

Grameen Bikash Foundation (GBF)

HR Policies and Procedures Manual



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Section 1

Introduction



G E B F

1. Introduction

The Grameen Bikash Foundation (GBF) personnel policy and procedures is the first such comprehensive exercise since 2003. Much has changed in the organization since then. New program approaches have been introduced in future. In all of this, Grameen Bikash Foundation (GBF) is attempting to become a very different type of organization – more efficient, more streamlined, more consciously values-based, more able to address the root causes of poverty, more able to learn from and work through other organizations, and more effective in field-level outreach. The HR Manual will create an enabling framework that consciously supports, affecting the “who, what, when, where, and how” of everything we do

1.1 Strategic Aspirations

1.2 Grameen Bikash Foundation (GBF) Vision

We seek a Bangladesh of hope; less poverty where people will live in dignity with social security.

1.3 Grameen Bikash Foundation (GBF) Mission

To reduce poverty by giving the community people their need based assistance and proper guide.

1.4 Responsibilities of the Staff and Associated Behaviors

Empowerment/Accountability - Grameen Bikash Foundation (GBF) seeks to entrust its staff, particularly “frontline” staff who are closest to communities, with more autonomy and decision-making power. Along with this decision-making authority comes greater accountability. As a result:

- All Staffs adhere to the highest standards of professional behavior in their dealings with colleagues, community members and Donors.
- Staffs are not afraid to make decisions on issues for which there are no explicit rules.
- Senior Staffs encourage the empowerment of staff by allowing independent decision-making by their supervisees.

Stewardship - For GBF, this is defined as the responsible acquisition, deployment, and control of human, material, and financial resources. All Staffs are encouraged to identify how they can become more effective stewards of Grameen Bikash Foundation (GBF)’s resources, thus contributing to greater organizational cost-effectiveness. As a result:

- Staff weighs multiple options in using resources and takes the most appropriate action, keeping in mind the best interest of the program participants and organization.
- Senior staff do not ask or allow supervisees to perform personal household tasks at any time.

Accountability and Transparency - Staff are expected to demonstrate transparent behavior in their work. In both internal purpose and outside relations those who have access to information are expected to be open, sharing it freely and generously with others. As a result:

- All staff will be more transparent and accountable.
- Senior Staffs will volunteer information that affects or concerns staff in a timely manner.
- Senior Management will create an environment where staff can express their opinions or feedback freely and without any fear.
- Reports of indecency within the office will be made openly.

Enabling Environment - All staff are responsible to ensuring a workplace environment that is on-hierarchical and which allows everyone to perform to the best of their ability. Positive self-criticism, both individual and collective, will be encouraged as a means to deem important, more profound institutional learning.

As a result:

- Staffs are not afraid to make a decision and they can easily share with staff of any problems.
- Senior Management seeks to play meeting, training and coaching.
- Senior staff arranges feedback session for subordinate.
- Critique and constructive criticism is appreciated.
- Teamwork and team spirit are encouraged.
- On-the-job training is promoted and valued.

Gender and Diversity - The richness of diversity found in the socioeconomic and cultural environment of our Country, surrounding gender, competition, religious conviction will be reflected in our staff at all levels of power and right. We believe that every person, by asset of his or her particular context and qualities, has a unique identity and combination of aspirations and abilities. It will also help Grameen Bikash Foundation (GBF) earn their confidence. As a result:

- Positive discrimination is consciously promoted.
- Staff shows respect to other staff, GBF program participants irrespective of ethnicity gender, religion, class or place of origin.
- Male and female staff value each other, and with respect.

Identity - Staff are encouraged to identify first with Grameen Bikash Foundation (GBF), and to its mission, vision. As a result:

- Staff does not routinely identify themselves as belonging to a particular project, but rather to Grameen Bikash Foundation (GBF).
- Project and program staff recognize their complementarity.
- GBF Management look beyond their projects (e.g. when on field visits).

Section 2

Policies

2. Recruitment and Supervision

2.1 Principles

Grameen Bikash Foundation (GBF) is a local organization, which regularly undergoes change. It promotes gender and other types of diversity throughout its organization. We view GBF as part of a wider movement dedicated to reduce poverty in Bangladesh. GBF is committed to the emphases of its Staffs. It values individuals who align themselves strongly with GBF's mission, vision and core values. At all level of recruitment, hiring and promotion it seeks individuals with the best match of skills to the need, the standards of personal integrity and a willingness to face the challenges of living and working at the frontlines of its programming while demonstrating a promise to improve himself and Organization.

2.2 Division of Staffs

2.3 Categories

2.4 GBF has two types of staff

- A) Core Organization staff (Permanent)
- B) Program/ Project staff (Contract)

2.5 Core Organization staff Permanent:

A staff whose contract has been confirmed following the satisfactory completion of his or her probationary period (Probationary period is generally six months but in some cases its period may be extended).

2.6 Core Organization staff Probationary Contract

A staff who has been employed to fill a vacancy, but who has not yet completed his or her probationary period.

2.7 Program staff Permanent :

A staff whose contract has been confirmed following the satisfactory completion of his or her probationary period. (Probationary period is generally six months but in some cases its period may be extended). But all Program staff will continue subject to the terms, policies and procedures the project's.

2.8 Probationary Contract

A staff who has been employed to fill a vacancy, but who has not yet completed his or her probationary period.

2.10 Grade Designations, Job Titles and Approval of New Positions

Staff will be assigned a Grade Designation and Job Title based on their grade and specific job responsibilities. Staffs who share the same grade may have different functions, according to their Job Descriptions, but equivalent levels of responsibility.

2.11 Grades, functions, Job Titles and salary matrix

Grade	Job Titles Program	Salary Matrix
Grade-A	Executive Director	Basic 93000.00 House- 46500(50% of Basic) Medical - 3000.00
Grade B	Director-Operation Director-Finance Director-Micro Credit	Basic 70,000.00 House-35000.00 (50% of Basic) Medical - 3000.00
Off grade	Advisor / Consultant	As per contact
C	General Manager Regional Manager Project Coordinator Program Officer Training Coordinator Team Leader	Basic 50,000.00 House-25000 (50% at of Basic) Medical - 3000.00
D	Area Manager	Basic 40,000.00 House-20000 (50% of Basic) Medical - 2000.00
E	Branch Manager Project Officer Technical Officer Administrative Officer Accounts Officer Internal Auditor Data Processing Officer	Basic 30,000.00 House- 12000 (40% of Basic) Medical - 2000.00
F	Assistant Project Officer Assistant Accounts Officer Monitoring Officer	Basic 20,000.00 House- 8000 (40% of Basic) Medical - 2000.00

Grade	Job Titles Program	Salary Matrix
G	Data Entry Operator	Basic 15,000.00
	Administrative Assistant	H/A 7500.00 (40% of Basic)
	Driver	Medical - 2000.00
H	Community Organizer	Basic 15,000.00
	Office Assistant	H/A- 6000.00 (40% of Basic) Medical - 2000.00
I	Office Helper	Basic 8,000.00
	Guard	H/A- 4000 (50%) Medical - 2000.00
	Office Cleaner	Gross-5000.00

2.12 Proposing Positions for New Projects

During a new project design, the proposed organogram, job descriptions and staffing plan will be reviewed by the Executive Director and Executive Committee. Explicit approval is required prior to submitting the proposal to donors. The role of Executive Committee in this process is to scrutinize how the proposed positions compare to others within the organization, and whether the staffing plan meets the Organization Strengthen of Minimum Standards.

2.13 Changing Staffing Patterns in Existing Projects

In case there is a need for creating positions in an existing project, section the concerned Project should justify it in writing the following manner to Executive Committee and Senior Management.

- Rationale for creating the position, including the number of incumbents performing the same task;
- Job description, which will describe the proposed job title, responsibilities and tasks, authority, supervisory relationships, special skills required and working conditions;
- Minimum job competencies, including required education, experience, training, skills, etc
- Revised organogram due to change in staffing pattern;
- Organization Strengthen Minimum Standards implications; and
- Recommended grade;

In its review of staff plans, Executive Committee and Senior Management will seek to ensure equity throughout the Organization and that positions of similar responsibility are placed in the

same grade. Senior Management is responsible for final approval of new positions following consultation with Executive Committee.

2.1. Vacancies

2.1.1 Definition

Vacancies may occur when new positions are created or when the incumbent of an existing position separates from GBF or is transferred to another position. These openings may be temporarily filled by on an "acting" basis for a maximum of 6 months. The concerned Supervisor or project will issue the letter for such acting assignment with a copy to Executive Director. On a case-by-case basis Management might consider extensions to this. Positions are generally filled through competitive processes. Education qualification may be relaxed in case of highly experienced candidates, both external and internal.

2.1.2 Eligibility of GBF staff to apply

All positions as a general rule will be opened to qualified internal and external candidates. GBF Staffs may apply for any position. Any Staff with requisite qualifications and background can apply directly Executive Director of the Organization.

2. 1.3 Advertising

Notifications about vacancies will be circulated widely. Job vacancies will be internally circulated for all GBF staff and displayed in the notice boards in all sections, projects, units and field offices. No one method of advertising works best to attract external candidates. Word of mouth, newspapers, notices, references, recruitment agencies, the Internet or professional journals may be appropriate media to invite potential applicants.

2.1.4 Selection

2.1.5 Recruitment

Executive Director, Assistant Director, General Managers and Senior Staff will responsible for all recruitment consultation with Executive Committee. Positions prior approval from the concerned Staff must be obtained. Before initiating such recruitment, ED must be notified by the Assistant Director/DGM /GM so that observance to fair processes can be closely monitored.

Hiring managers and Recruitment Boards are accountable for correct screening and short-listing procedure. Members of Recruitment Board are required to sign a declaration that none of the short-listed and interviewed candidates are relatives.

2.1.6 Minimum Age

No one below 18 (eighteen) years of age may be hired as a GBF Staff.

2.1.7 Minimum Notice Period

The minimum notice period between advertisement and competition closure is ten working days.

2.1.8 Promotion of Gender and Diversity

During recruitment special attention will be given to the gender and diversity balance. To ensure this, positive discrimination such as reserving some position for women and people of different ethnic and religious background may be applied.

2.1.9 Interview of Internal Candidates

GBF no pays staff expenses for attending interviews. If some one wants to attend any internal interview. He/ She will get leave. The leave should be utilized against annual leave.

2.1.10 Recruitment Board Conflict of Interest

Recruitment Board members will be required to state any real or apparent conflicts of interest they have relating to applicants. A conflict of interest occurs when:

- An individual's private interest differs from his or her professional obligations.
- Professional actions or decisions occur that an independent observer might reasonably question.

Potential conflicts of interest must be disclosed and managed as per policy.

A relative of the applicant cannot be a Recruitment Board member.

2.1.11 Composition of the Recruitment Board

The Recruitment Board must consist of a minimum of three GBF Staffs. It must represent diversity in terms of gender and program approach. While it is vital that at least one member of the Board have adequate knowledge about the job and have specific skills and competencies of the position being interviewed (generally the line manager can do this), it is equally important that others bring a broader perspective about what GBF does to the recruitment process.

2.1.12 Interview Ethics

Interview questions should focus on areas relevant to the performance of the job. The same minimum set of questions must be asked of all candidates, although the Board may ask additional questions at their discretion.

Any question, scenario or situation given to candidates during written or oral tests must bear a relevance to the required skills or competencies for the position. Questions must present a positive professional image of GBF and shall not cast doubt on the integrity or Capacity of any person or unit within GBF or in another organization.

2.1.13 10 Non-Discrimination

GBF is an equal opportunity employer. GBF will not discriminate against a candidate's religion, culture, physical handicap, age, etc., unless such aspect is directly related to requirements of the job. However, consideration in a positive sense may be given to a person's religions, sex, and ethnicity to promote gender and diversity.

2.2 Hiring

2.2.1 Contracts

All Project staff will be hired on contracts, the maximum duration of which will be the time remaining under the current funding contract (for Project staff). Project staff will be renewable, subject to performance and funding.

2.2.2 Organization Authority to Negotiate Salary and Issue Contracts

Negotiation of salary and benefits of the candidates will be handled by Management in consultation with project.

2.2.3 Hiring of Relatives

Any exceptions require the Executive Director's explicit approval. This written approval must be placed in the Personnel Confidential File for future reference.

In cases where two existing GBF- staff are relatives, discourage to apply for other GBF jobs on a competitive basis.

Under no circumstances, should GBF staff be involved in the recruitment processes of PNGO's when relatives of such staff are applying.

A relative is defined as being any one of the prospective Staff's parents, spouse, children, brother, sister, in-laws, cousins, uncles, aunts, nieces and nephews.

2.2.4 Appointment Approval

Appointment approval must be obtained from the authority as per the parameter below:

Grade	Approval
ED	Executive Committee
Rest all Grade	Executive Director

2.2.5 Necessity of Job Descriptions

Each Staff should be provided with a job description, upon re-designation, employment, promotion or change of assignment by the supervisor.

2.2.6 Personal Confidential Files responsibilities

Field offices or departments must maintain an up-to-date Personnel Confidential File (PCF) in each Staff's name.

2.2.7 Blood Testing

All Staffs must share blood type information. The test report will be kept in the concerned Staff's PCF and the blood group information must be incorporated in the Staff's Personal History Form. It is the responsibility of the Staff to ensure the existence and accuracy of this report.

2.2.8 No Objection from Current Employer

Under no circumstances can a person employed by another organization accept a contract with Grameen Bikash Foundation (GBF). Candidates must produce resignation acceptance and release order in original forms from his or her preceding organization prior an appointment with GBF. The original copy of the resignation acceptance and release order on official letterhead must be verified first by Concern Management before signing an appointment letter. A verified copy of the "no objection" certificate, along with educational and experience certificates will be maintained in the PCF.

2.2.9 Promotions

Promotions generally occur following a competitive process, involving both internal and external applicants. Promotions from one grade to another occur only when a staff's job function changes significantly. Promotions cannot exceed one grade at a time. All promotions will be recommended by a Selection Board and will be approved by Executive Director and will be confirmed by letter.

2.2.10 Confirming/Promoting Acting Incumbents

A staff may be assigned acting responsibilities in order to temporarily fill a vacancy at his or her current grade level. Recruitment efforts will endeavor to fill the vacancy and the acting incumbent may also apply for the position, but his/her candidacy will be considered only on a competitive basis. If successful, s/he will be confirmed as a promotion.

2.2.11 Re-Employment

Former staff may be considered for re-employment through open competition, if they have been retrenched or if they resigned due to personal problem. The PCF should be reviewed to ensure that the person under consideration for re-employment.

2.2.12 Exclusions

Certain categories of separation will not be considered for re-employment: termination, dismissal, retirement, loss of service lien and discharge.

Certain types of resignation circumstances also strongly prohibit an individual from being re-employed, including forced resignation, protest resignation, resigned during probationary period, and poor performing staff who resigned.

2.2.13 Contract Probationary Period

All new contracts are subject to a probationary period. Staffs will be informed in writing whether s/he is to be confirmed. If a notification does not occur, then confirmation is automatic. Upon confirmation, length of service will be considered from the date of the Staff's appointment letter.

2.2.14 Minimum Probationary Period

All new hires must satisfactorily complete a six-month (6-month) probationary period prior to their contracts being confirmed. During this period the Staff's job performance and conduct will be observed.

After three months (3-month) a performance feedback session will be arranged for all probationers. The supervisor will highlight and document both strong and weak areas of the probationer.

The supervisor should make a brief non-format evaluation for both GBF Head Office and Field-office files prior to the end of the probationary period. If the work of a probationary Staff fails to meet prescribed standards, he/she may be released from service with 24 hours notice, or otherwise, if stated in the appointment letter.

No probationary period will be applicable for contracts less than one (1) year.

2.2.15 Extensions to Probationary Period

A contract probation period may be extended to a maximum of one year for Grades B and above. Probationary periods for Grade A should not be extended without the expressed prior approval of the Executive Director.

2.3. Transfers and Temporary Assignments

2.3.1 Organizational Need

GBF reserves the right to locate staff to project areas as required by projects or other Management objectives. Staffs recognize that GBF working areas are often remote and difficult.

Transfer of Staffs from one Field Office or site to another must have approval by Executive Director.

During periods of pregnancy and breast-feeding cases, female staff may be transferred if desired by the staff and is based on organizational needs.

2.3.2 Authority

Executive Director will be responsible to transfer all staff as per Organization needs.

2.3.3 Responsibilities for Evaluation of Transferred Staffs

Staffs must be evaluated by their supervisor.

3. Disciplinary Action

The objective of disciplinary action should be to motivate the Staff to the extent possible to improve performance. Disciplinary actions should address behavior within the control of the Staff and whenever possible provides guidance towards improved behavior. Disciplinary actions are not intended and should not be used to alienate the Staff from the organization.

3.1 Documentation

Whenever disciplinary action is required, it is important that the penalty fit the offense (after assuring that there was in fact an offense) and that the Labor Code be followed precisely with regard to all disciplinary actions.

3.2 Conference to Discuss Behavioral Advice

A conference between the Staff and his/her immediate supervisor or designate is an appropriate means to informally resolve problems. It is advisable to document these discussions with an “Advice Letter”.

3.3 Warning Letters

Resolving more serious issues require a “Warning Letter” to the Staff. The purpose of these is to document a serious disciplinary issue or misconduct in order to provide a basis for further action. If a situation demands the issuance of Warning Letter to a staff, then the concerned supervisor will consult with Executive Director.

3.4 Observation

A staff may be placed under observation for a period of six months or more if his/her evaluation indicates poor performance at any time, subject to the approval of the concerned Supervisor. In one twelve-month period a staff can only be placed under observation twice. If poor performance is shown a third time, the Staff will be separated.

3.5 Suspension

Suspension can be used as a measure of punishment for serious misconduct. It may be invoked for a period not to exceed seven calendar days during which the Staff is not entitled to any financial benefits whatsoever.

A staff charged with misconduct may also be suspended pending an inquiry into the charges against him/her. The period of such suspension shall not exceed thirty days unless the matter is pending before any court recognizable under the laws of Bangladesh. During this type of suspension, a staff is entitled to half pay.

3.6 Permission to leave station

A staff while on suspension is not to leave his station of posting without authorization.

3.7 Authority of a staff while suspended

A suspended Staff cannot attend to the office or sign any official documents unless authorized to do so.

4. Termination

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

4.1 Service no longer required

There is no longer any formal or informal policy for ongoing projects to absorb staff from projects that are phasing out. However, such staff may apply for other positions in GBF on a competitive basis. A staff can be separated because their positions no longer exist. The Staff shall be given one month's (1-month) notice in writing indicating the reason, or one month's pay in lieu of notice. Staff making decisions about downsizing should not be relatives of staff being considered for retention or retrenchment.

In cases of project downsizing, decisions for retention of staff should be determined by performance, behavioral characteristics related to core values, and project diversity. Female pregnant staff can be separated from the service due to restructuring, closure of projects, etc., with four months basic salary as maternity benefit.

4.2 Role of Project and Department

Similar to the recruitment process, determining staff to be retained when some positions are disappearing provides GBF an opportunity to ensure that the staff it continues to employ share the organization's mission, vision and core values.

4.3 Promotion of gender, Diversity and Core Values

Where a project or department is facing a reduction in force, where some but not all staff in a particular cadre are being let go, selection decisions should be primarily influenced by performance and behavioral characteristics related to core values and the organization's objectives to increase its diversity.

4.4 Discharge

A staff may be discharged from service for reason of physical or mental incapacity or continued ill health, or other reasons not amounting to misconduct. If a staff's employment contract has not been confirmed, they will be terminated in applicable cases, not discharged. All discharges must be authorized by the Executive Director or designate.

4.5 Alternative Employment

On a case-by-case basis, depending on the actual match between skills and opportunities available, alternative employment may be considered.

4.6 Dismissal

Dismissal is used when a staff is convicted of an offense or is found guilty of misconduct. No order of dismissal can be made without following the formal “show cause” procedures. A dismissal must be authorized by the Country Director or designate.

4.7 Resignation

A staff must give one month's notice of his/her resignation, failing which, a proportionate deduction in Basic Salary in lieu of notice, will be made.

4.8 Acceptance of resignation

If a staff resigns from GBF services in any unusual circumstances then the concerned Project Coordinator/General Manager/Section Manager/Project Manager/Office Manager will consult with the Executive Director in connection with the acceptance of resignation.

5 Compensation and Benefits

5.1 Principles

Grameen Bikash Foundation (GBF) is committed to organizational cost-effectiveness. It strives to maintain salaries and benefits that are fair to all Staffs, that are competitive and comparable to the local marketplace, and which are sufficient to attract, recruit and retain high quality staff.

5.2 Basic Salary

(See page 5 , 2.11 Grades, functions, Job Titles and salary matrix)

5.3 Definition of Basic Salary

Salary is termed as "Basic Salary". Other allowances that are paid by the employer from time to time are called benefits and will normally be paid to the Staff along with the salary payment

5.4 Salary Scale

All Staffs will be compensated for services rendered to Grameen Bikash Foundation (GBF) in relation to their current point on the salary broad bands.

5.5 Current of Payment

Payments shall only be made in Bangladeshi Taka.

5.6 Pay Day

Salary payments shall be made not earlier than the 25th and not later than the 30th of each month unless or otherwise instructed by the Executive Director/ AD or his designate.

Transferred Staff should be paid for the month by the office to which s/he is still assigned on pay day. If the Staff is in transit on pay day, he/she will be paid by the new office.

Staffs on temporary duty will receive monthly salary and related benefits at whichever office s/he happens to be in on that pay day. If the Staff is in transit on pay day, then s/he will be paid by the original office.

5.7 Standard Work Day

The standard working day and hours for Basic Salary calculation is based on a 6 day work week covering 48 hours per week, 26 working days per month and 312 days in a year. Housing and medical allowances are based on a 30 day month. All GBF Staffs are required to work this minimum period, unless their conditions of employment, job description or other statement of work note otherwise.

A "working day" means a day paid, which includes designated GBF holidays. All offices shall treat Friday as designated weekends.

5.8 Normal Office Hours

Office hours in all Grameen Bikash Foundation (GBF) offices are as follows:

Saturday through Thursday

GBF Head Office	Other
8:00am-1:00pm	8:00am -1:00pm
Lunch (one hour)	Lunch (one hour)
2:00pm- 5:00pm	2:00pm-5:00pm
48 hours	48 hours

5.9 Adjustments to normal Hours

These working hours may be adjusted during the period of Ramadan and at other times due to unusual events.

5.10 Field Staff

Field Staff may not have regular work hours. Depending on workload, season, job descriptions or travel requirements, certain individuals are expected to perform beyond office hours without additional compensation.

5.11 Daily Attendance

A Daily Attendance Signature Sheet must be signed by all Grade Staffs. This form is used to monitor punctual arrival or absence from the office, field travel, illness, etc. Failure to sign the attendance sheet shall be treated as absence from duty requiring an adequate explanation. Habitual tardiness will not be permitted. Supervisors are responsible for taking and appropriate disciplinary action with habitually tardy Staffs. The Daily Attendance Signature Sheet of a day must be submitted to the Supervisor signature by 8:45am.

5.12 Deductions

Grameen Bikash Foundation (GBF) reserves the right to make deductions from a staff's salary for the following:

- a) Unauthorized absence from duty.
- b) Damage to, or loss of, goods expressly entrusted to the Staff for custody, or for loss of money for which he/she is accountable for, where such damage or loss is directly attributable to his/her negligence or fault.
- c) Recovery of over payment of salary or benefits allowances.
- d) Income-tax payable by the Staffs according to the existing income-tax rules issued by the government.
- e) Provident Fund contribution.

5.13 No Salary Advance or Loans

Grameen Bikash Foundation (GBF) will make no advance from either earned or unearned salary.

5.14 Salary Increments

Annual salary increments are related to merit depending on satisfactory performance as per Annual staff Performance No unconfirmed contracts shall be eligible for a performance increment unless the confirmation date is due before 10th July. All Staffs joining GBF before 11th January are subject to Annual Performance, unless their probation is extended. Recently promoted staff must be in their current position in their current salary for six months to qualify for a performance increment. If the annual performance increment coincides with promotion on the same date (i.e. on July 1) then it will be considered first to calculate the salary basis for the upgraded position.

Steps are replaced by Broad salary “Bands” with entry level and maximum salaries specified.

All Staffs will get an annual salary increment @ 10% (subject to annual review and adjustment) on basic salary based on satisfactory performance.

5.15 Festival Bonus

After successfully completion of the provisional period All Staffs are entitled to a festival bonus paid annually equivalent to one month's gross salary during their festival period. Festival Bonuses will be received at least ten days before the following festivals: note that Muslim staff will be received one month gross salary in two split.

- a) Muslim : Eid-ul-Fitre and Eid-ul- Azaha
- b) Hindu: Durga Puja
- c) Buddhist: Buddha Purnima
- d) Christian: Christmas

5.16 Provident Fund

Staffs will have 10% of their monthly Basic Salary deducted before Basic Salary is paid effective from the date of his/her confirmation. GBF makes monthly contributions to the Provident Fund of an equal amount in the Staff's name. In case of retirement, dismissal, resignation, reduction in force, termination or discharge after a minimum of one year of continuous service with GBF, the Staff will receive the total of their individual contributions and GBF's contributions, plus a pro rated share of accrued interest and dividends resulting from Fund investments. If a staff member leaves GBF employment before completion of one year of continuous service, the Staff will receive their individual contribution only, plus a pro rated share of the Fund's accrued interest and dividends.

a Provident Fund Loans

Members may also apply to the Provident Fund trustees for loans against their accumulations to pay for:

- a) Medical expenses for self and family.
- b) Marriage, funeral or ceremonial expenses.
- c) Purchase of land and/or construction of building, etc.

5.17 Gratuity

Gratuity is due to a staff that resigns or is terminated, separated or discharged after a minimum of three year's service with GBF. Only Staffs who have completed three year's service are eligible for gratuity. For project staff gratuity will be paid out at the end of project or the point of switching over to another project. Core staff, gratuity is paid out after ending of the Job.

Gratuity will be calculated based on the last drawn basic salary, on the basis of 1 month's basic per year of service prior to November 1, 2003, and on the basis of 1.25 month's basic per year of service after November 1, 2003.

No gratuity will be considered for periods of any leave without pay. If a staff separates before the end of a contract period, s/he will receive the prorated amount of the final year period up to the point of separation.

Gratuity will be calculated by GBF Accounts section and remitted to the concerned persons after receipt of advice of separation and the Quit Claim Form.

6 Annual Leave Entitlement

Staffs of GBF shall be entitled to annual leave with full pay. Annual Leave is calculated at 16 working days per year (1.83 days per month) employment and 22 days per Year.

All leave shall be granted in the form of half or full days. When an official holiday falls within the approved leave period, that holiday will not be considered a leave day.

6.1 Application and Approval

A staff wanting to take annual leave of three (3) or more working days must apply for it two (2) weeks in advance, and of four (2) days or less, one (1) week in advance.

A staff who wishes to utilize leave credits shall apply in writing to his or her Coordinator, Manager or designates using the standard Leave Application Form.

Leave is approved when the supervisor signs the form. The employer may deny a leave request if the urgent demands of work so require, provided that the denial has been made by the concerned Supervisor. If the leave request is not approved or the leave is postponed, reasons for refusal or postponement shall be recorded on the form. The concerned Staff shall submit the form in duplicate. The original copy is to be filed in the Staff's leave file and the duplicate will be returned to Staff for his/her records.

If leave for emergency purposes is required within 3 (three) days of the day that the leave request application, approval or denial must be given on the same day that the leave request is received.

6.2 No extension of Annual Leave to sick leave

Annual Leave taken beyond the amount of accrued annual leave will not be charged to Sick Leave.

6.3 Leave Extension

If the Staff, after proceeding on leave, requires an extension, s/he shall apply to the employer before the expiry of 50% of the leave and, in so far as is possible, the Supervisor will send a written reply to the Staff's address as shown on the LAF, either granting or refusing the requested extension of leave. Accrued leave must be available for this purpose.

6.4 Absent without Leave Explanation

If the Staff remains absent beyond the period of leave originally granted or subsequently extended s/he shall be asked to explain in writing to the employer the reasons for the unauthorized absence. In addition, the Staff must inform the employer, immediately, by telegram, fax or telephone why the leave extension is necessary and the expected date of return. Permission for extended leave may not necessarily be granted.

When a staff is unable to attend the office, for whatever reason, he/she must inform his/her supervisor within the next working day.

If, after three days of unauthorized absence, a staff has not notified his/her office, the office concerned will immediately inform GBF Management. GBF Management will be responsible for informing Supervisors when the unauthorized absence involves project personnel

6.5 Unauthorized Leave Suspension

If the Staff fails to explain to the satisfaction of the employer the reason for unauthorized absence, the employer may suspend the Staff as a measure of punishment, for a period not exceeding seven days. The Staff shall not be entitled to any financial benefits for such period of unauthorized absence and suspension.

An unauthorized absence may be also treated as Leave Without Pay when Supervisors are not satisfied with the explanation of the Staff concerned.

6.6 Loss of service lien

A staff who is absent without proper leave authorization for a period of more than ten consecutive calendar days shall lose the lien on his/her job with approval of the Executive Director or his/her designate. This letter shall be issued by Head office.

6.7 Maintenance of Leave Balances

Field offices and GBF Head office must maintain individual leave records in the files of all Staffs, using the Leave Record Form.

Field Office Managers must track vacation balances and submit this information to Finance Department.

6.8 compensation for unused annual Leave at separation

In case of retirement, resignation, reduction in force, termination, dismissal or discharge, the value of for unused annual leave shall be paid based on the number of unused leave days as a function of the number of working days per year.

6.9 Leave Without-Pay(LWOP)

Permission for Leave Without Pay may be granted on a case-by-case basis by the concerned Supervisors if the requesting staff has exhausted his or her Annual Leave.

6.9 Benefit Entitlements During a (LWOP)

A staff shall be entitled to all applicable allowances and benefits except basic salary while on leave without pay, for a maximum period of one month, subject to rejoining.

For special cases, a staff may request Leave Without Pay for more than 15 days. Approval may be granted by the Executive Director only. The concerned Staff shall not be entitled to basic salary, and all other allowances (Medical, Housing, Transportation, Field allowance etc.). Payments will be made subject to rejoining.

7. Suspension

A suspended Staff must be paid 40% of his/her basic salary during the period of suspension. This payment is not reimbursable to GBF, even if dismissal occurs.

If the Staff is found not guilty of an offense, s/he shall be deemed to have been on duty for the period of suspension for inquiry, and shall be entitled to the unpaid balance of basic salary and applicable benefits for the period of suspension.

7.1 Separation Benefits

Termination staff not eligible of any benefits from Organization

7.2 Dismissed Staff

A staff may be dismissed without prior notice and receive no "pay-in-lieu" of notice or receive any other compensation if, after going through the formalities of "Procedure of Show Cause" the Staff is convicted or is found guilty of misconduct. When a staff is dismissed s/he shall not be entitled any benefit from Organization:

7.3 Resigned Staff

The office out of which the Staff resigns will pay Basic Salary and related benefits, GBF Accounts will pay unused Annual Leave and Gratuity Pay, if any. Provident Fund trustees will pay a refund, if any. The GBF Executive Committee will pay a refund, if any. A staff who has resigned for any reason is entitled to a service certificate.

7.2 Field Allowances

GBF will build into the salary of certain field-based staff an additional sum of money to cover unusual costs that arise as a result of routine travel. This sum of money is called "Field Allowance".

7.3 Housing Benefits

The housing allowance is intended to partially subsidize Staff's housing costs. Grameen Bikash Foundation will be provided Housing Benefits As per Salary Structure.

7.3.1 Transfer Relocation Allowance

For Staffs who are transferring, Organization should provided Actual cost of compensate transit lodging, transportation etc. However, in case of voluntary transfer, no relocation allowance will be given.

7.4 Medical Benefits

7.4.1 Medical Allowance

All grad Staffs receive a monthly medical allowance will be received amount of Tk.3000 per month.

7.4.2 Maternity Benefit

GBF will reimburse Staffs is entitle for hospital delivery expenses for two issues only. Costs of pre- and post-natal check-ups are covered from medical allowance.

7.4.3 Hospital Reimbursement

Subject to the approval of the Executive Director or designate, Staffs admitted to hospitals, upon the advice of duly qualified registered medical practitioners for any non-elective medical or surgical treatment, are entitled to, on presentation of hospital and medical bills and vouchers in original forms, 80% reimbursement of all legitimate expenses incurred during hospitalization. This reimbursement will also apply in case of admission into clinic. The total amount will be decided by Executive Members.

7.4.4 Leave Extension

7.4.3.1 Approval Authority

All requests for medical reimbursement must be directed to the respective manager for Field staff. The concerned office will submit a consolidated statement of expenses with the date the expenses were incurred, attaching vouchers in original forms. Submission of the "Medical Reimbursement Summary Form" is necessary for all types of medical reimbursement. Executive Director approved the all bill/voucher.

7.4.3.2 Organization's Liability

GBF shall not be liable for any accident benefit including accidental dismemberment, if a Staff:

- a) Was under the influence of liquor or illegal drugs at the time of the accident;
- b) Has willfully disobeyed an order expressly given
- c) Has willfully disregarded Government laws or currently acceptable safety regulations.

7.4.3.3 Exceptional Leave

A Staff may be allowed excess "Sick Leave" days should the individual be unable to attend office/field duties because of an official work related injury, subject to prior approval of the Manager, GBF Management.

7.5 Death Benefit

If a staff dies during his/her service, GBF will not pay death benefit. However if management think about this the total amount will be decided by Executive body.

Approval of the Executive Body is necessary before the payment of any death benefit.

8 Transportation Benefits

8.1 Transportation Allowance

For Staffs who are transferring, Organization should provide actual Transport cost. Staff will received actual field travel cost prior approval of manager. Staff will receive actual boat, ferry Cost etc.

8.2 Motorcycle & Bi-cycle Hire Purchase

Motorcycles & Bi-cycle are one of the major tools of Grameen Bikash Foundation (GBF) for implementing its project activities at the field level. All relevant staff in the field level has an assigned motorcycle or Bi-cycle for his/her day-to-day activities. The cost (acquisition, maintenance, fuel, etc.) of these motorcycles are paid for by the organization. In most cases, the staff keep their assigned motorcycles & Bi-cycle in their residences and the maintenance/repair are carried out by GBF selected Technicians. Other than GBF staff, no one else is allowed to drive the motorcycle. Also, GBF staffs are not allowed to use their assigned motorcycles & Bi-cycle for personal purposes. After a certain period of time, the staff gets a replacement motorcycle or Bi-cycle when the existing one becomes damaged or unusable. Later on, the unusable motorcycle & Bi-cycle is sold through auction upon approval from GBF management & concerned donor.

8.3 Eligibility

Staffs who are involved in extensive fieldwork spending at least 50% of their working time in the field, on average, and running of at least 500 kms per month are eligible for Hire Purchase.

Eligibility to obtain a hire-purchase motorcycle will be recommended by the Manager/area manager or respective Project in charge in a prescribed form and duly approved by Executive Director. The amount will be adjust from his/her monthly salary by 60 installment

8.4 Refunds Upon Separation

If a staff is separated from GBF before he/she has fully paid up the price stipulated in the agreement, he/she may retain the motorcycle on payment of the balance amount due plus the registration cost for 5 years. If staffs are not willing to purchase on these conditions, GBF will return to them the total amount they have paid so far after deduction of 20% of the total installment paid for repairs and future use or sale:

8.5 Cost Reimbursements

For covering maintenance and fuel cost of the hire purchase motorcycle, the allowance will be as follows :

Fuel cost payment actual.

Maintenance means all sorts of major and day to day maintenance of the Motor cycle including routine servicing. The staff will be received actual maintenance cost. or as per Executive Body Decision.

GBF will not bear any expense relating to maintenance and or damage caused by an accident.

Vehicle: vehicles (Microbus & Car) are one of the tools of Grameen Bikash Foundation (GBF) for implementing its project activities at the field level. All relevant staff in the field level have an opportunity to use vehicles own or rental for his/her day-to-day research and project activities. The cost of these vehicles rental bill should be paid by the organization.

GBF own vehicle can be used for any research project or other project as rental basis. When GBF vehicle will be used in any project related activities GBF will cross charge @ rate of daily basis which is equivalent to the rate of rent a cars.

Later on, the unusable vehicle can sold through auction upon approval from GBF management.

8.6 Per Diem and Lodging

Organization will provide minimum or actual per diem cost. In case of any partnership program staff will receive per diem as per organization policy or donor policies which is higher.

SL #	Grade	Amount	Required document
2	A and Above	<p>Hotel Allowance</p> <p>Minimum- BDT 1500.00 or Actual cost</p> <p>Food Cost - BDT 1200.00 Full day and half day- BDT 600.00</p> <p>High cost area- Dhaka and Cox's Bazar- BDT 1500.00 and half day- BDT 700.00</p>	<p>Hotel Allowance</p> <p>No need to submit bill voucher for claiming Minimum amount. Only evidence is need to probe he/she will stay at hotel and submit hotel receipt.</p> <p>If anybody claim more BDT 2000.00 he/she should original actual bill.</p>
2	All below graded Staff	<p>Hotel Allowance</p> <p>Minimum- BDT 1000.00 or Actual cost not more than BDT 2000.00</p> <p>Food Cost - BDT 1000.00 Full day and half day- BDT 500.00</p> <p>High cost area- Dhaka and Cox's Bazar- BDT 1200.00 and half day- BDT 600.00</p>	<p>Hotel Allowance</p> <p>No need to submit bill voucher for claiming Minimum amount. Only evidence is need to probe he/she will stay at hotel and submit hotel receipt.</p> <p>If anybody claim more BDT 1000.00, he/she should original actual bill.</p>

An applicable trip would be one outside the staff's normal/official place of posting. Staff is entitled to receive a per diem for a trip within the same city, thana or district where s/he works if he or she stay outside of residence.

Staff may not claim per diem unless they travel outside of their officially assigned work, as defined in their Job Description.

Staff attending training outside of their area of assignment can take half per diem when one or two meals are provided. No per diem if three meals are provided.

8.7 Per diem for Baby

Staff will get 75% reimbursement of actual cost of lodging and food for attendants of a staff's children (six years and under), not to exceed the maximum amounts in Section 2.B.5.3 during off-site meetings, training events, retreats, workshops, field visits etc when traveling within the country. Appropriate travel expense arrangements for the attendant should be approved by the supervisor in advance on a case-by-case basis, with the claim submitted on the Staff's Travel Expense Report as a miscellaneous expense.

9 Other Benefits

9.1 Official Holidays

Staffs are entitled all Government holidays at full pay. GBF Management will prepare a yearly Holiday List for the Executive Director's review each December. The GBF list of official holidays based on the list of officially designated holidays issued by the Government of Bangladesh. The Executive Director will, after due consideration, issue the approved list on or before 31 December of the year previous to the year the holidays list covers. GBF Management may allow additional leave with regulation.

9.2 Sick Leave Entitlement

Each Staff shall be entitled to fifteen (15) working days of sick leave per year, at full pay, accrued at the rate of 1.25 days per month.

9.3 Sick Leave carry-over

Sick leave shall be accumulated and carried forward to succeeding years.

9.4 Justification of Sick Leave

Sick leave taken for 3 (three) days or more must be supported by a Medical Certificate signed by a legitimate practitioner which should be submitted to the person granting Sick Leave as per guide line.

9.5 Deduction from Annual Leave if Sick Leave Exhausted

Annual Leave may be deducted for excess sick leave. If no Annual Leave remains then it will be charged to leave without Pay.

9.6 Maternity Leave Entitlement

A staff who complete 01 year of service in GBF she will entitle Maternity Leave. Women staff is entitled to 16 weeks of Maternity Leave, six weeks before delivery and ten weeks after, providing she has been employed by GBF at least 9 months immediately prior to the expected

date of delivery. Whether actual childbirth takes place before or after expected date of delivery, there will be no change in total sixteen weeks of Maternity Leave.

Any woman who is pregnant may, on any day, give notice in writing to her supervisor that she expects to be confined within the next six weeks, together with a medical certificate confirming the expected delivery date and period of confinement.

9.7 Use of other types of leave in conjunction with Maternity Leave

Female confirmed staff may request the use of accumulated Annual Leave and Sick Leave in conjunction with their maternity leave to extend the leave period either prior to delivery or after their delivery. If annual leave and sick leave balances have been exhausted, the Staff may request Leave without Pay for the period of time not covered by Maternity Leave, Annual Leave or Sick Leave. The request for LWOP should be submitted to the Staff's supervisor in writing and will be considered on a case-by-case basis.

9.8 Paternity Leave Entitlement

Male staff will avail Paternity Leave **for Four working days** at the time of when their wives are giving birth. Paternity leave days may be availed before or after child delivery or in combination of days before and after delivery.

10. Training and Development

10.1 Principles

Grameen Bikash Foundation (GBF) values and promotes learning. Participation in staff development opportunities is determined by clear links to job responsibilities. GBF will invest in staff development initiatives aimed at developing and strengthening technical skills specific to the concerned project, as well as managerial skills that respond to its longer-term organizational needs. Staff must also recognize that GBF investments in staff development and training are made with limited resources and GBF expects that staffs, who receive such benefits, should use them for the betterment of the organization. Finally it is recognized that training and staff development are shared responsibilities. While GBF will endeavor to create staff development opportunities, it is up to individual staff to seek such opportunities inside or outside GBF, consistent with a mutually agreed upon development plan.

10.2 Roles and Responsibilities

Staff development is defined as a continuous learning process of improving an individual's ability to achieve organizational and individual goals and challenges through acquiring enhanced skills, knowledge and attitudes. **GBF planning** is the process by which an individual establishes GBF goals and paths to those goals.

Staff development, GBF planning, and the development and maintenance of linkages in support of these processes are shared responsibilities of the individuals and of the organization. Within the organization the various entities will play different roles, which are stated below:

- a) **Staffs** themselves will play a major role in their own professional and personal development and GBF planning. They should have a clear vision of their own GBF goals and identify opportunities to pursue them.
- b) **Supervisors** are responsible for assessing staff performance, providing direct feedback and opportunities for staff to enhance their performance including coaching and mentoring.
- c) **Projects and Programs** are responsible for ensuring that resources for staff development activities in addition to ensuring project staff development and GBF planning.
- e) **GBF Management** is responsible for defining mission policy, providing leadership, and demonstrating by example the mission's commitment to GBF Management policy.
- f) **GBF Management** is responsible for policy development, monitoring and quality control, skills identification, network with external training resources, disseminating training information and reporting on staff development and GBF planning in addition to planning and implementing the Management development and other non-project specific staff development and training activities. The GBF Management will keep abreast of trends, learn from projects, and tap into project networks including implementation of an effective staff development and GBF planning strategy

10.3 Induction and Orientation

Induction means introducing newly hired Staffs to his or her job, and GBF. Introducing GBF's GBF vision, mission, goals and objectives are central to this induction briefing. This includes informing the Staff about her or his job, employment conditions, and relevant rules and regulations.

10.3.1 Responsibility for Organizing

Responsibility for organizing induction will be shared between the project (supervisor) and Management. The supervisor will introduce the Staff to co-workers and provide the job briefing. Management will arrange preliminary induction sessions about GBF and they also brief the new Staff about the terms of employment, GBF's compensation and benefits package, personnel policies and procedures in general.

10.4 Staff Training Opportunities

10.4.1 Coordination role of Management

Although arrangements for most training needs will be made by the Project or Unit Coordinators, GBF's comparative advantage is that smaller work units can benefit from these activities as well. Management will play a coordination role by assessing the wider relevance or interest of a training investment to other projects or units. Head office will be informed of all GBF supported training in advance, annual training plans will require their review. This information process is meant to share the scope, objectives and methods of training with other parts of the organization.

The intent is to avoid duplication and overlap of training initiatives, and especially to allow personnel from smaller projects or units to take part.

10.4.2 Assessment of Individual Training Needs

Each project or unit will assess its own training needs on an annual basis based the objectives specified in the Annual Plan as well as the analysis of individual training needs defined in Individual Operating Plans emerging out of the Annual Performance Appraisal process. Prior to these annual planning exercises, Head office will provide projects and units guidance about how this planning should occur.

10.4.2.a Responsibilities

The responsibility for assessing training needs is shared:

- a) **Staffs** together with their supervisors will discuss competencies and areas that need development as part of the annual appraisal process.
- b) **Supervisors** will negotiate with their Staffs about which areas can be feasibly developed. The supervisor and coordination unit must provide the required support (financial, time, logistics) needed to make the training happen.
- c) **Projects or units** need to assess their future directions and needs. Out of this planning process will emerge training priorities. It is important that senior managers are sincere and transparent with information sharing about planned training events and approaches.
- d) **Head office and Executive Director/ Assistant Director** must play a coordinating role. Besides compiling training plans, its role is to match needs with planned initiatives.

10.4.2.b Considerations

In planning staff development investments several considerations need to be weighed:

- a) **Individual Potential:** A staff's GBF are interest and potential is an important basis on which to begin negotiating staff development investments. A supervisor's mentoring role should assist the Staff to clearly articulate realistic GBF goals.
- b) **Training Level:** A particular training program has to be matched with the Staff's current skills and experiences.
- c) **Relevance to GBF:** Enhanced skills need to be GBF fully matched to future organizational needs.
- d) **Program Length:** Investments in training must be commensurate with project or sector requirements. GBF full planning is required to ensure a proper distribution of work while the training program occurs.

10.4.3 Eligibility for Training

All Staffs are eligible for training.

10.4.4 Evaluation of Training

Upon completion of a training or workshop, Staffs are required to complete a Training Evaluation Format. The trainee's supervisor will review this. Supervisors will evaluate Staff's level of enhancement of skills, knowledge following return from training course or any development initiative during the annual appraisal process on the basis of this input. In order to promote a culture of learning in the organization, training and workshop participation should lead to "echo" presentations by the learner to his or her unit. An indication that the staff development opportunity was worthwhile would be the use of specific skills in the workplace or more general change in behavior. Supervisors are asked to incorporate observations about objective results of staff development investments in the learner's Annual performance.

10.4.5 Documentation in Staff Records

Project Management will follow-up with all Staffs who have benefited from training to ensure that these experiences are documented. All training courses will be recorded on the Staffs Training Log Sheet attached to the front cover of each PCF.

10.5 International Temporary Assignments

Temporary duty (TDY) assignments to other GBF Head Offices are also recognized as an important staff development opportunity. Grameen Bikash Foundation (GBF) will allow Staffs to take advantage of short-term international assignments whenever possible.

10.5.1 Eligibility

The selection criteria for overseas TDY are as follows:

- Normally 5 years experience with GBF, although this could be relaxed in a case-by-case basis for women.
- For emergency response TDYs, s/he must have the experience of working in at least two disaster operations in Bangladesh for at least two weeks in each event.
- Gender equality will be considered on the nature and type of the TDY. Potential Staff's consent will also be considered.
- Project agreement to release the candidate for the TDY period.
- Proficiency in English.

10.5.2 No Compensation or Benefits from Grameen Bikash Foundation (GBF)

Staff on overseas TDY will receive salary and benefits from the requesting country through GBF-Atlanta. During the overseas TDY period, a staff will not be entitled to receive any of the salary or benefits from Grameen Bikash Foundation (GBF). A staff may opt for a certain proportion of local compensation and benefits from country office while on overseas TDY, and in that case the same amount of salary and benefits will be deducted from GBF-Atlanta payroll.

10.5.3 Time Limits

Maximum duration of a TDY assignment is three months. Assignments longer than this require a staff to resign. Exceptions to the three months limit must have Executive Director's or Executive Body approval.

11 Performance Management

11.1 Principles

Grameen Bikash Foundation (GBF) rewards its Staffs based on their performance to the best of their abilities and thus fulfilling individual and organizational objectives. Performance Management is viewed as a continuous cycle rather than an event.

Performance appraisals are a way to encourage communications between supervisors and the Staffs under their supervision. If performance appraisals are completed without good communications taking place then the process has not met its objective. At the end of each annual performance appraisal both Staffs and supervisors should better understand the expectations of the other and be better prepared for the coming year.

11.2 Performance Planning

Performance planning is a clearly defined plan of action, which are mutually discussed and agreed upon by the supervisor and the supervisees at the beginning of the performance year. The discussion on the expectations and mutual goal setting is an important component of the performance planning process. The performance planning actually begins at the start of the performance period. Expectations must be discussed between supervisors and Staffs to achieve a clear understanding of critical areas of performance. The most appropriate and efficient time to start this process is at the end of the prior appraisal period. In other words, during the end of the performance year, supervisors and supervisees will discuss and record their expectations for the coming year.

Once performance-planning stage is completed effectively, supervisor and supervisee can proceed to the next stages of performance Management system without any confusion or conflict.

11.3 Job Descriptions

An updated job description will serve as an important basis for annual performance appraisal. Job description lists duties and responsibilities that a staff has to perform in his/her position that need to be reviewed on regular basis. In most cases five major responsibilities will be considered; however, some staff has fewer or more than five job responsibilities and their performance will be appraised according to actual job responsibilities. If the job responsibilities are changed the supervisors shall develop the new job description for the Staff and a copy of the same should be sent to GBF Management.

12 On-Going Feedback

The most critical component of the performance Management system is periodic review and ongoing feedback. Once the initial performance planning is done, a people manager's concern must shift to monitor and guide staff performance. The supervisor must conduct periodic review and provide feedback through consistent supervision, coaching and mentoring and regular discussion with the supervisee, throughout the performance period. Without review discussions and ongoing performance feedback, a staff's performance cannot be improved.

12.1 Consistent Supervision

By consistent supervision, people managers observe subordinate's performance and evaluate how do they do their jobs, how do they interact with others. Managers in terms of quantity always observe Staff's work accomplishments; quality and timeliness and thus they try to identify patterns of behaviors, problems, and to provide solutions for optimum output.

12.2 Coaching and Mentoring

These are two important and specific approaches to be used by a manager as part of staff supervision. Coaching means active measures taken by a manager to assist in the skill development of a staff. It helps individual to develop plans and build capacity to implement the plans. On the other hand, mentoring is a role model and is more facilitative in nature. A mentor uses his or her own experiences to guide a staff. Mentoring includes setting good examples of appropriate behavior by a manager to encourage and motivate subordinates.

13 Annual Performance Appraisals

13.1 Purpose of the Annual Performance Process

The Annual Performance covers 12-month cycles consistent with GBF's financial year (July 1 through June 30). The appraisal serves two main purposes:

Salary review: The AP serves as the basis for the annual salary review.

Staff development: The AP is an essential tool for staff development. The AP process should serve to clarify performance expectations between supervisors and subordinate staff. Staffs should clearly understand areas where they excel and areas, which need to be improved. Supervisors also should clearly describe the support they may offer to help Staffs strengthen their performance. The AP is the most important record of these understandings.

13.1.a Setting objectives and expectations

Supervisors and Staffs should understand their objectives from the beginning of the performance year. For effective performance Management all Staffs need to understand the expectations of their supervisors. Likewise, supervisors can be more effective managers if they understand the expectations of their staff. Expectations should be set and clarified at least twice in the early part of the performance cycle.

13.1.b Regular feedback, coaching and mentoring

Supervisors should regularly review and discuss performance with the Staff. These discussions need not be documented, but frequent feedback helps a staff recognize and maintain areas of good performance and improve any weak areas.

13.1.c Training

Training describes any activity, which encourages professional growth and development among Staffs. As such, it includes, but is not limited to, formal sessions organized in a classroom or field setting. Training can also consist of giving a staff special assignments or temporary duties which challenge them to use and develop new skills. Supervisors should be GBF full to provide the necessary support through feedback and coaching to ensure that the Staff receives the maximum benefit from these experiences.

13.1.d Appraisal of performance

Every Staff requires a fair, objective assessment of his or her performance in order to continually improve.

13.2 Frequency and format

The job performance of all confirmed staff must be evaluated at least once annually by using the performance appraisal formats. In special circumstances a staff may be evaluated more frequently, but the minimum is once per year. There is one AP format that is used by all staff.

13.3 Responsibilities of primary evaluator

Although the Staff will prepare his/her self-evaluation but the responsibility for finalizing the annual performance appraisal lies with the primary evaluator indicated on each Staff's job description. However, an accurate, fair and objective performance appraisal requires inputs from a number of sources. Before finalizing the AP the supervisor should discuss with the Staff any special accomplishments, which should be included in the evaluation.

On the front page of the AP form, the appraiser will provide a summary of the Staff's performance and recommendations. Recommendations should focus on the year's achievement areas for improvement and activities suggested (such as training, on the job training etc) which should be mentioned in detail in "Development Target" Section of AP format. Before finalizing AP, the supervisor will discuss with the Staff, collect inputs from peers and discuss with his/her supervisor.

13.3.a Review

The Primary Evaluator should collect input from secondary sources prior to completing the appraisal format. Peer review may include persons in other projects or units with whom the Staff has frequent interaction or colleagues in other projects who may have a view on the Staff's performance. Such reviews may be similar or higher or lower grade. The appraiser's supervisor shall not be a peer review. For peer review, the supervisee will propose four to six names of people, with whom s/he have worked significantly during the Appraisal period and the supervisor will select some names out of it to get peer feedback. Supervisor may want to collect it over telephone or in written based on his/her requirements. For written peer feedback the peer

review format will be used. People providing peer reviews should highlight strong as well as areas need to be improved providing specific examples in support of the comments about Staff's strength and weaknesses. This feedback will be treated confidentially and never be quoted in the Staff's AP form; however, comments may be used to highlight any strength or weak areas of performance. Typically, peer review should be used to identify trends, and unique grievances that do not represent a performance trend should not be cited. However, the supervisor may follow-up with peer reviewers if questions or concerns arise from the peer feedback.

13.3.b Appraiser's Supervisor

The primary evaluator should seek input from his/her supervisor to complete appraisee's AP format. Appraiser supervisor's input will be very helpful to complete AP format.

13.4 Responsibilities of Evaluator's Supervisor

Evaluator's supervisor will finally review the contents of the AP form and provide with necessary inputs to appraiser. Evaluator's supervisor will make additional comments before the Staff has signed the AP form.

14 Performance Ratings

Grameen Bikash Foundation (GBF) uses four ratings for performance, as per guide line.

14.1.a Salary Increments

Salary increments will be awarded on the basis of satisfactory performance. When the AP process has been completed, Management will analyze overall performance; provide Management with a summary of recommendations. As there are no steps in the salary matrix broad salary "Bands" with entry level salaries are specified. All Staffs will get a yearly increment @ 10% on basic salary based on satisfactory performance. Staffs must have at least 6 (six) months in their up-gradation as of July 1 to be eligible for an increment.

14.1.b Establishing Standard Performance Ratings

Performance appraisals are most constructive if they are viewed as being fair and impartial. Unfortunately it is quite difficult to establish an objective standard for performance appraisals. The process depends heavily on the good judgment of managers and will always be at least partially subjective. Management to encourage more consistent ratings, all Coordination and Administrative Units are encouraged to meet with their Managers to establish standard criteria for rating the Staffs under their supervision.

14.1.c Types of behavior included in each category

Managers should reach agreement on which elements of performance behavior are included in each of the standard job categories. This behavior should be clearly related to GBF's core values and the organizational principles that Grameen Bikash Foundation (GBF) aspires to.

14.1.e Documentation

Two copies of appraisals of field-office Staffs are required for the PCF and Staff.

14.1.d Recommendation and Approval

In the summary of recommendation form Concern Supervisor put tick mark in the appropriate box depending on the performance rating. Supervisors are accountable for these recommendations, and their own appraisal will reflect their judgment and the quality of the appraisals under their jurisdiction.

Supervisor will consider each rating, corresponding narration, appraiser's supervisor input, and peer inputs at the time they determine overall rating in the AP. Supervisor's judgment will be vital for the determination of overall rating. There must have concrete examples in support of each rating in the AP sections. The overall rating should be described and defended in the appraiser summary section of the AP.

14.1.e Rating the Supervisor

Upon completion of the AP process, the Staff will complete a supervisor rating and submit it to the supervisor's supervisor confidentially. Supervisor's supervisee will consider this rating while appraising the supervisor's performance on the job responsibilities related to Annual Performance and Staff Development of the Job Description.

14.1.f AP as a Tool for Staff Development

Needless to say, the AP is an essential tool for staff development. Through the AP process, both supervisor and supervisee clarify performance expectations, set objectives for the coming year. Both agree and determine the course of actions including participation at training events. In the "Development Target" section of the AP form, current year's identified development need, their implementation and progress and areas for future development activity and recommended mode of development are mentioned.

14.1.g Performance Management Calendar

To help all the people managers organize the performance Management responsibility, Performance Management Calendar is used. All people managers will schedule the different steps of performance Management for all the supervisee for the entire appraisal period starting from the performance planning. All people managers will maintain this calendar. All people managers across the mission will have one mandatory job responsibility of Performance Management and Staff Development, which will include:

- Performance Planning
- Periodic Review & Ongoing Feedback
- Mid-term Review
- Performance Appraisal

15. Staff Relations

15.1 Principles

Grameen Bikash Foundation (GBF) will promote a gender-sensitive working environment in which all forms of sexually harassing conduct – whether committed by supervisors, managers, non-supervisory Staffs or non-Staffs – is not tolerated. It seeks an environment where transparent processes are followed, and where Staffs follow fair processes to resolve problems.

We recognize that the survival of any organization depends on finding and maintaining a balance between individual benefits and organizational imperative.

15.2 Sexual Harassment Grievance

Each supervisor and manager has a responsibility to keep the workplace free from any form of sexual harassment. Female staff is especially vulnerable to sexual harassment and are to be given full support and ensured maximum confidentiality, to seek and receive help and redress without fear of being criticized or judged.

15.2.1 Harassment of GBF Staffs

In the case that GBF staff members being harassed either by their colleagues or counterparts, a grievance submission process should be followed. The Grievance Handling procedures will be the same except that upon review of the investigation report, the Gender Advisor will, in consultation with the concerned Project Coordinator, make recommendations on the next course of action in cases where the problem is internal.

15.2.2 Harassment by GBF Staffs

Any staff member, who receives information or a complaint about sexual harassment of a project participant or counterpart by a GBF staff member, should report this to the supervisor, manager, or Gender Advisor.

15.2.3 Criminal action in the case of rape

Rape, or attempt to rape, is an extreme form of sexual harassment. It is a serious criminal offense that, in addition to the GBF policy, should also be dealt with in accordance with the criminal justice code. The following guidelines are suggested for handling such cases. As females are exclusively vulnerable to this form of harassment, the following guidelines apply to females only.

15.2.3.a GBF's role

Although the responsibility and choice for initiating criminal action rests on the concerned staff/project participant/counterpart, GBF will play a supportive role, especially if the incident has happened in the line of duty. Necessary logistic and Management support will be provided to the concerned person (victim) to ensure proper procedural steps are taken to deal with the case in accordance with the legal system.

If the rape has occurred in the line of duty, and the concerned GBF staff (victim) decides to pursue the case in court, GBF will give advice about the best lawyer available locally.

15.2.3.b Advice to victim

In case of rape, the concerned person (victim) should be advised to undergo appropriate medical check-up within twenty-four hours of the incident, make a General Diary (GD) entry at the local Police Station, and seek legal advice. The matter should be brought to the notice of the Executive Director immediately.

15.3 Grievance Appeals

Any Staff who has a grievance in respect to any matter and wishes to seek redress thereof must observe the grievance procedures.

15.3.1 Confidential Communications and Documentation

The following subjects are to be treated as PERSONNEL/CONFIDENTIAL requiring numbered correspondence:

- a) Appointment, Confirmation, Promotion or Transfer;
- b) Termination, Discharge, Dismissal or Reduction in Force;
- c) Extension of Probationary period;
- d) Suspension Order;
- e) Letter of Advice/Letter of Warning
- f) Show Cause/Explanation;
- g) Notice of Inquiry;
- h) Other private matters;
- i) Acceptance of Resignation; and
- j) Recommendation/Reference.

Each copy of these letters must be signed and dated by the concerned Staff. Copies archived in the PCF should contain all relevant attachments.

15.3.2 Personnel Confidential Files

When a new Staff submits his or her joining report, that office will create a Personnel Confidential File (PCF) in his or her name. The Personnel Confidential File of the Staff will be maintained by the GBF management at Head office.

15.3.3 Communications that are deemed received

If any Staff refuses to accept any notice, letter, show cause, suspension order or any other document addressed to him/her by the GBF it shall be deemed that such notice, letter or other documents have been delivered and received if copies of the same have been sent to the address of the Staff as available from the records of the employer, by registered post with A/D (Acknowledgement Due) and a copy of the same is posted on the office bulletin board. The date on which the letter, document etc. is posted on the office Bulletin Board, should be noted/signed by two witnesses (GBF staff) on the letter itself.

15.4 “No Objection” Certificate, Service Certificates and Reference Letters

From time to time a staff may ask for a "No Objection" letter from GBF. The request should be made in writing, and is applicable for the following:

- Employment in another organization;
- Scholarship or higher studies;
- Other valid reasons.

A "No Objection" letter may be issued by the Executive Director. A Copy of these letters should be copied to the PCF.

If appropriate, a "No Objection" clause may be included in a Reference Letter. The clause can simply state: "Grameen Bikash Foundation (GBF) has no objection to Mr./Ms. 'X' seeking employment elsewhere."

15.4.1 Upon Involuntary Separation

A person affected by a reduction in force, discharged or dismissed Staff shall be entitled to a reference or experience letter/certificate from the Coordinator, Section Manager, Project Manager, or Office Manager, depending on the place of work.

15.5 Miscellaneous Administrative Regulations

Staffs are expected to conduct themselves at all times as professionals, and in accordance with GBF's core values. The following are examples of unprofessional conduct in the workplace:

- Drug/alcohol use or abuse.
- Sexual impropriety/harassment of any type.
- Supervisory impropriety, such as senior staff asking their supervisees to undertake non-work-related “personal” or household tasks or favors.
- Sending/circulating anonymous letters that raise doubts on the integrity or character of other staff.
- Any attempt at influencing the recruitment or retention/retrenchment process on behalf of relatives or friends.
- Conscious abuse or misuse of GBF policy on per diem, lodging allowance, reimbursement of other travel expenses, overtime hours, transfer allowance, TDY costs, hospitalization costs, or any other HR benefits.

Violation of any of the above - as well as other behaviors of a similar nature - could result in the Staff's dismissal, based on the results of an impartial investigation.

15.5.1 Provision of Information to subsequent employers

Grameen Bikash Foundation (GBF) will provide “Service Certificates” to subsequent employers upon request. Subsequent employers may request individuals to provide personal references to Staffs. In these cases, it should be made clear that the opinions offered represent those of the individual, not the organization.

15.5.2 Turnover Report

When a staff leaves GBF or is transferred from one field office to another, s/he has to fill up a turnover report. The separating or transferred staff has to hand over charges to the designated Staff, returns back office materials and settle financial dues before effective date of separation or transfer. The turnover report will be signed by respective staff, Accounts, and the section/ department/ unit/ project/ sector as per the attachment.

15.5.2.a Identification Card

The Identity Card (I.D. Card) is GBF property, and is not transferable to any other person, including another GBF Staff. Head office shall issue an Identity Card to all Staffs of Grameen Bikash Foundation (GBF).

When a staff resigns from service or when his/her service is terminated, e.g. reduced in force or discharged, s/he must return the I.D. Card to his/her office who in turn will forward the Card to the Head Office after writing the word 'Void' across the I.D. Card, failing which the final benefits of the Staff will be held up.

16. Drug-Free Workplace

Grameen Bikash Foundation (GBF) ensures to the best of the organization's ability, that all Staffs working on or off premises, directly or indirectly, will work in a drug-free environment.

Staffs found unlawfully manufacturing, distributing, dispensing, in possession or under the influence of illegal drugs (controlled substances) will be subject to severe disciplinary action resulting in Dismissal.

17 Policy Change Process

The policy change by Executive Member Body and senior Staff.

17.1 Addition of New Policies

A similar process as described in Section 17 will be followed.

17.2 Management Reserve Clause

Grameen Bikash Foundation (GBF) reserves the right to add, amend, or delete entries in this Personnel Manual, as and when deemed necessary.