

# Human Resource Management (HRM) Manual



## Trinamul Unnayan Sangstha(TUS)

Marma Samsad Building, Pankhaiya Para, Khagrachari Sadar  
Khagrachari Hill District Bangladesh.

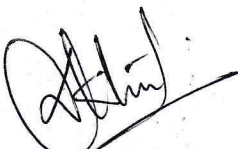
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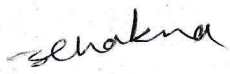
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The Human Resource Management (HRM) Manual of Trinamul Unnayan Sangstha's Human Resource Policies written into a usable guideline for its managerial and supervisory staffs and all employees.

  
General Secretary  
Trinamul Unnayan Sangstha

  
Chairperson  
Trinamul Unnayan Sangstha

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## 1. INTRODUCTION

The Human Resource Management (HRM) Manual of Trinamul Unnayan Sangstha (hereafter TUS or organization) has been prepared for carrying out the administrative works of the organization in proper way and a usable guidebook for its managerial, supervisory and front level staffs and all employees. It will be regarded or considered as "**Human Resource Management Manual**"<sup>1</sup> of Trinamul Unnayan Sangstha (TUS). It is approved by the Executive Council and adopted at the Annual General Meeting (AGM) held on December 08, 2006. Second time it amended and adopted at Annual General Meeting (AGM) on December 26, 2015. Recently, the HRM Manual amended at the Executive Council's meeting on October 30, 2021 and adopted at annual general assembly on 26-27 November 2021. The amended HRM manual will be **effective from December 01, 2021** and supersede all previous policies, practices, terms and conditions of employment which are inconsistent to the new one.

### 1.1 Organization

#### Trinamul Unnayan Sangstha

##### **Our Vision:**

*'To establish a society based on the values of Social justice, Creativity, Integrity, Equality, Equity, Diversity, Solidarity and Unity in which peoples have a wellbeing and dignity lives'*

##### **Our Mission:**

*'To build up capacities of disadvantaged, marginalized and back-warded communities at grassroots level so that they can identify and solve their problems or issues to access their socio-economic, culture, education and other citizen services'*

##### **About Us**

TUS was established in 15 March 1997 by a group of 13 dedicated indigenous social activists. From our beginning we have aimed to empower grassroots communities of the Chittagong Hill Tracts (CHT), so they can take action on the social and economic challenges they face.

Since our establishment, we have successfully completed more than one decade as a non-governmental, non-profit and non-political organization. We are now a leading local NGO in Khagrachari District, and have experience in undertaking a range of short and long-term projects on livelihoods, natural resource management, health, water and sanitation, good governance, and education issues.

##### **Our Approach**

**Community Empowerment:** We believe that communities are best-suited to identify their needs, and the steps required to change their lives. In line with our Mission, we work to build the capacity and self-reliance of grassroots communities so they are able to lead their own development activities. This includes building and supporting community organizations; running awareness-raising campaigns; organizing skills development trainings; developing socio-economic infrastructure; and building links between communities and local government, so they can access the services they deserve.

**Gender:** In each of our strategic areas, we take steps to address gender issues, including women's participation in decision-making, awareness of gender amongst communities, and supporting women-run committees and development initiatives. TUS emphasized to incorporate these practices into organizational rules and Policies towards gender mainstreaming within organization.

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**'Do No Harm':** We believe the 'Do No Harm' approach helps individuals and organizations engaged in development to understand the effects of their work, and re-design their activities to encourage effective development and lasting peace in conflict or post-conflict settings, such as the CHT. We apply the Do No Harm framework in our organizational project planning, monitoring and evaluation, and management systems, and encourage its use within development throughout the CHT

### **Who We Work With**

We work to improve the lives and livelihoods of those most in need of our support, regardless of ethnicity and religion. We work with disadvantaged and marginalized groups, including jhum cultivators, landless and marginal farmers, unemployed youth, women, and day laborers.

In implementing our activities, TUS believes in working together with individuals, networks and organizations that share our vision and values. We have experience of working with a range of local, national and international NGOs and donor organizations, as well as government bodies and officials.

### **Where We Work**

We are based in Chittagong Hill Tracts (CHT) and have plan to carry on any development activities in whole of the country.

### **Legal Status**

TUS is registered with the Department of Social Services (registration number Khagra-147/98) and the NGO Affairs Bureau (vide number 1860, dated 23/07/2003).

### **Contact Details**

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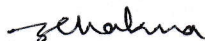
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## 1.2 TUS HR Principles

TUS would like to manage its Human resources to support the achievement of its Vision with integrity and with quality through the following guiding principles:

- a) TUS's recruitment, promotion, development and retention practices are based primarily on merit, potential and performance and on diversity that reflects, across the workforce, the global nature of TUS and its work.
- b) TUS is an equal opportunity employer within the meaning of the relevant convention and its HR practices comply with applicable rules.
- c) TUS's HR policies and practices foster a learning environment.
- d) TUS's HR policies and practices foster a workplace where employees, management, project beneficiaries and donors are treated with respect.
- e) TUS's employee relations and practices are implemented so that the workforce perceives them to be applied fairly.

To this end:

- Policies and practices are stated clearly and in writing and made available to all employees;
  - For each employee, an employee file that is accurate, confidential and up to date is maintained and accessible to the employee.
- f) TUS aims to become and remain the employer of choice in its field of development.

## 1.3 TUS Human Resource Management Manual

- a) TUS Human Resource Management Manual represents the organization's basic human relation philosophies, set forth the ethical, strategic and organizational parameters within which the organization interacts with its employees and provide a frame work for logical and consistent management decisions.
- b) TUS believes in the philosophy of gender equality and equity, therefore it is committed to ensure and promote its gender equity policies through practices.
- c) In case of lack of clarity about any particular clause, sentence or word contained or non-availability of any policy or guideline in this manual, the interpretation and decisions of the Executive Council and the Executive Director of TUS shall be final.
- d) The employees of TUS have the right of access to this manual. The manual shall be treated as "**CONFIDENTIAL**" for outside persons and sharing with outside person(s) without prior permission from Executive Director of TUS or his/her designates.

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<sup>3</sup>The Human Resource Management (HRM) Manual of Trinamul Unnayan Sangstha amended by the respective executive committee and adopted during the Annual General Meeting (AGM) held on December 26, 2015.



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#### 1.4 Revision or amendment of HR Management Manual:

TUS is committed to providing HR policies in line with the change in environment and needs of the organization, and therefore these policies are subject to revision or amendment when decided by the organization.

After every 3 years this manual should be thoroughly reviewed and updated.

The Executive committee may form a committee which includes the Executive Director, Management staff, one gender focal person and other nominated staff or an external consultant to conduct this review and to propose changes. The employees of TUS will be allowed to make their recommendation to the committee or the external consultant. Amendments, additions, deletions are to be endorsed by the Executive Committee and approved by Executive Council. All existing HR manuals will be updated and kept current.

#### 1.5 Explanation or clarification of HRM manual:

The executive body of the organization will give final explanation or decision if there arises ambiguity, conflict or complexity, in any clause or sub-clause of this manual.

#### 1.6 Definition

The subject matter will be meant in the following way if the words mention in this rule here under are not worth-reconsidering or amendable.

- i. The **organization** means Trinamul Unnayan Sangstha registered with the department of social welfare Khagrachari branch (khagra-137/98, date 21.07.1998) and NGO affairs Bureau (Reg. No. - 1860, Date 22.07.2003).
- ii. The **Chairperson** means the chairperson of the executive and general council of TUS.
- iii. The **concerned authority** means the **Executive Director** of the organization who is accountable for the enforcement and safe guard the rules and regulation or condition of this service rule.
- iv. The **Executive Council** means that Executive council of the organization which is elected by the General Council.
- v. The **Executive Director** means the head of the organization accepted and approved by the executive council. She/ he is regarded as the financial and administrative head of the organization as per the constitutional rule.
- vi. The **Employee** means the man power both male and female of all levels engaged with organization.
- vii. The **Salary** means the sum of money payable and fixed on the basis of rules and designation of an employee according to the rules of the organization. In this context, house allowance, medical allowance, traveling allowance, festival allowance and other allowance will not be considered parts of the salary.
- viii. The **Salary structure** means the structure clearly written in the rules of the organization.
- ix. **Special allowance** means the honorarium paid to any employee for carrying out his assigned extra duties along with his/her assigned duties and responsibilities.
- x. **Festival allowance** means the allowance paid to an employee on the religious and cultural occasion.
- xi. **Regular post** means the post to which an employee is appointed under any program or project according to the salary structure of the organization and on the basis of concerning condition. The age limit of the staffs for any job must be maximum 60(sixty) years or tenure of an employee will be not more than 30(thirty) years. In this context of the age and the tenure that comes first will be considered. In many special cases the Executive Council can relax the age limit.





- xii. **Temporary or project staff** personnel means the staff appointed to any post of a project for a certain period according to the salary structure of the rules of the organization as well as on some conditions.
- xiii. **Joining time** means the time mentioned in the appointment/transfer letter of an employee.
- xiv. **Holidays** mean the weekly and government gazette holidays as well as the holidays proclaimed by the organization but the authority reserves the right to cancel all holidays during emergency.
- xv. The **rules and regulation** means the service rule of the organization.
- xvi. The **concerned authority** means the executive director of the organization.
- xvii. **Probationary period** means 3 months long learning period of a project staff. Concern authority can increase this period if and when needed. In this period the employee will not get total gross salary.
- xviii. **Increment** means the 10 percent yearly increase of the basic salary on the basis of the condition mentioned in the service rules of the organization.
- xix. **Special salary** means the one or more than one increment paid to project staff considering his qualification, experience, skill, satisfactory performance and financial achievements which organization will pay apart from the yearly increment.
- xx. **Finance and administration department** means all the staff accountable to the Executive Director for accounts and administrative work.
- xxi. **The project** means the project proposal prepared for implementing one or more objectives of the organization. Project will be completed by the joined effort of the manpower and financial support in a definite time.
- xxii. **Program** means the programmatic activities undertaken by the organization for a longer period of time in order to implement one or more development programs. The duration of the program may be one or five years or more than five years. The program will be implemented with the financial support and manpower to implement specific activities for achieving certain goals.

## 2. ORGANIZATIONAL STRUCTURE & MANAGEMENT

### 2.1 Structure

The TUS office, will maintain a complete and up to date organogram. The respective direct Supervisors will ensure that staff fully understands the general communication channel. It is usual for staff to first communicate with their direct Supervisor; however, they are also encouraged to communicate at any level of the organization when and if required. **(Please see annex- 1)**

### 2.2 TUS Management

Senior Management Team (SMT) of TUS is entrusted with the responsibilities for decision making on projects planning, projects operational and management issues of the organization. The structure of SMT is comprised of the following members:

- Executive Director
- Program Manager
- Project Coordinator(s)
- Project Officer(s)/Officer(s).



### **Working Groups and Task Force:**

Various working groups may be formed on different issues and tasks of importance for the organization, in consultation with the SMT or ED. TUS, depending on the nature of the task or work, will promote gender balance in all working group or task force.

### **Human Resource Management:**

The Executive Director, Program Manager, Project Coordinators of TUS with the support of Executive Council will implement human resource practices for their respective staff as per the guidelines of this HRM manual. Important HR matters will be referred to the Executive Director for decision and further appropriate action. The Executive Committee lays out the rules and obligations in the constitution of TUS. Authority for the rules and obligations are delegated to the Executive Director as the approval authority in TUS.

### **TUS Management guidelines:**

All TUS staff are expected to be familiar with TUS's, vision, mission, goals, project principles and all its strategic plans including, gender issues and mainstreaming, Do No Harm guidelines and Rights Based Approach, and they should, in so far as possible, conform to those. Upon joining TUS, a three day orientation will be provided by the Administration Unit on these guidelines and principles.

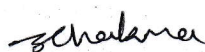
All TUS senior management team staff that have direct management responsibilities is expected to be familiar with TUS Human Resources management guidelines and they should strive to put these into practice in their daily work.

TUS's Human Resource management consists of the following principles:

- A common framework is desirable to provide consistency throughout different projects in TUS. Given the same, mission and goal of TUS, the importance or common management framework is self-evident.
- TUS believes in participatory approaches to management on a day to day basis. The decisions are made by the direct Supervisor after consulting the team, where deemed appropriate.
- Cross-cultural management skills are essential in TUS. TUS employees should be able to manage and also be managed by people of different religions, gender and culture.
- TUS managers are required to be skilled in managing people.
- TUS will ensure women's participation in all spheres of organization and also to make TUS an enabling organization incorporating gender issues as a crosscutting theme in its projects and management.

### **3. EMPLOYMENT POLICY**

The goal of the Human Resources Management manual of TUS is to have the best possible staff and to retain them through continuous development. The organization recognizes the policy of equal employment opportunity for its employees who have the potential to enhance and utilize their skills and knowledge. TUS fully supports the philosophy and belief of non-discrimination in employment.



### 3.1 Principles of TUS Employment Policy

- The organization recognizes that each employee irrespective of gender is entitled to be treated with courtesy and dignity.
- Each employee is entitled to fair wages, job opportunities, in return for good job skills, cooperation, loyalty and best efforts.
- The organization will demonstrate its commitment to protect the employee's organizational rights so as to improve and increase employee's motivation.
- TUS recognizes the special and diverse role of women and their circumstances in society and in recognition of these; TUS is committed to address the practical as well as strategic needs of the female employees.
- While giving equal opportunity to all and especially to promote gender equality and equity, TUS intends to take affirmative action that can contribute to a more enabling environment for women so that they can take up equal and more challenging roles in the work place.
- The organization is committed to development of its Human Resources to achieve the organization's projects mission and goals.
- The employees and direct Supervisors of TUS shall abide by the policies, rules and regulations of the organization which are currently in force and those which may come into force in future.

### 3.2 Employment Status

#### i. Regular employee:

Persons, employed against a permanent position in TUS for an open ended period. All regular employees will be appointed with probationary period of 6 months after which the employee may be confirmed in their employment. During the probation period the employee will not get full salary for the said position.

#### ii. Project Employee:

- iii. Persons granted a Project contract to render service against a specific job assigned to for at least a one year period. Unless otherwise stated in the contract, the contractual payment shall be a consolidated amount within the project structure and budget provision. All Project employees will be appointed with probationary period of 3 months after which the employee may be confirmed in further term employment. During the probation period the employee will get 90% salary of gross salary. After successful completion of probation period the employee will get due salary (10% of gross salary) at a time and the Executive Director will issue a confirmation letter for the project period. It's notable that during the probation period, either party may terminate the contract at any time with two days prior notice with pay the respective month salary. **Short Term Contract Consultant:**

Persons who are given contract for short period for specific tasks/assignments having an approved Terms of Reference (TOR). The detail terms & conditions and tasks to perform for such type of contract shall be specifically mentioned in the short term Contract letter. The remuneration may be monthly consolidated payment or a consolidated amount for the tasks. TUS recognizes that a consultant, for the same service, may receive higher fees than the same level staff on regular status. HR policies, if any applicable for this type of contract must be mentioned in the contract letter.

#### iv. Casual Status:



Persons who are hired on daily basis for particular assignment and the daily wage amount is fixed based on the person's skills and abilities to perform the duties and the payment will be made as per request on a daily, weekly or monthly basis. The terms & conditions will be fixed which should be agreed earlier with the concerned person. The casual persons will not be eligible for any standard benefits of TUS unless the organization grants so.

Depending on the availability of the position a person of casual short term contract may be offered regular or contract employment, if the performance on the job was found satisfactory, and after following the recruitment procedures as per TUS's HRM manual.

**Note:** For the purposes of this manual, TUS staff will be referred to as: Regular and Project persons, regular for Office Staff and Project for Field Staff. In TUS all staff are 'funded project staff' and subject to project funding limitations.

### 3.3 Employment with TUS

TUS operates on regular and project funded basis. There are two types of employee such as regular and project staffs. The Executive Director, Program Manager, Finance and Admin Coordinator and Support Staff are regular employee or core staffs and other project employee will be treated as project employee. All employees shall be entitled to receive benefits such as house rent, medical allowance and hill allowance as per policy.

### 3.4 Appointment Authority

Appointment authority is defined as the Authority having the right and responsibility to make decisions with respect to hiring, placement, salaries, evaluation, training, transfer, promotion, disciplinary and separation of the staff according to the Human Resources Management manual of TUS. The authority includes the responsibility to issue and sign all relevant important correspondences with employees. For all these actions respective Direct Supervisor and /or Project Coordinator will put their recommendation but the ED is the final authority in TUS.

### 3.5 Hiring of Relatives

Hiring of close relatives of employees is not encouraged in TUS. In exceptional cases, with prior approval of ED, TUS may appoint a relative of its employee only if the person is better qualified and competent than the other candidates and can add extra value or expertise to TUS. In the event any TUS employee becomes the relative of another employee by marriage during their employment in TUS no one of the related person will be a direct Supervisor of the other.

A blood relative is defined as the parents, spouse, children, brother or sister and in-laws.

### 3.6 TUS Staff involved in outside work

Staff of TUS will render full time service to the organization and shall not be engaged in gainful enterprises or consultancy work on a personal basis that may affect TUS negatively or that is potentially disruptive to the organization.

Where the organization and the office work is not affected, TUS may allow staff to work in a consultancy capacity or in another organization subject to having prior approval of the ED. An agreement shall be made for a **five percent (5%)** return on consultancy fees earned which will be paid to the TUS general account while the person is under the employment of TUS.

### 3.7 Re-employment of Former Staff



Employees, who left TUS voluntarily or who were retrenched, or Former staff, may be considered for reemployment provided previous performance had been satisfactory and present qualifications and skills meet the current requirements for the position applied for TUS will give priority for such appointment otherwise TUS will follow the policy of recruitment procedures.

Employees who were dismissed or terminated or separated due to poor performance will not be rehired.

#### 4. RECRUITMENT AND HIRING

TUS is an Equal Opportunities employer and believes that recruitment should take place on the basis of candidates' competency for positions. It will not discriminate on the grounds of gender, ethnicity, disability or any social and religious factor.

Generally, staff can be recruited from both internal and external sources.

##### a) Internal staff recruitment policy:

When there are new posts created or vacant remaining in the organization, they can be filled up by staffs currently at service in the organization. Such promotions or transfers will be based on the following criteria: staff loyalty level, reliability, previous performance, overall competence and skills for the post.

##### b) External Staff Recruitment Policy:

The authority may choose to undertake external staff recruitment when no competent staff is found within the organization, or if the internal staff recruitment policy is not applied. In this case, the following methods can be followed:

- i. From the organization's former staff or candidates;
- ii. By advertising on organization's notice board;
- iii. By vacancy announcement in news papers;
- iv. By Direct recruitment or Head Hunting;
- v. By contracting with different organizations or by reference.

#### 4.1 General Principles

A. TUS is committed to selecting and employing the most suitable person(s) for the available position(s) by the way of:

- effective and appropriate screening and selection ;
- selection standards relevant to skills, training, experience, education and knowledge necessary for successful job performance;
- ensuring hiring procedures conform to the organization's requirements and the organization's policies and procedures.
- giving preferences where possible to '*equally*' qualified women candidates as part of the organization's positive intervention to address gender inequalities at all levels. The policy towards gender balance and affirmative action to recruit women should be fully explained and discussed with staff;
- all regular appointments in TUS shall conform to its existing position and salary structure.

B. No one who is below 18 years of age can be hired as an employee for TUS either on regular, contract, temporary or casual status.

C. All recruitment will be managed by the Recruitment Committee.

#### 4.2 Staff Recruitment Procedure:



Concern authority of the organization can recruit all level of staffs after being assigned by the Executive Committee. As preliminary steps for staff recruitment, the following activities are to be carried out:

**i. Recruitment Committee:**

The Recruitment Committee will form by Executive Council or Executive Committee as required. The Executive Council or Executive Committee will decide how many members will be in the recruitment committee. The recruitment committee will be formed consist of at least three (03) members including Executive Committee or General Committee members, Executive Director and Senior Management Team members. However, the recruitment committee can be formed a Recruitment Board hiring expert or external in recruitment board if required.

**ii. Who will be Member of the Recruitment Committee:**

Executive Director will be a member of this recruitment committee by position. Two (2) members from Executive Committee or General Committee will preferably be the member in the recruitment committee. One (1) female member will preferably be one of these two (2) members. A three (03) member Recruitment Committee will be formed by considering one Chairperson or Convener among the three members. However, members can be increased in Recruitment Committee if the TUS's authority wants.

**iii. Power of the Recruitment Committee:**

- a) Executive Director will inform the Recruitment Committee in written on the number of staffs to be recruited.
- b) Recruitment Committee will start and execute the recruitment process only;
- c) Executive Director will recruit the selected incumbents.
- d) If necessary, Recruitment Committee can hire highly qualified skilled examiner or monitor or evaluator to evaluate ability by checking the candidate's answer papers or the viva test, or authorized responsibilities to the qualified managers' in the organization. Responsible persons are also considered as the members of the interview board. In this case, Interview board members may be increased.
- e) The committee can form sub-committee for preliminary works.
- f) Decisions of the Recruitment Committee have to be considered final.

**iv. Recruitment Board:**

The Recruitment Board will be formed consisting of the members of Recruitment Committee. The Recruitment Committee will decide how many members will be in the recruitment board. However, recruitment board will be made up of at least three (03) members including at least one female member. If necessary, Recruitment Committee can include SMT members or respective Project Coordinator or supervisor or external expert.

**v. Power of Interview board:**

- a) Will give the number by evaluating the candidates' written and viva test;
- b) In that case, members' could not show any nepotism or conspiracy. If shown and it would proven then his/her membership will cancel;
- c) Evaluator will sign as he/she given the number;
- d) Interview board members sign on the result sheet which prepared by recruitment sub-committee;
- e) Interview board members enjoy the full independency in the selection process;
- f) will give the written or viva recommendations to the recruitment committee;



- vi. Responsibilities of Recruitment Committee and Methods:** In the recruitment process the Recruitment Committee will follow the Responsibilities that are given below:
- a) how many staffs are going to recruit in a project will inform in written from Executive Director;
  - b) after informed in written from Executive Director the recruitment committee will select a Recruitment Sub-Committee;
  - c) In this case, Executive Director will assist the committee;
  - d) Will formulate and preserve all kinds of documents in staff recruitment process;
  - e) Will formulate the candidates' preliminary short list and publish on the notice board;
  - f) Will publish the date of exam and send the interview cards including roll no;
  - g) Will inform and ensue the candidates attendance over telephone phone or mobile if any time constrain;
  - h) will prepare the necessary documents including exam answer papers, attendance sheet, code no. sheet, score sheet or number sheet for written test;
  - i) will manage the evaluation process of answer paper, and finalize and declare final result after scoring;
  - j) will supply the necessary papers for the interview board members;
  - k) will represent the interview board and observe and monitor overall interview procedure;
  - l) will prepare the candidates final result on the basis of written and viva exam;
  - m) will publish the waiting list;
  - n) will prepare all of documents with proper justification, signature of examiner, interview board members in the result sheet;
  - o) will submit a written request or recommendation to the Executive Director to enroll as a staff of the finally selected candidate;
  - p) After getting the final result and order form recruitment committee the Executive Director will enroll the new staffs.

#### 4.3 Job Descriptions

- a) Job descriptions are the basis of recruitment, placement, training, assignment, performance management, performance appraisal, salaries, promotion and other HR actions for the employees of TUS. A job description must state the functions, duties, responsibilities of employees, direct and indirect reporting and relationship with others in the organization. It shall be prepared based on key outcomes and include specific tasks supportive to the organization and the specific project goals.
- b) Job description will be provided to the employees when he or she is appointed, transferred, promoted or newly assigned.
- c) The direct Supervisor shall ensure that their employees have the appropriate and updated job description.

#### 4.4 Notification of vacant and new positions

When a position becomes vacant in TUS due to resignation or separation of staff, the concerned Project Coordinator or direct Supervisor will inform ED to initiate the recruitment process. The concerned initiating supervisor also will make recommendations of any specific issues that may be helpful for appointing the suitable person.

In exceptional cases a Unit, Project or Department may need to create a new position, which is not under the plans & budget for the year. In this case the concerned supervisor will submit a written proposal to ED with full justification for approval of the position and budgetary provision well in advance of the recruitment date and information will be provided to EC for prior approval.



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#### 4.5 Vacancy announcement

It is TUS's policy to make an announcement for recruitment of all vacant and new positions. In view of the staff development and career progression of the existing staff, TUS will first explore its internal staff to be considered for the vacant position and therefore all vacancies should be announced internally before advertising externally and will be posted on the notice board with a one week application process. If the management does not think there is any suitable internal candidate available for the vacant position, the external advertisement may be made through the TUS website, newspapers or circulation to other organizations as determined by TUS management. The ED is the final authority on how the vacancy announcement will be made for the good of the organization.

All advertisements should be based on the position's job description. The job profile and activities should be stated clearly. The advertisement should be gender sensitive so women feel encouraged to apply. The applicants should be given adequate time to submit their applications, usually 1-2 weeks and for specialized positions 4 weeks. The in house applicants will submit their applications through their direct Supervisor for the Project Coordinator to forward their comments to the ED on the quality of the applicant.

#### 4.6 Short list of applications

The concerned sub-committee consisting of SMT members (as deemed appropriate), will shortlist the applicants based on specific guidelines. Applications shall be shortlisted based on, the organizational need, applicants' experience and suitability for the position. In the case of in house candidates, the employees' personnel file, performance record and direct Supervisors' comments and recommendations should be taken into consideration.

#### 4.7 Test and Interview process

Short listed applicants may be called for interviews and suitable testing. No candidate, in house or external, is guaranteed an interview.

TUS may undertake some or all of the following tests or adapt any other appropriate devices in selection process.

- a) Written test
- b) Interview
- c) Practical operation, presentation and technical test
- d) Group discussion

The Finance and Administration department will contact the candidates to attend the test/interview. All travel expenses for appearing in the test or interview are the responsibility of the applicant.

The Recruitment subcommittee will be comprised usually of three to four members that include the Direct Supervisor and a female staff person. The committee will be responsible to ensure the interview process is fair and transparent. Written assignments will be determined by the committee with the input of the direct supervisor for the position being recruited or other parties familiar with the work expectations of the position.

For the selection in senior positions if deemed necessary an external person may be included in the panel. For the position of specific contract, short-term contract or consultant, the ED will determine the panel members in consultation with the SMT membership.





#### 4.8 Selection

Upon completion of the test and interview the selection committee will discuss the ratings for each candidate and make a recommendation. The panel will put an emphasis on, the commitment level of working for TUS and for working in Grass Roots projects. The committee will also assess the gender sensitivity of the candidates for selection. Female applicants will be given special consideration to assist in gender balancing at TUS. The successful applicant must be able to meet the basic physical requirements for movement where applicable. Recommendations and approvals must be agreed to and signed by all the panel members.

#### 4.9 Approval for appointment

The ED having prior endorsement, will make the appointment of any employee of temporary, casual or project position in accordance with the TUS employment recruitment policies.

#### 4.10 Appointment

Before issuing the appointment letter or contract, the Finance and Administration Unit, where necessary, will check the selected candidate's references (two) of which, at least one is official (present or last employer). Any employment offer will be contingent upon a satisfactory reference check of the present or last employer and one personal referee.

The selected candidate for regular positions will be offered employment with TUS under the signature of the ED on probationary status. The job description must be attached with the appointment letter or contract.

When appointed, a new employee on regular status will usually be placed at the 1st step of the respective Grade of the salary chart. In exceptional cases a person having higher education, skills and experience, may be appointed at a higher step of that Grade which is at the discretion of the ED. The remuneration of a person on contract will be determined based on the job, and the level of education, skills, knowledge and experience.

The selected candidates may be requested for a clearance certificate from their last employer.

#### 4.11 Identity Card

TUS shall issue Identity card to all regular and project staffs. The ID card will be issued (signed by ED or designate) and controlled by the Finance and Administration Unit. Identity cards are TUS's property and are not transferable to others. Loss of an Identity card must immediately be reported to local authorities in writing, a copy of which having necessary signatures and seal of the Police station must be provided to TUS for record and issuance of duplicate one.

#### 4.12 Probationary Period and Confirmation

All regular employees must satisfactorily complete 6 months' probationary period from the date of appointment. All project employees must satisfactorily complete 3 months' probationary period from the date of appointment. During this period, the direct Supervisor will coach and observe the performance of the employee and their suitability for the position. At the end of the probationary period the direct Supervisor will prepare a performance appraisal with regard to the employee's performance and suitability for the position in consultation with the ED or PC for the next course of action.

In the event an employee's performance level or conduct is found not up to the expected or required standard for the position or unsatisfactory, the probationary period may be extended



one time for a further period of 3 months or upon determination of the concerned authority, the employment may be terminated with 24 hours' notice.

In both cases the Direct Supervisor will be required to send the recommendation at least one week before the end of the probationary period to the ED for sign off.

## 5. PERSONNEL FILES AND RECORDS

- a) The Finance and Administration Unit shall have up to date individual Personnel files of TUS staff starting from the date of their joining. The personnel file will contain appropriate information and documents with regard to the employee. A separate file shall be maintained for all short term contracts, consultants, part time and casual persons.
- b) A personnel file will contain 1 photograph, job application, CV, copies of certificates and licenses, interview and test related papers, reference letter, appointment letter, job description, code of conduct, employee's personal information nominee form, ID card receipt, confirmation letter, medical records, PM related documents, performance appraisal, employee's status change such as transfer, increment, promotion, salary status, disciplinary actions, communications or documentation. It is the responsibility of employee to inform the office in writing of any changes in personal status such as marital status, number of dependants, nominee (s) etc.
- c) The personnel file is treated as a "confidential" document. The Admin unit will be responsible for maintaining and updating the personnel file of the TUS employees.
- d) Access to employee's personnel file is restricted to all other staff except for the employee's direct Supervisor and designated manager. On request of an employee, the Finance and Administration Officer will allow any employee to see their personal documents (with the exception of any TUS document or communication that are confidential).

## 6. WORKING CONDITIONS

TUS has set policies on working place and working conditions for its employees.

- a) Employees will encourage each other with a positive attitude towards work and in creating an enabling working atmosphere in the organization.
- b) All employees are expected to be gender conscious and sensitive to gender issues through their behaviour, beliefs, values and attitudes mainstreaming gender throughout the organizations culture.
- c) All staff of TUS should be given the opportunity to express their views and discuss gender issues openly and confidently without fear of repercussions on their employment and working relationship.

TUS is committed to keeping employees safe from any sorts of acts of undue and unnecessary, physical or psychological or sexual harassment. Any such incidences will be dealt with through disciplinary actions.



## 6.1 Official Working Hours

TUS employees are required to work a minimum of 40 hours per week (8 hours a day with a 60 minute lunch break) unless the employment conditions or job description states otherwise.

Office hours of TUS are:

**For Head Office;**

Office day : Sunday - Thursday

Office time : 09:00 AM to 05:00 PM, 60 minutes lunch break.

**For Field Office;**

Field hours : Sunday - Thursday

Office time : 08:30am to 4:30pm, 60 minutes lunch break.

These timings may be changed if determined by the SMT and approved by the ED. A change in working hours must be based on specific criteria should be for a specified period of time, put in writing and that transparency and communication has been provided to all other staff.

For the need of the organization all employees of TUS, if deemed necessary, may be required to work beyond office hours, on weekends or holidays. This will be considered under the requirement of a 40 hour minimum work week, time off in lieu will be determined by the ED.

Office hours during Ramadan will be reduced by one hour with formal notification from the ED. Pregnant women and lactating mothers may be eligible for flexible working hours during a specified period if requested and as agreed with their Direct Supervisor and Project Coordinator or the ED.

It is expected that the Direct Supervisor will prepare and monitor work plans so that a female employee is not required to work evenings, weekends or holidays, unless there is special or urgent work to be done by that employee. The direct Supervisor, as far as possible, will ensure a safe return of a female employee after dusk from her duty station if she is asked to work beyond normal working hours.

Staff will not leave the office or field work during working hours without the knowledge of the Direct Supervisor and in cases where staff leave the field during working hours they are to inform their Direct Supervisor or Project Coordinator of their whereabouts.

## 6.2 Staff Attendance

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

The Attendance Register must be completed by all Staff. The attendance register is used to keep a record of employees' arrival time, leave time, absences and official travel. Failing to sign the attendance registers or advise the office of times will be treated as an absence from duty unless the direct Supervisor is appropriately informed, e.g, leaves, tour, and illness. Employees when unable to report to work due to unavoidable circumstances should inform their direct Supervisor as quickly as possible and on the same day.

Habitual tardiness and unauthorized absences will not be permitted and, therefore, appropriate disciplinary action for such practice may be taken against that employee. Hence, disciplinary action means salary will deduce proportionately.

The daily attendance record must be completed within 30 minutes of the prescribed starting time of office hours. Field staff will be required to report in each day as specified by their Project Coordinator and this will be recorded in the attendance records.



### 6.3 Work Place

- a) TUS will provide a work place as free as possible from recognized health and safety hazards.
- b) TUS as far as is possible will have adequate lighting, ventilation, a place to escape in fire, with clear routes through corridors and offices and individual workplace.
- c) TUS will ensure its electric lines and electric equipment are tested and certified by competent and qualified electrician from time to time.
- d) TUS will ensure safe storage and usage of substances known to be harmful to health.
- e) Emergency escape routes and the use of fire equipment. Instructions for safety from fire should be shared with all staff and all staff should be trained in fire safety and evacuation.
- f) TUS encourages a "no smoking and drug free" environment.
- g) Each employee has the responsibility to work safely and maintain the facilities in good condition.
- h) TUS recognizes that safe and hygienic atmosphere at work. In order to ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office and washrooms for employees.
- i) TUS offices will have separate toilets (Menstrual Hygiene Management friendly) for female staff.

## 7. MISCELLANEOUS RULES & REGULATIONS

### 7.1 Health and Safety

- a) All TUS employees will abide by safety precautions and immediately report any unsafe conditions or injuries during working time to their Direct Supervisor or Administration so that arrangement can be done immediately.
- b) Direct Supervisors shall motivate their employees to observe and obey organization safety rules and common safety practices.
- c) Staff scheduled to travel shall inform the Administration section with the details of travel schedules and contact person and phone numbers in case of emergency to be contacted by the office. Employees are to inform the office or the responsible officer immediately in any case of emergencies.
- d) Motor-cycle riders (driver) are expected to follow GoB law and possess a valid driver's licence and wear safety helmet at all times when riding motor-cycles.

### 7.2 Official Asset

Any official assets assigned to the employees are the property of TUS. The employee will be held responsible for the loss, damage or misuse of the official asset. It is the ED's discretion to consider if the loss or damage occurred by external circumstances and not within the control of the employee. This damage and exception from cause shall be justified with written evidence.

### 7.3 Telephone and mobile

TUS encourages to use telephone for official purpose only not for any other business. TUS will provide mobile bill to communicate with stakeholders, beneficiaries, development partners and administration as per telecommunication guideline. TUS will provide internet and WiFi facilities to all staff for smooth communication with donors, stakeholders, development partners, civil society organization, NGOs, vendors, contractors as well as beneficiaries.



#### 7.4 Visitors

Official Visitors are always welcomed. Any unknown visitors in the office areas should be politely asked by the Security Guard or Support Staff for the reason of their presence. The security guard or Support Staff will assess the reason for attending the office and notify the responsible staff person of their arrival.

#### 7.5 Vehicle Use

- a) TUS vehicles shall be used for official purposes only unless otherwise authorized by the ED, PC or Direct Supervisor.
- b) Only the authorized employees who are assigned the vehicles and who have valid driving licenses shall be allowed to drive TUS vehicles. In exceptional cases due to an emergency and if the situation compels, other TUS employees with valid driving license may be authorized to drive vehicles.
- c) All drivers shall drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not TUS. Driving under the influence of drink or drugs during working times is considered as major infraction and will be subject to disciplinary action.
- d) All Drivers shall maintain Log registers of TUS vehicles.
- e) Any accidents or traffic violations must be reported to the office immediately by the driver or responsible person. If the driver is found guilty of a violation of traffic rules and TUS vehicle policy, disciplinary action will be taken.

#### 7.6 Drugs

Employees found unlawfully manufacturing, distributing, dispensing or in possession of illegal drugs (controlled substances) are liable for dismissal.

### 8. SALARY ADMINISTRATION AND SALARY STRUCTURE

#### Policy Statement:

TUS will have a structured salary scale for its regular staff and project staff of defined positions. TUS will not make any gender or other discrimination while determining the salary level for staff. The salary level of an employee is based duties, responsibilities, and experience in the related field, educational qualifications, knowledge and skills.

TUS Salary Administration policies are:

- a) TUS will evaluate each job and maintain relationships among positions in terms of its relative responsibility level and value of the job to a project and to TUS.
- b) TUS will maintain salary level competitive in the market to attract and retain competent employees.
- c) The salary administration policy shall be consistent with the policies and guidelines stated in all other employment policies, especially position & grade structure.
- d) TUS position & salary chart is open to its staff but the salary level of individual employee is a confidential matter.

#### Salary Structure Review:

Usually after every Project Cycle the salary structure of TUS will be reviewed for organizational need, change in market and depending on the organization's capacity or Donor demand.



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Note: The salary review and recommendations will be reviewed by SMT in consultation with ED. The EC will make the final decision on any new salary structure. Salary structures and scales are and will continue to be dependent on Donor funding and Contractual agreements and may differ from Project to Project.

### 8.1 Position, Grade and Salary Structure

TUS has a standard pay grade and steps for each job, with an accompanying salary range for all employees based on Donor Funding and Project differences. The employee will remain at the assigned step until an increment is awarded, the employee is promoted or the job classification changes.

All regular positions in TUS are defined under a number of classifications corresponding to the position's level. This Grade classification is the basis for TUS Employee's salary structure and other related factors such as staff recruitment, working hours, promotion, and job classification. Movement from one grade to another is a promotion to the higher grade. Each grade has a number of steps in its salary range. In the event an employee is at the last step of Salary chart and is approved an increment they will be placed at the beginning of the next step.

#### Salary Structure:

Sl. No.	Name of the Position	Grade	Basic Salary	House rent (40% of basic)	Medical allowance (10% of basic)	Hill allowance (10%)	Consolidated Salary
1	Executive Director	A	50000-70000	20000-28000	5000-7000	5000-7000	80000-112000
2	Senior Program Manager/HR Manager/Finance and Admin Manager/M&E Manager	A1	40000-50000	16000-20000	4000-5000	4000-5000	64000-80000
3	Program Manager/HR Manager/Finance and Admin Manager/M&E Manager	A2	35000-40000	14000-16000	3500-4000	3500-4000	56000-64000
4	Project Coordinator(s)/HR Coordinator/Finance and Admin Coordinator	B1	30000-35000	12000-14000	3000-3500	3000-3500	48000-56000
5	Project/Program/other Officer(s)	B2	25000-30000	10000-12000	2500-3000	2500-3000	40000-48000
6	Assistant Project/Program/other Officer(s)	C	20000-25000	8000-10000	2000-2500	2000-2500	32000-40000
7	Community Facilitator(s), Organizer(s), Mobilizer(s), Driver(s), Admin Assistant	D	15000-20000	6000-8000	1500-2000	1500-2000	24000-32000
8	Office Support Staff(s),	E	10000-15000	4000-6000	1000-1500	1000-1500	16000-24000

## 8.2 Salary Fixation

The salary for the newly appointed person will be fixed on the basis of position level and the applicant's qualification, knowledge, skills, experiences and the project budgetary provision.

## 9. REMUNERATION AND BENEFIT PACKAGE

### 9.1 Salary

Payments shall be made by accounts paid.

Salary payments shall be made between the 25<sup>th</sup> and the 31<sup>th</sup> of each month unless otherwise instructed by the ED or designate.

An employee shall be paid salary for any fractional period in the month of joining and ending employment on a pro-rata basis.

Deductions from employee's salary shall be made automatically for the following reasons:

- a) Income tax payable by employees. This is exempted for 'Hill' people. (*Income Tax Ordinance 1984, section 6 and Finance Law 1995, section 27*).
- b) Unauthorized absence, leave without pay, or habitual tardiness as per HRM manual.
- c) Damage to, or loss of, goods expressly entrusted to the employee for custody, or for loss of money for which he/she is accountable, when such damage or loss is directly attributable to negligence or default.
- d) Recovery of over payment of salary, allowance or benefit.
- e) Revenue income require affixing of revenue stamp by the receiver as per the stamp Act 1899 amended in 2012 and related sections and rules of Finance Act and general practices.

As per the CHT manual/CHT Act revenue stamp is exempted for CHT people in CHT area.

Source: NBR website: Revenue stamp-Chapter-IV.

### 9.2 Overtime and Compensatory Time Off

TUS does not encourage overtime work. Hours of work are set at 8 hours per day up to a maximum of 10 hours with no additional financial compensation for overtime. Time in lieu of extraordinary overtime work may be negotiated. Overtime hours will be authorized only upon request of the ED.

### 9.3 Income Tax

Income Tax exempted for 'Hill' people (*Income Tax Ordinance 1984, section 6 and Finance Law 1995, section 27*). TUS employees, whose salary falls within the taxation limit according to the existing income tax rules issued by the Government, are liable to pay the Income tax. TUS offices will deduct at source the income tax payable by the employees from their salary each month. TUS will submit full particulars in support of income tax payment to GOB and copy all relevant documents to the concerned employees.

### 9.4 Staff Welfare Fund:

The Welfare fund is a separate fund under a 'Managing Committee'. The managing committee will be the sole authority to maintain the Staff Welfare Fund (SWF), they are liable to the members for any matters related to the Staff Welfare fund. The Welfare Staff Fund managing committee will maintain a separate Staff Welfare Fund account to which payment into it will be made every month.



The managing committee will be formed comprising 3 members, among them 1 from EC and 2 from SMT including ED. This managing committee is responsible to manage all aspects of the fund.

Each confirmed employee will voluntarily donate to the Staff Welfare Fund at 1% of their monthly basic salary. .

The Staff Welfare Fund is established to assist those employees faced with an unexpected financial emergency situation, for example, an accident or medical situations that leaves them financially unstable. The distribution and utilization of this funds will be according to the Staff Welfare Fund Guidelines.

A regular or project employee will be eligible to apply for financial support from the Staff Welfare Fund contributions provided that are: contributing to the Staff Welfare Fund on a regular basis, has worked with TUS continuously for at least one year and approved by the 'managing committee'.

### 9.5 Organizational Development Fund

The Organizational Development Fund is a unique fund under a separate 'Managing Committee'. The managing committee will be the sole authority and liable to the members for any matters related to the fund. The managing committee will maintain a separate account to which payment will be made every month.

The managing committee will be formed comprising 3 members, among them 2 from EC and 1 from SMT i.e. the ED.

The Organizational Development Fund is for the sole purpose of Organizational Development in the obtaining of assets for future planning needs, for payment of GoB services as required, for Festival and Rally expenditures, for Financial and Support donations to the poor and marginalized community as and when required, for unexpected administrative costs associated with organizational development and other emergency or expected payments for Stakeholders. This is not an exhaustive list but identifies some of the Organizations additional costs outside of Donor funding.

This fund is 'optional' for TUS employees and not a requirement under the employment expectations of TUS. Each confirmed employee will donate to the Organizational Development Fund voluntarily beyond his/her capacity.

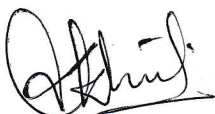
### 9.6 Increment

Increments are awarded once a year for regular and project staff based solely on Donor funding. Increment 5-10% amounts may vary based on sponsor and funding requirements. Increments are determined based on salary and joining date.

Step increments should be subject to the satisfactory performance of the employee throughout the year, and should not be considered automatic.

### 9.7 No Increment

- a) An employee will not be eligible for annual increment if performance is found to be unsatisfactory. In such a case the concerned supervisor must document the reasons for not approving the increment and the action is supported and approved by the ED.





- b) The receipt of a warning letter usually results in the loss of annual increment depending on the reason for the letter and amount of improvement in the employee is observed after issuance of the letter.

### **9.8 Recognition of Excellent Performance**

As a special case TUS may make an award to an employee for outstanding performance within the given year, provided the Direct Supervisor recommends so through the Staff Performance Appraisal (SFA) and the following criteria are met;

- a) Employee has demonstrated outstanding performance throughout the year;
  - b) appraisal reflects quality performance of the employee;
  - c) employee possesses strong personal attributes for successful performance;
  - d) employee has provided exemplary inputs and contributions to achieve project objectives;
- The award for Employee recognition will be determined by the SMT with approval of ED and for Project Leads, recognition is determined by the ED etc. Recognition may not always be made in currency and may be made through other recognized options.

### **9.9 Festival Bonus**

Each year Festival Allowance equivalent of one month's gross salary will be paid to all regular and project employees. This allowance will be paid on the anniversary date of the employee's joining date. Festival amounts will be prorated based on joining date.

### **9.10 Additional Responsibility Allowance**

If staff assumes additional responsibilities of another position for more than 2 months in addition to their own position, an allowance at the rate of 25-50% of monthly basic salary may be authorized. These amounts are solely dependent upon Donor funding and salary availability and must be pre-approved by the Executive Director.

## **10. HOLIDAYS AND LEAVE**

### **10.1 Holidays**

All TUS employees shall be entitled to avail the official holidays with full pay unless the conditions of work or field assignment are set otherwise.

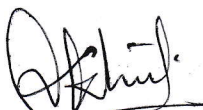
All TUS offices shall treat Friday and Saturday as weekly holidays.

TUS will prepare a yearly holiday list each year on the basis of Govt. holidays. Once the holiday list is approved by the ED, the list will be issued before the Calendar year starts. Some of the listed holidays are subject to moon appearance and Govt. announcement. No additional day will be allowed in the event a holiday falls on a Friday or Saturday.

If the GOB announces an additional public holiday, it is at the discretion of the ED to allow this holiday to employees.

### **10.2 Leave - General Policy**

- a) All regular and project employees of TUS shall be entitled to leave with full pay with the approval of their Direct Supervisor. The leave request shall be granted in the form of full or half days. The original request shall be kept with the Administration and the duplicate will be with the respective staff. Requests must be submitted and approved using the Leave Request Form.
- b) If the leave request is not approved or the leave is postponed, the reasons for refusal or postponement shall be recorded on the request form.



- c) In the event an employee requires an extension to the leave the employee shall make a request to their Direct Supervisor at the earliest possible time.
- d) If the employee remains absent without authorization he/she shall be asked to explain in writing to the TUS Management the reasons for the unauthorized absence. Failure to explain to the satisfaction of the TUS management, the employee followed by disciplinary action may result in the suspension of the employee as a measure of punishment. The employee shall not be entitled to any financial benefits for such period of unauthorized absence and suspension.
- e) Absence from duties or leave without authorization is an offence, therefore should be taken to the ED for consultation and action.
- f) The weekly and public holidays will not be counted as the day of leave.

### 10.3 Annual Earned Leave

Employees shall be entitled to 18 days Annual Earned Leave per year at 1.5 day per month. The Direct Supervisors are responsible to ensure that all employees take their Annual Earned Leave each year. Carry forward of Annual Earned Leave is discouraged however, a maximum of 5 days unused Annual Earned Leave may be carried forward to the succeeding year and added to the leave entitled in that year.

Employees, unless it is an emergency, shall apply at least 5 days in advance to avail Annual Earned Leave. Annual Earned Leave may be deducted for excess sick leave at consideration of ED. Annual Earned Leave will be determined upon joining and will be prorated in the first year of employment based on 1.5 days per month.

Approval authority for Annual leave for employees is up to 3 days for Direct Supervisor or Project Coordinator and Executive Director for 4 days plus.

### 10.4 Sick/Medical Leave

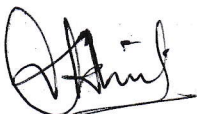
An employee may apply for Sick leave only when unable to continue work or unable to attend work. TUS has the provision of 14 days' Sick leave in a year. The employee shall inform the Direct Supervisor as soon as possible on the first day of absence. Sick leave of more than 5 days should be supported by certificate issued by a Registered Medical Practitioner.

For prolonged illness, an employee, can avail Annual Earned Leave, and thereafter, with the approval of ED, leave without pay up to 30 days. In exceptional cases (as determined by TUS management for any justified special reasons), if the employee has already used sick leave extra days up to a maximum of 3 months may be granted by the ED.

### 10.5 Maternity Leave

A confirmed regular female employee is entitled to a total of 180 calendar days maternity leave (before and after child birth, i.e. 30 days maternity leave before delivery and 150 days after delivery), The employee may request TUS as her own responsibility to shift some days from pre delivery period entitlement to the post delivery period (to be added to the post delivery period entitlement) provided that she is fit for her work during such pre delivery period and certified by Registered Medical Practitioner. In such case TUS cannot be held liable for any complication or problems that may happen due to this delayed leave.

A female employee who is pregnant shall notify the office of her expected delivery date together with medical certificate at least five months prior to the expected delivery date.



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Direct Supervisors will ensure less travel of female employees during pregnancy depending on her physical condition. No employer shall knowingly employ a woman during the six (6) weeks immediately preceding delivery. A female employee must not be dismissed or terminated during the period mentioned herein, unless fraud or other offence of moral turpitude or misconduct is instituted as per disciplinary procedures.

A female employee shall be eligible for two maternity leaves during her employment with TUS. Annual leave may be used to extend the maternity leave if required. In case of emergency or doctor's advice she may be entitled 1-3 months leave without pay.

#### 10.6 Paternity Leave:

A regular or project male employees, during his wife's delivery (in normal cases), will be eligible for paternity leave of 20 (twenty) calendar days from the day of the birth of his child. In case of any complication in delivery that may prolong his wife's treatment/hospitalization, the Direct Supervisor may consider extension of paternity leave for another 5 calendar days. It is only applicable up to birth of 2 children.

#### 10.7 Casual Leave

A regular or project employee of TUS will be entitled to 10 days Casual leave in a year. The employee may avail the Casual leave with approval of their direct Supervisor when the reason of leave of absence is temporary in nature and for personal emergency. Casual leave shall not be accumulated and carried forward to the succeeding year. Casual leave cannot be availed of more than 3 days at a time and it cannot be taken together with any other type of leave. Approval for Casual leave is the responsibility of the Direct Supervisor. *It's notable that the casual leave will be adjusted from Annual Earned Leave.*

#### 10.8 Education and Training Leave (please also see - sec-12- Training and Development)

A regular or project employee will be entitled to time off for education and training as deemed appropriate by the Executive Director and SMT of TUS. Types of leave are:

- In house training and development
- In house Donor sponsored training
- Specialized Donor sponsored training
- Workshops
- Exposure Visit
- Education leave for preparation and writing examinations
- Long term Education leave for self development purposes

Leave for training purposes will normally be approved '*with pay*'. Situations where an employee will leave their position to take higher education will be considered as a benefit to the organization but will be approved '*without pay*'. All such leaves are to be negotiated between employee, Direct Supervisor and Executive Director of TUS.

#### 10.9 Leave without Pay

Leave without pay may be granted to an employee in special circumstances and when no other leave is available or admissible as entitlement.

Leave without pay may be granted if the employee requests such leave or management so grants. For justified reason a maximum of three months leave without pay may be granted for a confirmed employee. All leave without pay for more than 5 days must be approved by the ED.



Human Resource Management Manual

Special leave for 1+ years for the purpose of education or fellowship or training will be approved by the Executive Director.

Unauthorized absence from duty shall be treated as leave without pay for all employees.

A handwritten signature in black ink, appearing to be "A. Khan" or similar, written in a cursive style.

Elkhanna

### 10.10 Leave Approval Process

The following matrix depicts the leave approval process for different category of TUS employee:

Type of Leave	Number of allowable Days per leave	Recommend	Approval
Annual Earned Leave (up to 18 days per year)	*Limited to 3 consecutive days at a time	Direct Supervisor	Project Coordinator Or Program Manager (PM) or Executive Director (ED)
	For 4+ days plus granted by ED	Direct Supervisor	Executive Director(ED)
Medical Leave (up to 14 days per year)	Must advise Supervisor of absence. Medical note required after 3 consecutive days absent.	Direct Supervisor	Executive Director(ED)
Casual Leave (up to 10 days per year)	*Limited to 3 consecutive days at a time	Direct Supervisor	Project Coordinator or ED
	For 4+ days plus granted by ED	Direct Supervisor	Executive Director(ED)
Maternity/Paternity Leave	6 months leave	Direct Supervisor	Director or Executive Director
Training Education Leave	See HRM manual Under <i>Education Leave 10.8</i>	Direct Supervisor	Director or Executive Director
*Note: For weekend: If any employee applies for leave covering two consequent days of weekend or holidays one day will count as leave.			

### 11. STAFF TRAVEL

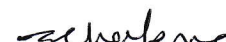
Staff of TUS, due to the job requirement, has to travel outside their posting place within or outside the country for field visit, training, exposure visit, meeting or workshop or any other official business should have the prior consent or tour approval from the Direct Supervisor or ED. The host office will be informed of such travel in advance. For foreign travel, ED approval in advance will be required.

TUS requests that female employees provide travel information to her Direct Supervisor regarding location and mode of transport, etc. in order to assure her safety and security.

During travel within the country if an employee needs to take infants (up to 3 years of age) for the child's health and welfare, the employee will be entitled to reimbursement of actual costs for travel, shared accommodation, food for the child and one attendant with approval from the ED and based on available funding.

#### 11.1 Travel Arrangements

For any official travel at local level the staff will use the assigned motor bike if available and deemed reasonable. TUS always encourage staff to use public transport for longer travel of official purpose and entitled to reimbursement of actual cost for travel with appropriate supported bills and receipts. If failing to produce any receipt or bill for accommodation for justified reasons a clear statement shall be made by the employee specifying the place, time and the amounts for the advance before claiming reimbursement. The Executive Director can hire vehicle (micro-bus, private car, three wheeler etc.) for longer travel only.

### 11.2 Food and Accommodation during local travel

TUS always encourage to use economy class accommodation, if possible, TUS will arrange accommodation and food for the staff on travel, and where not possible it will reimburse the actual cost of lodging with appropriate supported bills and receipts. If failing to produce any receipt or bill for accommodation for justified reasons a clear statement shall be made by the employee specifying the place, time and the amounts for the advance before claiming reimbursement. To avoid mental botheration regarding collecting receipt or bill against breakfast, lunch, dinner and refreshment during travel TUS provides a per-diem for high and low cost area as follows-

#### Per-diem for High Cost Area:

Grade	Breakfast (BDT)	Lunch (BDT)	Dinner (BDT)	Incidental expenses (BDT)	Total (BDT)
A - A2	100	400	400	500	1400
B1 - B2	100	400	400	300	1200
C - E	100	400	400	200	1100

Note: In special cases, if actual cost is over rather than the rate, the employee can claim actual cost with justification and evidence or verifiable receipt.

#### Per-diem for Normal Cost Area:

Grade	Breakfast (BDT)	Lunch (BDT)	Dinner (BDT)	Incidental expenses (BDT)	Total (BDT)
A - A2	60	250	250	300	860
B1 - B2	60	250	250	200	760
C - E	60	250	250	100	660

Note: In special cases, if actual cost is over rather than the rate, the employee can claim actual cost with justification and evidence or verifiable receipt. The employee can claim lunch if s/he passes eight (8) hours' time at community level (office based staffs) or office (field staffs). If emergency, s/he have to stay or hold night at community level, s/he can claim breakfast, dinner and incidental cost if required lunch also with proper justification and approval.

#### Accommodation in High and Normal Area:

Entitlement for accommodation under High Cost and Normal Cost Area will be as follows:

Grade	High Cost Area(BDT)	Normal Cost Area(BDT)
A - A2	3000 - 7000	1500 - 2000
B1 - B2	2000 - 5000	800 - 1500
C - E	2000 - 5000	800 - 1000

Note: Accommodation reimbursement will be denied without verifiable receipt. In special cases. In special cases, if actual cost is over rather than the rate, the employee can claim actual cost with justification and evidence or verifiable receipt.

### 11.3. International Travel

Any TUS staff, traveling for training, exposure visit, workshop, seminar, or any other official business to overseas (after confirmation by the initiating office/country and ED of TUS), will be required well in advance to contact the Finance and Administration Unit with regard to the his/her travel arrangement which includes invitation, visa, ticket, advance, arrangement of food and lodging in the host country.

The concerned employee or unit will provide relevant information with approval for the travel, passport etc. in advance.

For traveling abroad on official work other than on training, an employee of TUS will get per-diem including boarding and incidental expenses at the following rates:

- a) For SAARC countries.
- b) For all countries in Asia, Africa and Latin America except Japan For all countries of Europe, America, Australia, Canada and Japan.
- c) No per-diem will be paid during air travel time.
- d) While an employee attending any training and the training fee includes boarding and lodging cost, in that case the incumbent will receive 10–15% of the above per-diem rate as incidental expenses depending on the situation as decided by the Management.
- e) The local transport expense for movement on official business will be reimbursed at actual, on submission of bill or receipt.

#### 11.4 Incidental Allowance

For traveling away from home/posting place and for culture reasons some additional out of pocket expenses may become necessary which are not office related or cannot be easily accounted for. The examples are - mineral water, tips, local telephone call, local travel for personal reasons and other miscellaneous expenses due to away from the posting and residential place/town.

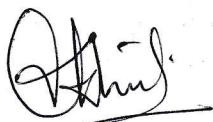
These are additional expenses on the part of an employee. Considering salary level of TUS local staff and to meet these incidental cost an employee, TUS will allow its staff of all level the incidental allowance, at the following rate, without producing any bill or voucher, provided that s/he is out of his/her place of posting/town for a duration of more than 24 hours. The incidental Expenses will be claimed through the Travel Expense form.

- a) Within the country: Tk. 100-5000.00 per day.
- b) Asia: US\$ 5 per day
- c) European Countries: US\$ 15 per day
- d) USA: US\$ 10 per day

No incidental allowance is applicable while the staff are on personal leave during the same official travel (both in-country and abroad) or where the visiting organization/institutes pay such type of benefits or allowances.

#### 11.5. Other costs during Travel

- a) Laundry charges are subject to staying for more than five day out of duty station on official travel within or outside of the country will be reimbursed at actual.
- b) Staff will be entitled to two telephone calls with the family for maximum of 5 minutes (each) in a week, if stayed more than five days in field or other places within or outside the Country. The cost will be reimbursed against submission of actual bill or expenses incurred. If possible the staff will try to use telephone from TUS office or nearby telephone booth which are less expensive.
- c) The transportation (Taxi, Bus, Train or Rickshaw) cost for attending /returning from to visiting places during official visit will be reimbursed. Transportation cost for any private travel during that official visit shall be the employee's personal responsibility.



### 11.6 Travel Advance

If needed, advance may be given for travel, and the amount of advances may vary case to case depending on the expense will be incurred, duration of the visit and other circumstances and as determined by the ED. Advance for foreign travel must be approved by the ED.

### 11.7 Travel Expense Report

Upon returning from the visit/travel, where necessary, Travel expense bill (for reconciliation), shall be submitted within 6 working days using the Travel Expense form.

## 12 STAFF TRAINING and DEVELOPMENT

TUS will invest on staff development as per following conditions:

- a) TUS will sponsor staff for training identified and provided by Project Donors.
- b) TUS will provide other available 'in house' training and time as required for position knowledge.
- c) Courses outside of Project and In House will be supported in time and pay if job related.
- d) Longer term educational leaves will be supported in time off but without pay.
- e) Any training deemed necessary for job performance will be supported both in time and pay.
- f) Study leave, the organization will approve up to 10 days leave to upgrade the ability and efficiency of employees. This leave will be with pay after all annual and other leaves have been applied.
- g) Honorary leave may be granted up to two years, for higher education studies, extensions are available with approval of Executive director. If an employee is approved for this leave the option to return to TUS upon completion of these studies is offered.

Travel and per diem costs may be approved under A,B ,C and E where required. Prior approval must be obtained from the Executive Director.

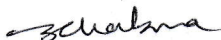
## 13. TERMINATION, RESIGNATION, DISMISSAL & RETIREMENT

### Termination:

- a) During the probation period or at the end of the probation period of a regular employee, the service of an employee may be terminated by the Employer or the Employee at any time without any notice.
- b) The service of an employee who has been confirmed may be terminated by TUS by a written notice of not less than one month or on payment of one-month salary in lieu of notice.
- c) Notice of termination cannot be given to a female employee while on maternity leave.

### Service of an employee can be terminated for the following reasons:

- a) Dissolution or redundancy of the position.  
Posts will automatically cease to exist due to changes in the activities of TUS and the In such case, TUS will give written notice of not less than two months or on payment of two-month's salary in lieu of notice.
- b) Service of the employee is no longer required for the interest of TUS. Staff can be employed on temporary/contractual basis, to complete a particular job within a specific time. In that case, the service of the employee will be automatically terminated at the end of the period or job.
- c) Proven misconduct or breaking of, Donor or Project rules or illegal activities.





If an employee behaves or gives reason of serious disobedience or illegal activities will be treated through the disciplinary process of TUS, the concerned employee will be suspended immediately. If the employee is proven guilty, service shall be terminated. When an employee is dismissed from service due to misconduct they will not be entitled to any further benefits.

### Resignation and notice period

An employee who is confirmed and wishes to terminate employment with TUS shall do so by giving not less than one month's notice in writing to the ED and their direct Supervisor.

An employee, who has submitted a resignation letter, shall be treated as a staff member of TUS and continue to perform their duties and responsibilities until the leave date and issuance of a clearance certificate.

### Retirement:

An employee of TUS shall retire at the age of 60 years. However, if the organization desires, and the retiring employee is found fit, under a separate contract the service may be renewed on year to year basis for a period of maximum five years at the discretion of the Executive Committee, TUS, provided the employee meets the following:

- a) Efficient work
- b) Good health
- c) Difficult to find a similar efficient worker.
- d) Expertise

### Payment of Final Settlement:


When the service of a confirmed employee is terminated other than for 'just cause', they shall be given the following benefits:

- One month's notice or one month's salary in lieu of notices.

This document has been created by TUS Senior Management Team and Ms. Susan Christiaens, HRM expert, International Volunteer, VSO Bangladesh. The contents reflect Organizational Human Resource requirements, Legal rights and Benefits for all regular and project staffs of Trinamul Unnayan Sangstha (TUS)

The signatories deem the information to be correct and agree to adhere to these policies and practices as written. Human Resource management is not a static practice and TUS will review and update this manual as necessary to incorporate changes within the organization. Changes will reflect GoB labour laws and practices.

Endorsed/ approved by:

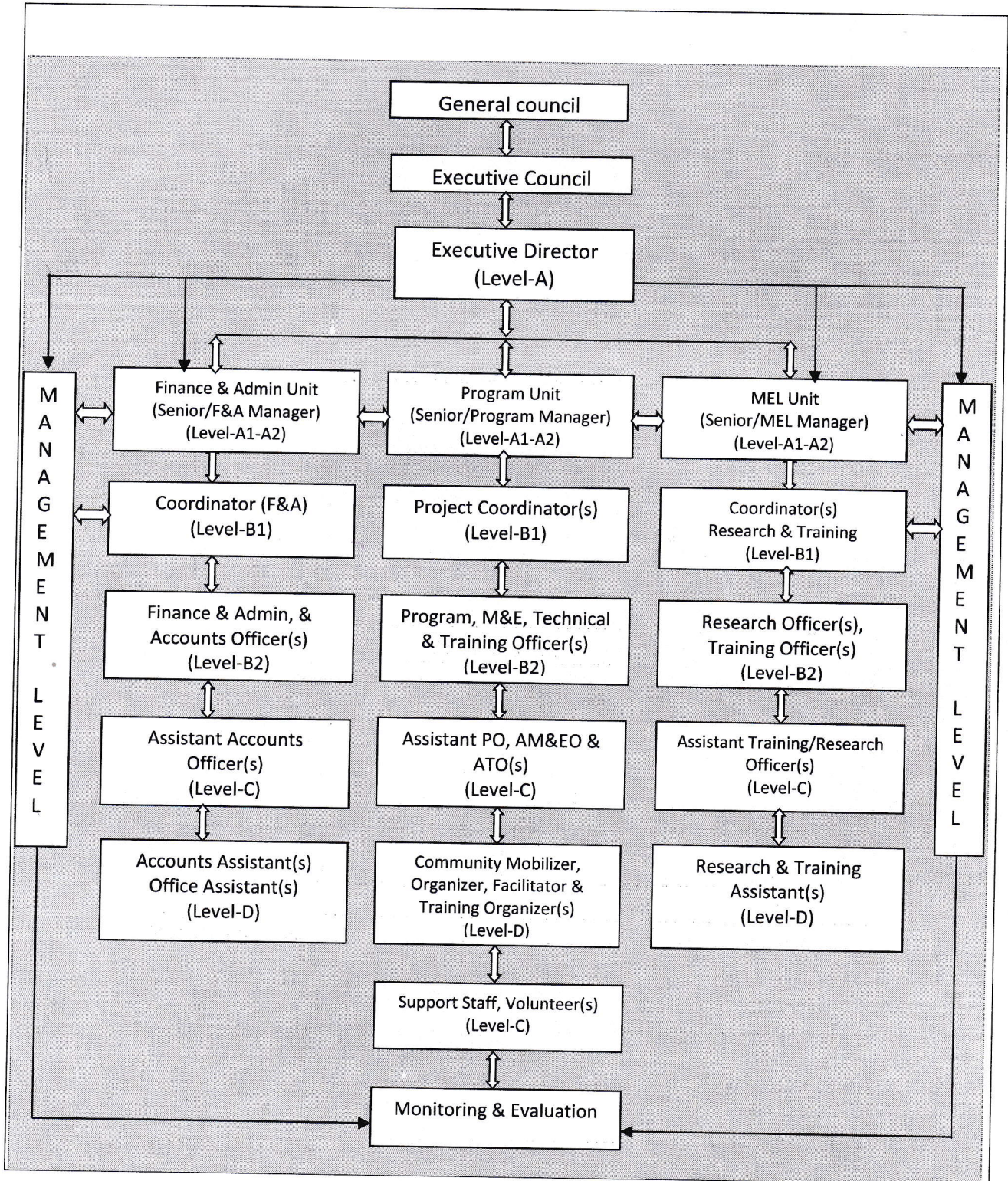
  
(Dipujal Khisa);  
General Secretary,  
Executive Committee  
Trinamul Unnayan Sangstha  
Date: 27 November 2021  
General Secretary  
Trinamul Unnayan Sangstha

  
(Shyamali Chakma);  
Chairperson,  
Executive Committee,  
Trinamul Unnayan Sangstha  
Date: 27 November 2021  
Chairperson  
Trinamul Unnayan Sangstha



Annex-1:

Organizational Structure/Organogram



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Annex-2:

**ANNUAL EMPLOYEE EVALUATION**

TRINAMUL UNNAYAN SANGSTHA  
MARMA SAMASD BUILDING, PANKHAIYAPARA  
KHAGRACHARI HILL DISTRICT  
EMAIL: trinamulcht@yahoo.com

DATE:



Employee Name :

Evaluation Period : From to

Review Date :

Supervisor's Name :

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**Performance:**

Functional Area	Description	Self Rating 1,2,3,4 or N/A	Supervisor Rating
a) Knowledge	Understands job functions, requirements, tools, and processes associated with this position.		
b) Execution	The ability to 'get things done'. Follows through on tasks/projects until completion, completes tasks/projects in a timely manner and according to schedule, overcomes obstacles, proposes solutions rather than excuses.		
c) Problem Solving	When posed with a problem the ability to develop timely solutions with alternatives.		
d) Process Improvement	Improves existing processes to either increase productivity, quality, or beneficiary satisfaction.		
e) Safety	Practices safe work habits and encourages others do the same. Identifies ways to improve the safety of the work environment.		
f) Productivity	Amount of quality work performed as compared with peers.		
g) Quality	Quality of work performed or objectives reached or produced.		
h) Initiative	The initiative to identify work to be performed and perform the work without being directed by others.		
i) Attendance & Punctuality	Arrives and reports in to work on time, works on days scheduled, and requests time off with sufficient advance notice.		
j) Organization	Organized in planning an approach to working.		
k) Adaptability	Easily adapts to changes in the workplace, requirements, schedule, and priorities.		
<b>Employee's Self-Observations - identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>			
Strengths			
Improvement req.			

*shakina*

<b>Manager's / Supervisor's Observations - identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement req.	
<b>Manager's Recommendations</b>	
1)	
2)	

**Partner & Beneficiary Relations:**

Functional Area	Description	Self Rating	Supervisor Rating
a) Telephone Skills	Personable skills answering the phone; being courteous and respectful to the Partner/Beneficiary and fully addressing their needs.		
b) Problem Resolution	Solves beneficiary/partner problems; clearly defines and understands the problem and fully resolves the problem to the beneficiary' satisfaction.		
c) Marketing	Markets to the beneficiary; clearly defines and understands the beneficiary's' requirements and finalizes and records decisions which results in a long term partnership.		
d) Initiative	Goes out of their way to satisfy beneficiaries/partners;		
e) Pro-activeness	Contacts beneficiary's/partners proactively; proactively works with beneficiaries/partners to prevent problems, answer unasked questions and develops their relationship and loyalty to the project.		
f) Politeness	Displays politeness to the beneficiary/client; always speaks in a polite tone and manner.		
g) Personal Appearance	is attire, neatly groomed giving an appearance of professionalism and respect for the beneficiary/client.		

<b>Employee's Self-Observations – identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement req.	
<b>Supervisors Observations- identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	

Improvement req.	
<b>Recommendations – What can the employee do to improve or opportunities available.</b>	
1)	
2)	

**Communication Skills:**

Functional Area	Description	Self Rating	Supervisor Rating
a) Verbal	Ability to communicate clearly and effectively to others through verbal communication.		
b) Report Writing	Completes reporting documents which adhere to project standards, clearly communicates details, and presents in an organized manner.		
c) Case Study Writing	Ability to influence readers through creative writing resulting in a change in perception of value, urgency, quality, or other abstract qualities.		
d) Influence	The ability to influence others through effective communication (verbal, written, illustrative, etc.).		
e) Presentations	Quality, clarity, and effectiveness of presentations and facilitation.		
f) Relationships	Ability to develop relationships with co-workers, management, suppliers, and beneficiaries.		
g) Listening	Ability to listen to and understand others, using the practice of active listening.		
h) Negotiation	The ability to act in a profession manner and negotiate to gain new opportunities, discover new solutions, resolve disputes, agree upon courses of action, bargaining, or create outcomes which satisfy everyone's interests.		
i) Facilitation	Planning and running effective and impartial meetings which results in consensus in either solving a problem or making a decision; or effectively presenting information.		
j) Responding to Conflict	Ability to resolve a dispute or conflict where all parties are satisfied with the outcome.		

<b>Employee's Self-Observations - identify using 'a – g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement req.	

<b>Supervisors Observations - identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement req.	
<b>Manager's Recommendations - What can the employee do to improve or opportunities available.</b>	
1)	
2)	

**Interpersonal Skills:**

Functional Area	Description	Self Rating	Supervisor Rating
a) Interaction with Coworkers	Works well with co-workers, respects others, and has the respect of others.		
b) Interaction with Supervisors	Works well with Supervisors, respects their authority and interacts in a professional manner.		
c) Interaction with Partners	Works well with Partners resulting in established and committed relationships with the partners.		
d) Motivational Skills	Ability to motivate others which results in the desired outcome (perform a task, change of attitude, etc.)		
e) Leadership	To have a vision and to effectively communicate it to others resulting in a change in human behavior.		

<b>Employee's Self-Observations - identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement Needed	
<b>Manager's Observations - identify using 'a - g' for functional skills for strengths and areas of improvement needed.</b>	
Strengths	
Improvement Needed	
<b>Manager's Recommendations - What can the employee do to improve or opportunities available.</b>	
1)	
2)	

<b>Performance Outcome Rating: Staff Member / Supervisor's Assessment</b>	
<b>4</b>	<b>Exceeds Expectations:</b> Performance outcomes consistently exceed expectation of work objectives. The consistently high standard has earned recognition by others internal and/or external to TUS. The level of performance has significantly improved a project process or outcome.
<b>3</b>	<b>Meets Expectations:</b> Performance outcomes employee consistently delivered all of the agreed work objectives.
<b>2</b>	<b>Mostly Meets Expectations:</b> Performance outcomes (in most areas) have met the requirements of the work objectives.
<b>1</b>	<b>Below Expectations:</b> Performance outcomes and/or behavior falls short of the required expected standard .
<b>n/a</b>	<b>Not Applicable:</b> There has not been enough time (or other factors) to assess the level of performance.

**Signature Page**

Please print and sign once all sections are completed. The Supervisor will file both electronic and printed copies.

Overall Comments on Employees performance (Supervisor): Please summarize final rating decisions in narrative form.

I am signing this form to indicate that I have received it and completed my portion.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date



*zshakna*



**Annex-3**

**Section B – Planning for Development**

**Planning my Development (Professional Development)**

In collaboration with your employee, identify short term development activities or opportunities to assist in achieving work objectives and reaching potential.

You are encouraged to refer to the **Employee’s Job Description and Work Expectations and Performance Review for completion of planning and development purposes.**

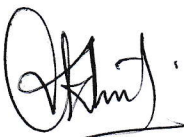
<b>Capabilities to be developed (developmental goals)</b>	<b>Proposed actions</b> (Who will take what responsibility/action? State training/activities resources required.)	<b>By when?</b> (Indicate specific time frames)	<b>Priority</b> (High, Medium, Low)
1.			
2.			
3.			
4.			

Employee Signature:

Date:

Supervisor/Manager Signature:

Date:




**REVIEW DATE & TIME:**

**The Performance Development Process (PDP) Meeting (GUIDELINES)**

- Establish a comfortable, private setting and rapport with the staff person.
- Discuss and agree upon the objective of the meeting, to create a performance development plan.
- If performance is less than satisfactory, develop a written performance improvement plan and schedule more frequent feedback meetings.
- Remind the employee of the consequences connected with continued poor performance.
- Examine job responsibilities for the coming quarter.
- Have the staff member discuss the achievements and progress he has accomplished during the quarter.
- Have the staff member identify ways for improved development of performance, including training, assignments, mentoring, and so on.
- The supervisor discusses performance for the quarter and suggests ways in which the staff member might further develop his performance.
- Discuss areas of agreement and disagreement, and reach consensus.
- Agree upon standards for performance for the key job responsibilities.
- Set goals for the quarter.
- Discuss how the goals support the accomplishment of the organization's business plan, the projects objectives and so on.
- Agree upon a measurement for each goal.
- The supervisor and employee discuss employee feedback and constructive suggestions for the supervisor and the project.
- Discuss anything else the supervisor or employee would like to discuss, hopefully, maintaining the positive and constructive environment established, during the meeting.
- Mutually sign the performance development tool to indicate the discussion has taken place.
- End the meeting in a positive and supportive manner. The supervisor expresses confidence that the employee can accomplish the plan and that the supervisor is available for support and assistance.
- Set a time-frame for formal follow up, two months is usual.



**Following the Performance Development Process Meeting**

- Follow up at the designated times.
- Follow up with performance feedback and discussions regularly throughout the quarter. (An employee should never be surprised about the content of feedback at the performance development meeting.)
- The supervisor needs to keep commitments relative to the agreed upon development plan, including time needed away from the job, payment for courses, agreed upon work assignments and so on, mentoring and in house training.

Name	
Job Title	
Full or Part Time	
Date of Joining	

**Hours of Work:**

The minimum net working hour for TUS staff will be 40 hours per week considering 5 working days from Sunday through Thursday.

Hours of work are generally, **Office Hours: 9:00 am to 5:00 pm**

These working hours may be adjusted during the period of Ramadan and at other times due to unusual events. All changes in working hours must be recommended by the Project Coordinator lead and approved by the Executive Director.

**Daily Attendance:**

- Every employee will make entry or notify TUS of arrival and departure time in the attendance register kept in the Front Office.
- Attendance after 30 minutes from the office time will be considered as 'Late' and the latecomers' attendance will be marked. For every 3-day's late attendance in a month, one day's earned leave will automatically be deducted.

I agree to these terms and conditions of my employment at TUS:

Date :  
Employee Signature :

Executive Director TUS  
Signature :




## Annex-4



**Trinamul Unnayan Sangstha**  
**Leave Application Form**

Full Name:	
Project Name:	
Position Title:	

Details of leave	Reason for leave	# of days	Date	Balance (leave)
Annual leave (up to 18 days per year)				
Medical leave (up to 14 days per year)				
Casual leave (up to 10 days per year)				
Maternity/Paternity leave				
Education/training leave				
<b>Total leave to be debited</b>				
Checked by Admin				

**Approval Authority**

Particular	Name	Signature	Date
Applicant:			
Supervisor/Program Manager			
Executive Director			
Chairperson/GS/EC members			

Remarks: .....

.....

.....

.....

  
General Secretary

