

# HUMAN RESOURCES POLICIES TRAINING MANUAL

USAID and Winrock International's Bangladesh  
Climate-Resilient Ecosystems and Livelihoods (CREL) Program

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### **Purpose**

The following manual serves as a training guide and template for US government grant recipients in Bangladesh to develop their individual organizational Human Resources (HR) Policy Manuals that are compliant with Bangladesh Labor Law and US Government Funding Regulations.

### **Format**

The manual is divided into sections and topics included in a standard HR Policy Manual for USAID grant recipients in Bangladesh. Each section includes a description of the section's purpose, an example policy\*, and action items to assist training participants in developing their organizational HR policies. HR Policies required by USAID are marked with a red circle.

\*Example policies are presented for illustrative purposes only. The "XYZ" organization referenced in example policies is a fictitious entity with respect to this Training Manual.

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## SECTION 1: PREFACE

### **Purpose:**

The Preface section includes a summary of the organization, mission, and project focus. The format is either a statement or letter from the Executive Director, Management or Human Resources. The Preface also indicates the approvals obtained and effective date of the policy manual.

### **Example:**

XYZ, established in 2011, is a non-political, non-profit, non-communal community based national organization. It is committed to improve the quality of life of the mass people in Bangladesh through utilizing voluntary efforts and potentiality of youths. Over the year, XYZ has grown significantly – both in terms of its program and geographical coverage. XYZ is now implementing diversified program and projects that include Education, Livelihood and Microfinance.

XYZ is also registered with NGO Affairs Bureau under Foreign Donation and Voluntary Ordinance of 1978. Presently, it is implementing 3 projects through partnerships with national and international donors. In addition, XYZ runs programs from using its own generated fund. XYZ employs nearly 300 staffs of different file and rank. Therefore, human resource management is an important function within XYZ management. To this end, XYZ has updated its HR Policy Manual incorporating its service rules and employee policies through a participatory process involving all stakeholders of the organization.

This manual has been approved by Executive Committee of XYZ and will be effective from July 2014.

### **Action Items:**

1. Prepare your HR Manual preface by summarizing the following:
  - An overview of your organization's history, mission and projects
  - Key funding and staff facts
  - HR Manual approvals and effective date (the effective will be tentative and updated once your manual is approved)

## SECTION 2: TABLE OF CONTENTS

**Purpose:**

The Table of Contents lists the key sections, and page numbers associated, included in your HR Policy Manual.

**Example:**

Please find the example Table of Contents on page 3 of this Training Manual, which represents the key policy sections included in this HR Policy Training Manual.

**Action Items:**

1. Prepare a Table of Contents by listing the key sections to be included in your HR Policy Manual.

*Note:* Developing a Table of Contents may be the last step in drafting your HR Policy Manual and accomplished after you have drafted and organized all HR policies.

*Tip:* A draft Table of Contents may help you determine the appropriate and logical order of your policies.

## SECTION 3: INTENT AND PURPOSE

### **Purpose:**

The Intent and Purpose section provides a clear expectation for Management and staff of the application and jurisdiction of the HR Policy manual. This section includes 3 key components:

1. Action taken in the event that the Manual or its contents are in any way misused, misinterpreted or contradicts labour laws or US Government grant requirements
2. A clear process in which each employee acknowledges receipt and review of the HR Policy Manual
3. Disclaimer and process for updating the Policy Manual

### **Example:**

This Manual is intended to provide leadership and management with an understanding of the organization's current personnel policies and procedures approved by XYZ's Executive Director, Director of Administration and Finance, and Human Resources Manager. These are guiding rules for all staff members of XYZ, which serve the interest of both the employer and the employees.

The policies in this Manual are not intended to confer any rights or privileges upon staff, nor do they entitle staff to employment with XYZ. This Manual is not an employment contract, express or implied, guaranteeing employment for any specific duration. Employment rights and responsibilities are defined in the "Employment Agreement".

In the event decisions and/or statements made by the Executive Director, supervisor, or other organizational representative contradict this Manual, this Manual takes precedence and the matter must be brought to the attention of the Human Resources Manager in an effort to clarify the issue.

In cases of contradiction between this Manual and the local labour law of Bangladesh, the local labour law of Bangladesh is recognized as the highest authority. Any such contradictions must be immediately brought to the attention of the Executive Director.

In cases of contradiction between this Manual and the terms of the cooperative agreement with USAID, the terms of the cooperative agreement have the highest authority.

Each employee of XYZ must receive a copy of this HR Policy Manual and read it carefully. An acknowledgement receipt is presented in the **Annex A**. A copy of the signed acknowledgment will be included in the employee's personnel file.

### **Reserve Clause**

XYZ reserves the right, at any time, to change, revise, supplement, or eliminate any or all of the policies and/or benefits described in this Manual. All changes to this Manual are subject to XYZ's Executive Committee review and approval. Unless otherwise specified, any such change to the Manual shall apply to existing as well as future employees. Managers and employees will be notified, in writing, of important changes to the Manual.

This version of the HR Policy Manual supersedes all previously issued versions and should not be compared to any personnel related handbook that may have been received under previous employment arrangements with XYZ.

**Action Items:**

1. Draft disclaimers for the policy manual's jurisdiction similar to the example provided. Be sure to include processes for:
  - Resolving disputes over the content and interpretation of the policies, and
  - Employee acknowledgment of policy receipt with signature form
  - Updating or revising your policies
2. Reference Annex A in the final section of the Training Manual. All employees employed under USAID contracts must complete this document.

## SECTION 4: DEFINITIONS AND ORGANOGRAM

### Purpose:

This section will include key terms and definitions used throughout the policy manual. The section will also include any reference to a copy of your organogram.

### Example:

#### Definition of terms

- Allowance is generally used as fringe benefit in this manual
- 'ORGANISATION ' means XYZ.
- 'EXECUTIVE DIRECTOR (ED)' means Chief Executive Officer or Head of the management of the organization by whatever name he/she is designated.
- 'EMPLOYEE' means an officer or a staff in any grade of the organization whether temporary, permanent or on contract or on probation.
- Provident Fund – “PF” is a scheme subscribed by the employees of XYZ and governed by a board of trustees
- 'STAFF' means an employee of the organization other than an officer.
- 'PROBATION' means a specified period for which a person is appointed before confirmation.
- 'SERVICE' means carrying out duties/responsibilities assigned to the employee/staff efficiently at consideration (salary) decided against services with the organization.
- 'EMPLOYER' means XYZ.
- 'MONTH' means a calendar month of Christian era.
- 'GRADE' means hierarchical stages incorporated in the organization.

#### Organogram

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

#### Action Items:

1. Prepare a list of acronyms, terms and definitions typically used in your organization that apply to HR policies and processes.
2. Similar to the Table of Contents, consider preparing the Definitions section after all policies have been drafted.
3. Develop and include a copy of your organogram with position titles, similar to the one provided in Annex B.



**SECTION 5: GENERAL EMPLOYMENT CONDITIONS**

**Purpose:**

This section summarizes key values, principles and standards the organization upholds and expects of itself and all employees. Typically, the content for this section is developed and aligned to the overall organization’s Human Resources Strategy and/or Organizational Operating Principles, and may include policies of specific importance, such as gender equality.

**Example:**

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

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

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

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

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

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

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

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

**Safe Work Environment**

XYZ is committed to provide a safe, healthy and hazards free work place for all its employees. It will ensure its work practices, methods, processes and means that are reasonably adequate to make the workplace safe. XYZ shall not allow illegal DRUG to use in any form at workplace.

XYZ shall prohibit its employees from using tools and equipment that are not safe. It will establish, supervise and enforce rules that lead to a safe and healthy work environment. XYZ would strive to protect its employees from any kind of harassment and/or abuse while on duty.

**Gender Equality**

XYZ will provide equal opportunities for women employees with the same qualifications and

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

**Action Items:**

Review and document any key organizational values or principles that apply to the contents of your HR Policy Manual. Consider any policies of specific importance that your organization might currently have in place or wish to implement in the future.

## SECTION 6: PROFESSIONAL CONDUCT POLICIES

### **Purpose:**

This section establishes a code of conduct expected by all staff. This section includes strict HR policies required by Bangladesh labour law and US Government grants with regards to confidential information, conflicts of interest, corruption, discrimination, drugs and alcohol, child abuse, human trafficking and workplace violence.

### **Example:**

The use of common sense and good ethical and moral standards should guide all employees. XYZ employees are expected to conduct themselves, in both their official and private activities, with the utmost honesty and integrity. Actions that are criminal, dishonest, immoral, unethical, or otherwise prejudicial to XYZ, USAID or the Government of Bangladesh are unacceptable. Employees are expected to practice courtesy in dealing with the public. Violations of conduct and conflict of interest policies may result in disciplinary action, up to and including termination.

### **Confidential Information**

Staff members are to exercise the utmost discretion in all matters of organization's business. They shall not communicate to any person any information known to them by reason of their official position, which has not been made public, without the authorization of the Management, nor shall they use such information to personal advantage. These obligations of a staff member not cease even upon separation from XYZ.

### **Conflicts of Interest**

Employees are required to exercise the utmost good faith in all transactions involving their duties to XYZ. In their dealings with and on behalf of XYZ employees are held to a strict rule of honest and fair dealings. Employees are prohibited from using their position, or knowledge gained in their job, in such a way that may cause a conflict of interest between the employee's personal interests and the best interest of XYZ. Employees are required to disclose to the Executive Director any potential conflict of interest when it arises or when the employee learns of the potential conflict. Employees are required to acknowledge their understanding of this policy by signing a "Conflict of Interest Statement" (refer to **Annex C**).

### **Corruption and Bribery**

Employees may not seek, accept or agree to accept, directly or indirectly, any gift, favor or service from any person or organization with whom they deal on behalf of XYZ for services rendered in their official capacity.

### **Sexual Harassment**

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, dissemination of sexually offensive or suggestive written, recorded or electronically transmitted messages and other verbal or physical conduct of a sexual nature when:

- Submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment.
- Submission to or rejection of such conduct is used as a basis for an employment-related decision affecting an individual.
- Such conduct substantially interferes with an individual's work performance.

- Such conduct is objectively severe and pervasive and creates an intimidating, hostile or abusive work environment.

Any employee who feels that s/he is being harassed should immediately report it to the and/or to the Human Resources Manager. All allegations of harassment will be promptly investigated with as much confidentiality as possible. XYZ prohibits any form of retaliation against an employee participating in an investigation. Appropriate and effective corrective action will be taken promptly upon the conclusion of the investigation.

Any employee engaging in any type of harassment in violation of this policy will be subject to disciplinary action, up to and including termination. Any supervisor who has knowledge of such behavior and does not report it to the ED or the HR Manager is also subject to disciplinary action, up to and including termination.

### **Commitment to Non-Discrimination**

XYZ acknowledges the equality common to all persons and adheres to a strict non-discrimination policy regarding the treatment of individuals. Any employee who feels that s/he is being discriminated against for any reason should immediately report it to his/her supervisor, the ED or Human Resources Manager so that a prompt investigation can be conducted. All allegations of discrimination will be promptly investigated with as much confidentiality as possible under the circumstances; and XYZ prohibits any form of retaliation against all employees participating in the investigation. Appropriate and effective correction action, as warranted, will be taken promptly upon the conclusion of the investigation.

Any employee engaging in any type of discrimination in violation of this policy will be subject to disciplinary action, up to and including termination. Any supervisor, including the ED, who has knowledge of such behavior and takes no action to end it, is also subject to disciplinary action, up to and including termination.

### **Differently Able**

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

### **HIV & AIDS Policy**

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

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

### **Alcohol and Drug-Free Workplace**

Employees are required to report to work in appropriate mental and physical condition. Therefore, it is the policy of XYZ to maintain an alcohol and drug free workplace. Each

employee is responsible to help ensure a drug-free, healthful, safe, and secure work environment. The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance on XYZ premises or while conducting XYZ business away from post is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including discharge, and may have legal consequences. Employees must, as a condition of employment, abide by the terms of this policy and report to the ED any criminal drug related violations within 5 days of the occurrence.

Any employee who is unable to perform their duties due to impairment will be required to leave the premises (and charge leave, as appropriate).

### **Smoke-Free Workplace**

XYZ wants to promote a healthful and clean work environment for its employees and visitors and believes that every employee has the right to work in an area free of tobacco smoke. Therefore, the XYZ office and vehicles have been designated as smoke-free. This policy applies to all XYZ employees, visitors, partners and consultants. Smoking is permitted outside of the XYZ offices at a distance of 25 feet from the office building.

### **Child Protection Policy**

XYZ believes in the right of all children to be protected from all forms of abuse, neglect, exploitation and violence, as set out in the UN Convention of the Rights of the Child (CRC) 1989. It will strive to protect all children from abuse and exploitation, encourage to fulfill their highest potentials, and to challenge inequalities. XYZ, under any circumstances, would not allow its stakeholders to involve in abuse-verbal or physical or the threat of such with children. It will encourage its stakeholders so that their voice is heard and views are acknowledged. XYZ would maintain the following principles while dealing with children:

- be aware of situations which may present risks and manage these;
- plan and organize the work and workplace so as to minimize risks;
- as far as possible, be visible in working with children;
- ensure that a culture of openness exists to enable any issues or concerns to be raised and discussed; and empower children-discuss with them their rights, what is acceptable and unacceptable, and what they can do if there is a problem.

### **Anti Trafficking**

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

### **Employee Responsibility to Report**

XYZ is committed to the identification and remedy of any malpractice within the organization. Employees who are aware of or suspect any type of malpractice – criminal injustice or unsafe or unethical practices – are required to report this in the first instance to the ED or HR Manager. Employees will not be penalized for abiding by conduct and conflict of interest policies in accordance to XYZ's non-retaliation policy.

Violation of these policies including the failure to report or conspiring to cover-up known violations may result in disciplinary action, up to and including termination of employment.

## **Anti-Retaliation in Employment**

XYZ is committed to maintaining a work environment free from any form of discrimination or harassment. In an effort to foster such an environment, XYZ strictly prohibits any form of retaliation against an employee who makes a good faith complaint or reports conduct prohibited by XYZ policies. XYZ policy further requires that all employees cooperate with any internal investigations of any matter and to provide honest and complete information to the best of the employee's ability.

Retaliation is considered to exist when action is taken against a person who made the initial complaint or action is taken against a person(s) who participated in the internal investigation into whether a violation occurred. The "action" that forms the basis for retaliation can take many forms, and includes, but is not limited to, any action or conduct that deprives the individual of employment opportunities or otherwise adversely affects the individual's status as an employee or the work environment.

Any employee found to have retaliated against another employee in violation of this policy is subject to discipline, up to and including termination from employment.

## **Workplace Violence Prevention**

It is the policy of XYZ to maintain a safe work environment and to reduce the risk and threats of violence. XYZ does not tolerate any type of workplace violence or threats of violence by or against its employees. All XYZ employees and third parties are expected to exhibit nonviolent and nonthreatening behavior while on XYZ property, during XYZ sponsored events, and while conducting XYZ business. Any employee who is found responsible for threats and/or acts of violence will be subject to disciplinary action up to and including termination. In addition, XYZ shall, as deemed appropriate by the Executive Director, may report violations to law enforcement officials and seek sanctions against any individual who violates this policy.

XYZ prohibits the possession of weapons of any kind by employees or other third parties while on XYZ controlled premises or in vehicles owned or rented by XYZ.

Security personnel specifically required to carry weapons as part of their job duties are excluded from this policy.

### **Action Items:**

1. Review the policies included in this section. Given the strict nature and governing laws, the policies provided as examples should require minimal revisions, and thus, should be directly incorporated and implemented in your HR policy manual.
2. Include USAID HR policies into your Manual.
3. Include Annex C in your policy manual and onboarding process to ensure all employees have acknowledged and signed the "Conflict of Interest" policy.
4. Establish and include any internal procedures related to these policies, such as persons to be contacted in the event of malpractice.

## SECTION 7: GRIEVANCES

**Purpose:**

The Grievance policy defines the process by which employees may settle disputes within the workplace.

**Example:**

XYZ is committed to fair and consistent employment practices and procedures, and is committed to providing procedures whereby employee issues are resolved internally in a timely, efficient, confidential, and fair manner.

Employees should make every reasonable effort to personally resolve any questions, problems, and misunderstandings that arise in the workplace. Prior to initiating a formal complaint the parties are encouraged to meet and attempt to resolve the problem(s) in an informal setting. If this informal process fails, the employee should take the following steps:

1. A formal complaint should be presented in writing to the Executive Director, dated and signed by the employee. If the complaint involves the Executive Director, the complaint should be sent to the Human Resources Manager. All grievances will be handled in a confidential manner as promptly as possible.
2. A meeting should be arranged with the affected employees to discuss the complaint. The ED will mediate this meeting.
3. All documents, facts, and information related to the complaint should be compiled for this meeting.
4. The ED will hear both sides of the complaint, weigh the evidence, and offer a solution that is reasonable, fair and equitable to both parties.

All employees are entitled to a fair resolution of legitimate problems without fear of retaliation. However, the results of these meetings may lead to verbal or written reprimands for any or all parties involved in the complaint and could lead to disciplinary action up to and including dismissal for one or both of the parties. This will be determined by the severity of the grievance and the related findings.

**Action Items:**

1. Document your policy for resolving grievances or workplace disputes. Include the actions taken and individuals involved in each step.

## SECTION 8: RECRUITMENT

### **Purpose:**

The Recruitment Policies section outlines the guiding principles and processes for hiring staff. These policies are both critical to consistent hiring practice and required by USAID grant regulations as a demonstration of due diligence in hiring practices.

### **Example:**

Recruitment is the process of finding and attracting capable and qualified applicants for employment at XYZ. The process begins when new recruits are sought and ends with the final selection of the candidates. The primary purpose of any recruitment is to find the most competent applicants and choose those individuals who are best qualified for employment. However, a person below 18 years of age will not be recruited.

XYZ has transparent hiring processes and all applicants are given fair and impartial consideration.

### **Hiring Members of the Same Family**

Prospective employees must disclose in writing any familial or other relationships with current project staff. XYZ's policy is to strongly discourage the hiring of family members (i.e., parent, child, brother, sister, spouse, in-laws, cousin, uncle, aunt, niece, nephew, grandparent or grandchild, or a step-relative of one of these types) but exceptions can be made if approved by the Executive Director and Human Resources Manager. Should an exception be made, the person whose relative is being considered for a position must recuse him-or-herself from the hiring/selection process. Under no circumstances can a family member supervise another family member.

### **Recruitment Process**

At the basic level the process includes recruiting, processing, and selection. More specifically, it involves:

- Creating the job description;
- Publically posting a job advertisement;
- Evaluating the information provided from each applicant;
- Screening candidates against the position requirements to determine qualified candidates;
- Verifying references and other pertinent information;
- Conducting personal interviews of the top candidates;
- Determining who will be offered the job ;
- Making an written offer;
- Documenting the selection process for the files.

### **Approval for Recruitment**

The recruitment of staff is made on the basis of budgetary allocation or extra budgetary options. In all cases Executive Director will approve recruitment in all positions in XYZ. Specifically, in case of recruitment necessities, respective project/department head will consult with the Donor and the Executive Director about requirement. The Executive Director shall



approve the Job description, qualifications, experience and budgeted/projected salary. The competent authority shall forward proposal for recruitment as per budgetary provision. The Executive Director shall seek guidance and concurrence from the respective donor and EC, to fill certain positions in XYZ.

In some cases vacancies may be filled internally when suitable internal candidates exist. The rationale for internal sourcing in lieu of following the formal hiring process must be documented for the files and approved by the Executive Director and Human Resources Manager.

XYZ is committed to providing equal employment opportunities to all qualified persons regardless of race, color, religion, sex, national origin, tribe, sect, handicap, disability, HIV status, age, marital status, sexual orientation, family responsibilities, matriculation, political affiliation or any other characteristic that may be protected by law.

### **Sources of Recruitment**

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

Personnel shall be recruited for positions as required, through open competition from respondents to advertisements, Notice Board publications, and referrals by existing project staff, colleagues and other sources.

#### Internal source

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

#### External Source (new entry)

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

### **Developing the Vacancy Announcement/Advertisement**

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

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

Minimum information required in the application- brief information on the candidate's education and experience, her/his special achievements, and preferably a note on why s/he thinks s/he is suitable for the position.

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

## **Pre-selection/ Screening/Short Listing**

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

- Academic Achievements;
- Relevance of experience to the position advertised;
- Present organization and position of the applicant;
- Potential to take additional responsibility;
- Social and cultural background;
- Salary expectations

## **Minimum Qualification Requirements**

All applications for employment are verified to ensure that the candidate possess at least the minimum educational qualifications and experience required by the position. Applicants who do not meet the minimum requirements will not be considered a viable candidate and will not be given further consideration.

## **Interview Result**

Results of interviews will be discussed and shared within the selection Committee, and the Committee will determine the candidate(s) for final recruitment. Detailed queries will be made about the final recruitment candidate's background, previous experiences and performance.

The Committee will also prepare a list of up to 3 alternative candidates (panel) for each position.

The unsuccessful candidates (among the short listed) will be informed of the outcome, appreciating their cooperation and interest in XYZ mission.

## **Background and Reference Checks**

When considering applications for employment, XYZ will request the applicants' CV, including a list of references, and a completed **Employee Biographical Data Sheet (AID SF-1420) (See Annex D)** to facilitate verification of salary history and academic degrees from the prospective employees. To validate information provided, XYZ will conduct thorough background and reference checks on all candidates being considered for employment. XYZ will communicate with the references provided by the applicant to verify the accuracy of the information provided by the candidate, to assess past performance, and obtain opinions on the personal attributes of the candidate.

Irrespective of the level of position, all employment commitments require approval of the Executive Director. The Executive Director is the only XYZ employee to have the authority to deliver a binding offer of employment.

All candidates will be processed to ensure that they are not prohibited from employment by the U.S. Government, including ensuring compliance with **US Executive Order 13224**, which prevents the use of funding towards and hiring of individuals involved in acts of terrorism. XYZ reserves the right to withdraw an offer of employment or forgo an offer based on negative

reference checks, verified misstatements of past salaries or academic achievement, or inclusion on any U.S. government debarment list.

XYZ will arrange for necessary USAID approval of an individual candidate as required before an offer of employment is made.

### **Initial Determination of Salary**

In general, salaries are based on the candidates past salary history (verified on a SF-1420 form), responsibilities of the current position, the required skills, experience, and education required for the current position, market conditions, and in some cases limitations outlined in the cooperative agreement with USAID. All salaries will be offered (and paid) in Bangladeshi Taka.

(XYZ) Salary discussions and negotiations are not part of the candidates interview process. Salary discussions and negotiations with candidates is the sole responsibility of the Executive Director or his/her designate, such as Human Resources Manager. All other XYZ staff must avoid salary discussions with any prospective candidate.

### **Issuing Offer letter**

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

### **Issuing Appointment Letter**

XYZ ensures that the recruitment policy is followed for all recruitment functions of the organization. By accepting employment with XYZ, the employee agrees to abide by the authority of staff structure and co-operate with his/her colleagues and superiors according to the employee's job description and title classification.

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

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

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

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

### **Offer of Employment**

All prospective employees must receive a written offer of employment from XYZ. Even though the initial offer may be extended verbally, the offer is not binding until it is communicated in

writing by the Executive Director and countersigned by the applicant forming a legally binding contractual relationship. A person will be considered employed by XYZ only after s/he signs an official “Employment Agreement”. The Employment Agreement will state the date on which the employment begins and ends, the rate of compensation, job title, and other terms and conditions of employment.

The employee’s duties and responsibilities are described in the position description, which is an integral part of the Employment Agreement and will be included as an attachment to the Agreement. Position descriptions can be revised at any time with the approval of the .

### **Medical Examination**

Employees may be required to submit a medical fitness certificate from a qualified medical doctor within the first thirty (30) calendar days of the signing of “Employment Agreement”. XYZ has the right to specify the doctor. The cost of the medical examination will be paid by XYZ. Failure to provide a medical fitness certificate may lead to disqualification for employment. Persons whose assignments include driving company vehicles must pass an eye examination given at the XYZ nominated health service providers prior to employment.

#### **Action Items:**

1. Summarize the steps in your organization’s recruitment practices, from approving a vacancy or new position through the final step of offering employment.
2. Incorporate the **Employee Biographical Data Sheet** into your recruiting policies – this form is required to be completed and filed for all employees under USAID grants. The form is located at <http://www.usaid.gov/forms> as **AID 1420 -17**
3. Develop a process for background checks that ensures compliance with **US Executive Order 13224** (which prevents the use of funding towards and hiring of individuals involved in acts of terrorism) into your recruiting policies.

**SECTION 9: GENERAL EMPLOYMENT PRACTICES**

**Purpose:**  
 This section summarizes policies and practices for employees who are recently hired and commencing the orientation process. Policies in this section provide basic employment information such as categories of staff, probationary periods, and orientation process.

**Example:**

**Working with XYZ**

After the hiring process has been completed, the employee will be notified when s/he should report to duty. At that time, the employee’s immediate supervisor or the Executive Director will brief the employee on work procedures, performance requirements, hours of duty, and other XYZ rules and regulations.

The employee must certify by signing a “**Receipt of Human Resources Policy Manual**”, that s/he has read the conditions of employment outlined in this Handbook, that s/he understands them fully and that s/he agrees to comply with them. Refer to **Annex A**.

All XYZ employees are required to receive XYZ’s **Code of Professional Conduct** training before the expiration of his or her probationary period. This training is generally provided by the Executive Director, or his/her delegate. Certification of receiving this training is placed in the employee file.

Employees must also sign a **Conflict of Interest** statement reporting any outside employment activity other than that with XYZ as well as any business relationships that they may have with potential XYZ partners, vendors and/or suppliers and any family members that are currently employed by XYZ and their relationship to that individual. Employees will be required to sign the Conflict of Interest disclosure annually and are required to update their disclosure throughout the year if circumstances arise that change the information that was previously disclosed. Refer to **Annex C**.

The discovery of any falsified information provided by the employee to XYZ or failure to report conflicts of interest that XYZ determines to be a material misstatement or omission will be cause for immediate dismissal.

It is the responsibility of the employee to keep a record of all documents concerning employment with XYZ. Employees are required to report any changes in residence, name, marital or dependency status immediately to the person responsible for human resource issues.

**Staff Classifications**

Depending on the employment period, personnel shall be classified in the following four categories:

<b>Regular Staff:</b>	Employees hired for regular services for 12 consecutive months or more, shall be considered “Long Term Employees”. By regular Employees mean long-term employee who are entitled to termination benefits, paid leave, vacation, etc.
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<b>Temporary Staff:</b>	Employees hired on need basis and for less than 12 consecutive months, (no work, no pay basis) shall be classified as “temporary employees”. Employees in this category shall not be entitled to any anticipated benefits. However, if a temporary employee not in the category of ‘no work, no pay basis’ and works for consecutive 6-months will be entitled to half-month’s salary as Gratuity. Temporary staff may be absorbed as long-term /regular employee if needed. And staff benefits admissible to regular employee will be due to them from date his/her position is regularized.
<b>Individual Consultants:</b>	Personnel contracted for particular specific work, on part time basis, and on fixed price and input based services (i.e. no work, no pay) will be considered as “Individual Consultant”. No social benefits apply as it is merged with the daily rate.
<b>Volunteer:</b>	Volunteers are individuals who work at development organizations out of their own choice or have been deputed at NGO by other organizations. They are assigned tasks from time to time as deemed necessary by an NGO. In case of XYZ, if deemed necessary to engage a volunteer, it will have a limited contract with the volunteers and will not provide any compensation except under special conditions. They will not be considered as any form of employee in the organization.

Temporary employment may be changed to long term only if s/he is considered against a regular position for a period of 12 months or more. In such cases, the personnel benefits that are applicable for the regular staff shall be applicable to such employee from the date the regular and long-term service is made effective. In addition, any employee hired on long-term basis but allowed to provide part-time input, shall be entitled to the same benefits as a long- term employee on a prorated basis.

**Probationary Period**

All initial regular or contract appointments are subject to a probationary trial period of 90 calendar days, during which time the employee is expected to demonstrate the ability to perform satisfactorily, thereby qualifying for continued employment with XYZ. An employee, who, after a reasonable trial during his/her probationary period, fails to meet the prescribed standards of employment for the position, may be separated at any time during the probationary period. Such employee shall receive an advance notice if his/her services are terminated by the XYZ during the probationary period specifying reasons.

Likewise, the employee shall also give similar notice to XYZ if he/she leaves employment on his/her own accord during the probationary period. Under extraordinary circumstances, and at the discretion of the Executive Director, the employee’s probationary period may be extended. During the probationary period, new employees are eligible for those benefits that are required by law, such as workers’ compensation package, fringe benefits and health insurance, if applicable.

**Proselytizing**

XYZ prohibits proselytizing or religious references during the course of conducting business. A reference to religion in documents or publically viewed materials in relation to XYZ is strictly prohibited.

**Apolitical Policy**

XYZ is a non-political organization. This should be evident in all XYZ activities, business and transactions conducted.

### **Fraternization**

XYZ requires disclosure of close personal relationships (i.e., dating or engagement between any two staff members – national or expatriate) for all employees working within the project. In most cases, these relationships do not impact employment. However, if these relationships create an atmosphere that has a negative impact on the business environment or performance, the Executive Director and Human Resources Manager should be notified to work to resolve the issues.

### **Joining Procedure**

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

### **Orientation**

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

- XYZ mission, objectives and its constituencies
- Main programs and development partners of XYZ Organizational policies, values and culture
- Strategic plan of XYZ
- XYZ's HR Policy Manual
- Orientation on incumbent's job description

### **Provision of Necessary Tools and Equipment**

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

### **Personnel Files**

XYZ will maintain personal files for every employee containing all records starting with the recruitment and ending with separation. It will keep all personal files up-dated and treat them as confidential. HR shall maintain separate file for each employee of XYZ.

Personnel files are confidential and can only be accessed by Executive Director, and by the Director, F&A or other staff designated by the ED on an as needed basis. With reasonable notice, and approval from the ED, employees may review their personnel file once per year during normal business hours. The review must take place in the presence of an individual appointed by the ED. Employees may not remove or alter any items from their personnel file.

The following information/documents will be stored in that file:

- Current/updated CV of the employee
- SF1420 duly completed, signed by the employee and verified and countersigned by
- Offer letter
- Appointment and joining letter
- Copy of National Identity Card
- References and reference checks, including verification of past salary history
- Acknowledgement that the employee has read and understands the content of the HR Policy Manual
- Copy of a national identification or other identity card

- Signed Conflict of Interest statement
- Certificate of attendance in XYZ's Code of Professional Conduct training
- Documentation on OFAC and other security checks, including US Executive Order 13224
- Any locally required documentation (such as local security clearances, ID documents)
- Emergency Locator information
- Annual Performance evaluations
- Letter of salary revision or COLA
- Suspension order, if any
- Letter of advice/Letter of warning
- Termination, discharge, dismissal or redundancy
- Acceptance of resignation
- Summary Leave records

### **Verification of Educational and Experience Certificates**

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

Documents required for appointment:

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

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

### **Performance Review and Salary Increment**

Performance of each employee will be reviewed annually. XYZ will follow annual increment based on performance appraisal of staff. The maximum limit of annual increment would be 10% raise on Basic salary. The immediate supervisor upon adequate discussion with the appraisee will initially conduct the performance appraisal. The appraisee will prepare the performance data and basic information in congruence to the respective job description and program/activity plan. This would ensure participation of the employees in the appraisal process and would bring an amount of objectivity in the subjective process. This also would allow the appraisee to assess him/her performance in the overall organizational context. Apart from this, the appraisee would respect the outcome of the appraisal and at the same time, the appraiser would also be realistic and sensitive in decision-making. Nevertheless, the appraiser would be able to compare the performance between the employees of similar level.

A reviewer nominated by the competent authority, which usually is the supervisor of the appraiser, will again review each and every appraisal. This would serve as a checkpoint to avoid any bias in the process. The outcome of the performance appraisal will be linked to the staff development and reward system of XYZ.

### **Promotions**

A promotion is defined as a change resulting from the advancement of an employee to a different position that requires activities of significantly increased complexity and is situated in



a higher salary grade than that of the previous position. A revised Position Description is prepared accordingly. A promotion is not an entitlement and may only be authorized by the Executive Director, and only when there is an organizational or management need for the performance of higher level work; funding is available; the employee meets the waiting period requirement and has the knowledge, skill and abilities to do the work satisfactorily; and any necessary donor and XYZ approvals are secured. The rationale and the requisite approvals for the promotion must be well documented. Promotions are not based on an employee's financial need, their length of continued service, or the time since their last promotion. Increases in pay resulting from a promotion will become effective on the date the promotion becomes effective.

### **Transfer**

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

### **Action Items:**

1. Prepare an outline of your orientation process for newly hired employees.
2. Draft policies that would be communicated to employees during the first week of employment or the orientation meeting. Use the example in this section as a guideline.

**SECTION 10: OFFICE PROTOCOL**

**Purpose:**

This section outlines office logistics and standards such as standard workweek, punctuality, dress code, and use of office supplies.

**Example:**

**Basic Work Week and Working Hours**

Working hours are Sunday through Thursday. Lunch breaks are scheduled for 30 minutes each day.

For all technical and administrative staff members, the basic work week for the project is 40 hours per week, Sunday through Thursday, 8:30 a.m. – 5:00 p.m. Work outside normal business hours, including work on weekends, may occasionally be necessary in the performance of duties. However, in no case will the employee be expected to work more than 48 hours in a given week or as allowed by local labor law.

For all support staffs (janitor, etc.), the workweek for the project is 45 hours per week with normal starting and closing times from 8:00 a.m. to 5:30 p.m. including a 30-minute lunch break.

**Punctuality and Work Breaks**

All employees are expected to be at the work site at the time the workday begins. If an employee is going to be late to work by at least one hour, s/he should notify his or her immediate supervisor with the details including how the employee anticipates making up the time missed.

Supervisors are reminded that other work breaks, such as coffee/tea breaks are not specifically provided by XYZ policies. Supervisors should exercise their own discretion in scheduling or granting such breaks of short duration and ensure that the office functions and telephones are adequately covered at all times.

**Right to Perform Faith-Based (Religious) Duties**

XYZ recognizes the religious responsibilities required by different religious affiliations and provides all employees with the opportunity to perform those duties consistent with their religious practice during normal working hours.

**Dress Code**

XYZ employees are expected to present a professional image at all times. Therefore, XYZ’s dress code is standard professional attire as generally accepted and applied in Bangladesh. The Executive Director is allowed to change the dress code at any time including requesting staff to dress more formally if required for certain occasions or events.

**Use of Information/Communication Systems and Supplies**

XYZ provides certain communication systems to enable employees to conduct XYZ business and to perform their duties. All communication services and equipment, including the messages transmitted and stored on them, are the sole property of XYZ and may be opened, reviewed, and/or retained by XYZ in the normal course of business. Employees therefore should refrain

from using XYZ addresses (physical or electronic) to receive personal communications. Any employee who chooses to use XYZ communication systems and equipment for personal reasons must limit the usage so that it does not interfere with the performance of the employee's job duties. Employees should not have any expectation of privacy with regard to any voicemail or e-mail created, sent, or received using XYZ owned equipment.

Employees must not use the Internet for personal use during normal working hours. *Limited* personal use may be permitted by ED approval during non-working time such as during lunch breaks or before or after normal working hours for necessary communications.

The electronic mail system must not be used to:

- Solicit or proselytize for commercial ventures or political or religious causes, outside organizations, or other non-job related solicitations.
- Create, send or forward messages with are obscene, pornographic, defamatory, harassing, threatening, contain racial or sexual slurs, or which are otherwise inappropriate in the context of the companies ethos and core values.
- Violate copyrights or other proprietary rights by distributing unauthorized copies of materials owned by others, nor shall it be used to distribute confidential or proprietary XYZ materials without proper authorization.

### **Office Supplies**

Office supplies will be made available to employees to facilitate regular work tasks. These supplies are for business related work only and must not be taken for personal use.

### **Correspondence**

Although all employees are representatives of XYZ, all official correspondence on behalf of XYZ to its partners, the general public, government agency, third-party organization or person must be reviewed and approved by the Executive Director. All outgoing correspondence should have a reference number. All incoming and outgoing correspondence should be logged in the Project Correspondence Log. Unauthorized employees are strictly forbidden to make publications or declarations to outside sources including those listed above, about XYZ as an organization.

Use of XYZ letterhead or other stationary with the XYZ name or logo for purposes other than business is strictly prohibited. Violations of this policy may result in disciplinary action, up to and including termination of employment.

### **Office Security**

XYZ seeks to maintain a safe and secure working environment for its employees. All employees have a shared responsibility to assist in maintaining office security. However, at no time is an employee expected to jeopardize his/her own safety in order to protect XYZ property or other staff members.

XYZ does have an expectation that employees will make an effort to provide reasonable safeguards to protect equipment provided to him or her from theft. XYZ will reprimand employees if project equipment provided to them is stolen and adequate and reasonable measures were not taken to deter the theft. However, employee safety is of utmost importance to XYZ, and there is no expectation that XYZ employees would engage in a physical altercation or unsafe or reckless behavior in order to protect XYZ assets.

Only XYZ staff members may have access to the office mainly during the off days. Any off hour or weekend access to office is allowable with approval of the Executive Director or Director, A&F and intimation to the administration. All off-day access must be logged and kept with the security.

**Action Items:**

1. Describe your office protocols included in the example policy.
2. Include references and additional office policies, such as an emergency response plan.

## SECTION 11: SALARY AND BENEFITS

### **Purpose:**

This policy section summarizes the approach for determining employee salaries and the benefits levels offered. In addition, this section identifies the process for timesheet tracking, which is required for USAID annual audits.

### **Example:**

#### **Salary**

During the probation period, every employee will receive consolidated salary as negotiated. After confirmation of service, every employee shall be paid salary in accordance with market salary levels, the employee's performance, and donor funding. XYZ may review the salary ranges and structure from time to time.

Base/Gross Salary includes the following:

- Basic Salary
- Housing
- Transportation
- Medical
- Other
- **Sub-total: Monthly take home (sub-total: – CPF employee – tax)**

All salary information is confidential. Employees share the responsibility of not discussing salary levels, individual benefits, salary increases or other compensation related information with coworkers or others (including staff of partner organizations). Violation of these instructions will result in disciplinary action.

#### **Income Tax Deductions**

Although the payment of all taxes is the employee's responsibility, XYZ will withhold applicable income and social taxes from an employee's paycheck and pay those withholdings to the government on behalf of the employee as required by local law under Section 50 and 59 of the Income Tax Ordinance. XYZ will provide its employees with monthly pay slips detailing gross pay, deductions and withholdings, and net pay. However, assessment and submission of return of tax shall lie with the individual employee.

#### **Salary Payments**

Salary payments will be made within the second working day of each month. Each employee shall be paid monthly a basic amount and other (housing, transportation and medical) allowances as applicable. As stated previously, all salaries will be paid in local currency (Bangladeshi Taka).

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

#### **Overtime**

Overtime is work performed in excess of the employee's established basic workweek. All regular support staff category employees shall be entitled to overtime allowances or compensatory time off when operating requirements or other needs cannot be met during regular

working hours. In all instances, overtime must be **kept to the minimum, justified by work requirements** and must be **within budgeted resources** for the appropriate budget lines. Overtime is based on actual hours worked. No overtime shall be credited to the individual unless he/she has worked the full 8 – 10 hours of assigned duty. Overtime shall not exceed 25 hours a week (100 hours per month) for support staff, unless otherwise approved by the ED or his designee. The total hours worked as overtime by an employee on a weekend or holiday shall be considered as full overtime hours.

 **Timesheets**

XYZ compensates employees for hours worked based upon complete, accurate, signed and approved timesheets. Each employee is responsible for completing a timesheet in the approved format that clearly indicates the employee’s actual time usage (hours worked, sick leave, vacation, or holiday). Timesheets must be filled out daily. Depending on the project, the timesheet may have one or more distinct activity lines for hours worked. Timesheets must be submitted and approved by the last working day of each month. Timesheets that are not submitted, approved, or those that contain errors, could result in a delay in pay.

**Salary Increases**

XYZ reviews employee salaries after one year of service. XYZ does not provide automatic salary increases. Proposed salary increases (if any) will be based on a "pay for performance" philosophy with input from the employee's supervisor. The amount of salary increase is dependent on the employee's performance evaluation and budgetary constraints as well as requirements set forth in donor contracts. Salary increases will be granted in accordance with the Level of Performance as follows:

Level of Performance

- Exceeds Performance Standards (Excellent)
- Meets Performance Standards (Good)
- Fails to Meet Performance Standards (Unsatisfactory)

The effective date of salary increases will coincide with the employee's anniversary date. To be eligible for a salary increase, the employee must receive “Good” or above. Documentation of any salary adjustment will be included in the employee's personnel file.

**Group Medical Insurance Plan**

All regular XYZ employees are protected with a standard insurance plan for health and medical expenses. XYZ employees will receive documentation outlining the insurance coverage and its limitations. Employees are responsible for reporting their own insurance claims, if required, for medical expenses.

**Provident Fund**

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

The by-laws governing the PF may be referred to for detailed information. A copy of the by-laws is available with Accounts and Administration.

**Festival Benefits/Allowances**

All XYZ staffs are entitled to Yearly Festival Bonus equivalent to one month’s gross salary. Bonus will accrue on a monthly basis and the applicable amount shall be paid during two holiday

periods for the number of months each employee will have worked up until the festive months. This includes Eid-ul-Fitr and Eid-ul-Azha, and Christmas, Durga Puja/Buddoh Purnima respectively, or at the time of separation by an employee before festivals

**Gratuity**

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

**Retention Bonus**

In order to secure continued employment through the end of the project, some essential employees may be entitled to receive a Retention Bonus equivalent one month’s base salary based on funding and donor contracts. Selection of such employees is at the discretion of the Executive Director.

**Accidental Compensation**

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

**Loans/Advances to Employees**

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

**Job Related Death Benefits**

XYZ provides a death benefit for employees who suffer from a job-related /non-job related death or physical injury. The benefit is provided under a group policy and the risks covered by the policy are: (i) normal or accidental death; (ii) total permanent disability (TPD); and (iii) partial permanent disability (PPD).

Employees should provide Human Resources the name and contact information for a Designated Beneficiary. The designate will receive any lump sum payments that may be payable following the death of the employee. The beneficiary designation allows XYZ to provide these final payments in line with the wishes of the deceased employee.

- Action Items:**
1. Summarize the components and payment process for employee salaries. Include a policy for mandatory income tax withholding.
  2. Prepare a summary of each benefit your organization provides to its employees. Include eligibility of staff, level of benefit, and conditions under which the benefit will be provided.
  3. Conduct a benefits audit to ensure your benefits policies are aligned with labour law.
  4. Document the process by which you track time worked via timesheets. USAID requires timesheet tracking for annual audits for staff paid under USAID funds.

**SECTION 12: LEAVE BENEFITS**

**Purpose:**

This section summarizes the approvals and conditions under which employees may take paid or unpaid leave.

**Example:**

**Common Administrative Requirements**

All leave must be approved, in writing, by the Executive Director or his/her designees.

Annual leave should be scheduled to result in the least interruption to overall office staffing and program implementation. Supervisors should ensure that each employee is permitted to take annual leave each year. Because of the benefits resulting both to the employee and XYZ, all employees shall be granted, consistent with the work requirements of the employee, sufficient, continuous leave to provide an adequate period of rest and recreation.

Except for emergencies, annual/sick leave must be requested and approved in advance. In emergency situations, employees are required to notify their immediate supervisor at the earliest possible time.

**Annual (Casual) Leave**

Employees are entitled to 15 days of paid annual leave during a calendar year. A maximum of 10 unused annual leave days can be carried forward from one calendar year to the next. Any unused leave days in excess of 10 days that remain at the end of each calendar year will be forfeited. Casual leave can be taken for attending examination, sickness of dependents, personal business etc. In case an employee remains absent for minimum three hours of a day, without prior approval, will be considered as one-day casual leave.

**Sick Leave**

Every employee shall be entitled to avail 14 days sick leave per calendar year. The sick employee should notify his or her immediate supervisor as soon as reasonably possible when sick leave is going to be needed. Absence of more than three (3) consecutive workdays must be supported by a physician's certificate and a physician's certificate may be required for an absence of two consecutive workdays or less if the employee's supervisor has reason to believe that the employee is using sick leave improperly. Leave must be approved by the employee's supervisor in writing.

**Maternity Leave**

Female employees who will have completed six (6) months of continuous service by the time of her child's birth are entitled to maternity leave for up to 180 calendar days. Maternity leave must be requested and approved at least one month prior to the expected leave dates. The employee must provide a medical certificate from a licensed physician confirming (1) the expected date of delivery and (2) the actual date of delivery.

For employees with less than six (6) months of service, required absences for maternity reasons will be charged to annual leave, sick leave, and/or leave without pay at the discretion of the Executive Director.



XYZ shall consciously keep provision in its annual budget or project budget with a block fund so that temporary replacement can be made to keep continuity work.

### **Paternity Leave**

Male employees who have completed six (6) months of continuous service will be granted paternity leave with full pay for a total of five (5) working days before or after delivery of their child. Such leave may not be obtained more than twice during the entire period of employment with XYZ.

### **Holidays**

XYZ observes official, non-working holidays as defined by the Government of Bangladesh. The Executive Director or designee will distribute a list of observed holidays to staff at the beginning of each calendar year. If a scheduled annual leave day falls on the same day as an official holiday the employee will not be charged an annual leave day.

### **Hartals/Strikes**

Hartals (strikes) do not reduce the employee's obligation to work 8 hours (or their normal work hours) on official work-days. The office will remain open on hartal days. If work is missed due to hartals, the employee must make up the time on the next weekend day (8 hrs/day) or can use annual leave for the time missed. No sick leave hours may be substituted for hartal days, unless appropriate back-up documents are provided.

### **Leave Without Pay (LWOP)**

Under exceptional circumstances, the Executive Director can grant permission for employees to take leave without pay. An employee who is absent from the office without notifying and having the approval of their supervisor or the Executive Director is considered absent without pay. Employees who fail to notify the office of their absence for more than three (3) consecutive days may be considered resigned Employees and are allowed to request leave without pay to the Executive Director, indicating why such need is necessary. The Executive Director is the only employee that can approve leave without pay.

### **Bereavement Leave**

Up to five (5) days of paid bereavement leave shall be provided to employees due to the death of an immediate family member. Employees may, with their supervisors' approval, use any available paid leave for additional time off.

XYZ defines "immediate family" as: the employee's spouse, parent, child, sibling; and the employee's spouse's parent, child, or sibling.

### **Leave Under Special Circumstances**

XYZ assumes there may be need for leave under special circumstances that are beyond the control of the employee and or essential for the safety of other working employees. Such circumstances are difficult to ascertain in advance, but will include situations such as, if any family member of an employee suffers from high-risk contagious diseases and there exists a fair chance of its spread among others with the presence of that employee, employee's illness of a nature for which both, allowable sick and annual leave periods are insufficient, grave sickness of first dependents (e.g. parents, spouse, children, siblings etc.).

In such cases, employees should make a written request to the ED stating the reasons for absence. The ED, at his own discretion or in discussion with the employee's supervisor, will evaluate the case, taking into consideration the unused annual and or sick leave balances available to the employee's account, and approve/disapprove the request so made.

Depending on the significance of the circumstances, an employee may at the most, be granted paid leave up to a maximum of 15 days.

It is the responsibility of the employee to promptly report to XYZ if there is any change in the planned return date.

**Action Items:**

1. Summarize each employee leave type your organization provides to its employees. Include eligibility of staff, amount of leave days (if limited), and approvals required.
2. Conduct a leave policy audit to ensure your leave policies are aligned with labour law.
3. Consider developing a leave approval form, with instructions for requesting and obtaining approval for various leave benefits.

**SECTION 13: PERFORMANCE FEEDBACK****Purpose:**

Performance evaluations and feedback is a critical process in promoting professional development for staff. This section summarizes the guidelines, process and tools used in the performance evaluation process.

**Example:**

XYZ's policy is to provide employees with performance feedback a minimum of once per year at a time, which generally coincides with the employee's anniversary date. XYZ is committed to providing staff candid, developmental-focused feedback aimed at helping each employee continue growth on a professional level. The employee's immediate supervisor, in consultation with the Executive Director, is responsible for providing this feedback.

The annual performance reviews will be conducted using the *Employee Performance Review Form*. The employee and their immediate supervisor will complete the appropriate sections of the form prior to the review session. The completed form provides a framework for discussion between employees and supervisors.

After the form is completed, the supervisor, employee and ED will sign the document. A copy of the form will be given to the employee and the original will be placed in the employee's personnel file.

**Performance Ratings**

On the Employee Performance Review Form, each employee is given one of the following performance ratings:

*Exceeds Performance Standards (Excellent)*

- The employee clearly and consistently surpasses performance expectations and goals, and demonstrates unique understanding of work well beyond job requirements.
- Work is done independently and completed on schedule with a high degree of accuracy and independence.
- Errors in judgment are rare and seldom repeated.

*Meets Performance Standards (Good)*

- The employee meets job performance standards in all or most areas.
- The employee is reliable in attaining expected results, and is timely and efficient.
- The employee requires a reasonable and expected amount of supervision.

*Fails to Meet Performance Standards (Unsatisfactory)*

- The employee is not meeting expected standards or goals set for the position.
- The employee does not demonstrate knowledge or ability to perform the majority of assigned duties.
- Work results are inconsistent.
- Immediate improvement is essential and a written performance improvement plan will be put in place.

In order to be eligible to receive a salary increase, the employee must receive a performance rating of “Good” or higher. When an employee fails to meet performance standards, salary increases will be deferred until performance has improved and the employee has shown the potential of advancing beyond the “Unsatisfactory” rating.

When an employee fails to meet performance expectations, s/he will be informed of the specific areas where s/he is failing to perform satisfactorily and what s/he must do to improve his or her performance rating. The employee will be re-evaluated at the end of 90 days. If the employee fails to progress in the qualities and skills needed to eventually obtain a “Good” or higher performance rating, the employee may face termination.

**Action Items:**

1. Summarize the guidelines, process and tools used in your organization’s performance evaluation process. Include details such as the timing of evaluations and your performance ratings scale and definitions.
2. Document the steps taken in cases of employees who are not performing to expectations.

**SECTION 14: PROFESSIONAL CONDUCT DISCIPLINARY ACTION****Purpose:**

This section provides steps taken by the organization for severe behavior and violation of conduct policies. Disciplinary action may be implemented in a phased approach, whereby the organization first provides coaching and verbal warnings prior to taking permanent action such as termination and dismissal.

**Example:**

Progressive discipline is a process for dealing with job-related behavior that does not meet expected and communicated performance standards. The primary purpose for progressive discipline is to assist the employee in understanding that a performance problem or opportunity for improvement exists.

The process features increasingly formal efforts to provide feedback to the employee so s/he can correct the problem. The goal of progressive discipline is to improve employee performance.

The process of progressive discipline is not intended as a punishment for an employee, but to assist the employee to overcome performance problems and to satisfy job expectations. Progressive discipline is most successful when it assists an individual to become an effectively performing member of XYZ.

The typical progression of discipline includes:

- **Coaching.**
  - If an employee's work performance does not meet the expectations of the Executive Director or violates XYZ policies and procedures, the employee will be given candid feedback in a timely manner.
  - If the performance concern is relatively minor, the supervisor may elect to coach the employee by providing a specific example of how the employee's performance did not meet a specific expectation.
  - The employee's supervisor should also ascertain whether there are any issues contributing to the poor performance that are not immediately obvious to the supervisor.
- **Verbal or Written Warning.**
  - If coaching does not correct the minor performance concern, the supervisor will continue the steps of progressive discipline by issuing a verbal or written warning.
  - The Executive Director will determine the level of discipline by considering the severity of the violation, the impact of the violation, the potential impact of the violation, and the overall length and quality of the employee's service prior to the violation.
  - The Executive Director will notify the employee of the performance concern, assure the employee understands the expectation going forward and provide the employee with recommendations on how to improve their performance.
  - The discussion will be documented and included in the employee's personnel file.
- **Suspension.**
  - If an employee has engaged in a significant violation of XYZ policies and procedures or fails to meet expectations after being issued a verbal or written

warning, then the employee may be given a suspension with or without pay. During the period of suspension, the suspended employee shall not be allowed, without written consent of the , to:

- Enter XYZ premises or other XYZ locations.
- Engage in off-site XYZ activities (meetings or XYZ hosted events)
- Contact XYZ employees other than the
- Contact any XYZ partners, contractors, suppliers, or other XYZ clients or affiliates.
- During the suspension period, the employment status of the employee shall remain unchanged, so the provisions of the employee’s appointment letter remain applicable to the suspended employee.
- **Termination.** End the employment of an individual who does not show the willingness or capacity to improve.

### **Conduct Warranting Disciplinary Action**

Various types of conduct warranting disciplinary action is noted throughout this Handbook. While an exhaustive list of all possible infractions cannot be listed, the following are examples of conduct that could lead to disciplinary action, up to and including termination.

**Misconduct:** Criminal, immoral or dishonest conduct, creating disturbances, or an act which tends to disrupt the normal operations of XYZ, or deviation from the standards of acceptable behavior.

**Insubordination:** Willful disobedience in carrying out lawful and reasonable assignments made by the employee’s supervisor or .

**Intoxication:** Being under the influence of drugs, alcohol or other intoxicants while on duty.

**Falsification of Documents:** Willful falsification or omission of material facts on the application of employment; and altering or falsifying records, documents and official papers (including timesheets and expense reports).

**Negligence:** Careless operation or neglect which results in the loss or breakage of equipment, materials or supplies, or injury or loss of life.

**Unsatisfactory Performance of Duty for a Reasonable Period:** Performance below that expected of an employee at the level and type of position to which assigned. This includes frequent tardiness, abuse of sick leave and a disregard for established office conduct.

**Theft, Fraud and Dishonesty:** Theft, fraud or dishonesty in connection with XYZ’s business or property.

### **Others:**

- Habitual absenteeism or tardiness
- Overstaying meal breaks
- Absence without leave for more than ten (10) days
- Riotous or disorderly behavior during work hours
- Any act of subversive discipline
- Lack of cooperation and/or willful insubordination to the or other supervisors

- Unprofessional conduct including but not limited to verbal and/or physical harassment related to any protected category
- Harmful degrading or defaming XYZ or its implementing partners
- Misuse of XYZ equipment including copiers, printers, computers, vehicles, telephones or other equipment without prior approval.
- Questionable behavior in the presence of donor representatives, members of the Government of Bangladesh, or employees of XYZ's partners.

**Action Items:**

1. Identify and describe behaviors and conduct that will result in disciplinary action within your organization.
2. Document your current disciplinary action process, including levels of intervention, and individual involved.

**SECTION 15: SEPARATIONS AND TERMINATIONS**

**Purpose:**

This section describes various situations in which employees may voluntarily or involuntarily terminate employment with the organization. Separation and termination policies must be in compliance with labour laws and include the appropriate probationary period, process and payments.

**Example:**

**Separations**

Continued employment with XYZ is subject to certain conditions, including the need for the position, availability of funding, the continuance of funding, and the conduct and efficiency of the employee. When these conditions are not met, there are various types of separations that may occur.

**Resignation**

A resignation is a formal act of giving up or quitting one's position. Employees who wish to resign must submit a letter of resignation to the Executive Director. A minimum of one month's written notice must be given to XYZ. Similarly, the services of an employee, who is yet to complete his/her probationary period, can be terminated by XYZ by giving notice or salary in lieu thereof. Employees who resign and give the required notice will receive the following separation benefits: (i) unpaid salary; (ii) provident fund (employer and employee contributions); (iii) gratuity; (iv) unpaid portion of bonus; and (v) leave encashment (up to the allowable credit limit), less all required deductions under applicable law, for each completed year of service. Separation benefits for partial years of service will be calculated on a pro-rated basis. Some separation benefits are not payable to an employee whose services are terminated for cause.

Failure to provide appropriate written notice may result in forfeiture of salary for a period equal to the period of such shortfall unless a waiver is given in writing.

**Termination for Cause**

Termination for cause may be based on misconduct, malfeasance, abandonment of position or unsatisfactory performance of duty. In cases of separation for cause, employment will end immediately upon notice to the employee. The employee will be paid, in a lump sum, any unused annual leave days that s/he has accrued and any unpaid salary through the date of separation and his/her contribution to provident fund if applicable. When an employee is terminated for cause, s/he forfeits his or her right to any additional separation benefits.

**Termination for Convenience**

XYZ may terminate the services of an employee without cause for the convenience of XYZ by giving him/her minimum one month written notice or a time period required by local labor laws provided the employee has completed his or her probationary period. The employee will be paid, in a lump sum, any unused annual leave days that s/he has accrued and any other separation benefits as provided in the policy and required by local law.



### **Reduction in Force or Office Relocation**

XYZ may downsize its operations or be forced to relocate its offices which could have a direct impact on some employees. An employee may be included in a reduction in force for reasons of shortage of program funds, abolishment of a position, or other material changes in duties as a result of programmatic or institutional changes. Employees who are separated due to a reduction in force will be given a one-month notice or one month's salary in lieu thereof if s/he has completed the probationary period. The employee will be paid, in a lump sum, any unused annual leave days that s/he has accrued in accordance to the policy and any other separation benefits as required by local law.

### **Post-Employment Inquiries**

XYZ does not respond to reference inquiries about former employees, except for verification of dates of employment and position held. XYZ does not provide any information that is based on subjective opinions about the former employee. XYZ employees are not permitted to provide verbal or written references on behalf of any former employee. If requested, XYZ will give a certificate of service to leaving employees.

### **Exit Interviews**

All employees who leave XYZ, either voluntarily or with cause, will be required to participate in an exit interview. These exit interviews are intended to provide XYZ with candid feedback regarding the employees experience working for the organization. As part of the exit interview, the employee will be required to provide their immediate supervisor or the Executive Director with a transition report, which indicates the status of uncompleted projects or special assignments with additional details on what is needed to complete the unfinished work.

The employee will be asked to sign a statement confirming that XYZ has received all XYZ property and that the employee has received all remuneration due from XYZ.

#### **Action Items:**

1. Document your separation and termination policies and practices.
2. Conduct a policy audit to ensure your practices are aligned with labour law.

## SECTION 16: TRAVEL POLICY

### **Purpose:**

Policies in this section define the applicable conditions and expenses for employees who travel for official business with the organization. Approvals, travel advances, and per diem limits are included in this section.

### **Example:**

XYZ employees may be required to travel away from the office for official business and incur costs related to domestic and under exceptional circumstances, international travel. Authorized travelers on XYZ business are entitled to a per diem that covers meals and incidental expenses, reimbursement for transportation (e.g., taxi fares, airfare) costs, and hotel accommodations, as needed, which meet reasonable and adequate standards for convenience, safety and comfort.

Authorized travelers are expected to exercise the same care in incurring expenses, as a prudent person would exercise if traveling on personal business and spending his or her own money. Appropriate authority shall approve the travel plan showing the start and end dates, duration of travel and mode of transport which should be recorded in travel register or travel approval sheet.

### **Travel advance**

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

There must a written application with the voucher for paying advance. All advances must be recorded in the advance register.

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

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

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

### **Per-diem**

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

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

### **General Conditions of per-diem:**

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

- Breakfast cannot be claimed where it is attached with accommodation.
- For training/meeting/workshop where food and accommodation costs are not provided

by respective organization/authority per diem will be applicable as per duration.

- In case of participation in a meeting, workshop, training, breakfast, lunch, dinner is provided by the host organization/authority then Tk. 200 will be paid as incidental cost.
- In case of participation in a meeting, workshop, training and only lunch or dinner is provide by the host organization/authority then Tk. 300 will be deducted from applicable per diem rate.
- No per diem is allowed for less than 6 hours travel away from work station.
- No per diem is applicable when working within the duty station.
- Irrespective of grade and level, all are eligible to receive a per diem (food, accommodation & incidental), upon the submission of a travel expense report.
- All other expenses incurred must be supported by receipts.
- If per diem is claimed the expenses report must contain an attachment of a brief trip report. Movement register must be filled up. Without this per diem is not be allowed.

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

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

Lunch: Return after 2:00 P.M

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

### **Travelling abroad (Per-diem)**

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

### **Entitlement for accommodation**

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

Notes: Limits can be tiered by employee level.

### **General Conditions:**

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

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

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

**Action Items:**

1. Document your business-related travel policies, including approvals, advances, and per diem policies. Consider whether the majority of business travel will be national or international.
2. Develop travel approval and travel expense forms based on the examples provided in the Annex Section of this Training Manual.

**SECTION 17: ANNEX DOCUMENTS**

**Purpose:**

This section includes important documents and templates references in the Manual.

Examples:

**Annex A: Receipt of Human Resources Policy Manual**

**Annex B: Organizational Organogram**

**Annex C: Conflict of Interest Statement**

**Annex D: Travel Request Form**

**Annex E: Travel Expense Form**

**ANNEX A: RECEIPT OF HUMAN RESOURCES POLICY MANUAL**

I, \_\_\_\_\_, acknowledge that I have received a copy of the XYZ Human Resources Policy Manual and that I have carefully read and understand its content.

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

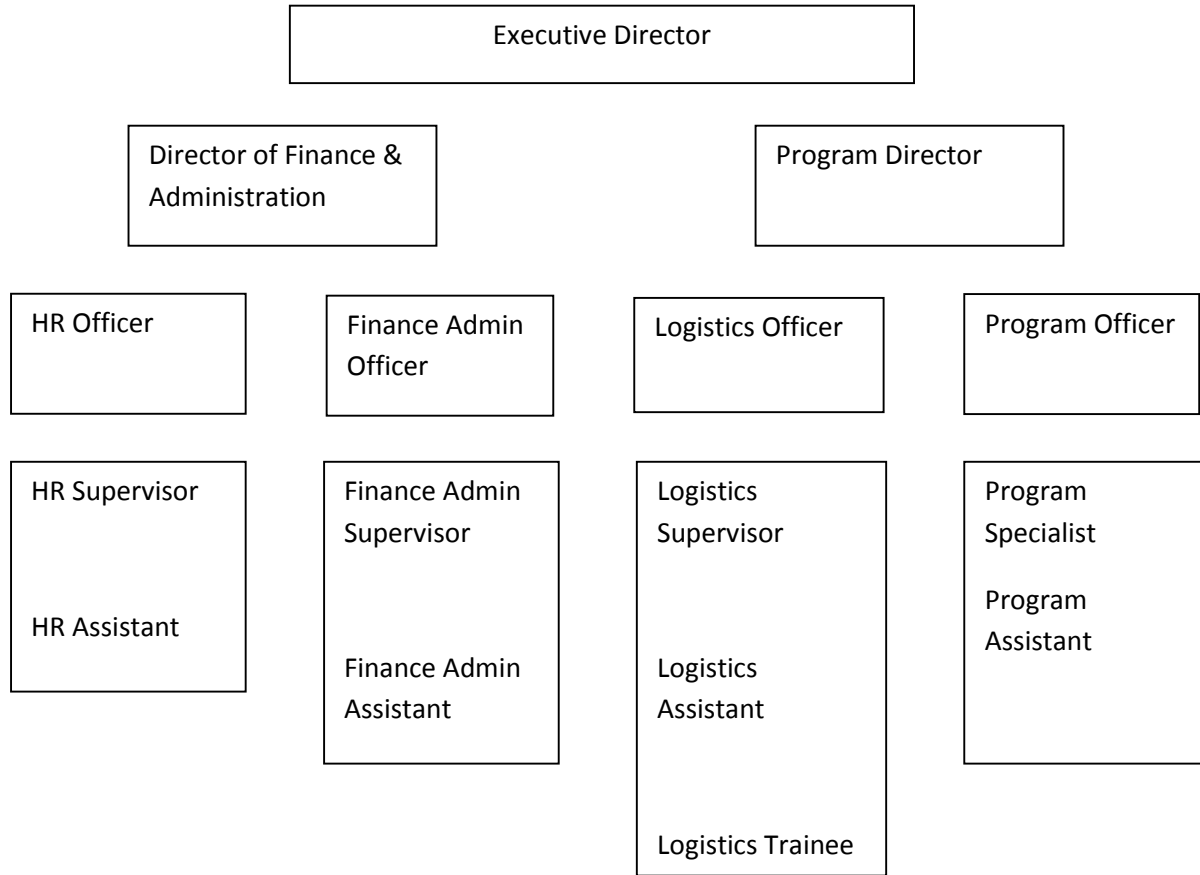
\_\_\_\_\_  
Date

\_\_\_\_\_  
Witness Signature

**TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE**

**ANNEX B: Organogram**

The below organogram gives an overview of all possible functions and positions in the organization at the home office level. Depending on programs and funding, functions may be combined and sections may be drawn together.



**ANNEX C: CONFLICT OF INTEREST STATEMENT**

I have read and understand the XYZ Conflict of Interest Policy.

To the best of my knowledge and belief, except as disclosed herein, I am not engaged in, or about to become engaged in, any transaction with XYZ in which I have a direct or indirect interest that would constitute a conflict of interest under XYZ's conflict of interest policy. This is also applicable for members of my immediate family.

Further, at such time as I become aware that I or any member of my immediate family have a direct or indirect conflict of interest with regard to XYZ, I will promptly disclose it to the Executive Director in writing and thereafter abide by the policy and abstain from influencing any proposed action where a conflict of interest exists, and will only participate in negotiations, communications, or discussions of the proposed action if requested by the .

This statement is made:

(A) without exception \_\_\_\_\_

(B) with except as described in the attachment statement \_\_\_\_\_

Print Name: \_\_\_\_\_


Signature: \_\_\_\_\_

Date: \_\_\_\_\_


**TO BE PLACED IN EMPLOYEE'S PERSONNEL FILE**



**ANNEX D: TRAVEL REQUEST FORM**

 <b>WINROCK INTERNATIONAL</b> Climate Resilient Eco-systems & Livelihoods (CREL)																																																		
<b>TRAVEL AUTHORISATION &amp; ADVANCE REQUEST FORM</b>																																																		
<p style="text-align: center;"><b><u>TRAVELER'S DETAIL</u></b></p> Traveler Name: _____ Designation : _____ Signature: _____ Request Date: _____	<p style="text-align: center;"><b><u>TRAVEL DETAILS</u></b></p> Purpose of Travel: _____ Location: From : _____ To _____ Est. Departure Date: _____ Return Date: _____ CHECK NEEDED BY/DATE: _____																																																	
<p style="text-align: center;"><b><u>CHECKED BY ACCOUNTS DEPARTMENT</u></b></p> Name: _____ Designation : _____ Signature: _____ Date: _____	<p style="text-align: center;"><b><u>APPROVED BY</u></b></p> Signature : _____ <span style="display: block; text-align: center; font-size: small;">COP / DCOP / SDAF</span> Date: _____																																																	
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## ANNEX E: TRAVEL EXPENSE REPORT

 <b>WINROCK INTERNATIONAL</b>										
TRAVEL EXPENSES REPORT										
Name: _____			Designation : _____			Purpose of Travel : _____				
Submission Date : _____			Place of Travel : _____			Travel Period : From _____		To _____	Days : _____	
Date & Time		Location / Description / Mode of Journey etc.	Bill / Receipt No	Unit	Rate in BDT	Cost in BDT	GL Account Code	Project	Task	Remarks
From	To									
<b>AIR TICKET / TRAIN TICKET / BUS TICKET</b>										
								6479		
<b>TOTAL</b>						-				
<b>OTHER TRASPORTATION COST</b>										
								6479		
								6479		
<b>TOTAL</b>						-				
<b>HOTEL / LODGING COST</b>										
								6479		
								6479		
<b>TOTAL</b>						-				
<b>MEALS &amp; INCIDENATL EXPENSES</b>										
								6479		
								6479		
<b>TOTAL</b>						-				
<b>OTHER ALLOWABLE EXPENSES</b>										
								6479		
<b>TOTAL</b>						-				
THE EXPENDITURES HEREIN REPORTED WERE						<b>GRAND TOTAL EXPENSES</b>		-		
INCURRED IN CONNECTION WITH OFFICIAL DUTIES						<u>Less: Advance from Winrock - CREL</u>		-		
						<u>Balance Due to Claimant</u>		-		
Reviewed by : _____						<u>or Balance Due to Winrock - CREL</u>		-		
Accounts										
Date: _____										
Recommendate by _____										
Sr. DAF										
Date: _____										
Approved by : _____										
COP / DCOP										
								Signature of Traveler		
								Name :		
								Date :		