



Human Resources Policy 2010

Steps Towards Development
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Acronyms

AVC-Audio-Visual Center
CDT-Center for Development Training
CEDAW-Convention on the Elimination of all forms Discrimination Against Women
CMT – Central Management Team
DWIN-Development Workers Initiatives through Networking
EC – Executive Committee
GAD-Gender and Development Alliance
GCA-Gender Change Activists
GDCC-Gender and Communication Center
GDRC-Gender and Development Research Center
GIMF-Gender in Media Forum
GoB – Government of Bangladesh
HR – Human Resource
HRM – Human Resources Management
LTG-Local Trainers Group
MDG- Millennium Development Goal
MoU- Memorandum of Understanding
MoWCA- Ministry of Women and Children Affairs
NGO-Non-Governmental Organization
PMT – Program Management Team
PRS-Poverty Reduction Strategy
SV-Student Volunteer
WA-Women Activists

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1.0 Introduction

Steps Towards Development (Steps) established in 1993 with the initiatives of a group of social activists inspired by the belief that the prevalent gender inequalities in this country could only be addressed through working together. That initiative led to the establishment of Steps Towards Development (Steps). It was officially registered as a non-political, not for profit, non-government voluntary organisation in 1994.

The organisation started by developing its Network, Training, and Materials Development components. Through these components, Steps reached out to communities and individuals to promote gender equality and human rights. Even in its early years, Steps immediately gained recognition in both the local and national levels as a gender-promoting organisation.

Over the years, its programme centres and components: Development Workers Initiatives through Network (DWIN), Centre for Development Training (CDT), Gender and Development Communication (GDCC), Gender and Development Research (GDRC), Audio-Visual (AVC) have taken shape. Each centre works independently and/or interdependently for the promotion of Steps' mission. Meanwhile the Human Resource Management & Administration, and Finance components provide technical support on staff and finance related matters. Special Projects component looks after interventions that are supportive to the furtherance of the organisation's mission.

The activities of the organisation are now with locally-based organisations through DWIN, in different districts in Bangladesh. Steps implements its activities at local level in different parts in Bangladesh. It is also working with other national and international organisations and collective initiatives on different national issues.

1.1 Steps Mission Statement

Building alliance, taking action, initiating movement and creating social laboratory as an example to stop violence against women and increase women's political participation.

1.1 HR Policy Statement

Employees of Steps are treated, developed, and compensated equally and fairly. Moreover, as an organisation that is committed to promote and protect women's rights, establish good governance and



social justice, Steps Towards Development has provisions that promote gender equality.

1.2 The HR Policy Document

The HR policy document is a living document and will be continuously updated to reflect changes in environment, internal conditions, and needs of the organisation.

No policy in this manual can cover all possible situations that might be encountered in the course of organisational operations and for this purpose, The 'HR Guidelines' have been developed to help managers to make the right decisions in unforeseen situations. As a guiding principle, all staff are expected to behave in accordance with Steps' core values, mission, objectives, corporate culture. Innovative ideas and practices that promote gender equality are encouraged.

1.2.1 Amendments to the HR Policy Document

Staff members of Steps are welcome to submit their suggestions for amendments through their Line Director, or directly to the Head of Human Resource & Administration. The Head of HR & Administration will discuss suggested amendments with the Central Management Team (CMT), who will make their recommendations to the Executive Committee (EC). This manual will be distributed in a loose-leaf binder, so that any interim revision can be inserted easily in the appropriate section.

Amendments/additions/deletions need the approval of the Executive Director (ED) and Executive Committee (EC).

1.3 Gender Perspective Policy

Steps Towards Development has formally institutionalized the following gender-responsive commitments:

- ✧ Create gender-sensitivity and commitment to gender equity throughout the organisation. Equity includes equality of opportunity in areas such as employment, education, training, availability of positions of authority.
- ✧ Establish a gender focal point within the organisation and ensure a supporting environment for them at operational level.
- ✧ Focal point will organize sharing meeting on regular basis with all staff to strengthen the engendering process in the organisation.
- ✧ To ensure management's sincerity regarding women's active participation at all levels of the organisation



- ⤵ To distribute the responsibilities considering equality and equity among female and male staff
- ⤵ The organisation has to increase women's participation in different activities as well as assist a female staff as per her needs, considering her reproductive role.
- ⤵ To ensure women's active participation in all decision making committees of the organisation and give value to their opinions.
- ⤵ Increase the skills and capabilities of all Steps staff and its networks' partners to undertake gender sensitive programs and projects.
- ⤵ Develop a common understanding of gender issues, approaches, and expectations within Steps and its networks' partners.
- ⤵ Disseminate and promote to all partner organisations the above activities as examples of good organisation practice on gender mainstreaming
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2.0 Employment Policy

It is the policy of **Steps Towards Development** to provide equal employment opportunity for all Bangladeshi citizens as well as provide equal opportunity for career development to all male and female staff. The employment policies are based on the following principles:

- i.) The organisation believes that each employee is entitled to respect, courtesy, dignity and consideration.
- ii.) The organisation will endeavour to maintain equality and equity among male and female staff.
- iii.) Each employee is entitled to fair wages, job opportunities in return for good job skills, commitment, loyalty, personal interest, and best efforts. Increments, promotion, and training are based on the staff Performance Appraisal, organisation's need, and organisation's financial situation.
- iv.) The organisation will apply each policy in a fair, uniform, and consistent manner in accordance with its policies.
- v.) The organisation will provide safe, healthy, and pleasant working conditions for each employee. Each employee has the responsibility to work safely, and to maintain facilities in good condition.



- vi.) Employees are expected to encourage each other to display positive attitude towards work.
- vii.) The organisation will demonstrate its commitment to protect employees' rights to ensure exemplary performance.
- viii.) The organisation is committed to develop its Human Resources, specifically female staff, to achieve the organisation's mission and goals. **Steps Towards Development** will explore and use available staff development methods.
- ix.) Regular and Contract employees of **Steps** shall not be authorized to work simultaneously for other companies or organisations.
- x.) Employees will conduct themselves with decorum, to the best interest of the organisation and without conflict of interest with **Steps**.

2.1 Employment Categories

There are different employment categories with **Steps**. An individual may be hired by **Steps** based on the need and availability of funds. As the organisation implements projects that respond to its mission and objectives, staff needs shall be based on programme requirements.

- **Regular Status:** This refers to employment status for an open-ended period, as long as the need exists.
- **Long-term Contract Status:** The term of employment is for a specific period, initially not exceeding three years. Such contract may be extended by mutual agreement before the end of the initial contract. This Policy Manual will govern the long-term contract employment unless otherwise specifically stated in the appointment contract.
- **Short term Contract Status:** This type of employment is for personnel who are hired for a specified position on a contract basis for temporary work for a period usually less than 12 months.

The need for the appointment, scope of work, appointment procedures, should be prepared beforehand and forwarded to the Head of HR & Administration for review. Such contracts require the approval by the CMT. This type of contract will be in accordance with a specific letter of agreement; hence, it must specifically state the tasks to be performed and duration, terms and conditions, , remuneration and benefits.

- **Casual Status:** This refers to employment on casual basis and entitles the employee to daily wage.



The daily wage rate for casual staff will be equivalent to the pay of **Steps** regular employees in the same grade. The daily wage amount is fixed, based on the person's skills and abilities to perform the required duties.

The employment status can be converted from regular to contract, or vice versa, depending on the situation arising from organisational need.

2.2 Employment of Relatives

Employment of close relatives, or nepotism is not encouraged in **Steps Towards Development**. A close relative may be any one of the parents; spouse; children; brother/sister in-law; cousins, uncles/aunts and nieces/nephews to the first degree of consanguinity. However, with the Executive Director's written approval, relatives of staff may be hired by the organisation, provided that:

- i.) the relative possesses the required qualifications
- ii.) neither of the related persons will be the line manager of the other.
- iii.) the hiring will not separate a family, particularly a spouse.

When a staff becomes related with another by marriage, and if the couple wishes to continue working with **Steps**, both of them will require permission from the CMT to continue employment with **Steps**. Permission may be granted based on the above conditions.

2.3 Recruitment and Selection

Recruitment is the first process to filling up employment vacancies in an organisation. Policies exist to streamline the process of recruitment and ensure hiring of qualified individuals.

2.3.1 Recruitment Policies

Steps Towards Development is committed to recruit suitably qualified and experienced Bangladeshi male and female citizens for all vacant positions, with some special attention to flexibility towards female candidates by way of:-

- i.) effective and appropriate process of recruitment, screening and selection;
- ii.) keeping its commitment to recruit 50% female staff in all levels.
- iii.) selection standards relevant to education, skills, training, experience, knowledge, and sensitivity necessary for successful job performance.



Some flexibility is allowed in the case of female candidates, and some special intervention is provided for them.

- iv.) the hiring procedures conform to local labour laws, as well as the organisation's requirements and financial condition.

2.3.1.1 **Steps Towards Development** intends to provide a method to hire, motivate, and retain exemplary employees. The organisation also recognises its obligation to provide orientation on the organisation's operations and the job of the new employee so s/he can begin work in the best possible way.

2.3.1.2 No person below 18 years of age can be hired on regular, contract or temporary status.

2.3.1.3 Anyone who believes in gender equality and equity is eligible for employment with **Steps Towards Development**.

2.3.1.4 Under no circumstances may a regular or contract employee of another organisation be allowed to undertake regular or long-term contract employment in **Steps**.

2.3.1.5 All appointments in **Steps** shall conform to its existing Pay Classification Plan.

2.3.2 Gender Policies on Recruitment

The organisation will take measures to give priority to women during staff recruitment, to increase the number of women staff into a level of gender parity. The capacity to mainstream gender equality, judged through knowledge of concepts and processes, as well as examples of experience on these, is a basic requirement for recruitment of all staff. With this end in view, the organisation will:

2.3.2.1 give priority to female candidate in case of similar educational qualifications and experiences.

2.3.2.2 consider the existing social perspective and make the selection score 100 for men and 90 for women, when both have equal educational qualifications and experiences.

2.3.2.3 constitute a recruitment committee with equal number of men and women.

- 2.3.2.4 consider gender sensitivity as an important criterion in the viva and written test for selection of new staff at all levels.

2.3.3 Recruitment Procedures

2.3.3.1 Notification

The Centre/Component will inform HR & Administration of any vacant position, so that the Head of HR & Administration can coordinate/notify the other **Steps** components of the vacancy. Where needed, HR & Administration will review the available records and database file if there is any qualified and suitable candidate available from within **Steps** or from the active applicants' file. The Executive Director should be informed in the event his/her approval is required. In special circumstances, and to make a quick decision, the Head of HR & Administration may recommend the qualified staff within **Steps** to the respective Line Director and Executive Director.

For a new position, each Centre/Component shall adopt the following procedures:

- 2.3.3.1.1 A new staff position should be discussed with the Executive Director. The Line Director, through the Head of HR & Administration will submit a request to the Executive Director for approval, with proper justification and a detailed Job Description as per Annex 03.
- 2.3.3.1.2 Upon approval of the Executive Director, an advertisement, internal circulation, transfer, secondment, or promotion will be prepared

2.3.3.2 Explore internal sources

- 2.3.3.2.1 It is **Steps's** policy to give preference to internal candidates who qualify for the vacant/new position. Such appointments may be through promotion, upgrading, or transfer, with the approval of the Executive Director. All the changes shall adhere to the respective policies in this manual. Any change in job position should not compromise **CDS's** commitment to require professional competence and maintain standards of excellence.
- 2.3.3.2.2 Any employee who was made redundant can be considered for re-employment as long as s/he meets all the requirements.

2.3.3.3 Advertisements



2.3.3.3.1 As a general procedure, job vacancies in **Chandradip Development Society** will be advertised through internal notices, electronic advertisement (internet), and in national newspapers. Advertisements shall indicate the position, nature of appointment, location, major areas of responsibility, terms and conditions of work. Based on the information provided by the Line Director, HR & Administration will arrange the advertisements for the vacancy.

2.3.3.3.2 The Executive Director reserves the authority to waive the need to advertise for any vacancy and decide to fill in post/s through internal selection, promotion, transfer, and/or secondment, after consultation with the Head of HR & Administration.

2.3.3.4 Job Applications

2.3.3.4.1 All internal and/or external applications for a vacant position must be addressed to the Executive Director. The Head of HR & Administration will prepare the screening of applications. The concerned Line Director and HR & Administration will be responsible in the primary short listing of candidates. The Head of HR & Administration may suggest including or excluding applications in the short list.

2.3.3.4.2 For all positions in grades 2 and 3, the Executive Director can further short-list the applications, after having been reviewed by the Head of HR & Administration, and concerned Line Director.

2.3.3.5 Interview Process and Selection

2.3.3.5.1 Short listed applicants shall be called for interview and testing. In the event that an internal candidate has been identified, the Head of HR & Administration will submit the recommendation, along with the interview results to the Executive Director for approval. The process shall be documented in the employee's personal file. No candidate, internal or external, is guaranteed an interview. Management will decide on interviews, based on the candidate's qualifications and suitability for the position.

2.3.3.5.2 Arrangement for interviews at **Steps** office is the responsibility of Head of HR & Administration. All travel expenses or any losses due to interview are the responsibility of the applicant. The Executive Director, at his/her discretion may waive this rule for any exceptional cases. The **Steps** internal applicant will be



entitled to normal per diem and travel expenses, for an interview that may be conducted in other **Steps** offices.

2.3.3.5.3 **Steps Towards Development** will adopt a systematic interview procedure and ability/written test as deemed appropriate.

2.3.3.6 **Interview Board:** The Executive Director will form an Interview Board to act as the Selection Committee. The following personnel must be members of such Board, together with other members as nominated by the Executive Director:

1. Head of HR & Administration
2. Concerned Line Director
3. Other individuals as may be identified by the Executive Director

2.3.3.7 **Interview process:**

The Interview Board/Selection Committee may undertake some or all of the following tests, or adopt any of the following processes in the selection process:

- * Written test
- * Personal interview
- * Practical operations test
- * Field visit
- * Any other tests as may be deemed necessary for the post

2.3.3.7.1 There may be two rounds of interviews. The Executive Director may not be needed as member of the interview panel for the first round. Based on the first round interview, the interview Panel will submit a written recommendation of selected candidates to the Executive Director for the final round interview.

2.3.3.7.2 Upon completion of the test/interview, the selection committee will prepare the "Proceedings of Recruitment." For Senior Positions, the proceedings must be submitted to the Executive Director for reference/approval.

2.3.3.8 **Finalisation of Recruitment**

2.3.3.8.1 Once a preliminary decision is made, **Steps** will verify certain information provided in the Job application and CV such as educational qualifications, work experience/s, latest employment status. The candidate will be required to inform **Steps** if s/he has been convicted of any crime.



2.3.3.8.2 **Steps** authority (if not discussed during interviews) will also discuss the pre-requisites for **Steps** employment such as joining date, probationary period, notice period, clearance/release from present employer and reference check with personal referees and present employer.

2.3.3.8.3 The Executive Director is the final authority for selection and appointment of all employees of **Steps**.

2.3.3.9 **Offer of Employment:** The selected candidate(s) will be offered employment with **Steps** as per Annex-05 of the Policy Manual, if all information is favourable at the final stage of recruitment. The Offer of Employment will state the major terms and conditions of employment such as the position title, the nature of appointment, posting place, date of joining, salary status, probationary period and conditions of confirmation, compliance to **Steps** human resource management policy manual. Any offer of employment is contingent upon the final reference check with the present or last employer.

2.3.3.10 **Appointment**

The Appointing authority of **Steps** will issue an Appointment letter to the selected candidate(s), according to Annex 06 (or Annex-07 for short-term Contract) of the Policy Manual. The appointment letter must include:

- * Job title, Grade/Pay Step and Salary
- * Nature of appointment
- * Place of posting
- * Name of Centre/Component where the employee will report
- * Effective date of appointment
- * Probationary period, conditions of confirmation and notice period
- * Ending date of employment (contract employee)
- * Leaves and benefits
- * Other terms and conditions

2.3.3.10.1 A current Job Description as per Annex 03 shall be attached with the Appointment Letter. The appointment letter and the Job Description will become valid only after it has been signed by the Executive Director and accepted through signing by the employee.

2.3.3.10.2 Persons employed with another organisation must provide clearance/release letter to **Steps** at the time of joining **Steps**. **Steps** expects that employees should have read the Staff Handbook and other relevant important documents within the period of induction and orientation.

2.3.3.11 Re-employment

2.3.3.11.1 All re-employments in **Steps** are subject to approval by the Executive Director. Such request may be considered only if there is a vacancy and subject to the employee's favourable performance in the past. In addition, s/he must meet the organisation's current requirements. Re-employment will not be automatic, and the applicant has to go through the recruitment and selection process like other applicants for the vacancy.

2.3.3.11.2 An employee who was dismissed or terminated is not eligible for re-employment with **Steps**.

2.4 Appointment Authority

Appointment authority is defined as the right and responsibility to make decisions with respect to recruitment, training, remuneration and benefits, evaluation and promotions, discipline of staff, separation, in accordance with the policies and guidelines of this manual. This authority includes the responsibility to issue and sign all relevant correspondence with staff. The Executive Director is the final appointment authority in **Steps**.

2.5 Terms of Employment

Parts or all of **Steps's** operation may change or cease on short notice. **Steps** itself is a project with limited time duration, hence no appointment is a guarantee of permanency, whether or not **Steps** continues its operation.

2.6 Job Description

2.6.1 The Job description is the basis of **Steps's** recruitment, placement, training, assignment, performance appraisal, salary, promotion, and other personnel action.

2.6.2 The appointing authority and the Executive Director shall ensure that each employee has an appropriate and updated job description -- stating clearly the context, purpose, organogram, duties and responsibilities.

2.6.3 Job description will be prepared and provided to the employee when s/he is appointed, promoted, newly assigned or when deemed necessary.

2.6.4 Each Job description shall include the items as per Annex-3 of the HRMP Manual.



2.7 Induction and Job Orientation

Induction is defined as the act of introducing a new employee to a job in the organisation. It is essential to ensure that new employees get off to a good start. In short, Induction is the guided adjustment of the employee to the organisation and work environment. It aims to build a feeling of confidence in the employee, and to create pride in the organisation s/he works for.

2.7.1 Statements of Policy

It is **Steps Towards Development's** policy to induct and orient all new employees with their new position as quickly and as beneficially possible.

2.7.2 Objectives

The objectives of the Induction/Orientation are for employees to:

- * have an understanding of **Steps's** vision, mission, values, philosophy, standards and approach.
 - * get an understanding of **Steps's** activities and the job of the new employee.
- * develop favourable attitude towards the organisation, its policies, and its employees.
- * install a feeling of belonging to and acceptance in the organisation.
- * generate enthusiasm and high morale.
- * build relationships with colleagues and key staff in the organisation.

2.7.3 Induction/Orientation Programme

The procedure of Induction will depend on

- i) Level of the employee, for example, head of the unit, project implementer or support staff
- ii) Type of Job to be performed by the employee, for example - Program, Finance, Technical, Administrative, or Consultancy.



Whatever the level and the Job of the employee, some important areas of Induction/Orientation (short or detail as deemed appropriate for the position) must be included in the Orientation Programme. The Induction period is usually two weeks; however, the period depends on the position level, work pressure, and organisation's situation.

2.7.3.1 Administration of Induction Programme: Administration of Induction and Orientation Programme is the responsibility of the concerned Line Director and Head of HR & Administration, in consultation with the Executive Director. The induction should cover the standard program (see below). For any specific position or situation, the Executive Director or Head of HR & Administration may be consulted, if necessary.

2.7.3.2 Contents of Induction/Orientation Programme: A standard Induction Programme in **Steps** includes the following elements:

- I) Introduction to colleagues
- ii) Orientation to organisation structures
- iii) Provision of important **Steps** documents for study
 - a. HRMP manual
 - b. Administrative Policies
 - c. Accounting procedures essential for them
 - d. Unit/Department /Programme specific documents
 - e. Last Annual Report (for senior staff)
- iv) Personnel Policies such as terms of employment, employee, and organisation's expectations, leaves and benefits, human resource development process, working conditions and facilities, staff development rules & regulations and administrative rules.
- v) Job specific orientation which includes detailed duties and responsibilities, working relationships with other staff of the office.
- vi) Meeting with Key Staff
- vii) Assignment of any specific tasks, and guidance

The above list covers all areas of the Induction Programme to be used for senior level position. Many of the areas are not applicable to junior level position. The concerned Program In charge will choose the specific areas for the employee's Induction/Orientation Programme.

2.7.3.3 Impact of Induction Programme: At the end of the induction period, inductee/s will write feedback on the induction process and send it to the Head of HR & Administration, with a copy to the Executive Director.

2.7.4 Resettlement for New Employee

2.7.4.1 Steps Towards Development's Resettlement policy is based on the philosophy that resettlement is intended to provide the new employee a financial incentive and to financially support him/her to settle at the new posting place.

2.7.4.2 Payment of Resettlement benefit for new hires will be made only after the shifting of an employee's family members and personal effects, etc. Payment shall only be made within the first three months of employment. No advance payment can be provided against resettlement benefit.

2.8 Probation

All regular and contract appointments must undergo a probation from the date of joining **Steps**. The probation is the time for observation of an employee how well s/he performs on the job.

2.8.1 Probation Period

- 2.8.1.1** The probation period for **Steps** employees is six months. During the probation period, the Line Director will closely guide and observe the employee's job performance and conduct.
- 2.8.1.2** Notice period for **Steps Towards Development** employees during probation is usually 30 days, with the exception of some contract employees, if specifically stated in their appointment letter.

2.8.2 Expiry of Probation

- 2.8.2.1** At the end of the probationary period, the Line Director will prepare a brief performance appraisal (as per Annex 11) to evaluate the employee's performance level and suitability for the position. The Line Director will submit the performance appraisal to the Executive Director through Head of HR & Administration, with recommendation for confirmation or extension of probation or termination.
- 2.8.2.2** The probationary period maybe extended by an additional period of three months, only if deemed necessary.
- 2.8.2.3** If the performance of the employee on probation is found below par from the standards required by **Steps**, s/he may be released from service with a seven days' notice, or as stated in the appointment letter.



- 2.8.2.4 After successful completion of the probationary period, the Executive Director will issue a confirmation letter to the employee.

2.8.3 Benefits during Probationary Period

- 2.8.3.1 During the probationary period, an employee shall be entitled to the following remuneration and benefits:

- i) Monthly salary
- ii) Annual vacation leave at the rate of one day for each completed month of service.
- iii) Medical leave to a maximum of 15 days.

- 2.8.3.2 On confirmation, the employee will be eligible to all applicable benefits according to the **Steps** HRMP Manual.

3.0 COMPENSATION and BENEFITS

3.1 Salary Structure and Administration

The salary administration of **Steps Towards Development** is based on an approved Pay Classification Plan. The pay classification determines the grade and salary of each staff. Pay increments are provided based on results of performance appraisal and general salary adjustments.

In addition to the monthly salary, every employee is entitled to certain benefits, depending on her/his employment status.

3.1.1 Salary Administration Guidelines

Steps Towards Development's basic guidelines for salary administration are:

- i) On recommendation of the Salary Review Committee and after confirmation by the CMT, the Executive Director shall determine salary rates for the organisation.
- ii) Administration will evaluate each job in terms of its relative responsibility level and value to the organisation. **Steps** will hire employees on probationary status, except employees on temporary basis.
- iii) **Steps Towards Development** shall establish a pay classification plan that will specify the pay grade for each job, and an accompanying salary range for all job levels. The employee will remain in the pay step s/he occupies until s/he is awarded an increment, promoted, or re-classified.

- iv) Annual performance appraisal will be done each year in December. The annual salary increases, if any, shall take effect from 1st January the following year.

3.1.1.1 Salary and Related Records

Steps Towards Development will maintain each employee's salary-related records such as leaves, change in salary status, addition or reduction of salary, promotion, performance appraisal. Copy of these records will likewise be maintained in the personal folder.

3.1.1.2 Policy Conformity

The salary administration policy shall be consistent with the guidelines stated in all other employment policies, especially Position and Grade structure and performance appraisal policies.

3.1.2 Position and Grade Classification

All regular and long-term contract staff positions are defined under 13 broad classifications. These classifications shall correspond to the level of responsibility, job description, and level of education, experience, skills, and job values. Each broad classification is assigned to a Pay Grade from One to Thirteen. This Grade classification is the basis for the salary structure of **Steps Towards Development**. Annex-02 of the policy manual shows the **Steps Position and Grade classification**.

3.1.3 Salary Structure

- 3.1.3.1 **Steps Towards Development** will provide salaries to its regular and contract staff according to the Pay Classification Plan. Salary levels for the staff are categorized into 13 classified grades. The existing positions (Job titles) of **Steps** are assigned levels, as indicated in Annex-02 of the HRMP Manual. The pay classification plan (Annex 02) represents the salary levels in the organisation.

3.1.3.2 The features of the salary chart are stated below:

- i) **Steps Towards Development** maintains a degree of fairness on the pay allocated to jobs that require different levels of skills, responsibilities, and experiences.
- ii) The difference between the ranges of the salary chart is a 6% to 10% cumulative increase to the prior step.



- iii) Overlapping in the spread range indicates that a new employee in a higher grade may earn less than a long time employee in the lower level.
- iv) An employee who moves upward in the plan will reflect the employee's good performance, improved competence; work related knowledge and/or length of service with **Steps**.
- v) The salary structure will be reviewed every three years, depending on the organisation's fund position and the local market inflation.

3.1.4 Salary Determination

3.1.4.1 New Hires

Salary for new hires will be fixed based on position level (refer Annex 02), qualifications, skills, experiences and the budgetary provision.

3.1.4.2 Existing Employees

An employee's salary may be adjusted to a new rate that should not be less than his/her current salary rate due to revision of the salary structure.

3.1.4.3 Salary Increment

Based on performance appraisal, an employee may merit an increase to the next pay step of the salary chart equivalent to a raise between 6% and 10% of the present basic salary.

3.1.4.4 Promotion

A staff may be promoted based on his/her performance appraisal as per section 7.1.8 of the HRMP Manual. In such cases, the staff shall be assigned the next appropriate Grade. For promotion to a higher Grade, the staff will occupy the pay step of the upper grade such that s/he receives an adjustment that is not less than one-step increment from the current grade.

3.1.4.5 General Increases

All regular employees and long-term contract employees of **Steps Towards Development** will be automatically eligible for general increase as a result of revisions in the salary structure or general pay hike, where the changes affect the position and pay classification.

3.1.4.6 Salary Review Committee



When deemed appropriate as per the need of the organisation and change in the market, the Executive Director, in consultation with CMT will form a committee to review the salary structure of **Steps**. The Review Committee should include the Administration and Finance offices. If necessary, external consultants/s may be engaged for this purpose, upon approval of the Executive Director.

The salary review reports and recommendations will be discussed in the Central Management Team Meeting for confirmation. After confirmation by the CMT and approval by the Executive Committee, the Executive Director will decide to finalise the new salary structure.

3.2 Remuneration and Benefits Package

3.2.1 Salary

All regular and long-term contract employees, irrespective of status (probationary or confirmed) will be compensated monthly, corresponding to the assigned pay classification. Annex 02 is the current **Steps** Pay Classification Plan. Employees who are on short-term contract or on casual status will receive salaries as specified in their respective contract terms and conditions.

3.2.1.1 **Steps Towards Development** salary is defined as Gross salary. The breakdown of the gross salary as calculated by the Finance Department is available with the Administration department.

3.2.1.2 Salary payments shall be paid anytime within the 26th to 30th of each month, unless otherwise instructed by the Executive Director.

3.2.1.3 An employee shall be paid his/her salary for any fractional period of a month based on the following formula:

$$\frac{\text{Monthly Salary}}{30 \text{ (or 31 or 28)}} \times \text{Days worked in that month.}$$

3.2.1.4 Deductions from employee's salary shall be automatic for the following reasons:

- i) Unauthorized absence, leave without pay or suspension.
- ii) Damage to, or loss of goods expressly entrusted to the employee for custody, or for loss of money for which s/he is accountable, when such damage or loss is directly attributable to negligence
- iii) Recovery of overpayment of salary, allowance, or benefit.
- iv) withholding Income Tax



3.2.1.5 Deduction will be made through salary vouchers and will be the responsibility of the Finance Department. The Line Director of the concerned component will provide information regarding salary deduction.

3.2.2 Staff Income Tax

By signing the employment contract with **Steps Towards Development**, the organisation shall be liable to pay the income tax for all the employees, according to the rules of the Government of Bangladesh (GOB). **Steps** will deduct the income tax from employees at source, and submit full income tax payment to the GOB and provide copy of all relevant documents to all staff affected.

3.2.3 Staff Festival Bonus

3.2.3.1 One Festival Bonus will be paid to confirmed staff of **Steps Towards Development** during the calendar year. This will be paid at the time of the major festivals of Muslim, Hindu, Christian, and Buddhist staff as follows:

Muslims	-	Eid-ul-Fitar
Hindus	-	Durga Puja
Christians	-	Christmas
Buddhists	-	Buddha Purmina

3.2.3.2 Each festival bonus will be equivalent to a one-month gross salary.

3.2.3.3 The festival bonus is subject to regular income tax.

3.2.3.4 No advances against the festival bonus will be allowed under any circumstances.

3.2.3.5 **Steps** will not take any action to recover the Festival Bonus of any staff who has received the bonus and then resigns or is separated.

3.2.3.6 Probationary staff will also be entitled to Festival Bonus when confirmed for employment. The rate will be based on the employee's salary during the festival time for which s/he is eligible.

3.2.4 Staff Gratuity

Steps Towards Development introduced the Gratuity in January 1995. To effect the policy, all eligible employees who have completed three years service will receive gratuity pay based on the rate of last drawn basic salary.



- 3.2.4.1 Gratuity shall be provided to all regular and long-term contract staff who have completed at least three years service. Gratuity pay is equivalent to one month's basic salary for each completed year of service.
- 3.2.4.2 If a position is made redundant, the staff will be eligible for Gratuity after confirmation of service.
- 3.2.4.3 Employees who have rendered less than three years service, will not be eligible for gratuity. They will be entitled to gratuity payment upon completion of the three years full employment period, calculated based on the last basic salary rate.
- 3.2.4.4 If a confirmed employee leaves, s/he will be paid with a pro-rated amount for any fractional period of the year.
- 3.2.4.5 For calculating gratuity, the 1st day of January in each year shall be treated as the starting date. However, for employees who join **Steps** after 1st January, the date of joining shall be treated as the starting date.
- 3.2.4.6 A Staff will not receive any gratuity if dismissed for disciplinary action.
- 3.2.4.7 No advances against Gratuity are allowed.

3.2.5 Compensation for Unused Annual Leave

Compensation for unused Annual vacation leave up to a maximum of 30 days shall be paid to an outgoing employee after resignation, redundancy, termination, discharge, dismissal, retirement, or death. The leave shall be accrued and calculated as of the employee's last day of work.

3.2.6 Accident Benefits

- 3.2.6.1 If an employee sustains any bodily injury because of accident in the line of duty, **Steps** may provide the following benefits, subject to the approval of the Executive Director:
 - i.) Doctor's fees
 - ii.) Hospitalization cost
 - iii.) Cost of medicines directly related to injury
 - iv.) Other medical costs related to injury
- 3.2.6.2 The total amount that may be reimbursed will not exceed Tk. 10,000/- in a year. Further, payments will not be made for medical costs of the same injury accident a second time.



3.2.6.3 **Steps Towards Development** shall not be liable for any compensation or reimbursement of medical expenses under the following conditions:

- i.) the employee was under the influence of alcohol or drugs at the time of accident
- ii.) the employee has wilfully disobeyed an order
- iii.) the employee wilfully disregarded safety regulations

3.2.6.4 All requests for medical reimbursement must be directed to Administration. The concerned employee will submit a statement of expenses incurred (along with supporting vouchers and copy of prescription/s) together with the recommendation of the respective Director.

3.2.6.5 In case of serious injuries sustained during official duty, the Finance Department may provide the individual concerned (or his/her family or attending staff if deemed appropriate) an immediate advance to a maximum amount of Tk. 5000/-, in order to pay for urgent medical attention.

3.2.6.6 The employee will be allowed Medical leave if due him/her. However, for additional leave, the concerned Line Director may request for the Executive Director's approval.

3.3 Holidays and Leaves

3.3.1 Holidays

3.3.1.1 All regular and contract employees of **Steps Towards Development** shall be entitled to observe holidays declared by the GOB (General and Additional) with full pay, unless conditions of work and field assignment are set otherwise.

3.3.1.2 The head of HR & Administration will prepare a holiday list each year by taking into consideration the National Holidays as declared by the Government of Bangladesh. Once the Executive Director approves the holiday list, the list will be issued before the start of the next calendar year, which becomes valid for the organisation.

3.3.1.3 If the Government announces an additional public holiday, the CMT has the discretion to allow this holiday to employees. In the event of the absence of any means to communicate the decision for such unanticipated announcement, staff may observe the announced holiday.

3.3.1.4 No further holiday can be allowed in the event a holiday falls on a Friday or Saturday (i. e. weekend)



- 3.3.1.5 Some of the listed holidays are subject to moon appearance and Government announcement. In such cases, the holiday may be shifted.
- 3.3.1.6 **Steps Towards Development** office will remain closed on Friday each week.
- 3.3.1.7 Drivers, Peons, Cooks, Guards, Couriers, and Office Assistants may be asked by management to work on holidays; and in such cases, they shall be compensated by a cash payment of Tk. 100/- per day.

3.3.2 Leave

- 3.3.2.1 All regular and long-term contract staff of **Steps** shall be entitled to leave with full pay. Leave shall be granted in the form of full or half days. Any fraction of the leave shall be calculated and rounded off to half or one day, whichever is the closest.
- 3.3.2.2 Prior to taking any leave, staff will fill in the prescribed Leave Application Form (Annex 08) and request approval from the concerned Line Director. Under normal circumstances, the Line Director may approve applications for leave up to three days. Beyond three days, the approval shall be by the Executive Director. The staff shall then submit a copy to the Human Resource & Administration for recording and updating in the leave register. Senior staff will get their leave approved by the Executive Director, and will submit a copy to the HR & Administration.
- 3.3.2.3 If the leave request is denied or postponed, the reasons for refusal or postponement shall be recorded in the form. The leave application form shall be kept in a general leave file, and leaves are recorded in the leave register as per annex-9.
- 3.3.2.4 In the event an employee needs to extend the leave, the employee shall apply to his/her Line Director at the earliest time, and as far as possible, the Administration will send a written reply to the employee's address (as given in the leave request form) either granting or refusing the requested extension for leave.
- 3.3.2.5 An employee who remains absent without authorization shall be asked to explain in writing the reasons for the unauthorized absence. The explanation shall be addressed to the respective line director. Failure to explain to the satisfaction of the line director may result into suspension for a period not exceeding seven days. The employee shall not be entitled to any financial benefits for such period of unauthorized absence and suspension.



- 3.3.2.6 An employee who remains absent the day following a holiday week shall be treated to have gone on unauthorized absence for the whole duration of the holiday.
- 3.3.2.7 Each Line Director must report any unauthorized absence of more than two days to the Executive Director or Head of Administration for their information and action.
- 3.3.2.8 Official weekends and holidays are not treated as leaves.
- 3.3.2.9 Leave records of an individual employee must be kept in the General leave files of the Administration. Administration will prepare a semi-annual and annual leave statement (as per Annex - 10) for office records and for the notice board.

3.3.3 Annual Vacation Leave

- 3.3.3.1 Annual Vacation Leave will be 15 days for all permanent staff.
- 3.3.3.2 The **Steps Towards Development** annual vacation leave period is from 1st January to 31st December for all staff.
- 3.3.3.3 It is the responsibility of the Line Director to ensure that all employees use up their earned vacation leaves each year.
- 3.3.3.4 Carryover of annual vacation leave is strongly discouraged. The Line Director shall also ensure that staffs in the same Centre/Component do not avail of their vacation leave at the same time.
- 3.3.3.5 Balance of unused vacation leave that may be carried over will not exceed 30 days. Any excess of 30 days unused leaves will automatically lapse after 31st December.
- 3.3.3.6 All confirmed employees would be credited annual vacation leave in advance, on 01 January of each calendar year. Probationary staff, once confirmed, will be credited the annual leave of the year, together with the balance of the accrued Annual vacation Leave from the probationary period.
- 3.3.3.7 Application for vacation leave must be filed at least 7 days in advance. However, for a single day or for emergency/unanticipated circumstances, the requirement for applying in advance may be waived.
- 3.3.3.8 **Compensation for Unused Annual Vacation Leave:**
 - 3.3.3.8.1 Any staff who is separated in any manner from **Steps Towards Development** shall be eligible to receive the accrued Annual vacation



Leave up to a maximum of 30 days. This will be accounted to his/her final settlement.

3.3.3.8.2 In case of resignation, **Steps** reserves the right to allow or disallow the use of annual vacation leave, based on organisational needs, for the remaining period of the staff's employment.

3.3.4 Casual Leave

3.3.4.1 Casual leave will be 12 days per year for all permanent staff.

3.3.4.2 The **Steps Towards Development** leave period is from 1st January to 31st December for all staff.

3.3.4.3 All confirmed employees will be credited Casual Leave in advance, on 1st January of each calendar year.

3.3.4.4 An employee shall apply for casual leave at least 7 days in advance to avail of Casual Leave. However, for a single day or for emergency unanticipated circumstances, the requirement to apply in advance may be waived.

3.3.4.5 An employee will not be allowed to take Casual Leave in addition to both before and after a holiday. If an employee enjoys both sides of a holiday with his/her Casual Leave, only one side of the holiday will be treated as Casual Leave.

3.3.4.6 Employees are not allowed to go abroad during Casual Leave.

3.3.5 Medical Leave

3.3.5.1 A maximum of 15 days Medical leave may be granted in a year. Medical leave cannot be accrued in advance.

3.3.5.2 A confirmed staff is eligible for Medical Leave only when s/he is sick and unable to continue or attend work. The employee shall inform his/her Line Director as soon as possible, from the first day of absence.

3.3.5.3 A medical certificate should support sick leave of three or more consecutive days. In the event an employee needs more than three days leave for sickness, s/he must inform the Head of Administration. The request must be accompanied by a doctor's certificate indicating the expected date of return to work.

3.3.5.4 The Head of Administration will closely monitor Medical leaves availed of by employees. **Steps** shall not accept any abuse of medical leave, and disciplinary action will be applied for such abuse.



3.3.5.5 In the event that a medical leave is extended, staff may apply for leave, which shall be deducted from the entitled annual vacation leave.

3.3.5.6 **Prolonged Illness:**

Regular and long-term contract staff who are temporarily unable to perform their duties will be eligible for medical leave, after Gross Salary, subject to the approval of the Executive Director. A doctor's certificate indicating the condition and recommendation must be submitted to Head of Administration, with the recommendation of the respective Line Director.

3.3.5.6.1 The staff member may be temporarily transferred to another department/area if certified by a medical officer. A legitimate transfer may be made only if the employee is capable of performing the duties, and on recommendation of the Line Director and Head of Administration. The final approval must be signed by the Executive Director.

3.3.6 Maternity Leave

Female employees are entitled to Maternity Leave in only two occasions during tenure of service with **Steps**.

An expectant female employee shall notify the Administration Coordinator in writing, and apply for Maternity Leave at least four months prior to the expected delivery date. The female employee will also inform the Coordinator or Head of Administration after the delivery of the child, to formalize her maternity leave and update her personnel record.

3.3.6.1 Gender Policy on Maternity Leave

3.3.6.1.1 Every female staff is entitled to receive 17 weeks maternity leave with full payment.

3.3.6.1.2 Female staff are allowed flexibility during pregnancy, postpartum and lactation period.

3.3.7 Paternity Leave

Ten working days Paternity Leave is allowed to confirmed regular or long-term contract male staff at the time their child is born.

- Male employees are entitled to paternity leave only in two occasions during tenure of service with **Steps**.

3.3.7.1 Gender Policy on Paternity Leave



- To encourage shared childcare responsibilities, every male staff is entitled to receive paternity leave with full payment.

3.3.8 Special Leave

When requested, the Executive Director may grant special leave to a maximum of three days, in the event of an employee's aggravating circumstance. e.g. demise of immediate family members or emergencies.

3.3.9 Leave Without Pay

3.3.9.1 Leave without pay may be granted, subject to certain limitations, when an employee requests for such leave and in the event that no earned vacation or casual leave has been accrued.

3.3.9.2 The allowed number of days for leave without pay in a year is as follows:

Unconfirmed staff	Not exceeding 5 working days
Short terms contract staff	Not exceeding 5 working days
Confirmed Staff	Not exceeding 20 working days

3.3.9.3 Such leave can be availed of, based on recommendation of the respective Line Director, and with prior approval by the Executive Director.

3.3.9.4 Absence without authorization shall be treated as leave without pay, when the Executive Director is not satisfied with the employee's explanation.

3.3.9.5 An employee shall be entitled to all applicable benefits to a maximum of one calendar month, except gross salary while on Leave without Pay, subject to rejoining.

3.3.9.6 In exceptional cases, a confirmed employee may request for a Leave without Pay for more than one month due to a valid reason. Only the Executive Director or his/her designate may grant such leave. The concerned employee, in this case, shall not be entitled to any other monthly allowance during the period.

3.3.10 Leave for Probationary Staff

All Probationary staff, irrespective of contract status will be entitled to one-day leave for every month worked. This covers all types of leaves: annual vacation, personal, sick, emergency etc. Leave beyond his/her credit will be considered without pay. Any balance from the accrued leaves during probationary period will be added to his/her credited annual vacation leave after confirmation.



3.4 Travel and Per diem

Steps Towards Development works through networks and partners in several districts all over Bangladesh. As such, travel is an essential part of the programme of **Steps**. When necessary, per diem shall be provided to employees who travel and remain out of the official base in Dhaka.

3.4.1 Travel

Steps Towards Development staff members may have to travel within or outside the country for field visit, training, exposure visit, meeting, and workshop or for any other official reasons.

Staff members will inform the Administration for any travel.

3.4.1.1 Travel expense coverage

Steps Towards Development staff are entitled to reimbursement of travel expenses incurred during an official trip outside their place of duty, within or outside the country. Where official/rented vehicle is not provided or **Steps** office does not purchase the ticket for the journey, the following chart for reimbursement applies:

Particulars	Mode of Transportation	Type/Class
All Staff	Bus/Coach, or train, or Launch/Steamer/Air	Economy

Note: Staff shall avail of the direct route and most appropriate mode of transportation to the official destination.

3.4.1.1.1 Gender Policy

Female staff may be allowed bus ticket for two seats if they feel the need, for long journey. This privilege allows protection to the female staff from potential harassment in the bus.

3.4.1.2 Trip expenses Report

3.4.1.2.1 Staff members are required to submit their Trip Expense Report to the authority within 48 working hours of return. The receiving authority will subsequently forward the report to **Steps's** Finance Department. If the expense report is not submitted, the staff must write a memorandum explaining the cause and reasons why vouchers are not being submitted.



3.4.1.2.2 Finance department reserves the right to disallow any expenditure, if deemed personal or non-official in nature. Staff will be responsible for bearing the costs of such disallowance/s. If the staff member needs to reimburse **Steps** for funds used for non-official purpose, s/he must make the payment at the time the trip expense report is submitted.

3.4.1.2.3 **Step's** policy in this regard is not to allow salary advances to pay for disallowance/s. **Steps** reserves the right to deduct the full amount of non-official costs from the next month's salary of staff if the same has not been liquidated.

3.4.1.3 Accommodation During Official Tour

3.4.1.3.1 If any employee stays overnight outside his/her posting area or country on official business, then s/he shall receive the cost of hotel accommodation.

3.4.1.3.2 Special provision is accorded female staff whenever needed.

3.4.1.4 Transportation for official travel

3.4.1.4.1 Staff members may be issued a motorized vehicle/bicycle, or may be allowed the use of public transport for official business only.

3.4.1.4.2 Actual transportation costs incurred for public transport in connection with any official business will be reimbursed upon submission of proper vouchers, along with the supporting documents. Under all circumstances, prior notice to the Line Director is needed for the use of official/ public transport.

3.4.1.4.3 When a staff member uses his/her own vehicle for **Steps** official work, s/he will be entitled to Tk. 4/- per kilometre for such travel. No. payment will be made for daily use to the office (from and to residence).

3.4.2 Per diem

Steps Towards Development's per diem policy is based on the philosophy that per diem is intended to cover the cost of food above and beyond what it would normally cost the employee if s/he stays out of her/his normal duty station.

Steps Towards Development per diem is not considered salary or income, and therefore is not intended to provide the staff with any surplus money at the end of the trip.

3.4.2.1 Travel and per diem advance

Steps Towards Development will give travel advances to staff members travelling inside the country. This advance has to be liquidated within 48 working hours upon return.

3.4.2.1.1 Full day per diem: Staff member will be entitled to full day per diem, if s/he leaves the duty station for official travel before 1400 hours of the next day, and at least one day later than the last day of official business.

3.4.2.1.2 Staff member is not eligible for per diem under the following circumstances:

- an employee is away for a period less than six hour on official trip from the duty station.
- an employee is on personal leave, following an official trip.

3.4.2.1.3 **A. Local Travel**

For local travel, the amount of the advance will be decided on a case-by-case basis, depending on the circumstances.

Normally an amount ranging from Taka 200 to 1,000 would be given in case of local travel.

3.4.2.1.4 **B. Foreign Country**

For International travel, the advance will be paid at the following rate:

International Travel: Short Trip (Less than seven days)	=	US\$200-300
Medium or Long stay (More than 7 days)	=	US \$ 300-1,000

The amount will be given in small cash and traveller's cheques

3.4.2.2 Per diem rate (night stay allowance)

An employee shall receive per diem (upon submission of Trip Expense Report and approved by the related authority) at the following rates:

Without actual cost of food (breakfast, lunch, and dinner), accommodation, and convenience:

Per day Taka 200 for Grade 1-3,
Tk. 150 for Grade 4-5, and
Tk. 100 for Grade 6-9,

Bills with supporting vouchers are needed for actual cost.

3.4.2.3 International per diem rate

Staff travelling to other countries will receive the per diem established in the respective grade. If no such policy exists, then the per diem will be decided on agreement between the authority and the staff.

3.4.3 Incentive for Extra Work

Steps employee will be entitled to incentive related with income generating activities as per following points:

- 8 extra working hours will calculate for one holiday work.
- Working before 8:30 a.m. (Dhaka office) and 9:a.m. (out side of Dhaka) and after 5:00 p.m. will be treated extra work time.
- Employee will get incentive of 150% on actual working time, e.g.: 1.50/ hour for 1 actual working hour.
- Incentive will be calculated as follows:

Formula: Actual working hour: 150% ÷ 8 hours x per day salary
 (gross salary/ 30 days)

$$\text{Where daily rate} = \frac{\text{Daily Rate}}{8} \times 150\% \times \text{_____ hours}$$

$$= \frac{\text{Gross salary}}{30 \text{ days}}$$

4.0 Staff Development

Steps believes that appropriate forms of training and education contribute to Human Resources Development by way of upgrading job knowledge and skills. This staff development will eventually benefit both employee and the organisation.

Employees' capabilities must be continuously acquired, honed, and applied. In this view, **Steps** recognises staff training as the most important method of Human Resources Development in the organisation.

4.1. Statement of Policy

Steps Towards Development is committed to provide training to staff at all levels. Based on the results of how staff use their training, a selected number of staff can then be trained in the areas of programme and policy communications. **Steps** will build a cadre of staff who are able to: firstly, understand the complexities of programme work, as well as **Steps**'s partnership with other institutions, its research and expertise on special issues; and secondly, **Steps** staff are able to transfer this understanding to a much wider audience than is currently undertaken.

Employees must be constantly trained if they are to do their jobs well. No matter how carefully staff have been selected or how much aptitude they have for their jobs, systematic training and upgrading is essential if they are to reach an exemplary level of job performance. Moreover, a staff development program gives management the opportunity to explain carefully and clearly its policies, rules, and regulations. It must



be emphasized that training is not only for new employees but is also necessary for each employee's career growth in the organisation.

Steps objectives for the staff development and training are as follows:

- ✧ Help the staff learn how to perform effectively, teach new staff, counterparts, and beneficiaries.
- ✧ Encourage staff to acquire new skills or improve existing skills and increase job knowledge and efficiency.
- ✧ Provide appropriate training as needed by the employee, and within available resources of the organisation.
- ✧ Identify potential employees for other positions and equip them with the necessary knowledge and skills.
- ✧ Keep abreast of developments in the **Steps** operations.
- ✧ Keep abreast of changes occurring outside **Steps** that can be incorporated in the organisation for improved quality performance and organisation development.

4.1.1 Gender Policy

To encourage and promote female staff in the organisation, **Steps** will take different affirmative action as follows:

- i.) Start learning process in the organisation
- ii.) Give priority to female staff in the staff development process.
- iii.) Organize training in management, leadership, communication etc. and give priority to female staff in the allocation of training.
- iv.) Strengthen the capacity of female staff to influence peers through development of their negotiation, advocacy, public speaking and other skills
- v.) Establish and enable staff development and environment especially for female staff. Enlarge the jobs of female staff members so that they include elements of leadership of opportunity for growth and innovation.
- vi.) Special initiatives will be taken to develop and foster growth of women staff. Initiatives include provision of counselling to female staff members facing abuse/ violence at home, confidential grievance procedures for female staff facing abuse / sexual infringement in the working place when necessary.
- vii.) Gender awareness training for staff will be undertaken with emphasis on building sensitivity to women's needs and issues, and developing abilities to address women's special needs.

- viii.) Organize gender training for all staff so that they become efficient to consider gender issues in program implementation strategy/mechanism.
- ix.) Staff participation in gender training will be prioritized, and all projects and programs should have annual training targets to improve gender sensitivity and build competence in gender analysis.
- x.) Regular gender sensitivity workshops shall be conducted to maintain and reinforce adoption of the equality between women and men as a core value, as well as to identify and address conflicts and problems arising out of resistance at different levels.

4.2 Types of training

Steps will have various types of training as stated below:

i. In-house Training

Steps shall provide training to staff by using the skills and experience of any senior staff, in house trainers, or consultants. On the job training, classroom training or combination of both and any arranged special training are examples of in-house training. In-house training will be designed and managed by the concerned Centre or may be in collaboration with the Administration.

ii. External training

This is especially valuable if the training can provide expertise or sharing of experiences not available in the organisation. For some employees, external training may be utilized to enhance, update, or develop specific skill. **Steps** employees who receive external training will subsequently orient colleagues and counterparts.

a. **In-country external training**

Any budgeted In-Country External training can be arranged, provided that:

- i. in-house training resources are not adequate
- ii. the training meets the organisational need. Such training shall be arranged by the Head of Administration, if approved by the Executive Director.
- iii. Long term training for the need of **Steps**
In exceptional cases and for future need of the organisation, **Steps** may arrange long-term training (In Country or abroad) for a deserving employee. This type of training will take place as



part of a long term human resource development need of the organisation. This is considered a long-term investment of the organisation, and as such, decision can only be made by the Executive Director. Further, a set of terms of reference must be prepared for any long-term training course.

Selection of staff for long-term training should be on the basis of:

- ▲ organisational need for that particular field of knowledge.
- ▲ the organisation's planned future staffing structure, and resulting post creation or change in role and responsibility.

4.3 Training Needs Assessment

Training needs are assessed through job evaluation, skills audit, performance appraisal process and close monitoring of the staff by the respective Line Director. At the same time, the training opportunities are identified and staff members are notified about their training needs. The Executive Director, based on the inputs of the Line Director will assess the training needs of the staff.

All training courses using **Steps's** funds or time are responsive to the organisational need and should be within the budgetary level.

4.4 Training Plan and Budget

Training Needs assessment is a continuous process, and Training Program review will be conducted prior to the formulation of Annual Training Plan and Budget. Each Centre will draw up a yearly training Plan and Budget.

4.5 Selection of Employees for training

- 4.5.1 It is the responsibility of the Line Director to decide who should receive training and when. Final selection and approval will be recommended with regard to any training. Administration must be informed of all training.
- 4.5.2 International training, workshop or visits will be coordinated and managed by the Head of Administration, in consultation with the respective Director.
- 4.5.3 Probationary staff are usually not eligible for a long workshop or training course (longer than one week). Any exception to this should be agreed upon by the CMT.

4.5.4 Selection of staff for training should be based on:

- ▲ skill, knowledge, and attitude enhancement to the present job.
- ▲ need for additional skills for foreseen expansion of job or increase in responsibility.
- ▲ organisational need to create special cadre of staff i.e. advocacy, social development, management training, TOT etc.
- ▲ the benefit to the organisation.

4.6 Monitoring and Evaluation

4.6.1 The effect of all training programs is monitored and added to the data concerning training needs. All staff who attend in-house or external training programs are expected to submit proposals for any changes they would like to suggest, based from their learning. Thus, training received by the employee is utilized by the organisation.

4.6.2 A follow up evaluation should also be done by the Director, in consultation with Training Director/Head of Administration, to assess the impact of the training on the employee, and for the benefit of the organisation.

4.6.3 The Human Resource Development program of **Steps** should be evaluated continuously, to determine if it is meeting the established objectives.

4.6.4 The evaluation of the program will frequently reflect the need for improvement in training methods or in the content of courses.

4.7 Training Report

4.7.1 Upon completion of training, a staff will be required to submit a complete Training Report using annex-14. This includes participation in workshops, seminars, conferences, inter-agency meetings on specific subjects, special in-house training (but not the normal fortnightly or monthly staff meetings), visits to other NGOs, visits to other country programs, etc. Content of the report will include only the salient points of the training.

4.7.2 If asked by the Line Director, a detailed visit report for field trips, and special visits to other NGOs and other country programs should be submitted.

4.7.3 Any senior staff who participates in meeting, workshops, and discussion sessions will share with all other staff upon return to **Steps** office. Senior staff should submit their report in English.



- 4.7.4 All components will provide Administration data of their staff who have completed training on a six-monthly basis, to update the Human Resources information in the data base file.

4.8 Training others

One goal of **Steps Towards Development** is to strengthen the partner organisations, groups and local community. Within the policies/objectives of the particular programme, **Steps** may offer in-country training to other interested groups or individuals in the projects area. Interested groups may or may not be directly connected to the program as long as the improved skills could contribute to the project sustainability of the communities and complement **Steps's** activities.

4.8.1 Staff involvement in Consultancy

In general, **Steps Towards Development** encourages staff involvement in any development work, so that they can share their experience and knowledge with other organisations, provided that they receive prior permission from the Central Management Team.

For outside Consultancy, the following policies will apply:

- 4.8.1.1 Any organisation needing the services of any **Steps** staff will request the Executive Director for the staff concerned. The staff will render consultancy services only after the approval of the Executive Director.
- 4.8.1.2 During a Consultancy that involves payment, the staff will either:
- i) apply for annual vacation leave from **Steps**, and therefore keep the Consultancy fee, or
 - ii) forfeit the Consultancy fee in favour of **Steps**, and therefore retain the normal salary, or
 - iii) apply for Leave Without Pay (i.e. without gross salary) from **Steps**, and therefore retain the Consultancy fee. This option is intended for staff who have used up the annual vacation leave.
- 4.8.1.3 For the greater interest of the organisation, The Executive Director of **Steps** may request any staff to provide Consultancy for another organisation. In such case, the staff will be eligible for the usual salary and benefits as per the provision of **Steps** policy. No leave will be deducted for this type of Consultancy.
- 4.8.1.4 Any staff wishing to be involved in consultancies for other organisations must sign an agreement letter co-signed by the Executive Director, with established Terms and Conditions. The Head of Administration is



responsible in preparing the agreement, in consultation with the Executive Director and the staff concerned.

5.0 Human Resource Administration Rules and Regulations

5.1 Personnel Files and Records

Steps Towards Development shall create a Personal File of each individual employee, starting from the date of his/her appointment.

Steps Towards Development maintains separate files for employees' Payroll, Compensation, Benefits, Insurance calculation, Income tax calculation.

Steps Towards Development maintains a general leave file for all employees. Leave applications of employees will be kept in this file until the end of each calendar year. After preparing and retaining the annual leave statement up to 31st December of the preceding year, all leave applications will be destroyed in January of the succeeding year.

5.1.1 **Contents of Personal File:** A Personal File will contain the Job application, Curriculum Vitae, educational and professional credentials, recruitment and selection related papers, reference letters, appointment letter and corresponding attachments, important correspondences on leave matters, medical records, performance appraisals and corresponding personnel action. On the left side of the file, the employee's correspondence record form is affixed and should be updated regularly. This form will indicate information on the employee at a glance.

5.1.2 Access to Personal File:

5.1.2.1 The Personal File is a confidential document. The Administrative officer or the assigned person will maintain/update the Personal Files of the **Steps** offices except the one that belongs to him/her. Access to the personal files is restricted to the employee's Line Director and senior management.

5.1.2.2 On written request of an employee, the Executive Director may allow the employee to see specific personnel documents.

5.1.2.3 **Steps Towards Development** will ensure proper maintenance of all documents with regard to each employee, so that these can appropriately serve the purpose of audit/legal requirements and be used as reference for future action.

5.1.3 Personal Files of Past Employees':



5.1.3.1 The personal files of past employees will be destroyed after three years from the date of the employee's separation. Administration will keep a record of the destroyed files.

5.1.3.2 In the event of any dispute between **Steps** and the employee, the concerned file cannot be destroyed until the dispute is solved.

5.2 Standards of Conduct and Discipline

5.2.1 Rules of Conduct

5.2.1.1 All staff of **Steps Towards Development** should observe decorum in both official as well as personal activities, and not act in a manner that may discredit **Steps**.

5.2.1.2 An employee should be honest, sincere, and well conversant with the **Steps** rules and regulations, and be loyal to the organisation.

5.2.1.3 An employee must be punctual in attendance and discharge duties with dispatch.

5.2.1.4 An employee should be well-behaved, diligent, polite, dignified in manner and behaviour, and maintain a good respectable relation with other employees and be friendly but professional in dealing with colleagues.

5.2.1.5 An employee should be particular in cleanliness and tidiness.

5.2.1.6 An employee shall not have a direct financial interest that would be in conflict with the employee's duties and responsibilities.

5.2.1.7 For the purpose of furthering a private interest, any **Steps** employee shall not, directly or indirectly, use or allow the use of official information or disseminate/disclose official information which may cause harm to the office and its administration.

5.2.1.8 Each employee has a duty to protect and preserve **Steps** property, including vehicles, equipment, appliances, supplies, furniture, and other items.

5.2.1.9 No employee shall exert undue advantage regarding the use of **Steps** property directly or indirectly. This includes all **Steps** property: vehicles, telephones, photocopier and office equipment, etc.

5.2.1.10 An employee shall not engage himself/herself in criminal, immoral or disgraceful and other activities prejudicial to **Steps**.



5.2.1.11 Employees must immediately notify the Head of Administration upon receipt of a summons, subpoena, or other legal document that would involve them in Court proceedings.

5.2.2 Gender Policy on Sexual Harassment

5.2.2.1 Acts of undue/unnecessary, physical, or psychological sexual harassment by any employee towards other **Steps** employees or others will immediately warrant disciplinary action.

5.2.2.2 Complaints of sexual harassment should be reported in writing to the immediate Director.

5.2.2.3 When reports are lodged, an internal investigation will immediately be conducted. The CMT, depending on personnel involved, will take appropriate action based on the findings of the investigation.

5.2.2.4 Should the investigation reveal that the person lodging a complaint is found to have falsified the complaint, disciplinary action will be taken against that complainant.

5.2.3 Public Behaviour

An employee must do nothing that may cause emotional, physical, or financial harm to the individuals, families, or communities that **Steps** is committed to helping.

5.2.4 Violation of Rules

Breach of any of the rules in this manual will make an employee liable to disciplinary action in accordance with **Steps** policies.

5.3 Disciplinary Procedures

By accepting an appointment with **Steps**, an employee agrees to work in a responsible, disciplined, and productive manner, to be loyal to the organisation and act in a manner conducive to the accomplishment of the organisation's objectives.

The objective of a disciplinary action should be to motivate the employee to improve performance, and not cause alienation from the organisation. Disciplinary actions should address behaviour within the control of the employee, and whenever possible, provide guidance towards improved work behaviour.

A warning may affect the employee's performance appraisal, and result in loss of increment for the year, after considering the reasons and gravity of the offence.

5.3.1 Statement of Policy

Any misconduct shall be dealt with, according to the disciplinary guidelines. The Line Director, Head of Administration or Executive Director, shall decide upon disciplinary action, depending upon the gravity of offence.

5.3.2 Disciplinary Actions

Disciplinary actions range from verbal reprimand through dismissal for cause. Depending on the severity of the misdemeanour or offence, the deciding authority may subject an employee to the corresponding disciplinary action.

5.3.2.1 Minor Offence

- 5.3.2.1.1 For a minor offence or for decline in an employees' performance level, a meeting between the employee and his/her Line Director or designate will be conducted to resolve the problem as soon as possible.
- 5.3.2.1.2 In certain cases of minor offence, the Line Director, in consultation with the Executive Director will issue a letter of advice to the employee concerned stating how s/he can improve her/his performance.

5.3.2.2 Minor Misconduct

- 5.3.2.2.1 If found guilty of minor misconduct that does not merit dismissal, the employee shall be subjected to any of the following actions in a progressive manner:
- i) First offence: Warning letter describing the offence and/or the performance that should improve over a specified period.
 - ii) For further offences, or in the lack of improvement over the given period, the employee shall be issued a Final Warning Letter. The final warning letter will inform the employee that succeeding offences of the same nature will result in suspension or dismissal.
 - iii) Failure to improve despite the final warning letter will merit suspension, as a last effort to make the employee change for the better. Both Line Director and Head of Administration shall decide upon the suspension period.



- iv) Any recurrence of offence after the final warning letter and suspension may end in the dismissal of the employee.

5.3.2.2.2 The Line Director will usually issue the warning letter. However, if necessary, Head of Administration or Executive Director will issue the warning letter based on evidence/written documents.

5.3.2.2.3 The employee will receive the warning letter by affixing her/his signature and date on it.

5.3.2.2.4 All staff shall have the right to reply or explain, upon receipt of a communication subjecting her/him to a disciplinary action. The written reply shall be submitted to Administration within 7 days from receipt of the communication.

The word termination should not be incorporated or written in the warning letter.

5.3.2.3 **Misconduct:**

5.3.2.3.1 An employee may be dismissed if found guilty of the charges of gross misconduct as per section 8.6 of this manual.

5.3.2.3.2 No order for dismissal of an employee shall be made unless the following conditions are met:

- i.) allegation against the person is recorded in writing
- ii.) the respondent is given a copy of the complaint, and that respondent has submitted a written explanation to the issuing authority within ten days.
- iii.) the person is given a personal hearing if such a prayer is made and
- iv.) the management approves such order.

5.3.3 **Procedures**

5.3.3.1 **Investigation:**

The alleged offence shall immediately be reported in writing, to the Line Director/Head of Administration or the Executive Director. The Line or Executive Director, if s/he deems it necessary, will designate a person to investigate and prepare a written report on the findings.

5.3.3.2 **Show cause/Explanation:**



- 5.3.3.2.1 **Steps towards Development** recognises that all of its employees have rights. Each employee has his/her own duties and responsibilities to perform to the satisfaction of management and adhere to all office policies, rules and regulations. Providing an employee the opportunity to prepare a show cause/explanation letter is respecting her/his right to fair treatment.
- 5.3.3.2.2 The Show Cause/Explanation letter asks the employee to explain why disciplinary action should not be taken against him/her for the misconduct. The show cause letter must state the specific allegation.
- 5.3.3.2.3 Where necessary, the Head of Administration should be consulted before issuing a Show Cause letter.
- 5.3.3.2.4 The response letter should be submitted within a required time frame.
- 5.3.3.2.5 If an employee is convicted for an offence or is considered guilty of misconduct as per HRMP Manual, **Steps** shall ensure proper justice to him/her.

5.3.3.3 Suspension Pending Inquiry:

- 5.3.3.3.1 An employee charged for misconduct may be placed on suspension, pending inquiry into the charges against him/her and unless the matter is pending before any court. The period of such suspension shall not exceed sixty days.
- 5.3.3.3.2 An order of suspension shall be in writing and shall take effect immediately upon delivery to the employee.
- 5.3.3.3.3 An employee while on suspension must not leave his/her station of posting without authorization.
- 5.3.3.3.4 An employee, who is suspended, must be paid subsistence allowance equivalent to half of his/her salary.

5.3.3.4 Hearing/Board of Inquiry

Upon receipt of the employee's explanation, the Line Director or Head of Administration shall issue a Notice of Inquiry to the employee to hold a hearing of the case.

An Inquiry board will be formed, which will comprise three confirmed senior staff members. The inquiry board will look into the explanation of the employee against whom the charges are brought in the show cause notice. To



make the inquiry fair, every possible step shall be taken, especially in choosing the board members.

Any supervising staff who issues/signs the charge-sheet, show cause notice of inquiry, suspension order or dismissal letter, or representative from Administration who makes the final decision of the matter cannot become a member of the Inquiry Board.'

The Inquiry Board shall call in the accused employee and read the charges against him/her as per Show Cause/Explanation letter and state the employee's explanation.

The accused employee may reply to the questions and may ask questions in return. The Inquiry officers should record all discussions in writing. The accused employee has the right to say and ask anything else or to produce any witness.

The witness/es either from the employee or from the employer's side should be examined by the Inquiry officers, and cross-examined by the accused employee. The statements of the witness/es should be recorded, with the witness/es affixing her/his signature on the paper where the statements were recorded.

The evidence in support of show cause letter and charge brought against the employee are to be noted. The evidence produced by the accused employee should also be noted.

Upon completion of the hearing, the Inquiry Board shall read out the entire hearing in the presence of the accused employee after which the employee and the board members must sign on every page of the minutes of hearing.

The Inquiry Board shall then submit a full report on the outcome of the hearing, along with the comments/recommendations to the Executive Director.

If requested by the Executive Director, the Head of Administration will review the documents for legal requirements.

5.3.4 Action

5.3.4.1 In giving punishment, the Executive Director shall take into account the gravity of misconduct, the previous record, if any, of the employee and any other extenuating or aggravating circumstances that may exist.

5.3.4.2 If on inquiry the employee who was suspended is found guilty and is punished under Section 8.5 of the **Steps** HRMP manual, the employee shall not be entitled to any wages except the subsistence allowance as per HRMP manual.



- 5.3.4.3 If the employee is found not guilty, s/he shall be deemed to have been on duty during the period of suspension pending inquiry, and shall be entitled to back wages. The subsistence allowance shall be adjusted accordingly.
- 5.3.4.4 In case of punishment, a copy of the order, inflicting such punishment shall be issued to the concerned employee.
- 5.3.4.5 On establishing the fact that an employee has committed a major misconduct, s/he may be issued a notice of dismissal from the organisation as approved by the Executive Director.
- 5.3.4.6 No Dismissal or suspension order can be issued retroactively.
- 5.3.4.7 If an employee refuses to accept any notice, letter, charge sheet, order or any other document, it shall be deemed that such communication has been delivered if a copy of the same has been sent through registered post to the employee's address available in the office record, and a copy posted in the office notice board.
- 5.3.4.8 The Procedure for disciplinary action must not be delayed, unless there is any valid reason.

5.3.5 Punishments

Within the schedule of powers and subject to these rules, the Line Director, Head of Administration or Executive Director may impose any of the following punishments, at their discretion.

- a) Verbal Warning
- b) Written Warning
- c) Suspension as a measure of punishment for grave offences may be invoked for a period not exceeding 7 days, where the employee is not entitled to any financial benefits whatsoever.
- d) Demotion
- e) Dismissal

6.0 Ensuring Safe Workplace

As an organisation promoting human rights and equality, **Steps Towards Development** ensures safety and security in all its working environments.



6.1 Working Conditions

6.1.1 Calendar Year

Steps Towards Development maintains January through December as its calendar year for purposes of all working conditions, including leaves.

6.1.2 Working Hours

6.1.2.1 **Steps Towards Development's** official working hours are defined according to work hours prescribed for the organisation. The official workweek is five days, from Sunday through Thursday.

6.1.2.2 The normal office hours in **Steps** will be from 8:30 a.m. until 5:00 p.m. with one-hour lunch break. In the office or outside Dhaka, working hours will be from 9:00 a.m. until 5:00 p.m. with one hour lunch break.

6.1.2.3 It is required that all staff complete their respective tasks and responsibilities in a timely manner. Therefore, if so required, staff will be expected to work on weekends, evenings, and holidays based on the urgency and the importance of the task at hand.

6.1.2.4 Drivers, Peons, Couriers, Cook, Guards, Office Assistant are required to work from 7:30 o'clock in the morning until 5:30 o'clock in the afternoon

6.1.2.5 In the event a staff works late hours or on weekends continuously over months, **Steps** shall review his/her job description, his/her skills and performance level. **Steps** shall take measures to find a solution to prevent the continuous overtime.

6.1.3 Staff Attendance

6.1.3.1 It is the duty of all staff to report for work punctually every official working day.

6.1.3.2 When unable to report for work due to unavoidable circumstances, employees should inform their Director/Administration Department before nine o'clock in the morning within the same day.

6.1.3.3 Habitual tardiness and unauthorized absence will not be permitted and the employee will be warned for such acts.

6.1.4 Leaving Office during Working Hours



Staff will not leave the office during working hours without approval of the Line Director. In such cases, the staff should also inform the Head of Administration.

6.2 Safety

- 6.2.1 **Steps Towards Development** provides a work place that is free from recognised health and safety hazards.
- 6.2.2 All staff of **Steps Towards Development** will immediately report any unsafe conditions to the Head of Administration.
- 6.2.3 All injuries shall be reported immediately to the Line Director and Head of Administration, or in their absence, to the Executive Director.

6.3 Vehicle Use and Travelling

6.3.1 Gender Policy

- 6.3.1.1 Priority will be given to female staff for using office vehicle.
 - 6.3.1.2 Female staff will be allowed bus tickets for two seats if they feel the need, during long journey. This privilege allows protection to the female staff from potential harassment in the bus.
 - 6.3.1.3 The organisation will consider the risk in long journey for female staff during pregnancy period.
 - 6.3.1.4 The organisation will not assign field responsibilities to female staff for two years immediately after child birth.
- 6.3.2 Vehicles of **Steps Towards Development** shall be used for official purposes only, unless otherwise authorized by the Executive Director.
 - 6.3.3 Non-employees are not allowed to ride in **Steps's** vehicles. Only the Executive Director may authorize any exception for special circumstances, at his/her discretion.
 - 6.3.4 Only authorized staff who are assigned the vehicles and who have valid driving licenses shall be allowed to drive **Steps** official vehicles.
 - 6.3.5 All drivers shall drive in a responsible, defensive manner and at reasonable and safe speed. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by an authorized driver is the responsibility of the driver and not of **Steps**.



Driving under the influence of alcohol or drugs is considered major infraction and will be subjected to severe disciplinary action.

6.3.6 All drivers and front seat passengers are required to fasten seatbelts while the vehicle is in motion.

6.3.7 Motorcycle riders (driver and passenger) are required to wear safety helmets at all times.

6.3.8 Employees, while travelling by steamers, launch for official reasons, must have life jackets, and use it accordingly.

6.3.9 Wilful neglect to use seat belt/helmet/life jacket during official travel will result in disciplinary action.

6.3.10 In exceptional cases and with prior approval by Executive Director, personal use of official vehicles may be allowed only if the vehicle is available, and subject to the payment of actual fuel costs.

6.4 Official Assets

Official assets assigned to staff are the property of **Steps**. The concerned staff will be held responsible and accountable for the loss, damage, or misuse of the official assets.

6.5 Smoking and Drug-Free Workplace

6.5.1 **Steps Towards Development** ensures to the best of the organisation's capability, that all employees will work in a smoking and drug-free office environment. Designated smoking areas will be assigned for smokers.

6.5.2 Employees who will be found unlawfully manufacturing, distributing, dispensing, or are in possession of illegal drugs (controlled substances as listed by the Department of Narcotics) will be subjected to severe disciplinary action resulting to Dismissal.

6.6 Visits

Visitors on official business are always welcome. Each Centre/Component will maintain a visitor's register. Visitors shall record their arrival and purpose of visit in the registry book.

6.7 Medical Tests

- 6.7.1 For the organisational need of **Steps**, staff members may be required to undergo Medical examinations when the Executive Director deems it necessary.
- 6.7.2 Check ups may include (a) X-ray examination, (b) Blood tests, (c) Urine and Stool tests (d) Sputum tests (e) Eye examination, or any other tests recommended by the consulting doctor.
- 6.7.3 **Steps** will identify the medical officer, and the costs of such tests will be borne by the organisation.

6.8 Publication of Articles

It is mandatory to get the approval of the Executive Director prior to publication of any **Steps**-related article.

6.9 Telephone Use

Office telephones are for official use only. Personal telephone calls by **Steps** staff are discouraged.

Emergency personal calls may be allowed, and the call should be of short duration.

All personal trunk calls may be done with recording and proper payment.

6.10 Identity Card

All **Steps Towards Development** staff will be provided with an Identity Card. The cost of photograph at the time of first issuance will be borne by **Steps** staff. This is also applicable when an employee's job title is changed.

In the event an employee loses his/her Identification Card, he/she shall make GD entry in the nearest police station and inform the **Steps** office with the receipt copy of the GD entry.

6.11 Record Keeping and Confidentiality

All **Steps** staff shall keep and maintain records and documents which they are responsible for, and will protect organisational confidentiality.



Any falsification or damage of official documents made by an employee will be dealt with appropriately.

7.0 SUSTAINING HIGH PERFORMANCE

7.1 Performance Appraisal

Performance Appraisal is the procedure to evaluate the performance of staff formally over a specific period. In this manner, good performance is recognised, and weaknesses identified -- with a view to assist and guide the employee towards better performance. Performance Appraisals are means to encourage communication between staff and Director, and to understand the expectations of one another. Better communication between staff and Director leads to better understanding, and improved performance.

7.1.1 Statement of policy

In **Steps**, every Line Director has the responsibility to ensure the development of his/her staffs' capabilities to perform effectively. Generally, the Line Director conducts individual meetings with his/her respective staff to discuss job performance, achievements, strengths, weak areas, difficulties on the job, and explore ways to improve performance, staff development as well as jointly set objectives or goals for the next appraisal period.

7.1.1.1 The purpose of the performance appraisal is to:

- i.) give the employee an opportunity for self-assessment on his/her performance and propose means for self improvement and professional development.
- ii.) give the employee feedback on his/her performance status, to meet the objectives that were agreed upon between the employee and Line Director.
- iii.) enable the employee to understand how the Organisation perceives his/her performance so that it will consequently help the employee to perform accordingly.
- iv.) identify need for training or skills development and provide input for management planning.
- v.) document the employee's performance for current and future reference.
- vi.) use as a basis for merit increase, promotion, career development or disciplinary action.

7.1.2 Performance Appraisal Rating Period



7.1.2.1 A complete and written performance appraisal shall be prepared annually in December, for regular and long-term contract employees of **Steps**. Below are other occasions for performance appraisal:

- i. At the end of an employee's probationary period.
- ii. Before proposing promotion for an employee.
- iii. Before proposing any change in employee's work status, from temporary/contract to regular or from regular to contract status, and for changes in roles and responsibilities.
- iv. Before preparing staff development plan
- v. On transfer

7.1.2.2 Since **Steps** recognises Human Resource Development as a continuous process, a performance appraisal may be conducted any time during the year to review the performance of an employee. The continuous feedback enables the employee to recognise and keep up his/her strengths and improve any weak areas. Such out of season performance appraisal does not necessarily require documentation. However, if deemed necessary due to special circumstances, a concise document on the performance appraisal may be prepared, signed by both employee and Line Director. The concerned employee shall be provided copy, after retaining a copy for his/her personal file.

7.1.2.2 Since **Steps** recognises Human Resource Development as a continuous process, a performance appraisal shall be conducted within the anniversary month of an employee's joining the organisation. The official performance appraisal instrument shall be used for the regular evaluation.

7.1.2.3 Feedback on job performance shall be on a regular basis, between the Line Director and the employee, and among the peers. Such feedback on performance does not necessarily require documentation. However, if deemed necessary due to special circumstances, a concise document on the performance feedback may be prepared, signed by both employee and Line Director. The concerned employee shall be provided copy, after retaining a copy for his/her personal file.

7.1.3 Instructions for Line Directors

- i. It is the responsibility of all Line Directors to ensure that staff are evaluated in a timely manner. The Human Resource & Administration component is responsible for circulating guidelines to each Centre, prior to the Annual Performance Appraisal of staff.
- ii. All assessments must be fair, honest, impartial, and meticulous in grading the employees. Any kind of misinformation and deliberate falsification of information that may unduly favour or disfavour an



employee is not allowed. If proven with evidence, such unprofessional and unethical acts will have to be explained by the evaluator to **Steps** Management. The concerned personnel will be subjected to disciplinary action for such misconduct.

- iii) The annual appraisal shall be carried out in relation to the employee's performance throughout the entire appraisal period and not just on recent performance.
- iv) The performance appraisal shall include an objective assessment (qualitative and quantitative) of employee's performance level in relation with current duties and responsibilities, according to the Job Description and list of actual tasks and functions.
- v) The performance appraisal will also look at the employee's job related personal characteristics such as attitude, promptness, initiative, appearance, commitment, and teamwork.
- vi) The performance appraisal will also look at the employee's job related skills and knowledge such as, communication skills, management skills, training skills, reporting skills.
- vii) The Line Director should discuss the employee's work constructively, to help him/her become more effective in his/her job.
- viii) Areas for improvement should be reviewed thoroughly, and management should take every possible measure to overcome the weakness.
- ix) Performance appraisal does not necessarily imply promotion or salary increase for the employee.
- x) Recommendation/Approval for merit increase or Promotion must be consistent with the content of the Employee's Performance Appraisal, and within the approved budgetary provisions. It is important that an employee not be deprived from salary increase if the performance merits an increment.

7.1.4 Performance Appraisal Format

- 7.1.4.1 The **Steps**-designed Performance Appraisal Form shall be used for performance evaluation of all regular and long-term contract employees. Annex-11 will be used for all employees. For senior management staff, additional attachment can be used along with the standard format. There will also be a Bengali version of the Performance Appraisal Form. Performance Appraisal Format includes parts that shall be filled in



appropriately by the Line Director-rater, the employee-ratee, Finance, Administration and Executive Director where applicable.

7.1.4.2 It is expected that **Steps Towards Development** will use this standard Performance Appraisal form for promotion, at the end of probation period and for staff development plan. In other cases such as, transfer, change of employment status – the Line Director will prepare a brief narrative Performance Appraisal.

7.1.5 Guidelines for Evaluators

7.1.5.1 To ensure the effectiveness of the evaluation process, the evaluator's fair judgment is essential. The rating for assessment represents the Line Director's evaluation of the employee's actual performance on the job. The following points are important for the evaluators when doing performance appraisal:

- i) Line Director must have read the Performance Appraisal policy as described in HRMP Manual and the issued Guidelines on Performance Appraisal procedure, before conducting staff Performance Appraisal. Secondary evaluators are also expected to be fully aware of the general performance appraisal procedure.
- ii) Line Director shall make his/her judgment on the job requirements, the job description, and the employee's performance on the job.
- iii) Line Director should consider only one factor at a time. Rating in one trait should not influence the rating of another.
- iv) Line Director should conduct the Performance Appraisal with each staff in a one to one discussion.
- v) Line Director will consider factors that might have affected the performance, especially those beyond the control of the employee, and comment appropriately.
- vi) In cases where an employee has secondary evaluators, the Line Director should collect input from these secondary sources prior to completing the appraisal format. Secondary sources will be most helpful if they know from the beginning of the year exactly what type of comments will be required at the end of the year. The Primary Evaluator should communicate with all secondary evaluators early on in the year, to clarify these expectations.

7.1.5.2 **Responsibility of Secondary Evaluators:** Many staff have secondary evaluators listed in their job descriptions. Secondary



evaluators should share comments with the concerned Primary Evaluator on the performance of employees from time to time. At the time of preparing the Annual Performance Appraisal, Secondary Evaluators would be asked to submit their comments to the Primary Evaluator to assist in preparing a fair appraisal. In some instances if so required, the Secondary Evaluator may be asked to discuss her/his comments in person, with the Primary Evaluator or with the concerned employee.

7.1.6 Performance Appraisal Procedures

As a fundamental part of the Performance Appraisal procedure, every Line Director shall conduct an individual appraisal review meeting with his/her staff. In this meeting, targets and objectives that have been agreed upon are reviewed, and new objectives will be set for the next appraisal period. The meeting also enables the Line Director to provide advice or guide the employee, in the event there is any weakness or shortcoming in the performance. It is important to recognise good performance so that the employee is aware that s/he is making a positive contribution and is encouraged to keep on.

During this review, the Line Director shall attempt to understand the difficulties of his/her staff and to identify performance needs. Before each review, the employee prepares for the discussion through self-assessment, identifying factors that have contributed to his/her performance and factors that hindered it, as well as the types of support that s/he needs from the Program In charge or others, in order to do better in the next period. The Line Director also prepares for the meeting by listing achievements, observations, problems, suggestions, and expectations.

In the appraisal meeting, the Line Director and his/her staff share their observations, concerns, and attempt to respond to the concerns. Such discussions help to develop mutual understanding, and the data generated is reported to higher management. Such information may eventually be used in making decisions about individual staff development as well as developmental needs of the work group or the entire organisation.

7.1.6.1 Important Points for Performance Appraisal

The following points are important for the success of the Performance Appraisal meeting:

7.1.6.1.1 Before the meeting:

- I) Give the employee adequate notice of the meeting and brief him/her on the purpose of the meeting. Employee should be provided with a blank Performance Appraisal Form, Annex 11, for reference and self-assessment.



- ii) Prior to the discussion, all evaluators must have read and reviewed the following documents:
 - ▲ Staff (ratee) personal file, with special focus on notes from the last appraisal conducted.
 - ▲ Job Description of the ratee
- iii) Consider the points the Line Director wishes to make, and the targets or priorities and expectations that need to be agreed upon for the following appraisal period.

7.1.6.1.2 During the meeting :

- i) The Line Director starts by stating the purpose of the meeting, and invites the employee to comment on her/his performance (Refer to employee's self assessment).
- ii) The Line Director then first points out instances of good performance and then outlines areas where improvements are needed.
- iii) Both parties explore reasons for the strong and weak point/s. Identify training needs if necessary.
- iv) Goals, objectives and actions for improvement in the following period should be discussed and agreed upon.
- v) Employees should be encouraged to seek and receive guidance in improving performance.

7.1.6.1.3 After the meeting:

On completion of the appraisal, evaluators must immediately write all salient points and share these with the staff member. Subsequently, if possible within the next day, based on the outcome of the Appraisal meeting, the Line Director (1st and 2nd supervisor in consultation with each other) will fill in the Performance Appraisal form with appropriate rating of the traits and other descriptive areas and sign. The staff-ratee shall be given the accomplished Performance Appraisal (in duplicate) for his/her study and comments. Staff members must be encouraged to put down their comments on the Form before signing it.

After return of the Performance Appraisal form, the staff, in consultation with the Line Director will fill up the confidential part of the form. The accomplished forms will then be forwarded to Administration for review, action, and recording.

7.1.6.2 Process for Annual Performance Appraisal

- i.) At the beginning, Administration sends guidelines of Performance Appraisal to Line Directors.
- ii.) Each Line Director meets with the Executive Director on the guidelines and their special concern over Performance Appraisal of the staff for the given year.
- iii.) The Line Director will then notify the staff of the Performance Appraisal meeting (Probationary staff unless the probation ends within 15 January of the following year and the staff recently evaluated will not require the Annual Performance Appraisal for the given year).
- iv.) The respective Line Director conducts the Performance Appraisal meeting with the ratee-staff. The features and outcomes of the meeting are noted.
- v.) The Line Director, in consultation with Executive Director will fill in the confidential part of the Appraisal form.
- vi.) The respective Line Director will also prepare a summary of recommendations/approval for personnel action on the staff, supported by a short narrative on the rationale of individual special cases.
- vii.) Each centre sends copy of all staff Performance Appraisal to Administration.
- viii.) **Steps Towards Development** will provide Administration with the following year's approved salary level of each office as per budget, to reconcile with the recommended/approved Increments /Promotions.
- ix.) Administration will review the submitted Performance Appraisals and act accordingly.
 - a.) Submit Performance Appraisal of employee to the Executive Director, along with summary of recommendation/approval for review and final approval.
 - b.) HR & Administration will indicate in the Performance Appraisal form if the recommendation is not consistent with the policy and has been disapproved by the Executive Director.



- c.) Prepare relevant letters of personnel action as finally approved by the Executive Director.
- x.) *Administration will send the approved summary sheet to the respective line director. The line director shall issue letter to the staff. Administration will maintain a copy of the performance appraisal in each employee's personal file.*
10. Administration will send out letter to individual staff while giving a copy of the same along with individual Performance Appraisal for their action and employee's personal file. Administration will also send the summary sheet as approved by Director to respective Program In charge so that s/he can issue letters to their individual staff.
- xi.) Administration will issue individual letters to staff, on the outcome of her/his Performance Appraisal.
- xii.) Administration will send a copy of all Increment, Promotion or any letter related to financial matters to the Executive Director.
- xiii) Administration will keep a copy of all Performance Appraisal letters to employees.
- xiv.) Administration will record and update Human Resources Information, staff list, database file.

7.1.6.3 Gender Policies

- 7.1.6.3.1 Steps Towards Development introduces a good performance reward in the field of gender.
- 7.1.3.6.2 The organisation shall develop indicators for staff performance with regard to adherence to gender policy.

7.1.7 Annual Increments

- 7.1.7.1 Annual Increments are awarded once a year, effective 1st January, based on employee's performance appraisal.
- 7.1.7.2 Annual Increments are subject to satisfactory performance of staff throughout the year, and are not automatic. Therefore, if the Performance Appraisal of a staff is not satisfactory, s/he will not merit any increase.
- 7.1.7.3 Staff must have at least three months period in their respective Grade and Pay Step classification as of 1st January, to be eligible for a step increment.



- 7.1.7.4 No unconfirmed staff will be eligible for annual increment.
- 7.1.7.5 Probationary staff appointed before 1st October will be eligible for increment at the time of confirmation of his/her employment in the following year.
- 7.1.7.6 Under very special circumstances may a two-pay step increment be recommended for an employee's exceptional performance. Such increment must be supported by the rationale.
- 7.1.7.7 A warning letter usually results in the loss of annual increment, depending on the reason for the warning and the observed improvement in performance of the employee after receipt of the letter. The Line Director will give importance to this point while commenting on the employee's Performance Appraisal.
- 7.1.7.8 The Line Director must state the reasons in the confidential section of the performance appraisal form if any employee is not recommended for an increment that year.

7.1.8 Promotions

- 7.1.8.1 Promotions are given to employees who will undertake or have demonstrated higher responsibilities and possess the qualifications and skills required for the proposed position.
- 7.1.8.2 All promotions are subject to existing vacancy in the organisation and within budgetary levels.
- 7.1.8.3 All promotions must be supported by a performance appraisal indicating the rationale, either within the annual review or as immediate need. An interview or examination may also be arranged if deemed necessary.
- 7.1.8.4 To ensure that the appropriate job title and salary is given to a recommended promotion, the Position, Grade, and Salary rate must be referred to.
- 7.1.8.5 In the event a staff needs trial to perform in a higher position ,a provisional promotion (in written form) may be given. Such Provisional period is usually for three to six months. At the end of the Provisional period, the employee's performance shall be evaluated to determine his/her competence for the new position. If the evaluation proves favourable, the employee's promotion will be confirmed by granting the position and the adjusted salary. In case the employee fails to meet the requirements for the new position, s/he will revert to the previous position.
- 7.1.8.6 Upon promotion, a new job description will be provided to the employee.



7.1.9 Gender Policy

The organisation will encourage the promotion of more women to senior positions. **Steps** will relax the qualifications and work experience for women candidates in senior positions for the time being, where both men and women have equal educational qualification and experience.

7.1.10 Disposition

- 7.1.10.1 If a staff member's performance is found to be unsatisfactory, s/he may be subjected to a change in assignment, transfer, demotion, termination or any disciplinary action. If dismissal is recommended, the proper procedures must be followed.
- 7.1.10.2 All recommendations of disposition must be despatched with rationale and should be consistent with the employee's performance evaluation.

7.1.11 Career Growth

Steps Towards Development, within its limited scope, will create opportunities and make appropriate investment for progressive career pathing of staff in the organisation. Career growth may involve staff promotion with increased responsibilities, or lateral change in responsibilities with prospect of broadening the employee's career and promotion in future.

- 7.1.11.1 Annually, in consultation with Head of Administration, the Line Director will produce a report with a list of staff ready for career development, potential opportunities and necessary investment, for discussion at the first quarter of each calendar year.
- 7.1.11.2 Opportunity for career growth and promotion will result only from vacant positions and creation of new positions involving increased or different responsibilities as per the need of the organisation.
- 7.1.11.3 Discussion about lateral or vertical career growth will normally emerge at the time of any interim performance appraisal, but this must be formally documented at least once a year, at the time of year end appraisal.
- 7.1.11.4 Agreed and planned career growth appointments are subject to the approval of the Executive Director, based on annual appraisal reports and discussions in CMT meeting. In such cases, the Executive Director can waive the need to advertise for new or vacant positions to facilitate internal career growth.
- 7.1.11.5 Each career growth appointment must have a favourable recommendation from the Head of Administration.

7.1.12 Human Resources Information

- 7.1.12.1 All appropriate information about employees should be stored in the central human resources data bank. This includes all basic information about each employee such as, academic and professional qualifications, work experiences, training programs attended, general skills, professional skills, special skills, performance records, potential appraisals, accomplishments etc. The data shall be used when there is a need to identify employees for consideration for special job, additional training, promotion, transfer, and secondment.
- 7.1.12.2 **Steps Towards Development** will also keep data of past employees. The data shall include past performance level, length of service, reasons of separation, mode and data of separation, final settlement etc.
- 7.1.12.3 The Administration will start keeping Human Resource information gradually.

7.2 Transfer and Secondment

7.2.1 Transfer: Statements of Policy

Employees may be transferred from one job to another, or relocated to another geographical area within **Steps** offices/projects as may be decided upon by the management.

The purpose of a transfer is to broaden the experience of an employee, or to meet other organisational needs.

The salary status of an employee who is transferred, will not change, unless the new position involves treated or complex responsibilities and the change is agreed upon by the incoming office, Administration and Executive Director.

All transfers shall be made against a vacancy, and within the provision of budget.

7.2.2 Need for Transfers

7.2.2.1 A Component may have a need for transfer of an employee to another Component:

- i) for career development of the employee
- ii) to avoid redundancy
- iii) for benefit of the organisation

iv) on request of the employee

7.2.2.2 A transfer on request of employee may be considered only when there is a vacant position, and the employee meets the requirements of the position.

7.2.3 Gender Policy on Transfer

7.2.3.1 The organisation will consider the place of residence of parents/spouse and education of children of the female staff at the time of transfer.

7.2.3.2 The organisation will consider the situation of female staff at the time of pregnancy and the early stage after childbirth.

7.2.4 Procedures of Transfer

- i.) In the event a need arises, the initiating Centre will request/coordinate with other **Steps** Components on the details of need, rationale and relevant information of the employee for consideration. A copy of such request must be sent to the Head of Administration for information.
- ii.) Depending on circumstances, all transfer will be done in consultation with the respective Line Directors (in both incoming and outgoing Centres) and the staff member concerned.
- iii.) After receiving confirmation from the concerned Centre, Administration will issue a transfer letter to the employee concerned. The letter will indicate the new post, job title, date of joining, salary status and shifting allowances applicable. Any changes in salary, grade or salary status must cover the relevant policies in the HRMP Manual. Copy of the transfer letter should be given to concerned Line Director and Finance Department.
- iv.) Before transfer from one Centre to another, the concerned component will ensure the handover process, prepare a brief performance evaluation, release order that includes salary and leave information of the employee, and send these to the office where the employee will be transferred. For transfer within the same Component, only handover document is necessary.
- v.) The Line Director of the receiving Centre will issue and update the job description upon joining of the employee.

8.0 Cessation of Employment

Employment with **Steps Towards Development** may cease due to different circumstances. As a matter of policy, standard procedures apply in terms of obtaining clearances, turnover of responsibilities, and the corresponding final pay. Specific policies vary based on the nature of the cessation of employment with **Steps**.

8.1 Resignation

8.1.1 Notice of Resignation

8.1.1.1 Confirmed Regular Employee: - Three months' notice is required from a confirmed regular employee of **Steps** who resigns from service.

8.1.1.2 Confirmed Contract Employee: A confirmed contract employee of **Steps** may resign from service with the specified notice period in his/her appointment letter.

8.1.1.3 Probationary Employee: An employee on probation may resign from the service with one-month notice.

8.1.1.4 Employee on Temporary status: An employee with temporary or short-term contract status may resign from **Steps** with the specified notice period, in his/her appointment letter.

8.1.1.5 In the event a **Steps** employee fails to provide the mandatory notice, a proportionate deduction of salary will be made in lieu of the prescribed notice period.

8.1.2 Benefit Entitlement

A confirmed employee who resigns shall be entitled to the following benefits:

- i) Unpaid salary and allowance up to the last day of work. A deduction of salary and allowances will be made if the required notice is not given by the employee as per policy of the **Steps** HRMP Manual.
- ii) Compensation for any unused Annual leave, to a maximum of 30 days as per HRMP Manual.
- iii) Employee's own contribution to the Provident Fund, if any.



- iv) Organisation's contribution to the Provident Fund, if any.
- v) Gratuity at the rate of one month's basic salary for each completed year of service plus a proportionate amount for any fractional part of the year, provided that the employee has completed three-year service with **Steps**.

8.1.3 A probationary employee, who resigns shall be entitled to (i) his/her unpaid salary and allowance up to the last day of work and (ii) compensation for any unused annual vacation leave as per HRMP Manual.

8.1.4 All resignation letters must be addressed to the Executive Director through the respective Line Director. On receipt of the resignation letter, the Executive Director or the designate will issue the acceptance letter. The letter will also include instructions to the resigning staff to handover the charges, materials, equipment or outstanding obligations, and to take clearance/release certificate from the respective departments before final payment is made.

8.2 Retirement

8.2.1 Retirement from service is mandatory, upon an employee attaining his/her 60th birthday. The Executive Director has the sole authority to defer in writing the retirement of an employee in consultation with the concerned person and his/her Line Director.

8.2.2 The Administration Department is responsible to take action on the retirement of any of its employee/s at the appropriate time.

8.2.3 Retirement of an employee is subject to the approval of the Executive Director.

8.2.4 A notice of retirement must be issued by Administration to the employee at least three months in advance.

8.2.5 The retiring employee shall be entitled to the following benefits:

- i) Unpaid salary and allowance up to the last day of work,
- ii) Compensation for any unused annual vacation leaves up to a maximum of 30 days as per HRMP Manual.
- iii) Employee's own contribution to Provident Fund, if any.
- iv) Organisation's contribution to Provident Fund, if any.



- v) Gratuity at the rate of one month's basic salary for each completed year of service, plus a proportionate amount for any fractional part of the year, provided the employee has completed three years service with **Steps**.

8.3 Redundancy

Steps Towards Development is allowed to operate in Bangladesh depending on the government approval of its projects, including the approved number of staff. As such, the nature of all employment in **Steps** is temporary.

In case a post or a number of staff positions become redundant due to phase out of the project, reducing the organisational activities, abolishing the position or for other valid reasons, the involved staff will be given three months written notice.

In such case, the staff concerned will be entitled to the following benefits:

- i) Two months' gross salary. In case a redundant staff decides to resign immediately upon receiving the redundancy notice, an additional one month's gross salary will be paid.
- ii) Salary and allowance up to the last day of work.
- iii) Compensation for any unused Annual Leave up to a maximum of 30 days as per HRMP Manual.
- iv) Employee's own contribution to Provident Fund, if any.
- v) Organisation's contribution to Provident Fund, if any.
- vi) Gratuity at the rate of one month's basic salary for the completed 3 years service, plus a proportionate amount for any fractional part of the year, provided the employee be confirmed in service.

In general, before making a position redundant, **Steps** will try to transfer/appoint qualified and well performing staff to another office when the need arises.

All redundancy is subject to the approval of the Executive Director.

8.4 Termination

Termination is used when removal of a staff member by other means is not deemed appropriate.

Termination is the prerogative of the Employer and this action can be done even without any disciplinary reasons.

A probationary employee may be terminated without notice.



A short-term contract service may be terminated by either party with or without notice, as stated in the contract of employment.

The reason for the termination must not be give in termination letter,

A termination of confirmed staff must be authorized by the Executive Director.

A terminated employee, depending on his /her employment status shall be entitled to the following benefits:

Confirmed employee:

- i) Three months gross salary in lieu of notice.
- ii) Unpaid salary and allowance up to the last day of work
- iii) Compensation for any unused Annual Leave up to a maximum of 30 days as per the HRMP Manual.
- iv) Employee's own contribution to Provident Fund, if any
- v) Organisation's contribution to Provident Fund, if any.
- vi) Gratuity at the rate of one month basic salary for each completed years' service plus a proportionate amount for any fractional part of the year, provided that the employee has completed 3-year service with **Steps**.

Employee on Probation:

- i) Unpaid salary and allowance up to the last day of work.
- ii) Compensation for any unused Annual leave as per HRMP Manual.

Employee on Contract Status:

The benefits will be based on the terms and conditions stated in the contract of employment.

8.5 Discharge

8.5.1 An employee may be discharged from service for reasons of physical or mental incapacity, or for continued ill health, or such other reasons not due to misconduct. A medical board comprising of two doctors must be formed to examine and make recommendations.

8.5.2 Probationary employees are terminated without notice and cannot be discharged.

8.5.3 All discharges must be authorized by the Executive Director.

8.5.4 An employee who is discharged on medical grounds shall be entitled to:

- i) One month's notice or gross salary in lieu thereof.

- ii) Unpaid salary and allowance up to the last day of work.
- iii) Compensation for any unused Annual leave to a maximum of 30 days as per HRMP Manual.
- iv) Employee's own contribution to Provident Fund, if any.
- v) Organisation's contribution to Provident fund, if any.
- iv) Gratuity at the rate of one-month basic salary for each completed year's service, plus a proportionate amount for any fractional part of the year, provided that the employee has completed three (3) years service with **Steps**.

8.6 Dismissal

An employee may be dismissed without prior notice or pay in lieu thereof or any compensation, after following the disciplinary procedures and as per section 5.3 of this manual.

8.6.1 The following instances may be cause for dismissal:

- a) If employee is convicted for an offence involving moral turpitude,
or
- b) If s/he is found guilty of misconduct.

The following acts and omissions shall be treated as misconduct:

- a) Wilful insubordination or disobedience to any lawful or reasonable order of a supervisor;
- b) Theft, fraud or dishonesty with the employer's activity or property;
- c) Taking or giving bribes or any illegal gratification in connection with his/her employment;
- d) Habitual "absence without official leave" or absence without authorized leave for more than ten days
- e) Habitual tardiness;
- f) Habitual breach of any Government Law or office rule or regulation;
- g) Riotous or disorderly behaviour;
- h) Habitual negligence or neglect of work;
- i) Falsifying, tampering with, damaging or causing loss of employee's records.

8.6.2 Gender policy

Male staff will be immediately dismissed and subjected to legal action if it is proven that he physically or mentally harassed a female staff.

8.6.3 When an employee is dismissed, s/he shall be entitled to the following benefits:



- i) Unpaid salary and allowance up to the last day of work.
- ii) Compensation for any unused annual vacation leaves up to a maximum of 30 days as per HRMP Manual.
- iii) Employee's own contribution to Provident Fund, if any.

8.7 Death

8.7.1 Upon death of an employee, the date of death will be deemed the date upon which the employee's services with **Steps** ceases.

Information of such occurrence must be sent immediately to the Executive Director and copy to Head of Administration, and Finance Director along with necessary documents.

8.7.2 Benefits

8.7.2.1 Confirmed employees:

The designated nominee/beneficiary of the deceased will be entitled to the following benefits, with authorization of the Executive Director.

- i) Death benefit according to the provisions of the Group Insurance Policy of **Steps**.
- ii) Unpaid salary and allowance up to the last day of work of the deceased.
- iii) Compensation for any unused annual vacation leaves up to a maximum of 15 days as per HRMP Manual.
- iv) Employee's own contribution to Provident Fund, if any.
- v) Organisation's contribution to Provident Fund, if any.
- vi) Gratuity at the rate one month basic salary for each completed year of service plus a proportionate amount for any fractional part of the year, provided the employee has completed three years service with **Steps**.
- vii) Provide employment for any of the dependents if desired.

8.7.2.2 Probationary employees

- i) Unpaid salary and allowance up to the last day of work,
- ii) Compensation for any unused leave as per HRMP Manual.

8.7.2.3 The final payment will be made after adjustment of any outstanding dues of the employee. It is the responsibility of the concerned Centre and Finance department to ensure that adjustments if any, are made. All the relevant papers documents with regard to the deceased employee, designated nominee and payment, shall be kept in the concerned employee's personal file.



8.8 Clearance Certificate and Final Settlement

- 8.8.1 an employee, prior to his/her release from job through resignation or any action initiated by the organisation, must do a turnover of responsibilities to the successor or to a staff as nominated by the **Steps** office.
- 8.8.2 An employee who resigns, or is terminated, discharged, made redundant, dismissed or retired must obtain a clearance certificate from the concerned Centre, and then submit copy of the same to the Finance Department before receiving final payment.
- 8.8.3 The concerned Line Director will be held responsible for advising or making final payment without receiving the clearance certificates.
- 8.8.4 The clearance certificates along with the separation letter and advise for payment shall be kept in the employee's Personal file.
- 8.8.5 The final settlement must be approved in advance by the Executive Director, and shall be signed by the outgoing employee, indicating that s/he agrees with the settlement.
- 8.8.6 The final settlement statement, upon completion, shall be kept in the employee's Personal file.

8.9 Service Certificate

Every employee who resigns or is terminated, discharged, retired, dismissed, or made redundant is entitled to a Service Certificate. The Executive Director will sign the service certificate.

8.10 Exit Interview

Every employee who leaves the organisation, regardless of the nature of separation shall undergo an exit interview. The Exit interview shall serve as the closure of engagement between the individual and Steps Towards Development. The exit interview shall be conducted by HR/Admin staff in private. Discussions shall be treated with utmost confidence.



chandradip development society

General Body

Executive Committee

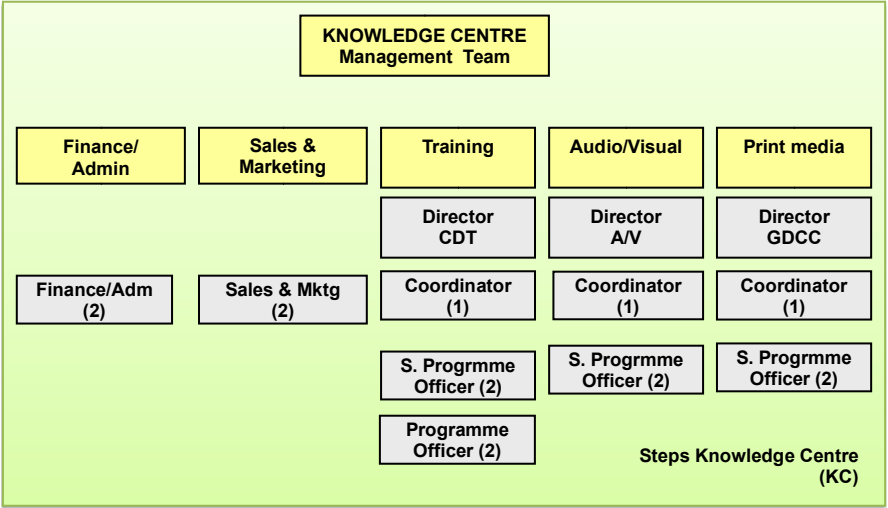
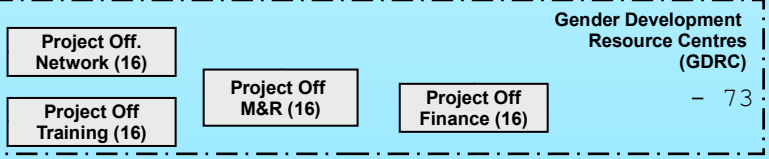
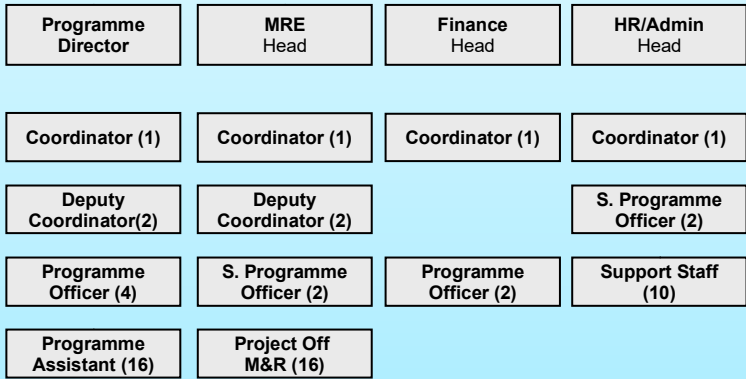
Executive Director

**CENTRAL
Management Team**

Internal Audit

Annex
1

HR/ADMIN



- Acronyms**
- AVC- Audio Visual Centre
 - CMT - Central Mgt Team
 - CDT - Centre for Development Training
 - DWIN - Development Workers Initiatives through Networking
 - FIN – Finance
 - GDCC - Gender and Development Communication Centre
 - GDRC - Gender and Development Resource Centre
 - HR/ADM – HR and Administration
 - MRE – Monitoring Research Evaluation



Steps Organogram



Position/Pay Classification Chart

Steps Towards Development Restructured Grade & Re-fixed Salary							
Effective January 2005							
Grade	Position	Basic Salary	House Rent	Medical Allowance	Conveyance	Entertainment Allowance	Gross Salary
1	Cleaner / Service Asst.	1,000	600	500	500		2,600
2	Peon / Guard / Cook	1,400	540	500	500		3,240
3	Office Assistant/ Jr. Driver	2,000	1,200	500	500		4,200
4	Program Assistant/ Driver/ Computer Operator/ Sr. Office Asst.	2,500	1,500	500	500		5,000
5	Program Associate Administrative Asst. / Sr. Driver	4,000	2,400	500	500		7,400
6	Asst. Program Officer Sr. Admin Assistant	5,000	3,000	500	500		9,000
7	Associate Program Officer (APO) Administrative Supervisor	7,000	4,200	500	500		12,200
8	Program Officer (PO) Administrative Officer (AO)	9,500	5,700	500	500		16,200
9	Sr. Program Officer (SPO) Sr. Administrative Officer (SAO)	11,000	6,600	500	500		18,600
10	Deputy Coordinator (DC)	12,000	7,200	500	1,000		20,700
11	Coordinator	13,500	5,100	500	1,000		23,100
12	Director	16,000	9,600	500	1,000	1,500	28,600
13	Executive Director (ED)	21,000	12,600	500	1,000	1,500	36,600



**Steps Towards Development
Specimen Job Description Format**

Name of Employee :

Designation :

Grade :

Specific Tasks and Responsibilities



Steps Towards Development Specimen Interview Letter

Date: _____

Subject: Interview for the position of

Dear.....

Thank you for your application dated on for the position,

We request you to come to our office for an interview/written test on _____ at _____ A.M./P.M. Our office is located at 3/4 Block D, Lalmatia, Dhaka.

Thank you for your cooperation.

Sincerely yours,

(Signature of the Line Director/Executive Director)

CC: Concerned Unit/Department
Office file



Steps Towards Development Specimen Offer of Employment

Date:

.....
.....

Subject: Offer of Employment

Dear.....

Following review of your Interview and Written test results, we are pleased to offer you employment with **Steps Towards Development** for the position of _____. You will be on probation for six months from the date of your joining. Towards the end of your probationary period, your Program In charge will conduct a performance appraisal. Your employment with **Steps Towards Development** shall be determined by your performance appraisal.

All employment with **Steps** is of temporary nature even after confirmation, as **Steps** itself is a project with limited time duration. The terms and conditions of your employment are as follows:

1. Position : _____
2. Place of Posting : _____
3. Date of Joining : _____
4. Probation Period : From _____ to _____
5. Salary : Tk. _____ per month in Grade _____ Pay Step _____
6. Responsibilities : A detailed Job Description is enclosed.
7. You will be entitled to other admissible benefits after your confirmation, according to the **Steps** Human Resource Policies.
8. Your service will be governed by the **Steps Towards Development** Human Resource Policy Manual.

This offer of employment is contingent upon the final reference check with your present/last employer.

If you agree with the above terms and conditions, then you are requested to confirm acceptance of this offer by signing at the bottom of this letter.

Thank you.

Yours sincerely,

Line Director/Executive Director

Accepted the above terms and conditions
Signature _____
Date: _____

Copy: Component of assignment
HR & Administration (personal file)



Steps Towards Development Specimen Appointment Letter

Date:
.....
.....
.....

Subject: Appointment letter

Reference: Our Employment offer of(Job Position).....

Dear.....

With reference to your application dated and based on your interview/written test results, we are pleased to appoint you as effective under the following terms and conditions.

1. Your monthly salary will be Taka..... in Grade/step.....
2. Your place of posting will be at **Steps Towards Development** office.
3. Your workweek will be Sunday through Thursday from 08:30 to 17:00 hours, with one-hour lunch break.
4. You will be on probation for six months effective from your joining date, at the end of which your Program In charge will appraise your performance. Based on the appraisal report, you may be confirmed as permanent staff member.
5. A job description outlining your duties and responsibilities is attached. The job description may be revised in future if deemed necessary.
6. You may be required to work in any of the **Steps Towards Development** offices in Bangladesh, if the organisation so desires.
7. **Steps Towards Development** will provide the following financial benefits to regular and long-term contract employees in accordance with the Human Resources Policy Manual.
 - a) Festival Bonus equivalent to one month's gross salary (after confirmation)
 - b) Gratuity of one month's basic salary (after completion of basic 3-year service)
 - c) Compensation for unused Annual Leave (when leaving the organisation)
8. Increments and promotions are not automatically granted but shall be at the discretion of the organisation.
9. **Steps** shall be liable to pay the income tax according to the existing income-tax rules issued by the Government. Steps shall deduct the income tax from the salary of employees.



10. During the probation period, you will be eligible for 1-day vacation leave with pay per month. After confirmation of your employment with **Steps**, you will be entitled to 15 days Annual Vacation Leave.
11. After confirmation, you may apply for medical leave only when you are sick and unable to work. A maximum of 15 days sick leave may be granted in a year, and this can not be availed of in advance.
12. Your employment with **Steps** is of a temporary nature even after confirmation as **Steps** itself is a project with limited time duration.
13. You will have to be familiar with the **Steps** Human Resources and Administrative policies.
14. You will be bound by the terms and conditions, policies, rules and regulations that are currently in force and any other terms and conditions, policies, rules and regulations that may become effective in future.

If you agree to the above terms and conditions, please sign and affix date in the spaces provided on all copies of this Appointment Letter.

We welcome you to our organisation and we look forward to working with you.

Yours sincerely,

Executive Director

I have read and understood this letter of Appointment and I willingly agree to accept the terms and conditions, as offered.

Signature

Date:.....

Attached: job responsibilities

Copy : Personal file
HR/Admin





**Steps Towards Development
Specimen Contract of Employment (Fixed term)**

Date:

Reference:

.....
.....
.....

Subject: Contract of Employment

Dear.....

We are pleased to offer you employment with **Steps Towards Development** on contract basis as for a fixed period of month/s, from to The Terms of Reference or Job Description / Scope of work for this job is attached herewith.

The terms and conditions of your employment are as follows:

1. You will receive a monthly consolidated salary of Tk.
2. Your workweek will be Sunday through Thursday fromA.M. to..... P.M. No additional payment is allowed for extra hours of work.
3. You shall be liable to pay the income tax according to the existing income-tax rules issued by the Government. **Steps** will deduct the income tax at source.
4. You will be eligible for transportation and accommodation, or reimbursement of the actual cost (modest) in the event you have to visit /travel outside Dhaka / Project office for official reasons.
5. You shall be eligible for TA/DA as per **Steps** policy only in case you travel to other area/s on official business.
6. You will be entitled to one day vacation leave with pay per month of service, that you can avail of severally or at a mutually agreed date. If the request for leave is denied, you will be paid for any accrued leave. This will be applicable when you resign, or your employment with **Steps** is terminated.
7. This contract of employment may be cancelled by either party with acceptable reason, with one-month prior notice in writing.
8. In the event of resignation or termination, you will be entitled to the following benefits:



- a) Unpaid salary until the effective date of resignation/termination.
- b) Compensation for accrued vacation leave.

If you accept the above terms and conditions, please sign and date all copies of this Contract of Employment in the spaces provided below:

Yours Sincerely,

Executive Director

Confirmation:

I have read and understood this Contract of Employment and I willingly accept the terms and conditions as offered.

Signature

Date: _____

Attachment: Terms of Reference/Scope of Work

Copy : Personal file
HR/Admin



Steps Towards Development Leave Application

To be filled in by the employee:

1. Name: Designation:
2. Leave from/on..... to/and..... for..... days
3. If special, write reasons:.....
4. Leave Address:

Date:

.....
Signature of the employee

To be filled in by the Authority:

Leave due to date (including current application):

Annual Medical Casual Other

A.O./O.S. signature and date

To be filled in by the Authority:

1. Leave Recommended from/on.....to/and..... for..... days
2. Name of the substitute:

Signature of the Program In charge
Date: _____

Approved by:

Date: _____

Note:
.....

To be used by the Authority:

1. Annual/Medical/Other leave granted from/on..... to/and for day (s) to.....

Admin. In charge
Date:.....



Steps Towards Development 3/4 Block-D, Lalmatia, Dhaka

Annual Performance Appraisal Form

ROUTING SLIP

Name of Employee: _____

Designation: _____

Component: _____

Date Hired / Joining Date: _____

Date Confirmed: _____

Line Director: _____

Appraisal Route:

NAME		PARTICULARS	PERIOD	DATE RECEIVED	DATE PASSED
Line Director		primary evaluator	3 days		
CMT Evaluator		other evaluators, as needed	2 days		
Employee		dialogue/self-appraisal	2 days		
Finance		rating, finance-related	1 day		
HRM/ Admin		rating, admin-related	1 days		
Executive Director		review and recommendation	3 days		
CMT		comments	2 days		
EC		approval	1 day		
HRM		personnel action	3 days		
ED		final execution	1 day		
HRM		notice of action	1 day		
Maximum period for performance appraisal			20 days		



Steps Towards Development

3/4 Block-D, Lalmatia, Dhaka

Annual Performance Appraisal Form

To be filled-up by the employee	To be filled-up by HRM
<p>ID No.:</p> <p>Name of Staff :</p> <p>Date of Birth :</p> <p>Name of Spouse:</p> <p>Father's Name :</p> <p>Mother's Name :</p> <p>Present Address :</p> <p>Permanent Address :</p> <p>Educational Qualification :</p> <p>Date Hired/Joining Date:</p> <p>Designation :</p> <p>Component :</p> <p>Present Designation:</p> <p>Component :</p> <p>Length of service in this Position : __years, __months</p> <p>Previous Designation:</p> <p>Effective Date :</p>	<p>Present Classification:</p> <p>Salary Grade :.....</p> <p>Pay Step :.....</p> <p>Present Salary Package</p> <p>Basic Tk. _____</p> <p>Benefits:</p> <p>House Rent _____</p> <p>Medical Allowance _____</p> <p>Conveyance _____</p> <p>Entertainment _____</p> <p>GROSS TOTAL =====</p>
<p>To be filled up by the Line Director</p>	
<p>Appraisal Date :</p> <p>Appraisal Period :</p> <p>Date of Last Appraisal :</p> <p>Has any warning letter been issued during the year? :</p> <p style="text-align: right;">___ Yes Date(s) Issued _____</p> <p style="text-align: right;">___ No</p> <p>Name of Evaluator(s) (1) _____</p> <p style="text-align: right;">(2) _____</p>	



To be filled up by the Line Director: [Part I & Part II]

PART I: DUTIES AND RESPONSIBILITIES

A. Key Tasks and Functions:

No.	Major Tasks & Responsibilities	Expected Output	Achievement within the Appraisal Period	*Rating: S, M, or W
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12	Field tasks (if any)			

*S- strong=8, M- moderate=5, W- weak=3

- **Remarks on the tasks and responsibilities (as per Component character):**





B. Personal Work Attitude and Behaviour:

Demeanour and Soft Skills	Relative Weight	Actual Rating	Comments
Gender sensitivity	10		
Team Cooperation	10		
Adaptability and Flexibility	5		
Commitment	5		
Temperament	5		
Initiative and Resourcefulness	5		
Oral Communication	5		
Written Communication	5		
Willingness to learn	5		
To be filled up by HR & Admin:			
#Warning Memo <input type="text"/>			
▪ Punctuality	(10)		
▪ Office Attendance	(5)		
▪ Movement	(5)		
▪ Leaves	(5)		
▪ Loyalty / Ownership	(10)		
Financial Transaction (To be filled up by Director, Finance)	(10)		
⤴ Timely adjustment of advances for tour and program activities			
⤴ Tendency / capacity to minimise cost			
TOTAL	100		



PART II.

A. Strengths & Weakness (special success or failures, if any)

➤ **Major improvements made during this appraisal period:**

➤ **Strengths (Areas to build upon)**

➤ **Weaknesses/ Areas to improve**

➤ **Method & Process to improve and Target Date**

B. Comments/ recommendations by the line Director:

Name/Signature of Line Director



Date :

PART III. SELF APPRAISAL (BY EMPLOYEE)

1. **Self development initiative/s taken within the appraisal period:**

2. **Individual contribution/s to the organisation, outside of the specific tasks and responsibilities (if any):**

3. **General Comments on team or team members (Positive and Negative):**

Comments on the Team Leader (Positive and Negative)

Did you face any problems in your work? [] YES [] NO
If so, please describe

4. **Other Comments by the employee related with this appraisal or other matters**

5. **Plan of Action for Next year to improve him/herself**

No .	Plan	Expected Output

Name/Signature of Employee

Date

To be filled up by HR & Admin.**Name:**



Present Position:

Component:

PERFORMANCE RATING:

➤ Part I: A = _____% , B = _____%

➤ **Part II:**

A:

B:

➤ **Part III:**

Comments by the CMT:

Promotion to _____

Grade: _____ Pay Step _____

Transfer to _____

Grade: _____ Pay Step _____

Increment: _____%

Warning memo:

Separation:

Name/Signature of CMT Representative
Date

Approved by the EC:

Promotion to _____

Grade: _____ Pay Step _____

Transfer to _____

Grade: _____ Pay Step _____

Increment: _____%

Warning memo:

Separation:

Name/Signature of EC Representative
Date

FINAL SALARY PACKAGE: (To be accomplished by Finance)

Basic: Tk. _____

Benefits: _____

House Rent _____

Medical Allowance _____

Conveyance _____

Entertainment _____

GROSS TOTAL =====

Effective _____

Prepared by: _____

Approved by: _____

HR/Admin /Date

Director, Finance/Date

Executive Director/Date

**Steps Towards Development
Annual Performance Appraisal**



NOTICE OF PERSONNEL ACTION

TO : _____
 FROM : Office of the Executive Director
 SUBJECT: PERSONNEL ACTION from PERFORMANCE APPRAISAL

As per your performance appraisal dated _____, the management of **Steps Towards Development** would like to inform you of the following adjustments in your status:

Promotion to _____
 Grade: _____ Pay Step _____
 Transfer to _____
 Grade: _____ Pay Step _____
 Increment: _____ %
 Warning memo:
 Separation:

Your salary package effective _____ is as follows:

Basic	Tk.	_____
Benefits:		
House Rent		_____
Medical Allowance		_____
Conveyance		_____
Income Tax		_____
GROSS TOTAL	=====	

You are expected to perform according to your job description and specific tasks and functions, and in conformity with established organisation rules and policies.

Prepared by:

Approved by:

Conforme:

 HR/Admin/Date

 Executive Director/Date

 Employee/Date

Attached: 2006 Plan of Action
 cc: Finance, HR file



Steps Towards Development Specimen Confirmation Letter

Date: _____

Employee
Designation :
Project Name :
Working Station :

Subject: Confirmation of Employment

Reference:

Dear.....

Following the completion of your probation period and based on your satisfactory performance, I am pleased to confirm your employment in your present position effective _____ . You will now be entitled to the benefits as per your Appointment Letter and in accordance with **Steps Towards Development** HRP Manual.

It is reminded that all employment with **Steps** is of a temporary nature even after confirmation, as **Steps** itself is a project with limited time duration.

Your service will be governed by the **Steps** Human Resource Policy manual that may be amended from time to time.

It is expected that you will put your best efforts to make **Steps** an effective organisation and that you will in turn benefit from your service to **Steps**.

We look forward to your continued cooperation.

Yours sincerely

Line Director/Executive Director

Copy: HR/Admin
Personal File



EMPLOYEE DOSSIER

Steps Towards Development

Dhaka

01. Full Name : _____
02. Designation : _____
03. Date of Birth : _____
04. Father's Name : _____
05. Date of Joining : _____

06. Permanent address (mention police station): _____

Telephone No. (If any): _____

* The HRD/Admin Department must be informed immediately of any change in present address

08. Marital status (write - Married/Widower/Widow/Separated/Divorce-whichever is applicable) _____

09. Name of Spouse: _____

10. Occupation of Spouse (write in detail): _____

11. Nationality : _____

12. Religion : _____ Sect: _____

13. Qualification : _____

14. Experience/Previous Employment Record (If any) fill in the table below:

Name and address of organisation served before	Position last held	Period of service		Last salary Drawn	Mode of separation
		From	To		

15. Mother tongue : _____



16. Language/s Known : _____

Language known	Standard			
	Read	Write	Speak	Understand

Note: Write - A, B, C, D (which is applicable): A - Excellent, B- Good, C- Fair, D- poor

17. Name of dependent family members dependent:

Sl. No.	Name	Date of Birth	Present Age	Relation	Occupation Remarks
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

18. Name of the official nominee to receive monetary benefits in behalf of the employee in case of the employee's death / demise (priority wise)

Sl. No.	Name	Relation	Birth	Occupation	Address	% of amount to be given
1.						
2.						
3.						
4.						

* Any change in decision or in the address of the nominee must immediately be intimated in writing to the **Steps** HRD / Admin. Department.

19. Do you have a Driving license? (Write yes or No.): _____

(a) If yes: Driving License No. : _____
 Type of License : _____
 Valid up to : _____
 Driving started from : _____



20. Have you ever been dismissed, discharged, terminated or forced to resign from any service/position previously? (Write yes or No.): _____

(a) If yes, mention reasons in details:

Sl. No.	Name of the organisation served before	Tenure of service	Type of punishment	Reason for separation
1.				
2.				

21. Have you ever been convicted, fined, imprisoned, and taken to the custody of law enforcing Agency for any sort of crime or any other kind of unlawful activity? (Write yes or No.): _____

Sl. No.	Offense	Type of punishment	Duration/Amounting etc.	Reasons

21. References:

List two persons, not related to you, who are familiar with your character and your background, whom we may contact at any time:

Sl. No.	Full Name	Occupation	Address
01.			
02.			

23. I certify that all the statements above are true and complete to the best of my knowledge and belief.

I understand that any misrepresentation or material omission in this form renders me liable for dismissal or any other disciplinary action.

Signature of employee
Date: _____

Countersigned by:

Designation: _____ Date: _____



Steps Towards Development Staff Training Report

Please fill out this training report, using additional sheets where necessary, and attach copies of any material & documents distributed during the training.

Name of Staff : _____

Designation : _____

Title of Training : _____

 (Meeting/Workshop/Conference/Seminar)

Location of Training : _____

Dates of Training : _____

Did other **Steps** staff attend the Training? []Yes []No

Name: _____

Objectives of Training

a) **Steps** staff Member's Prior objectives (Before training):

b) Stated objectives of Training:

Training Organized by:

General Description of other Participants:

Methods and materials used in Conducting the Training:

Describe how you personally benefited from the Training:

How the Training can be applied to Steps programmes:

Suggestions or Recommendations:

For the following sections, encircle your choice and give a brief explanation:

a. how do you rate the Training?

Very Good	Good	Fair	Not very Good	Not at all Useful
-----------	------	------	---------------	-------------------

b. Would you recommend this type of training for other Staff?

Yes	It Depends	No
-----	------------	----

Signed: _____

Date: _____



Steps Towards Development Specimen Transfer Letter

Date: _____

Mr. / Ms. _____

Designation & Project Name: _____

Dear _____,

The Management of **Steps Towards Development** has decided to transfer you from **Steps** _____ to **Steps** _____ effective _____. Your Job title will remain as _____.

The terms and conditions of your transfer are as follows:

1. Functional Title: _____
2. Date of Joining in the new office: _____
3. Salary (Grade): Tk. _____ (Taka in words) _____ per month
4. Responsibilities: You will be provided with an updated Job Description by your new supervisor.
5. You will directly report to the _____
6. You will receive Tk. _____ as shifting allowance, according to **Steps** HRP Manual.

If you agree with the above terms and conditions, then you are requested to confirm your acceptance by signing at the bottom of this letter and returning a copy to the undersigned.

We hope for your success in your new post.

Thank you for your cooperation.

Yours sincerely,

Line Director/Executive Director

Accepted the above terms and conditions:

Signature of Employee

Date: _____

(copy should be distributed to FC/ respective offices and personal file of the employee)



Steps Towards Development Specimen Termination Letter

Date:

To : -----

From : -----

Subject: Termination

Dear.....

I regret to inform you that your services are no longer required, and hence stand terminated effective You will be paid three (3) month's salary in lieu of notice*.

You are requested to collect all your dues from **Steps** Accounts Department, Dhaka, after clearance from the concerned sections.

Yours sincerely,

Name and Designation of the Issuing Authority,

Accepted: -----
(Signature with date)

Copy: FA
Personal File

* Notice period or pay in lieu thereof is not necessary for a staff son probation.



Steps Towards Development Clearance Certificate

This is to certify that Mr. /Ms. _____
(Designation) _____ has no
outstanding liabilities with _____ Department
/Unit/Project. She/He has settled all her/ his financial, administrative and program issues
with the respective sections of our office.

Therefore, his/her final settlement can be made from project office / **Steps** Finance.

Signature of the Program In charge



Steps Towards Development Final Settlement

Name	:		
Designation	:		
Date of Confirmation	:		
Date of Separation	:		
Mode of Separation	:		
Payable to the Employee	:		
a. Salary:		Tk.....	0
		.	
b. Gratuity:		Tk.....	
		.	
c. Notice Pay:		Tk.....	
		.	
d. Others:		Tk.....	
		.	
Gross Total Payable to Employee:		Tk.....	
		.	
Deduct: Payable to STEPS			
a. Cash Loan/IOU: n/a		Tk.....	
		.	
Defaulted Money: n/a		Tk.....	
		.	
Others: n/a		Tk.....	
		.	
Total payable to STEPS :		Tk.....	
		.	
Net amount payable to employee:		Tk.....	
(Taka in words)		.	

.....
Prepared by

.....
Checked by

.....
Authorized by

I have carefully looked at the above-mentioned accounts and I agree with the final settlement. I will not make any further claims and raise any complaints to or against **Steps Towards Development**.



Signed with agreement

Mr./Ms. _____

Date: _____

Annex 19

Job Responsibilities & Specification: Director

Designation	:	Director
Grade	:	12
Member	:	Member: Central Management Team (CMT) Project Management Team (PMT)
Reports to	:	Executive Director

Educational Qualification and Experience:

MA with 10 years experience or BA with 12 years or MA with 8 years + MS or Diploma or BA with 10 years +MS or Diploma on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles, human resource, and financial policies of Steps Towards Development.
2. Take primary responsibility for delivering the output of his/her Component as allocated by the management.
3. Take joint responsibility, together with CMT members, for planning, implementation, monitoring and evaluation of **Steps** organisational goals.
4. Initiate, plan and implement initiatives to promote the organisational development of **Steps**.
5. Take primary responsibility for planning, implementation, monitoring and evaluation of the activities of his/her component as per approved program/project by the organisation.
6. Manage (supervise, support, coordinate and monitor) all component staff.
7. Be responsible for preparing the action plan, budget, activity report and other necessary documents of his / her component as per organisational formats.



8. Develop a component team and ensure equal and active participation of the team members in an effective way.
9. Take initiatives and actions to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps**'s policy of positive action.
10. Be responsible for approving leave and other formalities of component personnel.
11. Assist in conducting annual performance appraisals with all component personnel.
12. Establish and promote effective coordination and cooperation with other components to ensure resource sharing and to achieve optimum results from cross component activities.
13. Be responsible for safeguarding all assets of his / her component and maintain proper documental procedure.
14. Attend, contribute and service the CMT and PMT meetings and play an active role in implementing CMT and PMT decisions.
15. Maintain organisational confidentiality where this is deemed necessary by EC, CMT & PMT bodies.
16. Represent the organisation or component to external bodies as per organisational need that is decided by the management.
17. The EC or ED may request any other duties to be included as additional responsibilities as per need of the organisation.
18. The EC or ED reserves the right to transfer director's component or area of responsibility as per organisational needs.

JOB SPECIFICATION

The Individual's job specifications will be developed by the component team as per format approved by the Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.

Job Responsibilities & Specification: Coordinator

Designation	:	Coordinator
Grade	:	11
Member	:	Member: Project Management Team (PMT)
Reports to	:	Component/Line Director

Educational Qualification and Experience:

MA with 8 years experience or BA with 10 years or MA with 6 years + MS or Diploma or BA with 8 years +MS or Diploma on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles, human resource, and financial policies of Steps Towards Development.
2. Take primary responsibility for delivering the output of his / her Component as allocated by the management of **Steps**.
3. Take joint responsibility, together with Director and team members, for planning, implementation, monitoring and evaluation of **Steps** organisational goals.
4. Initiate, plan and implement initiatives to promote the organisational development of **Steps**.
5. Take primary responsibility for planning, implementation, monitoring and evaluation of the activities of his/her component as per approved program/project by the organisation.
6. Be responsible for preparing the action plan, budget, activity report and other necessary documents of his / her component as per organisational formats.
7. Assist the Director to develop a component team and ensure equal and active participation of the team members in an effective way.
8. Take initiatives and actions to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps**'s policy of positive action.
9. Establish and promote effective coordination and cooperation with other components to ensure resource sharing and to achieve optimum results from cross component activities.
10. Be responsible for safeguarding all assets of his/her component and maintain proper documental procedure.



11. Attend, contribute and service the PMT meetings and play an active role in implementing PMT decision.
12. Maintain organisational confidentiality where this is deemed necessary by EC, CMT & PMT bodies.
13. Represent the organisation or component to external bodies as per organisational need which is decided by the management.
14. The ED, Director or CMT may request any other duties to be included as additional responsibilities as per need of the organisation.
15. The ED or Director reserves the right to transfer coordinator's component or area of responsibility as per organisational needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.



Job Responsibilities & Specification: Deputy Coordinator

Designation	:	Deputy Coordinator (DC)
Grade	:	10
Member	:	Member: Project Management Team (PMT)
Reports to	:	Director/Coordinator

Educational Qualification and Experience:

MA with 6 years experience or BA with 8 years or MA with 5 years + MS or Diploma or BA with 7 years +MS or Diploma on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles, human resource, and financial policies of Steps Towards Development.
2. Take primary responsibility for delivering the output of his / her Component as allocated by the management of **Steps**.
3. Take joint responsibility, together with Director and team members, for planning, implementation, monitoring and evaluation of **Steps** organisational goals.
4. Initiate, plan and implement initiatives to promote the organisational development of **Steps**.
5. Take primary responsibility for planning, implementation, monitoring and evaluation of the activities of his / her component as per approved program/project by the organisation.
6. Be responsible for preparing the action plan, budget, activity report and other necessary documents of his / her component as per organisational formats.
7. Develop a component team and ensure equal and active participation of the team members in an effective way.
8. Take initiatives and action to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps**'s policy of positive action.
9. Establish and promote effective coordination and cooperation with other components to ensure resource sharing and to achieve optimum results from cross component activities.
10. Be responsible for safeguarding all assets of his/her component and maintain proper documental procedure.



11. Attend, contribute and service the PMT meetings and play an active role in implementing PMT decision.
12. Maintain organisational confidentiality where this is deemed necessary by EC, CMT & PMT bodies.
13. Represent the organisation or component to external bodies as per organisational need which is decided by the management.
14. The ED, Director or CMT may request any other duties to be included as additional responsibilities as per need of the organisation.
15. The ED or Director reserves the right to transfer coordinator's component or area of responsibility as per organisational needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.

Job Responsibilities & Specification: Senior Program Officer (SPO)

Designation	:	Senior Program Officer (SPO)
Grade	:	9
Member	:	Member: Project Management Team (PMT)
Reports to	:	Director/Coordinator

Educational Qualification and Experience:

MA with 5 years experience or BA with 7 years or MA with 4 years + MS or Diploma or BA with 6 years +MS or Diploma on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles, human resource, and financial policies of Steps Towards Development.
2. Take primary responsibility for delivering the output of his / her Component as allocated by the management of **Steps**.
3. Take joint responsibility, together with Director and team members, for planning, implementation, monitoring and evaluation of **Steps** organisational goals.
4. Initiate, plan and implement initiatives to promote the organisational development of **Steps**.
5. Take primary responsibility for planning, implementation, monitoring and evaluation of the activities of his/her component as per approved program/project by the organisation.
6. Be responsible for preparing the action plan, budget, activity report and other necessary documents of his/her component as per organisational formats.
7. Develop a component team and ensure equal and active participation of the team members in an effective way.
8. Take initiatives and action to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps**'s policy of positive action.
9. Establish and promote effective coordination and cooperation with other components to ensure resource sharing and to achieve optimum results from cross component activities.



10. Be responsible for safeguarding all assets of his / her component and maintain proper documental procedure.
11. Attend, contribute and service the PMT meetings and play an active role in implementing PMT decision.
12. Maintain organisational confidentiality where this is deemed necessary by EC, CMT & PMT bodies.
13. Represent the organisation or component to external bodies as per organisational need which is decided by the management.
14. The ED, Director/Coordinator or CMT may request any other duties to be included as additional responsibilities as per need of the organisation.
15. The ED or Director/Coordinator reserves the right to transfer coordinator's component or area of responsibility as per organisational needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Steps Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.

Job Responsibilities & Specification: Programme Officer

Designation	:	Programme Officer (PO)
Grade	:	8
Member	:	Member: Project Management Team (PMT)
Reports to	:	Director/Coordinator

Educational Qualification and Experience:

MA with 4 years or BA with 6 years or MA with 3 years + MS or BA with 5 years+MS on development activities

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles and different policies of Steps Towards Development.
2. Support CMT members in the planning, implementation, monitoring and evaluation of **Steps** organisational goals.
3. Be prepared to assume coordinator's responsibilities when the coordinator is away from the office and when requested by Management.
4. Suggest and help implement initiatives for organisational development of **Steps** and Component.
5. Support Coordinator in planning, implementation, monitoring and evaluation of his / her specified component activities and outputs.
6. Take responsibility for implementing these specific tasks within the component action plan, as agreed by component team and responsibility for producing own individual work plan and quarterly reports.
7. Give support to other team members and other components as identified in component action plan.
8. Assist coordinator with supervision, skill development and monitoring of the activities of other team members.
9. Assist Coordinator in developing a team within his / her component to ensure equal and active participation of all members in an effective way.
10. With the agreement of the coordinator, take initiatives to develop the skills and knowledge of the component team members, and take extra initiatives for female personnel in line with **Steps**'s policy of positive action.



11. Establish and promote effective coordination and cooperation with other components to ensure resource sharing and to achieve optimum result of the activities.
12. Take joint responsibility as a member of the PMT to implement PMT decisions.
13. Maintain organisational confidentiality, where this is deemed necessary by CMT & PMT bodies.
14. Represent the organisation or component to external bodies as per organisational need, which is decided by the management.
15. The Director, Coordinator, CMT or PMT may request any other duties to be included as additional responsibilities as per need of the organisation.
16. The ED or Director reserves the right to transfer PO's component or area of responsibility as per organisation needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.



Job Responsibilities & Specification: Associate Programme Officer

Designation	:	Associate Programme Officer (APO)
Grade	:	7
Member	:	Member: Component Team
Reports to	:	Director/Coordinator

Educational Qualification and Experience:

MA with 2 years experience or BA with 4 years experience on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles and different policies of Steps Towards Development.
2. Under guidance of Line Director, participate actively in planning, implementation, monitoring and evaluation of **Steps** organisational goals.
3. Assist with planning, implementation, monitoring and evaluation of component activities.
4. Implement individual specific tasks assigned to APO in the component action plan, as agreed by the component team and responsibility for producing own individual work plan and quarterly reports.
5. Play an active role within component team to ensure equal and active participation of the team members in an effective way.
6. Under direction of Line Director, implement initiatives to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps's** policy of positive action.
7. Establish effective relationships with team members of the other components to ensure resource sharing and to achieve optimum result of the activities.
8. Maintain organisational confidentiality, where this is deemed necessary by CMT & PMT bodies.
9. Represent the organisation or component to external bodies as per organisational need, which is decided by the management.
10. The ED, Director, Coordinator, CMT or PMT may request any other duties to be included as additional responsibilities as needed by the organisation.
11. The ED or Director/ Coordinator reserve the right to transfer APO's component or area of responsibility as per organisation needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Steps Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.



Job Responsibilities & Specification: Assistant Programme Officer

Designation	:	Assistant Programme Officer (APO)
Grade	:	6
Member	:	Member: Component Team
Reports to	:	Director/Coordinator

Educational Qualification and Experience:

MA with 1 year experience or BA with 2 years on development

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles and different policies of Steps Towards Development.
2. Under guidance of Director, participate actively in planning, implementation, monitoring and evaluation of **Steps** organisational goals.
3. Assist in planning, implementation, monitoring and evaluation of component activities.
4. Implement individual specific tasks assigned in the component action plan, as agreed by the component team and bear responsibility for producing own individual work plan and quarterly reports.
5. Play an active role within component team to ensure equal and active participation of the team members in an effective way.
6. Under direction of Line Director, implement initiatives to develop the skills and knowledge of the component personnel and take extra initiatives for female personnel in line with **Steps's** policy of positive action.
7. Establish effective relationships with team members of the other components to ensure resource sharing and to achieve optimum result of the activities.
8. Maintain organisational confidentiality, where this is deemed necessary by CMT & PMT bodies.
9. Represent the organisation or component to external bodies as per organisational need, which is decided by the management.
10. The ED, Director, Coordinator, CMT or PMT may request any other duties to be included as additional responsibilities as per need of the organisation.
11. The ED or Director/ Coordinator reserve the right to transfer APO's component or area of responsibility as per organisation needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Steps Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.



Job Responsibilities & Specification: Programme Associate

Designation	:	Program Associate (PA)
Grade	:	5
Member	:	Member: Component Team
Reports to	:	Director/Coordinator

Educational Qualification and Experience: MA or BA with 2 years experience

GENERIC RESPONSIBILITIES

S/he will-

1. Uphold and promote the vision, mission, values, principles and different policies of Steps Towards Development.
2. Participate actively in planning, implementation, monitoring and evaluation of **Steps**'s organisational goals.
3. Participate actively in planning, implementation, monitoring and evaluation of the activities of component.
4. Implement the specific, individual tasks assigned in the component action plan, as agreed by the component and take responsibility for producing own individual work plan and quarterly reports.
5. Play active role within his/her component to ensure equal and active participation of the team members on effective way.
6. Establish effective relationships with team members of the other components to ensure resource sharing and to achieve optimum result of the activities.
7. Maintain organisational confidentiality, where this is deemed necessary by CMT & PMT bodies.
8. Represent component within the organisation and possibly represent the organisation to external bodies as per decision of CMT, PMT and Director.
9. The Director, Coordinator, CMT or PMT may request any other duties to be included as additional responsibilities as per need of the organisation.
10. The EC or Director reserves the right to transfer PA's component or area of responsibility as per organisation needs.

JOB SPECIFICATION

The Individual's job specification will be developed by the component team as per format approved by the Management. Once finalised, individual job specifications will be reviewed annually by the component team as per component's Action plan each year.