

HUMAN RESOURCES

Annual Report 2018



Department

Human Resources

Status

Approved

Approved by

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GLOSSARY

FT	Fixed Term
CSA	Contractual Service Agreement
TTU	Technical Training Unit
TA	Talent Acquisition
TD	Talent Development
RA	Regulatory and Legal Affairs
PSEA	Prevention of Sexual Exploitation and Abuse
PMDS	Performance Management and Development Systems
LWOP	Leave without Pay
DLICL	Delta Life Insurance Company Limited
SPSS	Statistical Package for the Social Sciences
STATA	Statistical Data Analysis
ERP	Enterprise Resource Planning
'R'	Programming language in statistics and data science

VISION

A world in which more people can survive and enjoy healthy lives

MISSION

To solve public health problems through innovative scientific research

VALUES

Excellence

We are single-minded in our pursuit of scientific rigour and operational efficiency.

Integrity

We are a responsible and accountable organization, committed to the highest standards of behavior.

Inclusivity

We work collaboratively throughout the organization and with our partners.

WE ARE GRATEFUL TO OUR CORE DONORS FOR THEIR LONG-TERM COMMITMENT TO OUR WORK:



Government of the People's
Republic of Bangladesh

Canada



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INTRODUCTION



The Human Resources Annual Report 2018, describes the main achievements of icddr,b in the field of Human Resources and provides data and statistics on staff.

The work performed by the Human Resources Department (HRD) is critical to ensuring icddr,b's most valuable asset - its staff - are supported in driving key business objectives and continue momentum towards becoming an Organization of excellence. Likewise, HRD is fully involved in all aspects in relation to the development of icddr,b and its workforce, acting as the backbone of strategic objective defined in the Strategic plan under Goal 4. Equally important, HR management is central to the achievement of intended outcomes such as enhanced gender equality and diversity, high ethics, commitment and trust.

HRD faced a challenging year in 2018, with numerous projects ongoing in addition to the demanding day to day operational activities. Supporting the various Divisions across icddr,b, HRD carried out over 1812 recruitment procedures to cope with staffing, additional tasks and increasing workload.

The arrival of the new Department Director was followed by numerous activities to reflect upon expectations, address issues and come up with action plans to further improve service offered, staff satisfaction and engagement.

icddr,b is committed to continue fostering staff's professional development through "Investing in our people" strategy as reflected in the Strategic Plan. In this direction, during 2018, HRD strengthened its partnership with Divisions, improved knowledge within the team, and launched benchmarking with peer organizations, with the ultimate goal of delivering quality services. Moreover, specific focus was provided on HR Process Reengineering and simplification for operational efficiency purpose.

Regarding HR Information System, 2018 saw the launch of the Enterprise Resource Planning project as part of the HR work program. The project, will implement a system landscape using tools to provide a more integrated core for HR processes, interoperable with Finance and other external systems, aims at supporting the implementation of the HR strategy focusing on simplification, automation of HR administrative services, as well as user empowerment.

We will continue to build on our achievements and will face all future challenges head-on with Dedication, Determination and Commitment.

A handwritten signature in black ink, appearing to read "John Clemens".

Dr. John David Clemens
Executive Director

A handwritten signature in black ink, appearing to read "Hugues-M BELLO".

Hugues-M BELLO
Director, Human Resource

1. STAFFING

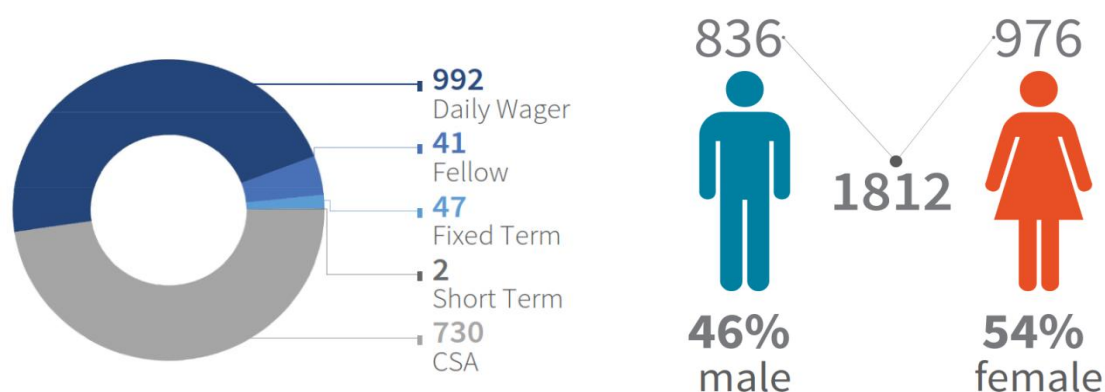
1.1 Recruitments

Recruitment and retention of highly qualified staff is the foundation of all Human Resources work is directly link to Goal 4 of our strategic Plan: **Invest in our People**. The number of staff recruited over the last years has focused on coping with the icddr,b's additional tasks and increasing workload, while balancing and taking into account the required efficiency gains.

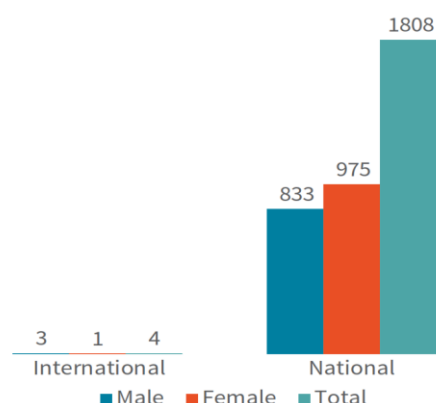
With the aim of ensuring adequate staffing levels, covering substitutions and new additional tasks, HR carried out a total of 263 recruitment procedures. This resulted in 47 Fixed Term, 41 Fellows, 2 Short Term, 730 CSAs and 992 Daily Wagers. In addition to the above, 47 consultants joined in 2018.

Talent Acquisition Team managed 34513 job applications against 263 job vacancies. Altogether there were requirements of 2025 recruitments for 110 positions. The turnaround time - was reduced by 12% compared to last year. The cost per hire was USD 256 which is significantly lower in comparison to the world standard average cost which is USD 500.

Out of the 1812 staffs recruited via E-recruitment system, around 48% were internal candidates. The male/ female ratio was balanced.



Job Family	Male	Female	Grand Total
ADMIN	19	4	23
CLINIC	53	68	121
COMPUT	26	8	34
FINPRO	8	2	10
INTL	3	1	4
LAB	5	4	9
MAINT	5		5
RESTECH	432	448	880
SCIENT	10	12	22
SUPRT	70	12	82
UNCLASS	205	417	622
Grand Total	836	976	1812



Volume of Recruitment in 2018 (As per category of contract, Gender, Job family and Nationality)

The volume of recruitments has made the work very labor intensive. We planned to develop and implement a manpower planning process in order to build reserve list and focus more on quality rather than quantity.

All activities carried out were according to icddr,b values by ensuring as much as possible gender equality in recruitment panel as well as in candidates short listing.

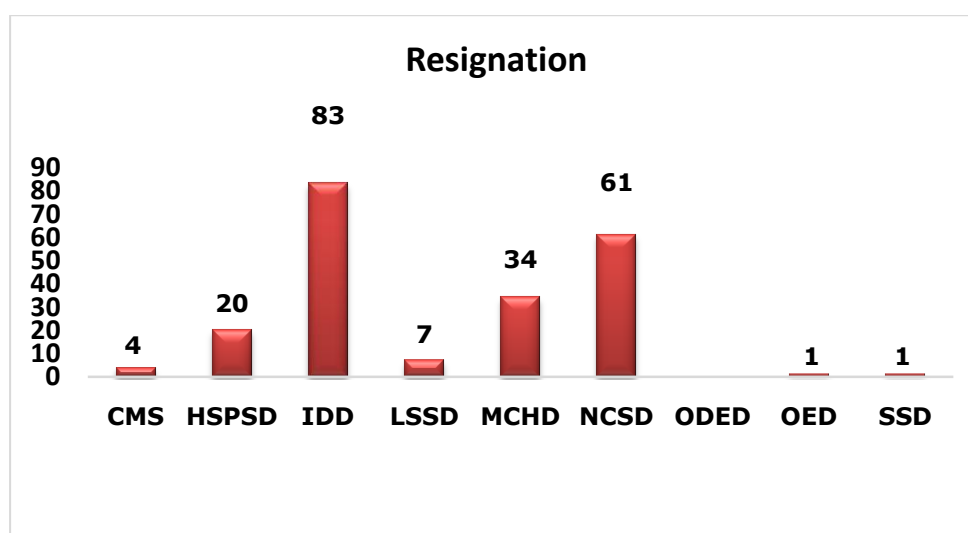
There was a 12% drop in the total number of female hired compared to 2017.

1.2 Departures

1.2.1 Resignation

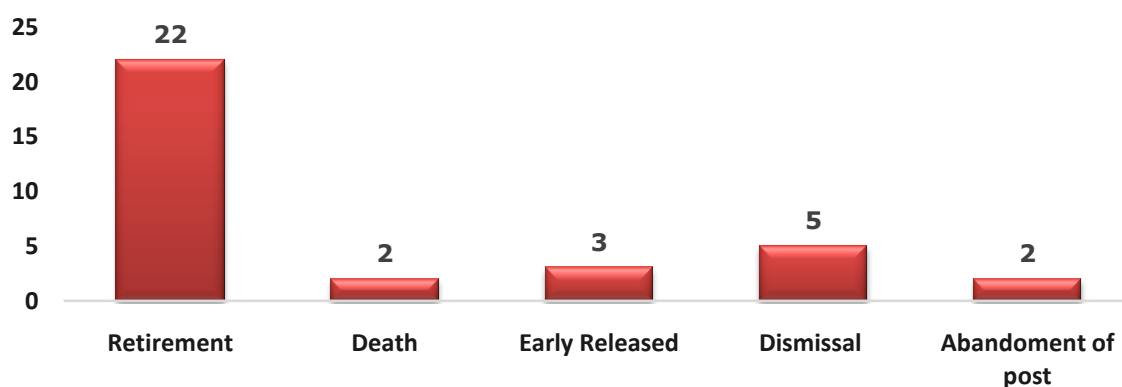
From January to September, 211 staff resigned out of them, 83 staff (39%) from IDD which is the highest among all divisions followed by NCSD with 61 resignations.

Among the total number of 3481 staff, the turnover ratio is only 6%.



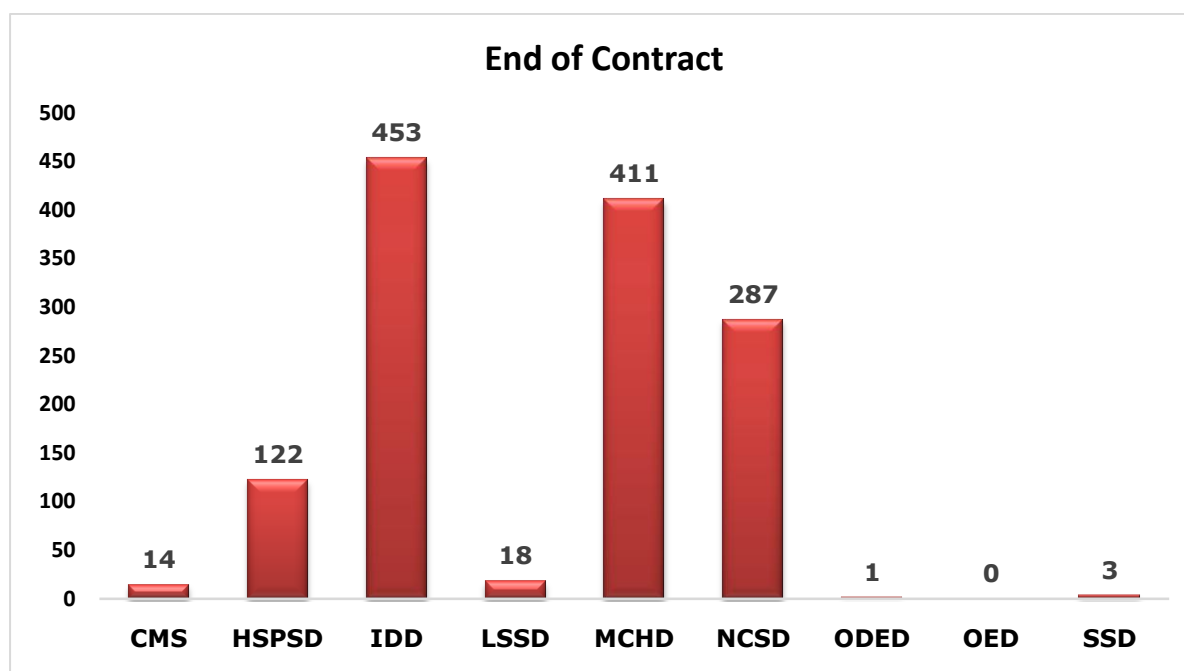
1.2.2 Retirement and other Separations

After a successful career in icddr,b, 22 staff will retired in 2018 (Female 7, Male 15). Sadly 2 staff passed away, 3 staff took early separation and 5 were dismissed as a consequence of disciplinary action.



1.2.3 Contracts Expiration

1309 contracts expired for completion of projects or end of contract.



1.3 Trainees

During the reporting period, in broad terms and in total, 1068 participants (390 males and 678 females) from 14 countries including Bangladesh attended training, field and academic activities organized by Technical Training Unit (TTU). Of them, 968 were nationals (368 males and 600 females) and 100 were internationals (22 males and 78 females).

The participants constitute a wide range of groups including researchers, public health professionals, clinicians, trainers, interns, fellows, medical, public health and allied students from 70 national and international institutes/universities/organizations (public and private).

In terms of technical training, in total, 434 trainees [202 males (47%) and 232 females (53%)] attended 20 different types of technical trainings organized and conducted by TTU. Of the total trainees, 428 (202 males and 232 females) were nationals and 6 (4 males and 2 females) were internationals from Ethiopia and Somalia.

Among the nationals, 197 (45%) trainees were from icddr,b and most importantly among them 183 were young and mid-level scientific staff [123(62%) males and 74(38%) females] sponsored by Sida. This was a notable contribution in staff training on various aspects of doing science including Results-based Management (RBM) and Research Ethics working with Talent Development (TD).

Clearly, this initiative will go a long way in shaping institutional capacity of icddr,b for further upbringing science as well as generating revenues in future, and thus we need to continue such internal collaboration with continued donor support.

In terms of public health academic orientation, there were 512 students [154 Males (30%) and 358 females (70%)] from 8 institutes-7 medical colleges (public and private) and one public health institute (public). Of the total students, 447 (147 males and 300 females) were national and 65(7 males and 58 females) were international from India (47), Nepal (17) and Australia (1).

Program	Total participants	Male	Female	From Institute/ Country	Nat'l	Int'l
Training, field and academic activities	1068	390	678	14 Country	968	100
Technical Training (20 trainings)	434	202	232	02 Country	428	06
Public Health Academic Orientation	512	154	358	08 Institutes	447	65
Student Service	122	33	89	62 Institutes 10 Country	93	29

Volume of Training organized by TTU in 2018

The Student Services provided a significant support for interns/fellows from home and abroad. In total, 122 [males (27%) and 89 females (73%)] interns/fellows attended different kinds of field research activities from 62 institutes/universities (40 national and 22 international). Of them, 93 (23 males and 70 females) were national and 29 (11 males and 18 females) were international from 10 countries-USA, Canada, Sweden, Kenya, Malaysia, UK, India, Japan, Switzerland and Bangladesh.

In addition to regular training, working with both internal and external stakeholders, TTU has contributed to develop capacity of health and family planning work-force to deliver better health care and eventually to strengthen health systems of the Government of Bangladesh (GoB) through following projects:

- 1) Capacity building of health, family planning and social services workers on early identification of children with Disability in Bangladesh in collaboration with faith Bangladesh, with Technical Assistance from Suchona Foundation funded by UNICEF-Bangladesh;
- 2) Enhancing utilization of Health Population and Nutrition (HPN) services using m-Technology in collaboration Program on Universal Health Coverage (UHC) under HSPSD of icddr,b and DGHS funded by DfID and WHO;
- 3) Capacity Building on Implementation Research for MPH Students enrolled in JPGSPH under BRAC University funded by WHO-TDR;
- 4) Capacity building of health and family planning work-force on Post-Partum Family Planning with DGFP in collaboration with Program on Universal Health Coverage (UHC) under HSPSD of icddr,b;
- 5) Blended E-learning on COPD for Physicians in collaboration with DGHS (Line Director-Non-Communicable Disease Control) funded by GoB;
- 6) Learning Needs Assessment of Village Doctors in Bangladesh through a Telephone Survey in collaboration with Central Queensland University, Australia. It is noteworthy that a substantial amount of revenues are being generated through the projects to reduce pressure on core funds.

2. DEVELOPMENT & REWARDS

2.1 Learning

Human Resources provides a variety of learning and development opportunities aimed at building capacity, deliver services aligned with the strategic plan, and overall mission.

During the reporting period, Learning and Development organized 57 training courses in which 1737 participants (915 male, (53%) and 822 female, (47%) from 08 Divisions attended. 6 were organized with the Sida capacity development support fund where 154 young 91 male and 63 female and mid-level scientific and research staff participated. MS Office, English Language Course, Gender and Diversity Awareness, International Accounting Standards, Performance Management and Development System (PMDS), Prevention of Sexual Exploitation and Abuse, SPSS, STATA, PRINCE2, Management Excellence, Conflict Resolution, Bio-Safety, "R" Program and New Staff Orientation were the programs carried out in partnership with local subject matter experts.

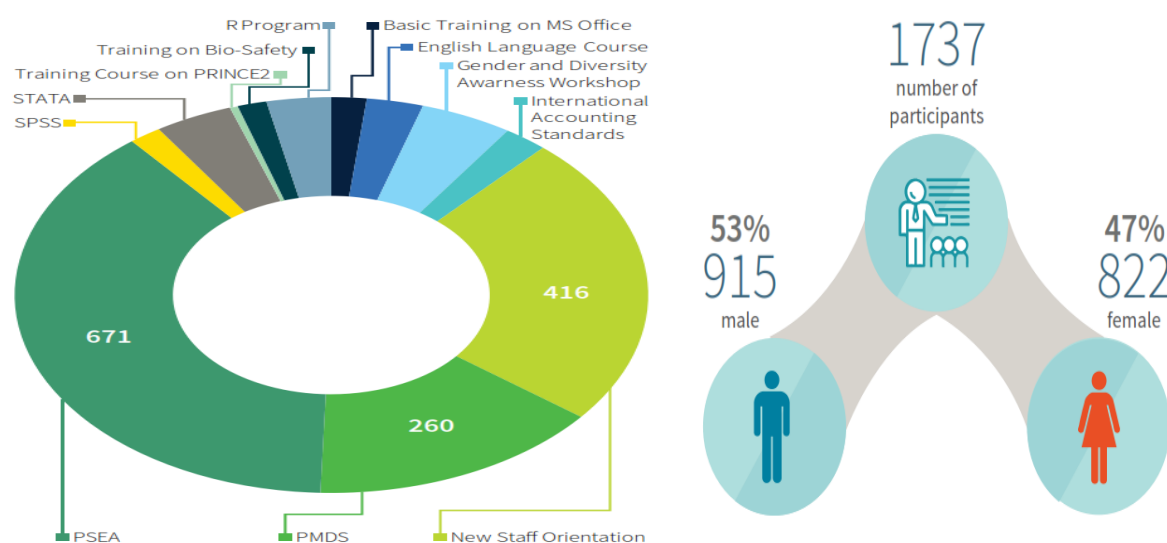
E-learning is a challenge as far as HR activities are concerned and will be one of our priorities in for the next Strategic Plan.

2018 also show a shift in HR service offering. For the first time attention and priority was given to field offices. Quarterly HR operations review were carried out in Matlab which includes 15 training courses delivered to 701 staff, (42%) male and 58% female.

Accompanying the above, and as a responsible and accountable organization, icddr,b is committed to the highest standards of behaviors, Human Resources in collaboration with Regulatory and Legal Affairs (RA) developed and implemented a course on "Prevention of Sexual Harassment and Abuse" to raise awareness and strengthen icddr,b's Code of Conduct. To date, 13 courses were conducted in different areas, 4 in Rohingya camps for 672 staff (42%) male and (58%) female.

In addition, 15 more PSEA Training courses are planned for December 2018. 06 courses will be conducted at Mirzapur, 03 at Baliakandi.

Learning and development budget has seen a big cut in 2018. Human Resources is constantly looking for cost effective solutions and ensuring high Return on Investment related to learning deployed but Investing in our people as stated in goal 4 will require some funding commitment.



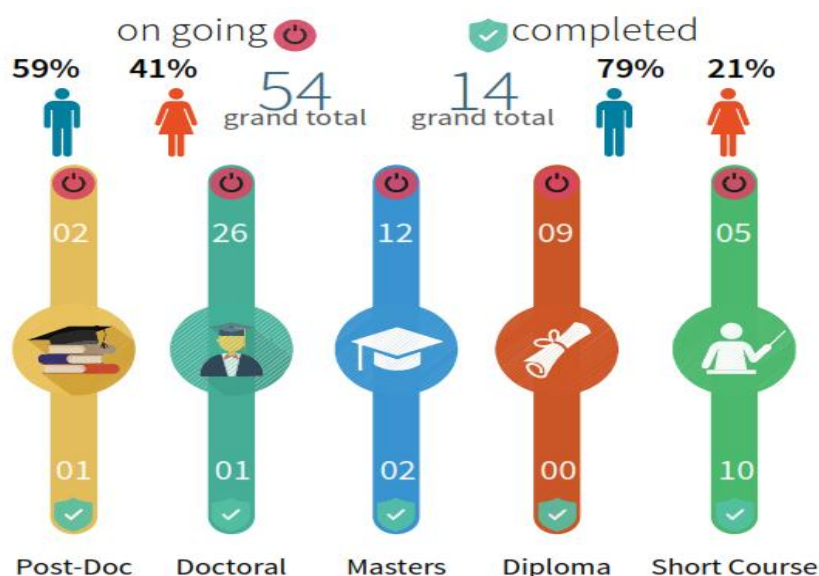
Volume of Training in 2018

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2.2 Development

Knowledge enhancement is part of icddr,b commitment to its staff. To date, 2 staff members have enrolled in Post-doc, 26 in PhD, 12 in Masters, 9 in different Diploma courses while 4 in short courses.

At the reporting period, 1 staff member completed Post-doc, 1 completed PhD, 2 Masters and 10 some short term courses.



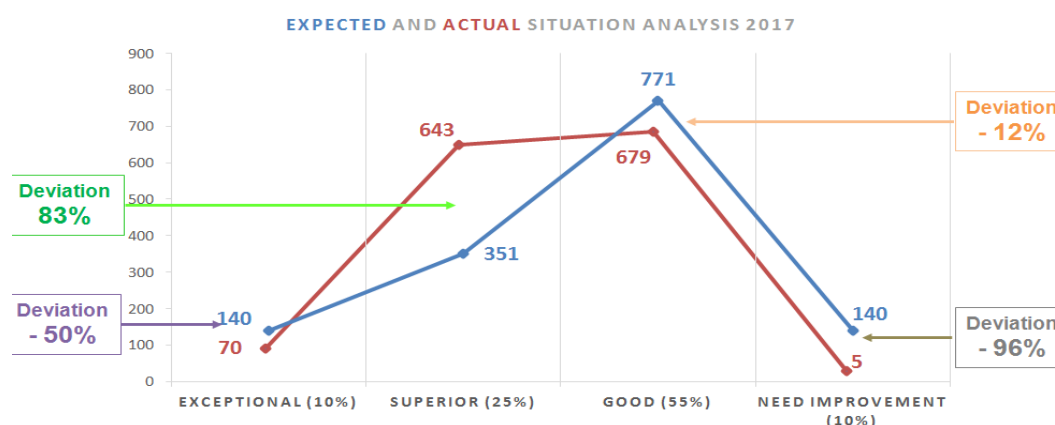
Statistics on Higher Studies

2.3 Appraisal

99.18% staff members have been completed Performance Appraisals and submitted to HR in 2017.

The percentage of staff members' performance rating distribution can be seen in the graph.

- 71 staff members are rated as exceptional (50 Male + 21 Female) performer
- 643 staff members (46%) are evaluated as Superior (437 Male +206 Female) performer
- 414 Male + 265 Female as Good performer
- 5 (4 Male + 1 Female) as Need Improvement



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2.4 Promotions Through Competitive Process

Promotion is a process by which a staff member following a competitive process is offered a position and a grade which is higher than his/her current position. 131 staff was appointed in 11 different grades.

Job families	Male	Female	Total
Admin	4	2	6
Clinic	0	5	5
Comput	5	0	5
Finpro	1	0	1
Intl	1	0	1
Lab	4	1	5
Maint	2	0	2
Restech	67	17	84
Scient	8	3	11
Suprt	3	0	3
Unclass	1	7	8
Grand total	96	25	131

2.5 Scientific Ranking

The Scientific Ranking/International Promotion is a process of promoting the qualified and competent scientific staff/scientists to ensure that the icddr,b continues to develop its research capacity. Competence in the different criteria is evaluated and a distinction is made with regards to measure the quantity as well as quality of achievements. Innovation and alignment with icddr,b strategic priorities are highlighted, and the potential impact of scientific achievements for health and medical care is expressed

Fixed Term scientific staff and recently included Contractual Service agreement holders with more than 1 year's service may apply for promotion through the Scientific Ranking process.

In the year 2018, a total of 47 applicants applied for scientific promotion within National Grades, among them 32 applicants were male and 15 were female. Out of which 36 applicants were promoted to different pay levels. For international promotion, all 3 applications were received from male applicants out of which 1 applicant has been successful and promoted to international professional level P3.

Outcome of Scientific Ranking Process							
Category of Staff	Total applications	Male	Female	Approved	Title Changed without grade change	Grade Change	Rejected
National staff	47	32	15	36 (F-9, M- 27)	11	25	11
International staff	3	3	0	1	0	1	2

2.6 Emeritus Scientist

The Emeritus Scientist Policy is designed to allow the most productive scientists to continue working after retirement to enrich the research activities of icddr,b. This policy is applicable to both National and International Scientists.

To be awarded Emeritus Scientist status is intended as a special honour for employees who have served with great distinction, and under Fixed Term Contract at icddr,b, must have:

- Retired or be in the process of retiring from full time service to icddr,b;
- Established an excellent scientific reputation both nationally and internationally;
- Managed research projects with at least 100% independent restricted funds averaged in the 3 years prior to retirement, however for international scientist 60% independent restricted funds may be considered;
- Has funded projects to cover at least 100% salary for national and 60% for international for the first two years.

The Emeritus Scientist (International) policy was implemented in June 2014. Since then, being a new contract type, Emeritus Scientist contract was operated manually which could not be incorporated in the ERP system. After a detailed analysis this contract type has been incorporated in the ERP system in 2017, which has become another milestone in the field of organizational development.

At present, icddr,b has 8 Emeritus Scientists (7 male,1 Female).

2.7 Adjunct scientist

icddr,b offers Adjunct Scientist appoint to internationally recognized external scientists who have active roles in Educational and Research Institutions and have some collaborations with icddr,b research projects. This appointment is approved by the Board of Trustees with a 3 year contract at a time which is renewable based on recommendations by icddr,b management. icddr,b Adjunct Scientist is a honorary post with no pay.

2.8 Contract Conversion (CSA to Fixed Term)

There were 59 conversions from CSA to Fixed Term which indicates mobility towards a positive growth of the project.



59

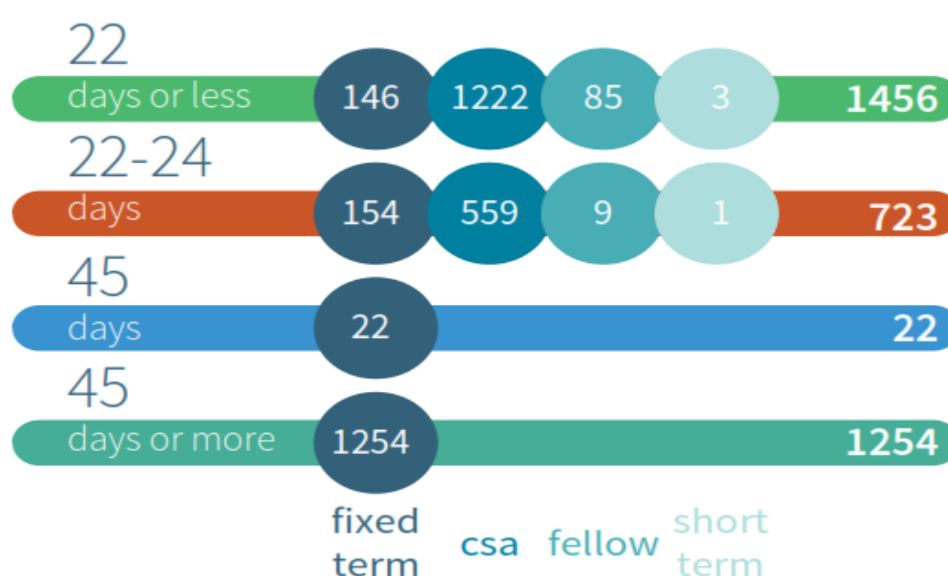
2.9 Retirement Planning Preparedness

Developing and raising awareness about retirement is considered as important in staffs' life. As a result, Human Resources designed and offered a program to staff who will reach 61 within a year. The program launched on 11th October 2018 which was attended by 21 staff (03 female and 18 male).

3. HEALTH AND WELL BEING

3.1 Annual Leave

As of September 2018, a total of 1254 Fixed Term staff has a balance of 45 days of Annual leave or more.



3.2 Flexible Work Hours

As per the policy, staff could request Flexible Work Arrangements or Reduced Work week which mean that their work hours are reduced to less than the standard work week requirements along with commensurate reduction in the benefits and compensation reduced working week will be no less than 24 hours per week. The hours worked must be worked in a designated work location (in icddr,b premises) and not remotely or from home. To date 7 staff (3 female and 4 male) have opted for this solution.

3.3 Leave Without Pay (LWOP)

Total 48 staff opted Leave without Pay as of reporting period whereas female number is 39 and male is 9.

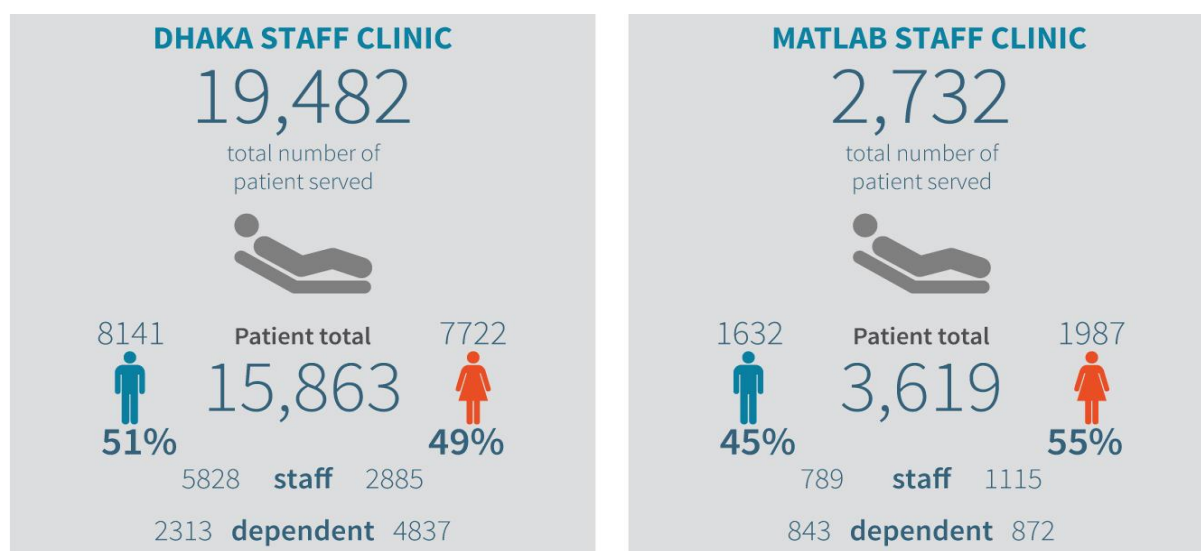
Gender	No. of staff
Female	39
Male	9
Total	48

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3.4 Staff Clinic – Dhaka & Matlab

icddr,b staff clinic provides health care services, both preventive and curative, to all national fixed term staff and their entitled dependants.

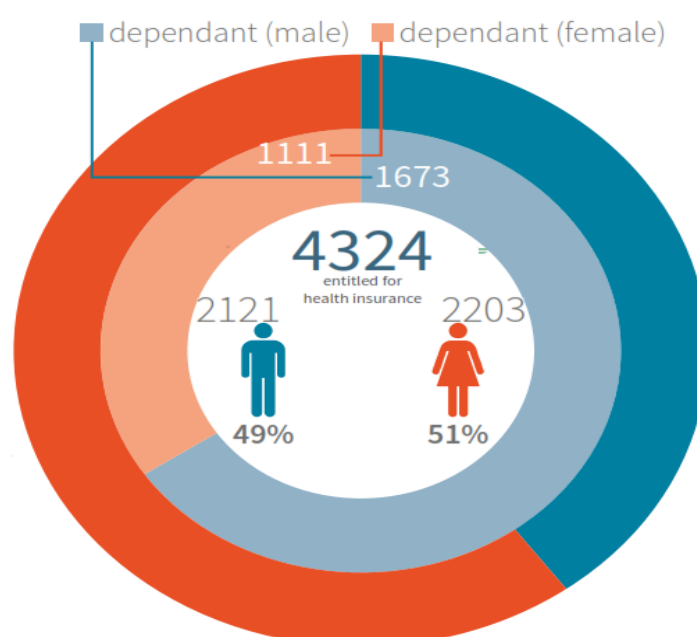
In 2018, Dhaka and Matlab Staff Clinic served 19,482 patients where male-female ratio is same. Dhaka staff clinic served 15,863 and Matlab staff clinic served 3,619.



4. BENEFITS

4.1 Health Insurance

With the aim of enhancing medical benefits offered to staff, Delta Life Insurance Company Limited has been awarded the contract as staff insurance provider. DLICL started their service in **May 1, 2018**.



Challenges:

We are facing some challenges related to this new service. One has to do with claims settlement and others relating to the functioning of the Insurance scheme. Efforts are being made to resolve these issues as soon as possible.

5. COMPLAINTS AND LEGAL PROCEDURES

5.1 Show Cause

Show cause as per our staff regulations is a process in which an individual or a group of people is asked to explain or to "show cause" in writing why a disciplinary action should not be taken against him in some misconduct, poor performance and/or wrongdoing cases.

In 2018, in total seven (7) show cause letter have been issued so far; whereupon, five (5) show cause letters were against male and two (2) show cause letters were against female. Among those seven (7) employees, against whom show cause letters have been issues, one (1) employee resigned and another employee did not reply; as such that position was being abolished.

5.2 Appeals

An appeal is the process where parties request a formal review to the official decision. It looks into whether there is any need to correct the error in the proceeding of fact or law as to its interpretation or clarification.

It is critical for icddr,b to deal with complaints and appeal procedures timely and fairly. Three (3) staff were found guilty of misconduct and dismissed from service. All three (3) employees submitted their appeals against their dismissal to the Executive Director. One (1) appeal has been concluded upholding the dismissal decision and two (2) appeals are still on the process.

6. GENDER AND DIVERSITY

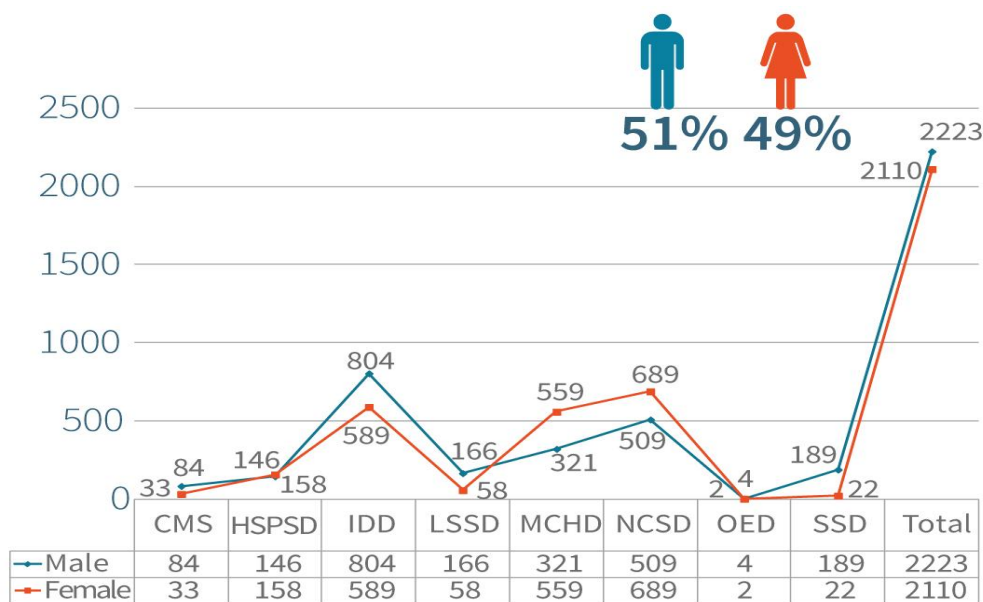
6.1 Gender & Diversity

Our commitment to a culture of diversity and inclusion as stated in our values cover gender, sexual orientation, ethnicity and disability.

Our Diversity & Inclusion Statement adopted during the June 2018 BoT meeting is published and reaffirm our positioning as an inclusive employer. Achieving greater diversity isn't easy.

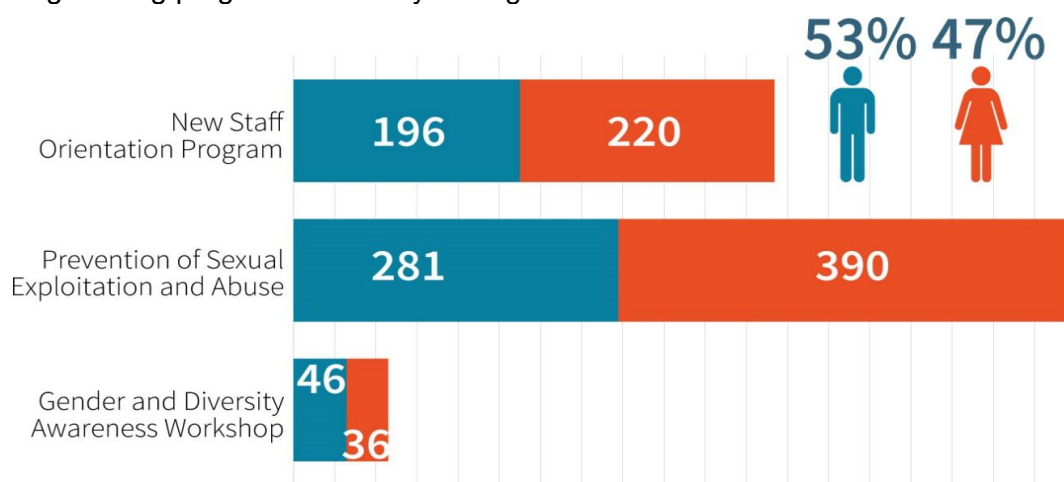
We believe ongoing improvements to sourcing and hiring processes will bring some of this progress and we will not subscribe to any excuse.

Gender, Diversity and inclusion is an organization and people issue. By promoting an inclusive environment we will support diverse thinking so our talented people will achieve their potential.



Gender and Diversity Statistics

Following training programs are this year' significant initiatives:



A total of 1169 employees participated in 32 batches of awareness training programs/sessions where 55% were female and 45% were male.

6.2 Inclusion

Over the past year, we committed to creating an inclusive culture where all staff feels they are valued, recognized, and able to succeed. Often, organizations focus more energy and attention on staff they don't have, as opposed to those they do.

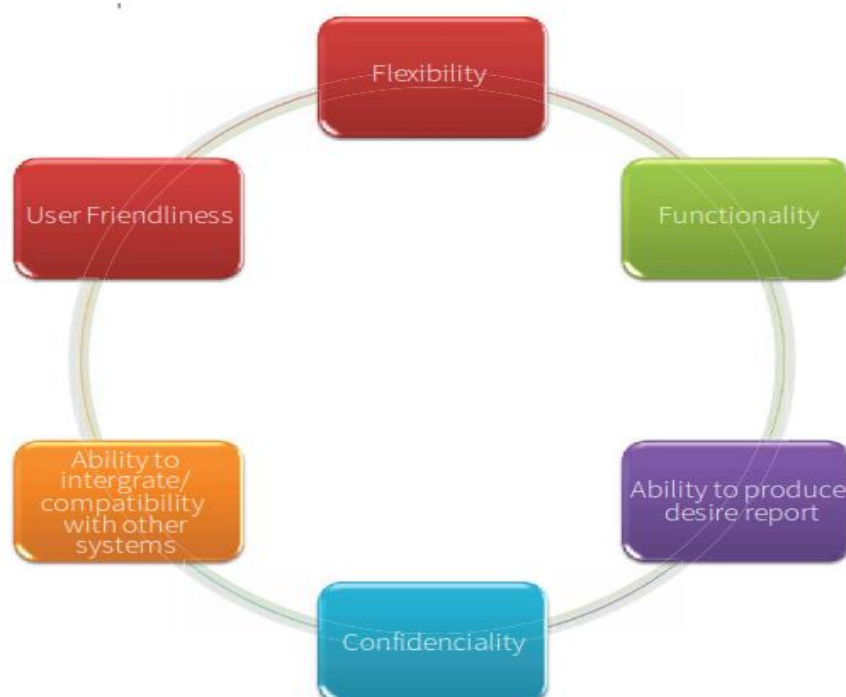
In Human resources, we believe that we should do both and we are developing and setting aggressive recruiting goals. While we deploy all these initiatives to cultivate an inclusive environment, we will also leverage data to measure whether these tactics are successful.

In assessing retention, we found that though our demographic metrics have significant room for improvement, low representation doesn't lead to increased attrition: The people we hire, stay.

7. ENTERPRISE RESOURCE PLANNING

HR Information Systems at icddr,b is well advanced including the e-recruitment tool. Some systems are already in place, however in order to allow a smooth functioning and to close the HR cycle the systems should be enhanced with certain features and integrated among each other.

Our long term objective is to have systems that encompass:



In February 2018, the Enterprise Resource Planning (ERP) project was launched as part of the Strategic Plan 2019-2021. The project will implement a system landscape using state-of-the-art tools providing a more integrated core for HR processes, interoperable with Finance information systems and other external systems such as those of the insurance company.

At the same time, it will support the implementation of the HR strategy focusing on talent management and modernization and automation of HR administrative services, as well as user empowerment (for example employee self-service). Having a benefits-first approach, the project started on the areas of the HR function which are prone to more arduous work, and where automation and user empowerment would alleviate most the workload of the HR Department.

This year fundamentally laid the foundation for the work and result in the coming years will significantly improve the HR work.

The ERP project will also set the basis to automate and prepare the HR and Finance Departments to share a single activity-based budgeting workflow within the same tool. Future workforce plan, prepared by HRD will be based on task allocations, which is a key element to the budget cycle including definition, monitoring and execution.

To make our Vision and Mission a reality, Human Resources must play the critical role of "enabler" supporting icddr,b's Strategic Plan. This implies maximizing the value provided by HR.

Feedback obtained from across icddr,b indicates that HR need to be trusted and deliver services as per Staff Rules and Regulations and clients expectations.

We still need to shift from administrative processing to being a trusted strategic partner to management and staff, from sanctioning to enabling and from control to support.

As HR, we work not only for people but also with people. Therefore, we need and want you to help us deliver by giving us the opportunity to serve and show you what we are capable of.

We would like to take this opportunity to convey our gratitude to Dr. John Clemens, Executive Director for his Leadership, Mr. Syed Monjurul Islam, Deputy Executive Director for his support and commitment to Human Resources.

We would also like to thank the Senior Leadership Team, Ms. Loretta Saldanha and other Staff without whom very little would have been possible.