two available members of the Managing Board. The Secretary General shall act as Secretary to the Standing Committee. The committee shall deal with the matters, which generally requires consideration and approval from the Managing Board, but because of emergent nature of acts, which can not be postponed till the next Managing Board meeting. The proceedings of the meeting shall be recorded and submitted to the Managing Board through the Chairman for approval. In anticipation of the approval by the Managing Board, the Chairman may start implementing the recommendations of the Standing Committee.

4.2 The Senior Management Committee

The Senior Management Committee shall meet twice a month under the Chairmanship of the Secretary General to review the overall implementation of activities and performances achieved against set targets by each division. It will also discuss and dispose of the matters of importance involving one or more Division/Department of the society.

At the request of Senior Management Committee, all management staff based at the headquarters as well as at Unit levels shall meet at the headquarters on a six-monthly basis for two days to discuss matters relating to overall operations of the Society, its performances and achievements against the set yearly targets. The meeting will also discuss the problems and hindrances faced while implementing the programs and activities, and suggest ways towards overcoming those. The Secretary General will preside over the meeting.

The Senior Management Committee shall review the recommendations made in the six-monthly meetings and take decisions for further actions. Proceedings of the six-monthly meeting and the decisions made on the recommendations will be shared with the Managing Board.

9.3 Operations of Unit and Dissolution of Unit Committee

The units shall function more or less independently at the local level. However at local level, the Unit Officers shall be accountable to their respective Unit Committees administratively on day to

day basis, but shall have functional responsibility to the Society's headquarters at Dhaka. In the event of any crises or natural disaster requiring intervention from the national headquarters, they will operate under direct instructions of the headquarters in collaboration with the Unit Committees.

As provisioned in the article 9C of (1), (2) and (3) of the President's Order No. 26 of 1973, the Chairman of the Society may supersede the Unit Executive Committee by order in writing for such a period as may be specified in the order and reconstitute the Unit Committee if he/she is of the opinion that the Executive Committee is not discharging its functions properly or is acting in a manner prejudicial to the interest of the society. However, before superseding the functions of the existing Unit Executive Committee, the Chairman of the society shall take opinion/views from the following sections of people of the district to arrive at his decision of dissolving the committee:

- Deputy Commissioner (DC) about performance of the EC,
- Senior life members of the Society,
- Head of Civil Defense and Fire Services Department in the district,
- Members of civil society or academia, and
- President and Secretary of district Bar Council.

A standard tool would be used to take opinions/observations of the society about the Executive Committee. The opinions/observations gathered from the above categories of people would help the Chairman to take decision about dissolving the concerned Executive Committee.

9.4 Functions/Role of the BDRCS Members

Although BDRCS has three categories of membership – Life, Annual and Institutional members, there should be more rooms for them, especially for the Life Members, to proactively contribute to the society by playing some kind of advisory roles. Their role should not only be limited to casting votes or submitting his/her candidacy during the election to be held to constitute a new Unit Executive Committee for any portfolio. The Life Members should be considered to be a resource base for the Units and if their potentials are harnessed effectively it would accelerate a wider acceptance of the Red Crescent and Red Cross movement in the community at all tiers and segments of population. The envisioned roles of the Life Members are:

- An informal Advisory Body can be formed with 10 -15 senior life members.
- They will meet in the Unit office in every 3rd months to learn about the ongoing activities and performances from the Unit Secretary and the respective Unit Officer.
- Having learnt about programmatic aspects and the performances of the unit, the body will provide advice for improvement of the unit activities at the request of the EC. However, the EC's decision would be final. The advice of the body will not be a binding on the EC.

- They will serve the society voluntarily being proactively involved in the Unit level activities.
- The senior life members will take the lead in the membership collection drive and in his/her personal capacity help mobilize resources from various local sources.

With the above roles, the life members will have a moral boost to work for the benefit of the society and this will encourage them to be increasingly engaged in Red Cross and Red Crescent movement.

Appendices

APPENDICES

Appendix-A : Organizational Structure (Organogram) BDRCS and Two Unit Level Organogram

Appendix-B : Sanctioned Position for the Organizational Division (Job Description)

Appendix-C : Standard Staff Requisition Form

Appendix-D : Vacancy Advertisement

Appendix-E : Specimen of an Appointment Letter

Appendix-F : Job Descriptions

Appendix-G : Staff Promotion Form

Appendix-H : A sample of Staff Performance Appraisal

Appendix-I : Code of Conduct (CoC)