

HUMAN RESOURCE MANAGEMENT MANUAL OF Jatiya Tarun Sangha (JTS)

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Updated:, 2012

Preamble

JTS established in 1966, is a non-political, non-profit, non-communal community based national organization. It is committed to improve the quality of life of the mass people in Bangladesh through utilizing voluntary zeal and potentiality of youths. JTS believes that volunteerism is the main source of power and inspiration, and youth is the ultimate and perennial force for nation building activities. Over the year, JTS has grown significantly – both in terms of its program and geographical coverage. JTS is now implementing diversified program and projects that include Primary and reproductive Health, Education, Livelihood and income generating and micro-finance.

JTS is also registered with NGO Affairs Bureau under Foreign Donation and Voluntary Ordinance of 1978. JTS is also member of World Assembly of Youth (WAY), member of UN Department of Public Information and International Organization of Good Templar (IOGT).

Presently, it is implementing about 4 projects of national and international donor's different donors. In addition, it runs program from using own generated fund. It has nearly 300 staffs of different file and rank. Therefore, human resource management is an important function within JTS management. To this end, JTS has updated its HRM manual incorporating its service rules and recruitment policy through a participatory process involving all stakeholders of the organization.

This manual has **been approved** by Executive Committee of JTS and will be effective from _____.

This Human Resource Management manual is developed with technical assistance from SSFP - Bangladesh and supported by USAID. The views expressed in this manual are exclusively of JTS's own. On behalf of SSFP, Capacity Building Service Group (CBSG) facilitated the whole process with active participation of staff and Executive Committee members of JTS.

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Annex-1: Organogram of JTS

(add as per JTS need)

SECTION A: GENERAL CONDITIONS

1. General Employment Conditions

JTS's mission is to improve the quality of life, promote community welfare and create improved environment for the masses with an emphasis on the development of community specially, the youth through training, advocacy, projects, cleaning and educational institutions.

JTS has legal affiliation of Department of Social Services and NGO Affairs Bureau of Besides; it is also associated with the Department of Family Welfare, the Department of Youth Development and the Department of Narcotic Control of the government of Bangladesh.

JTS upholds its values in its actions. It ensures honesty and sincerity in all interactions, respect all with whom we work and interact with dignity and consideration, keep promises, rely on each other, pursuit and achievement of exceptional quality, inspire the integration of ethical with religious, venter and socioeconomic status.

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

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

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

Maintain neutrality and the non-political approach: requiring its staff members to be objective and unbiased in dealing with people, situation and decisions.

To be cost conscious: recognizing that resources are finite and the best use of them has to be made.

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

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

General commitments towards employment

JTS promotes and believe in:

Safe work environment

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

Equal Opportunities

JTS will provide equal opportunities for women employees with the same qualifications and experience. Women staff members will represent at least 30% at the program management level. At service points number of women workers will be in keeping with the requirements of nature of services and socials setting. Besides, JTS and its concerned official will adhere gender policy (when it is applicable).

Differently able

JTS is aware and conscious of its moral responsibility for maintaining a policy of unhindered participation and equalization of opportunities of individuals with disabilities. It maintains a climate of non-discrimination against people with disabilities; and supports national /international advocacy for people with disabilities.

Child Protection Policy

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

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

- be aware of situations which may present risks and manage these;
- plan and organize the work and workplace so as to minimize risks;
- as far as possible, be visible in working with children'
- ensure that a culture of openness exists to enable any issues or concerns to be raised and discussed; and

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

HIV & AIDS policy

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

JTS is committed to create awareness on HIV & AIDS epidemic, remove stigma surrounding HIV & AIDS for those infected, and equip its staff with counseling skills and provide care for people living with HIV & AIDS.

Anti Trafficking

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

Purpose of the Manual

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

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

Process of updating

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

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

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

Each employee of JTS must receive a copy of this HRM manual and read it carefully. An acknowledgement receipt is presented in the Annex-1

Definition of terms

- Allowance is generally used as fringe benefit in this manual
- 'EC' means Executive Committee of the Organisation.
- 'HRM' means Human Resource Management.
- 'CHAIRMAN ' means the Chairman of the Executive Committee.
- 'ORGANISATION ' means JTS.
- 'COMPETENT AUTHORITY ' in relation to the exercise of power or performance of any function means the Board, the Chairman, the Executive Director/Chief Executive or any other person duly authorized to perform such duty.
- 'DEPARTMENT/SECTION' means any department/section of the organisation specified by the Competent Authority.
- 'EXECUTIVE DIRECTOR (E.D)' means Chief Executive Officer or Head of the management of the organisation by whatever name he/she is designated.
- 'EMPLOYEE' means an officer or a staff in any grade of the organisation whether temporary, permanent or on contract or on probation.
- Provident Fund – “PF” is a scheme subscribed by the employees of JTS and governed by a board of trustees
- Gratuity Fund – is a scheme managed by a trustee board of JTS
- 'STAFF' means an employee of the organisation other than an officer.
- 'PROBATION' means a specified period for which a person is appointed before confirmation.
- 'SERVICE' means carrying out duties/responsibilities assigned to the employee/staff efficiently at consideration (salary) decided against services with the organisation.
- 'EMPLOYER' means JTS.
- 'MONTH' means a calendar month of Christian era.
- 'GRADE' means hierarchical stages incorporated in the organisation.

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

Organogram

The Organogram indicates the management and personnel structure of JTS. It shows the vertical and horizontal relationship among the staff. The Organogram is set out as Annex-1, which will be reviewed and revised from time to time with the changing requirements of the organisation.

Reserve Clause

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

Effectiveness

Upon being duly approved by the Executive Committee, these new rules come into operation from 1st July 2012.

SECTION B: PERSONNEL PROCEDURE AND POLICY

2. Classification of Employees

Employees are classified according to their contractual status. JTS has the following categories of staff:

- A. Permanent staff/Core Staff
- B. Project staff
- C. Temporary Staff:
- D. Part-time staff
- E. Contractual Staff
- F. Volunteer

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

Project staff: Project staff members are those who are employed against project vacancies and the duration of their employment depends on the duration of the project. They are the full time employees. However, JTS management strives to retain competent project staff provided there is a provision in other projects in JTS.

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

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

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

Volunteer: Besides, JTS may wish to engage Volunteers in the organization under specific terms and conditions. Volunteers are individuals who work at development organizations out of their own choice or have been deputed at NGO by other organizations. They are assigned tasks from time to time as deemed necessary by an NGO. In case of JTS, if deemed necessary to engage a volunteer, it will have a limited contract with the volunteers and will not provide any compensation except under special conditions. They will not be considered as any form of employee in the organization.

Category/Grading of Employee

JTS has 3 categories of staff. They are classified in 10 grades. The matrix below depicts different categories of staff corresponding to their existing designation.

Grading of Staff (sample)

Grade	Designation
I	Executive Director/Chief Executive
II	Directors (Like Program, Finance and Administration, Planning & Research, etc)
III	Coordinator/Head (Unit/Section/Institute)
IV	Program Managers, (Manager- Finance and Administration, Public Relation, Training, Planning & Research, etc), Sr. Medical Officer, Sr. MIS Officer
V	Officers (Like Program, Medical, HR, Monitoring, MIS, Accounts, Finance and Administration, Public Relation, Training, Planning & Research, etc) Sr. Field Managers
VI	Field Coordinators/Field Managers Sr. Admin Assistant Assistant Officers (Like MIS, Accounts, Public Relation, Training, Planning & Research, etc)
VII	Sr. Admin Assistant/ Sr. Cashier Service Provider (Sr. Paramedics, Medical Assistant, Lab. Technician, etc) Sr. Counselor Field Supervisor/Service Promoter-II Computer Operator - II
VIII	Admin Assistant/Cashier Service Provider (Paramedics, Medical Assistant, Lab. Technician, etc)

Grade	Designation
	Counselor Field Supervisor/Service Promoter-I Computer Operator
IX	Clinic Aide Driver
X	Office Guard Office Cleaner Messenger/Peon

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

Recruitment

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

Job Description

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

Performance review and increment

Performance of each employee will be reviewed annually. JTS will follow annual increment based on performance appraisal of staff. The maximum limit of annual increment would be 10% raise on Basic salary. The immediate supervisor upon adequate discussion with the appraisee will initially conduct the performance appraisal. The appraisee will prepare the performance data and basic information in congruence to the respective job description and program/activity plan. This would ensure participation of the employees in the appraisal process and would bring an amount of objectivity in the subjective process. This also would allow the appraisee to assess him/her performance in the overall organizational context. Apart

from this, the appraisee would respect the outcome of the appraisal and at the same time, the appraiser would also be realistic and sensitive in decision-making. Nevertheless, the appraiser would be able to compare the performance between the employees of similar level.

A reviewer nominated by the competent authority, which usually is the supervisor of the appraiser, will again review each and every appraisal. This would serve as a check point to avoid any bias in the process. The outcome of the performance appraisal will be linked to the staff development and reward system of JTS. A standard performance management system is presented in the [annex-2](#)

Promotion

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

- a. Promotion cannot be claimed as a matter of right. It must be based on merit, performance, qualification, ability, as well as availability of a suitable vacant position.
- b. If a position becomes vacant or a new position is created, JTS employees may apply for reassignment and/or promotion. They will automatically be short listed for interview.
- c. No employee shall be eligible for promotion unless s/he completes two years of service in the existing post. However, management may recognize exceptional performances of an employee in extra ordinary circumstances, for promotion before completion of two years.
- d. All reassignments must be done in consultation with the immediate superior and/or competent authority and approved by the competent authority.

Transfer

Any employee may at any time be transferred from one section/project to another or from one location to another location depending on the requirement of JTS. In such case, advance notice will be served to the concerned staff giving minimum 30 days time for his/her preparation. However, in case of emergency, respective division head may take decision of shorter notice with the approval of ED.

SECTION C: RECRUITMENT POLICY

3. Recruitment

General Principles

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

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

Approval for Recruitment

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

Source of Recruitment

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

Internal source

- Job rotation/transfer
- Job enrichment/promotion
- Existing employee referral

External Source (new entry)

- Advertisement in daily newspapers
- Advertisement on different job sites
- Head hunting candidates through placed advertisement on notice board of different/similar organizations.
- Internal (JTS) Staff can also apply

Developing the vacancy Announcement/Advertisement

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

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

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

The candidates should be given at least 2 weeks time to respond to the advertisement. However, for urgent recruitment, shorter notice can be given as an exceptional circumstance with approval from ED. The ED/EC will approve the advertisement before publication.

Announcement of Vacancies

For Positions requiring Professional Background, announcements will be made in a national daily and/or in the website of JTS. Such announcements can also be made available on bulletin boards of some relevant national and international development or other organizations in Dhaka. The advertisement should be made, preferably on weekly holidays or on those days when the newspapers have a special feature on Employment Advertisements. Junior positions may be advertised internally. The HR division or Administrative section will perform the responsibility of publishing the advertisement wherever necessary. (A sample vacancy announcement is presented in the [Annex-3](#)).

Pre-selection/ Screening/Short Listing

The Management will formulate criteria for screening/short listing of candidates if too many of them meet the minimum requirements as advertised. A selection Committee will pre-select the candidates for a written test. Candidates no more than three times the number of posts will be pre-selected. However, for professional category staff (grade I to VIII) at least 3 candidates should be short-listed for a single position. The Committee will agree on the criteria after the applications are sorted out. Some screening/short listing criteria may be:

- Academic Achievements;
- Relevance of experience to the position advertised;

- Present organization and position of the applicant;
- Potential to take additional responsibility;
- Social and cultural background;
- Salary expectations.

Issuance of Interview/written test card

The short listed candidates will be communicated in writing or through any other suitable means of communication about the date, place and time of written test and/or interview. The written test/interview date will be fixed at least after 7 days of delivery of interview card to ensure that everybody receives the card and can take minimum preparation. In case of urgency in recruitment, JTS can also invite candidates through e-mail followed by telephonic message or call.

Interview Process

The selection process may include both written and viva. Besides, incumbent's any relevant skill e.g. computing capacity test may be arranged.

Written test

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

Viva voce and Final Selection

Candidate will be chosen for interview/viva voce based upon the result of written tests. An evaluation sheet will be prepared mentioning the name, educational qualification, experience. Written test result will also be considered for selection. On the basis of the educational qualification, experience, written test result/professional skill and viva result, the recruitment committee will nominate /select the appropriate candidates for recruitment.

Composition of recruitment committee

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

A nominated person by EC and Executive Director

Project in-charge/Project Manager/Coordinator

Finance Head

External Person (if necessary)

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

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

Inviting Interview

The management will prepare interview schedule and the candidates will be informed through letters/telephone or any other electronic means where applicable.

Interview result

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

Selection for Recruitment

The Recruitment committee/Interview Board will prepare list of 3 to 5 alternative candidates (panel) for each position so that detailed queries can be made about their background, previous experiences and performance. Negotiations may be made with them. Final recruitment will be done from the list of alternative candidates.

Negotiation

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

Contacting Referees for Background investigation

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

Initial determination of salary

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

Issuing Offer letter

After finalization of salary negotiation, organization will issue an Offer Letter to the selected candidate as a conclusive evidence of his/her recruitment. In the Offer letter the date of expected joining and agreed salary information will be mentioned and advising the concerned person to process his/her resignation with present employer. (A sample offer letter is presented in the [Annex-4](#))

Appointment

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

Candidates for appointment should be subject to medical examination/test. A medical doctor nominated by JTS or any Bangladesh Medical and Dental Council (BMDC) registered Medical Officer or any other doctor of the office of the civil surgeon may conduct the test particularly in respect of

- A. The physical fitness of the person and
- B. If the person has any contagious disease.
- C. The cost for medical examinations tests will be borne by the incumbent.

The ED or the competent authority will issue the appointment letter after being satisfied with JTS requirements. JTS may also give a deadline of 1 week to the selected candidates/s to accept or reject the terms of appointment.

Joining procedure

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

Induction

Every new incumbent will, during the first six months, under go systematic induction orientation to enable her/him to adapt to JTS norms and environment. However, the newly employed incumbent should be put in her/his designated job as soon as possible. The incumbent will be provided with an induction kit containing the following:

- NGO context in Bangladesh and position of JTS and its background
- JTS mission, objectives and its constituencies
- Main programs and development partners of JTS Organizational policies, values and culture
- Gender policy and practices in JTS
- Strategic plan of JTS
- Orientation on incumbent's job description

Probationary/Immersion Period

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

Confirmation of Appointment

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

Placement

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

Provision of necessary tools and equipment

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

Verification of Educational and Experience Certificates

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

Documents required for appointment:

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

- Resume/bio-data with photograph
- Educational certificates
- Character certificate
- Experience certificates
- Name of referees with full address and contact number Clearance from previous employer (if required)
- For JTS staff a recommendation from the Project Manager.

Personal files

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

- Curriculum vitae of the employee
- Offer letter
- Appointment and joining letter
- Release / clearance letter from the previous employer
- Extension of probation period, if any
- Confirmation, promotion or transfer
- Annual performance review report(s)
- Letter of salary revision or COLA
- Suspension order, if any
- Letter of advice/Letter of warning
- Show cause/Explanation
- Notice of enquiry
- Termination, discharge, dismissal or redundancy
- Other private matters
- Acceptance of resignation
- Summary Leave records
- Nominee declaration

- Relationship declaration
- Confidentiality declaration
- Copy of National Identity Card

SECTION D: EMPLOYEE SALARY, OTHER SERVICE BENEFITS AND RESPONSIBILITIES

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

4. Fixation of Salary

During the probation period, every employee will receive consolidated salary as negotiated. After confirmation of service, every employee shall be paid salary in accordance with the Grades, and as per the salary and allowances package:

Consolidated salary includes basic pay and other fringe benefits (See Annex-5). JTS may review the salary structure from time to time.

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

Benefits and Compensation

Provident Fund

JTS has a provision of staff provident fund. An employee can be a member of such fund. Each member employee will contribute 5% of his/her basic salary and JTS will contribute Equal or 5% to the staff provident account. A board of trustees will govern this fund.

Payment of provident fund to an employee is subject to the organizational decision even during separation. The recipient must have a good professional track record to be certified by the Chief Executive and other senior management staff. JTS may form a committee for such purpose for evaluation. This clause will be effective subject to the availability of organizational fund.

Gratuity

All Permanent employees (core staff) who have completed at least 1 year of continuous service will be entitled to gratuity from the day of appointment. The employer will pay gratuity to all permanent staff members in case of resignation, termination, and discharge for each year of continuous service. Gratuity will accumulate at the rate of 1 month basic pay per year for each completed year of service. Gratuity will be deposited at the end of each calendar year to an account entitled "Gratuity Fund of JTS". A board of trustees will govern the fund.

Payment of gratuity to an employee is subject to the organizational decision even during separation. The recipients must have a good professional track record to be certified by the Chief Executive and other senior management staff. JTS may form a committee for such purpose for evaluation. This clause will be effective subject to the availability of organizational fund.

Festival Benefits/Allowances

All JTS staffs are entitled to Yearly Festival Bonus equivalent to 2 month's gross salary, which may be disbursed 15-20 days before the festival.

Annual Increment

This is performance increment and linked with annual performance appraisal outcome of the respective employee. Usually the upper limit of such increment is 15 %

Cost of Living Adjustments

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

Cost of living adjustments are normally implemented in January every year based on inflation rate or consumer association survey report. In unusual instances, at the recommendation of any particular donor, a cost of living increase option may be evaluated. In either instance, EC's approval for a cost of living increase is usually required. Usually the upper limit of such adjustment is 10 %

Uniforms

Staff members such as Doctor, paramedics, nurses, drivers, cleaners, guards, cooks, ayas, peons, bearers etc. will receive uniform. This clause will be effective subject to the availability of organizational fund.

Income Tax

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

Travels on Official Business

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

Travel

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

All travel must be directly related to official activities.

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

Perdiem payments shall include lodging, meals and certain incidental expenses.

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

Receipts must support local transportation and other expenses.

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

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

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

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

Travel advance

An employee may be given a travel advance once approval has been received. This amount shall not exceed 80% of the total estimated cost. Travel advance must be cleared / adjusted within 7 working days after completion of the travel or training.

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

All advances must be recorded in the advance register.

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

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

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

Per-diem

A per diem is a uniform allowance for each day of stay at a place of official visit away from permanent station of duty, which is intended to cover the extra daily expenditure (meal, lodging and incidentals) incurred by an employee in consequence of such absence.

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

Per-diem Rate

Grade	Breakfast	Lunch	Dinner	Incidental	Total
I-VI	100	350	500	250	1200
VII-VIII	100	250	400	150	900

General Conditions of per-diem:

When food cost is borne by the office or any other sponsored agency, JTS will provide only incidental cost subject to the provision in the respective project budget.

- Breakfast cannot be claimed where it is attached with accommodation.
- For training/meeting/workshop where food and accommodation costs are not provided by respective organization/authority per diem will be applicable as per duration.
- In case of participation in a meeting, workshop, training, breakfast, lunch, dinner is provided by the host organization/authority then Tk. 200 will be paid as incidental cost.
- In case of participation in a meeting, workshop, training and only lunch or dinner is provide by the host organization/authority then Tk. 300 will be deducted from applicable per diem rate.
- No per diem is allowed for less than 6 hours travel away from work station.

- No per diem is applicable when working within the duty station.
- Irrespective of grade and level, all are eligible to receive a per diem (food, accommodation & incidental), upon the submission of a travel expense report. All other expenses incurred must be supported by receipts.
- If per diem is claimed the expenses report must contain an attachment of a brief trip report. Movement register must be filled up. Without this per diem is not be allowed.

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

Breakfast: Departure at or before 8:00 A.M

Lunch: Return after 2:00 P.M

Dinner: Return at or after 7:00 P.M

Travelling abroad (Per-diem)

- For SAARC countries: \$ 35
- For all countries in Asia, Africa and Latin America except Japan and SAARC countries: (\$50)
- For all countries of Europe, America, Australia, Canada and Japan (\$ 60)
- JTS will bear economy accommodation/lodging cost at actual of the employees while travelling abroad provided such cost would not exceed the limits mentioned below.
- For SAARC countries: \$80
- For all countries in Asia, Africa and Latin America except Japan and SAARC countries: \$ 100
- For all countries of Europe, America, Australia, Canada and Japan: \$200
- General conditions may apply:
- No per-diem will be paid during air travel time provided food is supplied by the airline.
- In case of sponsored program, the above rates will not be applicable. However, expenses for travelling if not provided by the sponsored organisation, JTS management will decide according to the merit of the case.
- While an employee attending any training and the training fee includes boarding and lodging cost, in that case the incumbent will receive 10% of the above per-diem rate as incidental expenses depending on the situation as decided by the Management.
- The local transport expense for movement on official business will be reimbursed at actual.

Entitlement for accommodation

JTS is sensitive to the security of its staff. In this context, accommodation expense limit for over-night stay for staff of JTS is Tk. 150 - Tk. 350. For cost reduction, JTS will encourage to look for secured low cost NGO accommodation facility wherever available.

Grade	Any area (Maximum limit in BDT)
I-VI	350
VII-VIII	150

General Conditions:

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

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

- a) JTS or respective project will bear expenses of a caregiver/ayah when breast-feeding sibling is carried with an employee during travel.
- b) A companion for the safety of female staff during travel in remote places may be necessary. In such case, JTS or the respective project will bear all expenses of the companion incurred for the travel.

Entitlement of Benefits

Employee of JTS will be entitled to above benefits as follows:

(For the paramagnet staff only)

A	Salary review/Increment	- From 1st January to regular employees on pro-rata basis from the date of confirmation
B	Festival Allowance	- On pro-rata basis from the date of appointment
C	Annual/Earned leave	- From the date of confirmation, but calculated from date of joining
D	Sick/Medical Leave	- From the date of joining
E	Casual Leave	- From the date of Joining
F	Maternity Leave	- From the date of joining
G	Paternity Leave	- From the date of joining
H	Provident Fund	- From the date of confirmation
I	Compensation Scheme (Group Insurance)	- From the date of confirmation

Accidental compensation

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

Loans/Advances to Employees

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

SECTION E: LEAVE

5. Leave Procedure

Leave and Holidays

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

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

Annual Leave/Earned Leave

All employees will have earned leave of 20 days per calendar year, i.e. 1.5 days per month.

- a. No annual leave may be taken during the probation/immersion period.
- b. Normally, staff must take leave during the year in which it is earned. If a staff cannot be released, they may carry forward 100 % of the leave. Leave accumulated more than the limit shall automatically lapse.
- c. Leave accumulated during service period will be paid only at the time of separation. Only the Permanent staff will be entitled to this facility. No project staff, part-time or contractual staff can claim such benefit at the time of separation. In such case daily payments will be calculated as one month's gross salary divided by 30.
- d. A leave plan of an employee is to be jointly prepared by the employee and his/her immediate supervisor within January of each year. JTS would maintain such plan by project, department and also for permanent staff. However, such plan can be amended for any unavoidable circumstances upon mutual agreement between supervisor and supervisee.

Casual Leave

Every employee shall be entitled to avail 10 days casual leave per calendar year.

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

Sick Leave

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

- a. Sick leave is granted on the certificate of a medical doctor/medical practitioner. An employee who becomes sick at home must inform the supervisor/administration as soon as possible.
- b. If an employee becomes sick during an annual leave period, it may be turned into sick leave on the certificate of a medical doctor.

Maternity Leave

A female employee may be granted maternity leave for 16 weeks with full pay for 2 times during her service life, provided that she has completed 6 months of service for the expected date of delivery (EDD) in JTS.

- a. Those who already have 2 children alive will not be entitled to such a benefit.
- b. Maternity leave may be combined with annual/sick leave subject to prior approval of the competent authority (Executive Director) and may be split to avail both during prenatal and postnatal stage.
- c. Upon confirmed about pregnancy, the female must immediately inform the competent authority about her expected date of delivery with a tentative maternity plan. JTS will consciously pay attention to the respective employee.
- d. JTS shall consciously keep provision in its annual budget or project budget with a block fund so that temporary replacement can be made to keep continuity work.

Paternity Leave

A male employee may be granted paternity leave on full pay for a period of 7 days.

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

Holidays and involuntary leave

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

Leave without pay

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

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

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

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

Compensatory leave

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

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

Leave Procedures

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

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

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

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

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

In the event an employee on leave being required by the Competent Authority to resume duty in the interest of the organization before the expiry of the leave already sanctioned, Competent

Authority may allow him/her the actual cost of passage from the place of recall in Bangladesh to the place of duty in Bangladesh and to count the time spent on the journey as on duty.

Leave Approval Process

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

Leave Approval Chart:

Designation	Recommending Authority	Approving Authority	Remarks
PM/PC	DD/ED	ED	
Other than PM/PC	PM/PC	PM/PC	

SECTION F: GRIEVANCE PROCEDURE AND SEPARATION

6. General Conduct and Practices

A grievance is any dissatisfaction or feeling of injustice about one's employment situation that is brought to the notice of the management. A grievance may be expressed or unexpressed, written or unwritten, justified or unjustified.

Any individual employee, who has a grievance regarding his /her employment and intends to redress it, may observe the following procedure:

The employee concerned shall bring his/her grievance to the notice of the employer, in writing within 15 days of occurrence of the cause of such grievance. The employer shall inquire into the matter within 30 days of the receipt of such grievance and give the employee concerned an opportunity of being heard and communicate his/her decision, in writing to the said employee.

At the initial level, a grievance may be handled by the level from where it originates, that is, by the immediate supervisor of the employee concerned. If it cannot be handled at this level, it may be referred to the grievance committee.

The next step is as follows:

For the redress of the grievance, there will be a Grievance Committee. The Grievance Committee will consist of the Executive Director, one EC or an external member and a person of confidence from the employees of JTS. The decision of the Grievance Committee will be final. However, following principles shall always be taken into consideration while dealing with grievance procedure.

- a. All employees are obliged to follow the office orders, service policies of JTS and also the orders of the higher authorities.
- b. All employees shall perform honestly and sincerely and maintain secrecy of the official matters.
- c. No employee shall remain absent from duties or leave workplace without prior approval of competent authority.
- d. No employee shall take part in any activities detrimental to the interest of JTS.
- e. No employee shall engage directly or indirectly in any business contact with JTS.
- f. Shall not receive or give bribe to/from any body.
- g. Shall not be involved in any acts and omissions liable for disciplinary action or in any harmful political activity.

Punishable Acts and omissions

The following acts and omission shall be treated as misconduct and liable for disciplinary action:

- a. Willful insubordination or disobedience, whether alone or in combination with others, of any lawful or reasonable order of a superior.
- b. Theft, fraud or dishonesty in connection with the employer's business or property.
- c. Taking or giving bribes or any illegal gratification in connection with his/her or other employees of the organisation.
- d. Habitual late attendance.
- e. Habitual absence or/and absence without leave for more than ten days.
- f. Falsifying, tampering with, damaging or causing loss of JTS 's official records.
- g. Divulgence of confidential and/or serious business matters of the organisation to outsiders, which can/has adversely affect the organisation.
- h. Poor annual performance report for consecutive two years.
- i. Negligence in maintenance of office assets, viz. vehicles, equipment, and causing damage.
- j. Creating public nuisance in the office.
- k. Sexual harassment or any indecent behaviour including comments towards colleagues.
 - Any other act or omission considered being subversive of discipline by the Management.

Separation

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

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

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

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

Resignation/Self-Termination

Simple Termination by the Employer

- a. Simple termination by the employer means the termination of the services of the employee by the employer at any time without giving any reason.
- b. The employer may terminate a probationer at any time without any reason and notice.
- c. The employer may terminate the employment of any confirmed employee by giving 120 days, notice. However, the organization may offer a notice pay in lieu of the notice.

Discharge

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

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

Dismissal

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

- a. willful insubordination or disobedience, whether alone or in combination with others, to any reasonable order of a superior,
- b. theft, fraud, dishonesty in connection with the employer's business or property, and over-invoicing,
- c. taking or giving bribes or any illegal gratification in connection with his/her employment or any other employee under the employer (JTS),
- d. habitual absence without leave or absence without leaves for more than the ten (10) days,
- e. habitual late attendance for work,
- f. habitual breach of any rule or regulation of the organization,
- g. riotous or disorderly behaviour in the organization or any act subversive of discipline,
- h. habitual negligence or neglect of work work/duty,
- i. resorting to illegal strike or 'go-slow' or inciting others to resort to strike or 'go-slow',
- j. falsifying, tampering with, damaging or causing loss of employer's official records,
- k. repeated mishandling or willful destruction of assets, equipment and property of the organization,

- l. failure to comply with the rules and regulations of the organization,
- m. involvement of staff in any kind of sexual harassment at the workplace.

Procedure for Dismissal

- a. No order for dismissal of an employee shall be made unless the allegations against him/her are recorded in writing,
- b. S/he is given a copy of the allegations and not less than seven days' time to explain,
- c. S/he is given a personal hearing if such a prayer is made and the employer or the Executive Director approves it.
- d. An inquiry committee or an inquiry officer shall be appointed to examine or prove the allegation brought against the employee. The appointment and the composition of the inquiry committee or an inquiry officer as the case may be shall be decided/ made by the Executive Director or any other authority on whom/which the ED shall delegate the task. In other words, the composition of the inquiry committee will be like the composition of the grievance committee.

Conducting the inquiry

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

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

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

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

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

- a. An employee may be dismissed in case of serious misconduct.
- b. An employee, if not dismissed may be discharged for less serious misconduct.

- c. The employee may be otherwise punished less severely, which may include the following:
- d. Demotion
- e. Withholding of increment for a specific period
- f. Withholding of promotion for a specific period
- g. Recovery of the costs of the organization.

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

Retirement

An employee will retire at the age of 60 years. However, he/she can be contracted on three yearly contractual agreements for maximum of three terms.

Clearance

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

SECTION G: TRAINING AND STAFF DEVELOPMENT

Training and Staff Development

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

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

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

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

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

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

Selection criteria

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

- Conduct training needs assessment at the beginning of the year and prepare a training calendar
- Develop and update Capacity building plan with diversified strategies in-house, joint venture and abroad.
- Develop a plan exchange and exposure visits for professional staff within Bangladesh and region.
- Specialized training might be arranged within the country or abroad to develop the skill of the employees. The employee who is selected for specialized training at the expenses/sponsorship of the organisation/donor etc, shall be required to execute a bond/undertaking to serve the organisation for a period of 2-3 continuous years (in case of inside the country two years and in case of abroad it will be three years) from the date of

completion of the training. Selection of employee for such training shall have to be approved following the organization's policy for attending programmes abroad.

- For abroad training, if the authority finds that the needed training facility is not available within the country or if any foreign organisation/institute is willing to bear the costs of training wholly or partly, a staff may be sent abroad for training.
- An employee who wishes to take a course or training either within the country or abroad relevant to the functions of the organisation or any of its projects at his/her own cost, may be allowed leave for absence on such terms and conditions as the competent authority may decide.
- JTS will support its staff in enhancing English language and communication skill.

Nature of participation

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

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

SECTION H: ADMINISTRATIVE REGULATIONS

Administrative Rules and regulations

Care and Custody of Keys to the office

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

Office Security

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

Working Days and Working Hours

- Weekly 2 days holiday for the organization. However, weekly 1 day holiday for organization's branch offices providing health/other services. In addition, national holidays are holidays for JTS. JTS will observe all Government declared public holidays and other holidays as decided by the Executive Order of the Government, unless otherwise decided by the Executive Director to meet exigencies of circumstances. List of such annual public holidays will be intimated to every staff at the beginning of each calendar year.
- Working hours for full-time employees is 40 hours per week (five days a week).
- Daily working hours is from 9 AM to 5 PM with 30 minutes lunch break within the period from 1:00 PM to 1:30 pm applicable for weekly 2 days holiday office. In addition daily working hours is from 9 AM to 4:30 PM with 30 minutes lunch break within the period from 1:00 PM to 1:30 pm applicable for weekly 1 day holiday branch offices.
- Employees may be asked to work more than the scheduled hours in the interest of the beneficiaries and of the organization.
- JTS will maintain an attendance register in all its offices to record attendance of staff with time and signature for both arrival and departure.
- Working hours may be adjusted during the period of Ramadan and at other times due to unusual events.
- JTS does have provision for overtime payment for extra hours duty only for the service staff as mentioned below: (The rate of overtime payment would be double on the normal hourly rate. However, a staff can not be allowed to work more than 56 hours in a week including normal his/her normal working hours).

Authority

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

Sl. No	Item	Recommending authority	Approving authority
i	Recruiting proposal	Program Managers/ Deputy Directors	ED/EC
ii	Promotion	Deputy Director	ED/EC
iii	Leave	Immediate supervisor	Respective Program Manager/Departmental Head
iv	Local Travel/Perdiem	Immediate supervisor	Respective Program Manger/Departmental Head
v	International Travel	Executive Director	EC

Conflict of Interest

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

Declaration of relationship

JTS will allow employment of relatives of an employee in the organisation. The relative shall include brother, sister, children, parents or other blood relations of the employee or his/her spouse. Careful attention will be given, so that such relatives are posted in different departments or projects as far as practicable. Staff members already in employment shall have to give such declaration (format in annex-6) immediately.

Confidentiality

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

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

obligation of confidentiality shall continue after the termination of the project and of an employee's contract under any project for any reason.

It is recognized that it may often be difficult to draw an exact line between confidential and proprietary information, which is the exclusive property of JTS, and the non-proprietary information that is part of the background of skill and experience normally acquired in the course of personal business experience, which you are free to use in the course of providing services anywhere. In case of doubt, you are urged to discuss the matter with a JTS representative or your supervisor. JTS would invite you sign in the annex declaration format (Annex-7) to indicate your commitment to the terms of this agreement so that there will be no misunderstanding at some future date. If you are found to be violating this policy, JTS will request that you be removed from its premises and that you be barred from working on any further projects for JTS. You may also be subject to civil and/or criminal penalties for violation of any applicable laws.

Double Employment/Consultancy

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

Staff use of JTS facilities

JTS staff can use the following facilities on payment:

- Photo Copying
- Office Vehicle

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

Housekeeping and cost consciousness

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

Meetings

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

Employees Identification Card

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

Declaration of Nominee

Every individual staff member must declare nominees immediately after joining. Finance section will provide such form (annex-8) to the concerned employees with orientation. All existing staff must declare their nominees through prescribed format. This nomination is meant for payment of all dues that would include unpaid salary and all other benefits as admissible per HRM manual and other policies of JTS. The nominee and relationship deceleration forms (as annexed with the HR manual) must remain updated for all staff.

Separate Physical Facilities

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

Special Transport for female staff

JTS will arrange transport for women employees in case they have to work until sunset. This clause is subject to the availability of JTS's own transport.

Office Protocol

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

Media Policy

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

Prohibited Receipt of Gifts or Meals

Employees may not accept gifts or solicit favors worth more than Tk. 500 from current or potential suppliers, subcontractors, and vendors. The same rule applies to in-kind emoluments such as meals and transportation, although it is recognized that it is not possible to insist on a strict dollar limit in these cases. With respect to meals, employees must not go to lunch or dinner more than once a month with any one supplier, subcontractor, or vendor. Should a gift or other emolument of significantly greater value be offered, it should be declined with reference to this policy.