



Human Resource Policy Manual

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Participatory Research Action Network- PRAAN
Email : pranbd.org | Phone : 01919 231 722
www.pranbd.org

List of Acronyms

CV	Curriculum Vitae
PM	Program Manager
DPM	Deputy Program Manager
PERDIEM	Daily Subsistence Allowance
CE/ CEO	Chief Executive Officer
DD	Deputy Director
GoB	Government of Bangladesh
HRD	Human Resource Development
HRIS	Human Resource Information System
HRM	Human Resource Management
JD	Job Description
MEAL	Monitoring, Evaluation, Accountability and Learning
MIS	Management Information System
MF	Manager- Finance
MP	Manager- Program
NGO	Non-Government Organization (Voluntary development org.)
NGOAB	NGO Affairs Bureau
PAMC	Policy Advocacy and Mass Communication
PP	Project Proposal
RMED	Research, Monitoring, Evaluation and Documentation
ToA	Table of Authority
ToR	Terms of Reference


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Neelormi
Chairperson, PRAN

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 Chairperson, PRAN

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Chief Executive, PRAN


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 Chief Executive, PRAN


 Sharmin Neelormi
 Chairperson, PRAN

About Participatory Research Action Network- PRAAN

- Evolution:** Participatory Research Action Network- PRAAN is a non-profit and non-political organization that has been working for strengthening people's initiative to promote and ensure human rights, economic rights, gender equality, promotion of a culture of peace and non-violence, climate resilience, governance, trade justice, rural livelihood global citizenship, and appreciation of cultural diversity for sustainable development in the local level.
- Legal Entity:** PRAAN registered under the Registrar of Joint Stock Companies and Firms (RJSC) and Ministry of Social Welfare of the Government of Bangladesh.
- Beneficiaries:** The organization works intensively with youth, women, poor and marginal community, marginal, and underprivileged biodiversity dependent people i.e. forest people, indigenous communities, marginal farmers, fisher communities, and climate-vulnerable people.
- Vision:** PRAAN envisions a poverty-free pluralist society based on knowledge and technology where everyone's basic needs, rights, and information are ensured.
- Mission:** Work to fight poverty through participatory action research activities followed by social actions to eradicate poverty, lack of knowledge, and Injustice.
- General Committee:** The General Committee of 21 members is the supreme authority of PRAAN. This Committee elects the Executive Committee.
- Executive Committee:** PRAAN Executive Committee consists of 7 members who are elected by the General Committee. The Executive Committee members meet at a regular interval to oversee organizational performance.
- Working Area:** PRAAN works in Noakhali and Laksmipur for piloting projects and laboratory works, and the whole of the country for advocacy and campaign activities.
- Head Office:** Participatory Research Action Network- PRAAN
Press Club Bhaban, Annex Building (1st Floor)
Judge Court Road, Maijdee, Noakhali.
Email : pranbd@gmail.com | Phone : 01919 231 722
Website : www.pranbd.org
- Contact person:** Nurul Alam Masud
Chief Executive
Email: masud@pranbd.org, Cell: 880 1919 231 722


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Akter
Chairperson, PRAN

Section 01 : Human Resource Policy Manual

1.1 : Title of the Policy

This policy manual shall be named as "Human Resource Policy Manual of PRAAN.

1.2 : Development Process of Policy Manual

Human Resource is the heart of an organization and forms the lifeline and determines its destiny. The realization of the mission of the organization rests on the commitment of the personnel engaged for various assignments and tasks. Qualified and well-trained human resource is necessary to fulfill the goals and objectives of the organization. PRAAN is committed to set high standards of personnel Management with due scope for efficiency and transparency.

This Policy Manual constitutes its Service Rule and a set of standard policies and guidelines for effective Human Resource Management and Human Resource Development in PRAAN. This Manual reflects the organization's mission, basic human resources development, human resources management and gender sensitive policies, rules, procedures and practices within which the organization interacts with its employed staff and provides a framework for logical decision and institutional development.

The content of this policy manual has been divided into three parts:

Part-A: SERVICE RULES that describe the rules and policy relating to Human Resource Management.

Part-B: HUMAN RESOURCES DEVELOPMENT (HRD) that describes the staff development, Staff assessment and career progression at PRAAN.

The rules and policies have been formulated on the basis of an analysis of existing PRAAN policies and practices, the recommendations of the Assessment Mission Report and Revitalization Plan, discussion with PRAAN staff, Management, Executive Committee. The rules, policies and practices are consistent with the spirit and intent of customary and local laws & regulations and are devised within the limits of sound economic operations pertaining to PRAAN as a Local development organization.

1.3 : PURPOSE AND APPLICABILITY

- 1.3.1 The policies contained herein serve as generalized guidelines for PRAAN employees in regard to implementation of HR matters.
- 1.3.2 The Manual guides Management how to manage employees and what decision to make in a particular situation that affect them.
- 1.3.3 The underlying principle in developing policies Manual focuses on the expectations that all employees of PRAAN are managed under a common set of polices procedures and regulations.
- 1.3.4 All employees will be treated fairly and consistently. The policy shall apply equally to all irrespective of Gender, Position, Sex, Ethnicity, Disability and grades.
- 1.3.5 There shall be no exception of policies application. However, in exceptional situation and for the greater interest of PRAAN, discretion can be made by the CEO through a written resolution.

1.4 : APPLICATION

The policies in this manual apply to all employees of PRAAN. Exceptions to these policies may be made only with the written approval of the CEO, PRAAN.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Naeem
Chairperson, PRAN

1.5 : REVISION OF HR POLICY MANUAL

- 1.5.1 PRAAN is committed to improve the Service Rules and Human Resource policies in line with the change in environment, internal conditions, need of the organization and which respond to the needs of its employees.
- 1.6.2 PRAAN Management can modify or change any clause, rules and policies with the approval of the CEO of PRAAN as and when necessary. All these changes will be incorporated while the policy manual is thoroughly revised.

1.6 : INTERPRETATION

- 1.6.1. In the event of any dispute, lack of clarity, or non-availability of rule/ policy/ guidelines, the Management Team of PRAAN will interpret and provide solution that shall be final and binding. The PRAAN is entrusted with the final responsibility for administration and application of the HR policies.

1.7 : PROFESSIONAL CODE OF CONDUCT

- 1.7.1. Employees of PRAAN must maintain highest standards of professional behavior and integrity at work. They must demonstrate mutual respect for each other irrespective of gender, religion or status.
- 1.7.2. No one is allowed to get involved in any action or behavior that may create a conflict between individual interest and that of organization.
- 1.7.3. Any form of harassment including sexual harassment, discriminatory practices, and insubordination at the work place will be dealt strictly as per HR policies.
- 1.7.4. No one is allowed to divulge or misuse confidential information of the organization in any form or capacity.
- 1.7.5. The employees of PRAAN shall not be engaged with any party politics or other activity detrimental to the interest of PRAAN or the state.
- 1.7.6 Each employee must safeguard properties/assets belonging to PRAAN.

1.8 : POLICY IMPLEMENTATION AND MONITORING

- 1.8.1. It is the responsibility of all employees at all grades to adhere to the policies set forth in the Manual as they apply in a particular situation. There will be no compromise in their execution. Head of Finance & Operations (F&O) is responsible for implementation and monitoring of HR policies and procedures report to Management on a regular basis.
- 1.8.2. 1.9.2 Supervisors are responsible for monitoring of policy application/compliance by their subordinates. Any deviation must be reported to the Head of F&O immediately. Violation of HR policies, in any form or degree by any staff, will lead to disciplinary actions against him/her.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Naeem
Chairperson, PRAN

Section 02 : SERVICE RULES OF PRAAN

2.1 : Short Title and Commitment

- 2.1.1 : These rules shall be called the Participatory Research Action Network (PRAAN) Service Rules 2020.
- 2.1.2 : On getting the approval of the Executive Committee (EC) of PRAAN, these Rules shall come into force with immediate effect.
- 2.1.3 : Nothing contained in these rules shall affect the already acquired service rights or privileges of an employee through a decision or order already taken or made by the competent authority. Provided that under no circumstances an employee shall be entitled to double benefit.

2.2 : Application

These rules shall apply to all employees who are in full time employment of PRAAN except:

- 2.2.1 : Persons serving on a specific contract/part time basis
- 2.2.2 : Advisors and Consultants

2.3 : Definitions

In these rules, unless there is anything repugnant to the subject or context

- 2.3.1 : "PRAAN" means Participatory Research Action Network.
- 2.3.2 : "EC" means the Executive Committee of PRAAN.
- 2.3.3 : "Chairperson" means Chairperson of the EC of PRAAN.
- 2.3.4 : "Competent Authority" means CEO or any other Official designated by the EC to exercise the powers under these rules.
- 2.3.5 : "CEO" means the Chief Executive Officer of the organization, appointed by the EC who acts as Member Secretary to the EC.
- 2.3.6 : "Employee" means any person who is employed for any kind of work in exchange of salary, manual or otherwise.
- 2.3.7 : "Basic Pay" means the amount drawn by an employee as pay which has been sanctioned to meet the requirements of the employee in basic needs.
- 2.3.8 : "Pay Scale" means the "Salary Structure" of PRAAN which is prepared by "Salary Review Sub-Committee" and approved by PRAAN EC.
- 2.3.9 : "Probationer" means an employee employed on probation for specific period(s).
- 2.3.10 : "Joining time," means the time allowed to an employee to join a post on appointment/transfer.
- 2.3.11 : "Holiday" means a day declared closed by an order of PRAAN.
- 2.3.12 : "Core position/staff" means a post so designated carrying a definite rate of pay as sanctioned without limit of time.
- 2.3.13 : "Project Staff" means the position has been created for a specific project or Program duration.
- 2.3.14 : "Long Term Project Staff" means the position has been created for a specific project or program, the duration of which is two years and more.
- 2.3.15 : "Temporary Post" means a post sanctioned for short time basis on specified terms and conditions.
- 2.3.16 : "Special Allowance" means an additional remuneration granted in consideration of specific additional responsibilities.
- 2.3.17 : "Festival Allowance" means a payment to an employee by the organization to facilitate him/her to meet extra expenses in connection with their two major religious festivals.
- 2.3.18 : "Gratuity" means a payment to an employee on cessation of service with PRAAN


Nurul Adam Masud
Chief Executive, PRAAN


Sharmin Naeem
Chairperson, PRAAN

- 2.3.19 : "Advisor" means such individual(s), either Bangladeshi or foreign, appointed on specific terms and conditions as determined by the EC on a special contract, for a specific period.
- 2.3.20 : "Consultant" means person(s) or firm/company, either Bangladeshi or foreign, appointed on specific terms and conditions by PRAAN for rendering consultancy services.
- 2.3.21 : "Calendar Year" means a period commencing from 1st day of January of the 1st / a year and ending with 31 days of December in the same year.
- 2.3.22 : "Competent authority" means the authority appointed by the CEO or the EC for the purposes of these rules.
- 2.3.23 : "Date of Appointment" means the first day of joining the duty by the employee as mentioned in the appointment order.
- 2.3.24 : "Financial/ Fiscal Year" means a period commencing from the 1 day of July of the 1st current/ a year ending with the 30 days of June of the succeeding year.
- 2.3.25 : HRM-Human Resource Management - It is the " process of managing people in organizations in a structured and thorough manner".
- 2.3.26 : "Provident Fund" means the employees provident Fund as defined by the Employees Provident Fund
- 2.3.27 : "The Rules" means rules stipulated in the Human Resources Policy Manual of PRAAN and include all schedules and Annexures appended to this Manual and any amendments made from time to time thereto.
- 2.3.28 : All other words and expressions shall have the same meaning as are assigned to them by the EC.

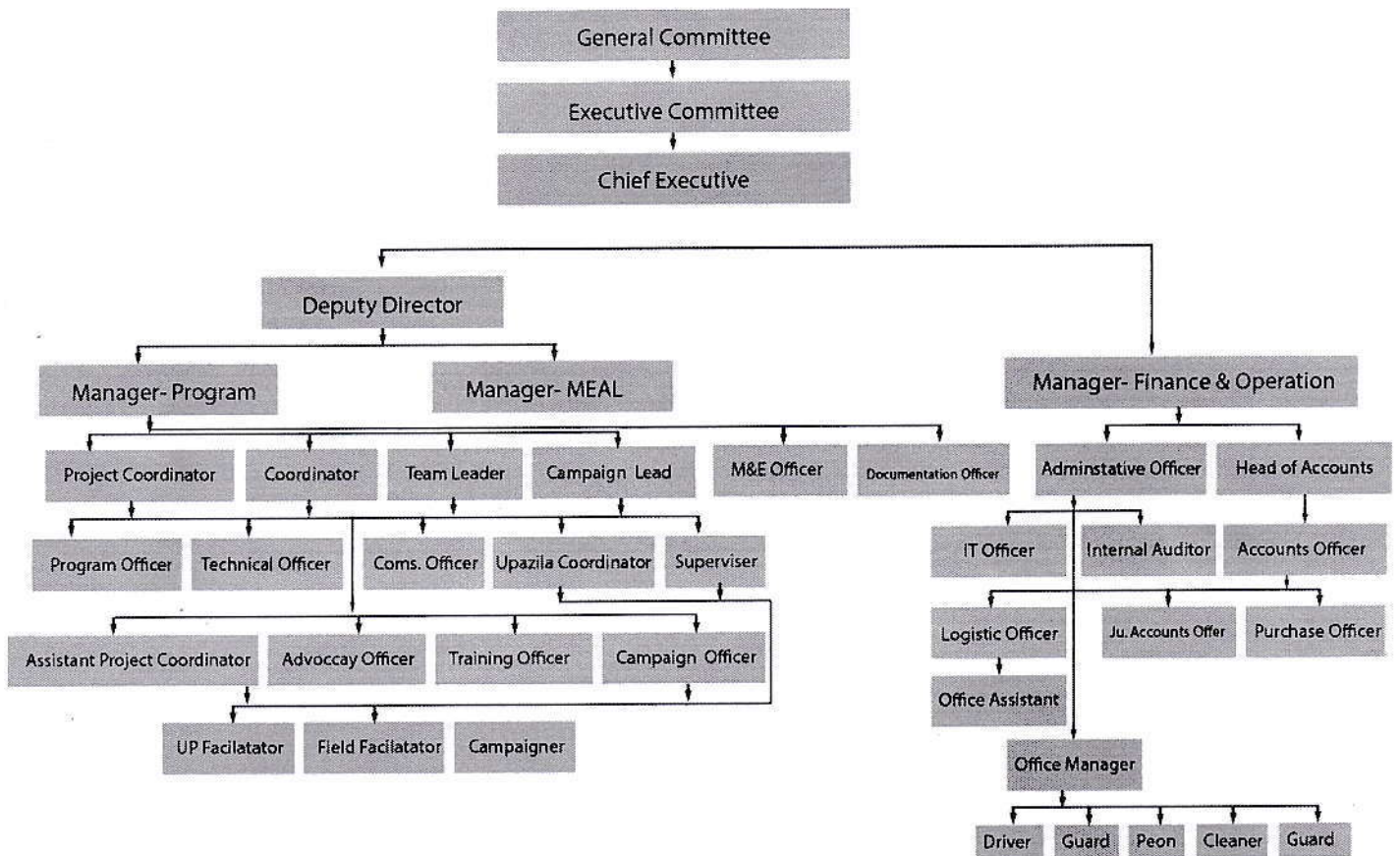

Nurul Alam Masud
Chief Executive, PRAN


Sharminul Neejimi
Chairperson, PRAN

Section 03 : ORGANIZATIONAL STRUCTURE & MANAGEMENT OF PRAAN

3.1 : Structure

As per the current organizational structure of PRAAN the CEO will be the Chief Executive Officer of the organization. In the second level two positions exists as the Manager- Program and Manager- Finance & Operations. Under their line Management the next level of staffs have been shown in the Organogram. PRAAN shall maintain a complete and up to date organizational structure in which the channels of communication are shown diagrammatically for practical use.



3.2 : Position Classification with Grade:

PRAAN has a separate grading of Staff Positions. All full-time employees' position in PRAAN are defined under Nine (09) broad classifications corresponding to the job values, level of responsibility, job description, level of education, experience and skills. Each of these broad classifications is assigned to grade numbers from A to J for all staff. This grade system is the basis for PRAAN employees' salary structure. The detail list of grade and positions are given below

Nurul Alam Masur
Chief Executive

Sharmin Neele
Chairman

Grade	Job Titles	Qualifications	Minimum Experience
A	Chief Executive	Master/ Equivalent	5 Years in senior level
B	Deputy- Director	Master/ Equivalent	5 Years in senior level

C	Manger (Program), Manager (MEAL) Manager (Finance)	Masters in any discipline/ MBA/ M.Com	5 Years in senior level
D	Program Coordinator/ Project Coordinator/ Coordinator/ Team Leader/ Campaign Lead/ M&E Officer/ Documentation Officer/ Administration Officer/ Head of Accounts/ Assistant project Coordinator/ Advocacy Officer/ Training Officer/ Campaign Officer	Bachelor/ Masters in any discipline/ MBA/ M.Com	Minimum 3 Years' experience. Qualification may be unbound for higher qualified candidate.
E	Program Officer/ Technical Officer/ Communication Officer/ Upazila Coordinator/ Supervisor/ Campaign Facilitator/ IT Officer/ Internal Auditor/ Accounts Officer/ Logistic Officer	Bachelor/ Master/ Equivalent	Minimum 2 year experience. Qualification may be unbound for higher qualified candidate.
F	UP Facilitator/ Field Facilitator/ Campaigner/ Junior Accounts Officer/ Perches Officer	HSC	Minimum 1 year experience
G	Office Assistant/ Office Manager	HSC	Minimum 1 year experience
H	Driver/ Guard/ Peon	Class VIII	N/A (for driver 1 year)
I	Cleaner/ Caretaker	Class V	N/A

3.3 Management

With the approval of the EC of PRAAN, a Senior Management Team (SMT) will be formed. The structure and activities of the Team are as below:

SL	Name of the Position	Designation (Team Position)	Number	Remarks
1	Chief Executive	Chairperson	1 no.	Acting CEO in absence of CEO
2	Deputy Director	Member Secretary	1 no.	Project Coordinator Director in absence of DD
3	Manager- Program	Member	1 no.	Project/ Campaign lead in absence of Manager- Program
4	Manager- MEAL	Member	1 no.	M&E officer in absence of Manager- MEAL
5	Manager- Finance	Member	1 no.	Head of Accounts in absence of Manager- Finance
	Admin Officer	Member	1 no.	

In the Management Team of PRAAN, Coordinator or assigned Manager- Program who ex-officiates the role of Gender focal person will voice gender issues in addition to his/her normal role. S/he will be responsible for channeling gender related


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neeleorn
Chairperson, PRAAN

concern and information to the Management Team. Term of reference of management team is as follows:

- 3.3.1 : Ensure implementation of all project related policies and strategies in PRAAN.
- 3.3.2 : Review, analyze, examine, recommend, and take decisions on matters related to HR, Finance, IT, Admin, Gender, Performance evaluation and Service rules.
- 3.3.3 : Determine the Program implementation strategy.
- 3.3.4 : Determine priority among the programs as planned and take all required steps to implement those.
- 3.3.5 : Review whether the organizational work is being implemented in accordance with the approved budget and plan.
- 3.3.6 : Call a meeting every month for reviewing the work progress and meeting notes will be taken by the any one of the members as per decision of the SMT.
- 3.3.7 : Identify and analyze the problems in the work and find ways to resolve the problems.
- 3.3.8 : Establish coordination between the Units' activities.
- 3.3.9 : In absence of the CEO, the Team led by Coordinator, in consultation with the Chairperson of the EC, will make decisions and implement accordingly.
- 3.3.10 : Attend meeting with the Development Partners as necessary.

3.4 General Principles/ Function of the Management Team

- 3.4.1 : The member of the Sr. Management Team will inform about Management Team's activities and decisions to the staff members of their respective Unit and the concerned member will place the proposal/ suggestions of the staff members in the Management Team's meeting for consideration.
- 3.4.2 : Attendance of any 5 members including the Chairperson will be considered a quorum of the meeting.
- 3.4.3 : The Member Secretary, as per advice of the Chairperson, will call meeting. In addition to the regular monthly meeting, in case of urgency/importance an urgent meeting can be called at any time in consultation with the Chairperson.
- 3.4.4 : In absence of the CEO, in case of urgency the Member Secretary can call meeting, in consultation with the Chairperson, who is in charge of the Management Team.

3.5 Gender Committee and Gender Focal Point

As per the Gender Policy a senior female staff from Program will be the Gender focal person at PRAAN. S/he will lead the Gender committee in PRAAN. A Gender Committee will consist of 03 members including at least one member from each unit. The Gender Committee will ensure the compliance of PRAAN's Gender Policy at all times and stage.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Naeem
Chairperson, PRAN

Section 04 : EMPLOYMENT POLICY

4.1 : Policy Statement

It is the policy of PRAAN to appoint competent staff and to retain them. The organization subscribes the policy of providing equal employment opportunity for all applicants and equal opportunity for qualified employees who have the potential to enhance their skills and knowledge. PRAAN will support the philosophy and belief of non-discrimination in employment regarding race, color, persons with disability, gender, religion or creed and ethnicity.


The employment policies of PRAAN are based on the following principles:

- 4.1.1 : The organization believes that each employee irrespective of gender and socio- economic status is entitled to be treated with courtesy and dignity.
- 4.1.2 : Each employee is entitled to fair compensation, job opportunities in return for good job skills/competencies, commitment, loyalty, personal interest and best efforts. Increments, promotion and training are based on the staff's performance appraisal, organization's need and organization's financial situation.
- 4.1.3 : PRAAN recognizes the special and diverse role of women and their circumstances in society and in recognition of these; PRAAN is committed to address the practical as well as strategic needs for their wellbeing, advancement and empowerment.
- 4.1.4 : The organization is committed to develop its Human Resources to achieve the organization's mission and goals and will try to explore and use the possible HRD methods.
- 4.1.5 : It is PRAAN's policy to sensitize men and women in order to ensure women's full participation and practice towards bringing gender equality.
- 4.1.6 : Core and Project employees of PRAAN, with the exception of temporary employees, consultants and casual staff, shall not be authorized to work as employees for other companies or organizations unless permitted (in written) by the CEO.
- 4.1.7 : The employees will abide by all the service rules, regulations, policies and guidelines of PRAAN currently in force and any new rules, regulations, policies and guidelines that will become effective in future.

4.2 : Classification of Employment

- 4.2.1 : **Core Staff:** A core staff is one who has been appointed on a regular basis against a regular post without specifying any limit of time.
- 4.2.2 : **Project Staff:** A staff who has been appointed against a project position to accomplish the project activities as per plan of PRAAN.
- 4.2.3 : **Temporary:** One who is appointed either to fill a regular position, which is temporarily vacant, or for work which is essentially of a temporary nature and likely to be completed within a limited period. Temporary employees are not eligible for any terminal benefits.
- 4.2.4 : **Contract Staff:** Contract employees are governed by the terms and conditions made with PRAAN for a specific period of time. The contract can be renewed for a mutually agreed upon period based on the performance evaluations review and the needs of PRAAN Program at that point of time.


Nurul Kiam Masud
Chief Executive, PRAAN


Sharmin Nee
Chairperson, PRAAN

- 4.2.5 : Probationer:** A Probationer is an employee who has been appointed on probation for a specified period against a core or long-term project post until he/she is confirmed/ regularized.
- 4.2.6 : Casual person/Daily staff:** Persons who are hired on daily basis for particular assignment for a shorter period and the daily wages amount is fixed on the basis of the person's skills and abilities to perform the duties. The rate of daily wages for casual person will be lump sum amount and determined by PRAAN Management.
- 4.2.7 : Trainee/Intern:** Means a student who at his own request or that of any educational institution is permitted to acquire knowledge and skills and also to learn work for a short duration (1 - 3 months) as part of his/her academic pursuit / projects or otherwise. They are not eligible for any benefits or salaries, which are applicable to employees.
- 4.2.8 : Consultant:** An individual who is hired for a specific task which requires professional competence and specialization when the organization requires external assistance / guidance - such as evaluation, accompaniment, training etc.
- 4.2.9 : Volunteer:** Persons registering for voluntary assistance for specific programs of the organization.

4.3 : Age Limit of the Employees

No person less than 18 years or more than 50 years of age shall be appointed to any post of PRAAN, however, in exceptional cases, the competent authority of PRAAN (CEO and the Executive EC) will extend the upper limit of age for a period of maximum 5 years with valid justification. The Consultants and Advisors will have flexibility in the upper limit of age.

4.4 : Other Employment Conditions

4.4.1 : Staff involved in outside work or consultancy

A Core or Project staff member of PRAAN is expected to render full time service to the organization and not be engaged in any vocation or consultancy work on a personal basis. If a staff is found to be involved in unauthorized engagement in such work, then s/he will be faced disciplinary procedures.

However, where the organization is directly or indirectly benefited and if the supervisor ensures that the concerned employee's official work is not affected, PRAAN will sometimes allow its staff for consultancy in other organization with prior approval of the CEO.

4.4.2 : Re-employment of Former Staff

If a PRAAN employee who left the organization voluntarily or was retrenched, requests for re-employment will be considered provided her/his previous performance had been satisfactory and his/her qualifications and skills meet the current requirements for the position s/he has applied. In this case break of service will be considered and treated as new appointment. For the re-employment PRAAN will follow the policy of recruitment procedures as stated in the Service rule. Employees who were dismissed due to poor performance or terminated will not be re-employed. All re-employment is at the discretion of PRAAN CEO.


Nurul Akram Masud
Chief Executive, PRAAN


Sharmin Neelormi
Chairperson, PRAN

4.5 : Working Hours

- 4.5.1 : The workweek comprises of six working days, a minimum of 48 hours, beginning Saturday and ending Thursday of each week.
- 4.5.2 : The usual official working hours are from 09:00 am to 05:00 pm with one hour break between 01:00 pm and 02:00 pm for lunch/prayer. Each employee is required to put in at least 9.45 hours per day. Office timing for drivers and support service shall be from 8:30 am to 5:30 pm respectively.
- 4.5.3 : In case of any female staff who is pregnant, working hours may be readjusted in consultation with concerned supervisor and approval of the competent authority through an agreement.
- 4.5.4 : In such cases where the nature of work or seasonal or religious necessity may require some variation and extension of these times. The CEO or his/her delegate must approve the deviation as per Bangladesh Labor Law 2006, Chapter IX, Section 100, 101 & 102.
- 4.5.5 : Management enjoys the right to shift to a different pattern of working days and working hours.
- 4.5.6 : Any change in the office timings shall be notified to the respective staff through official circular/ Notice board/ Official email serve.
- 4.5.7 : All employees shall be at work at the time and place assigned to them. Habitual late comers shall be liable for disciplinary action.
- 4.5.8 : Concerned Managers have to ensure that all available staff members sign the attendance register. Any exception has to be taken care of according to the HR Policy Manual.
- 4.5.9 : Reporting for work more than 60 minutes late or leaving duty more than 60 minutes ahead will be counted as half-day casual leave, unless the concerned authority is satisfied of the reason for late reporting for early leaving during office hours
- 4.5.10 : In case of staff who have breast fed infants or children of school going age, a 30-minute break may be allowed with the approval of the concerned authority

4.6 : Duty Station

Duty station/work unit shall be stated in the letter of appointment and any transfer to other unit shall be communicated in writing. The workstation for each member of staff shall be specified in the letter of appointment.

4.7 : Confidentiality

Employees must respect the confidentiality and sensitive nature of information with which they may come into contract. It is imperative that employees do not reveal or divulge any information or documents. Employees may be required to sign a confidentiality statement.

4.8 : Dress Code

There is no fixed dress code for PRAAN employees. Employees are expected to dress appropriately. Clothing and accessories, which contain an offensive message or connotation, are prohibited.

4.9 : ID Cards

All PRAAN employees are required to have photo ID cards which they should carry with them to their respective work place and in the course of travel. At the time of cessation of service, employees are required to return their Identity Card to the organization that should be destroyed by HR immediately.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neelormi
Chairperson, PRAN

4.10 : Equal Employment Opportunity (EEO) Policy

PRAAN seeks to ensure a work environment free of discrimination, intimidation, coercion, or retaliation. It is the policy of PRAAN to assure that all applicants for employment and employees of PRAAN are subject to uniform human resource policies and should not be subjected to discrimination in all terms and conditions of employment on the basis of an applicant's or an employee's race, ethnicity, color, religion, sex, national origin, age, genetics, physical or mental disability, status with regard to marriage or public assistance, political opinions affiliations, or participation in lawful activity off the employer's premises during non-working hours that is not in direct conflict with the essential business-related interests of the employer. PRAAN also makes its employment process accessible to persons with disabilities.

4.11 : Ethics Policy

The highest standard of ethical conduct, fair dealing and mutual respect is expected of each employee and all others associated with PRAAN. This policy provides general guidance on the ethical principles that employees must follow, as no policy can anticipate all situations. If employees have any questions about this policy, it is their responsibility to consult their supervisor. Exceptions to this policy may be authorized only by PRAAN CEO with the consultation of the Executive Committee.

4.12 : Compliance with Laws and Regulations

Employees shall conduct all work-related activities in compliance with all laws, regulations, policies, and procedures. PRAAN employees are charged with understanding the applicable laws, recognizing potential dangers, and knowing when to seek Management or legal advice.

4.13 : Conflicts of Interest

Employees must avoid any interest, influence, or relationship that might conflict or appear to conflict with the best interests of PRAAN and the country, or that might affect one's working judgment or loyalty. Examples of potential conflict situations include, but are not limited to:

4.13.1 : Ownership or a significant financial interest in, or other relationship with, a supplier to PRAAN.

4.13.2 : Having a financial interest in any business transaction with PRAAN.

4.13.3 : Accepting gifts, entertainment, or other benefit from supplier to PRAAN

An employee with a conflict must disclose the conflicting interest, and remove themselves from any negotiations, deliberations, or decisions involving the conflict. Employees may, however, state their position and answer questions when their knowledge may be of assistance.


Nurul Alam Masud
Chief Executive, PRAN


Suarmin Naelormi
Chairperson, PRAN

Section 05 : HUMAN RESOURCES PLANNING

5.1 : Planning for Human Resources

PRAAN believes in professional excellence. To this extent we believe in employing competent persons for its programmatic and administrative functions. The human resource estimation and the profile of personnel required will be important for estimation of the types of human resources required and the skill requirement.

5.2 : Purpose

The aims of Human Resources planning of PRAAN are:

- 5.2.1 : To ensure that PRAAN acquires and retains the optimum number of employees with the required skills, expertise and competence;
- 5.2.2 : To assist in optimum resources allocation so that potential Human Resources surplus or shortage can be anticipated and alleviated as much as possible.

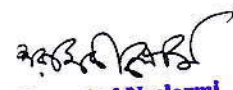
5.3 : Human Resources Plan

Heads of Program/Project are required to conduct a thorough review of the operations, structure and Human Resources of their Program/Project each year, and furnish recommendations of Human Resources plan for the following financial year to the Human Resources Department. The Human Resources Department is responsible for reviewing the recommendations and compiling a corporate Human Resources plan for the financial year.

5.4 : Human Resources Control

In order to optimize human resources utilization and to maintain cost effectiveness, stringent Human Resources control should be exercised. Recruitment should only be carried out in accordance with the bases of operational needs and approved Human Resources plan. Whenever an employee leaves PRAAN, the Head of unit should assess the Human Resources of his unit to see if a replacement is necessary. Where a replacement is required, internal transfer or promotion should be considered before pursuing external recruitment.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmind Neelormi
Chairperson, PRAAN

Section 06 : RECRUITMENT AND SELECTION

6.1 : Principles

- 6.1.1 : PRAAN is committed to hire skilled and competent people at all grades through competitive selection process. It believes that individuals with talent can significantly contribute to the achievement of business goals.
- 6.1.2 : PRAAN attempts to make sure that equality of opportunity is an integral part of the whole recruitment process. No discrimination will be made on considerations of individual race, ethnicity, color, age, religion, sex, or disability during the selection process.
- 6.1.3 : Internal and external people will be treated equally during recruitment and selection at all grades. However, the CEO may make exceptional decision for hiring any individual for greater business needs.
- 6.1.4 : In cases where candidates with exceptional quality and experience are found but who do not qualify in age they may be hired/ commissioned on a contractual basis.
- 6.1.5 : If PRAAN fails to find a suitable candidate for any particular position and there is an urgency to place someone, then PRAAN could go for head hunting and recruit on a contractual basis.
- 6.1.6 : Recruitment Committee shall select the "Best Fit" for any position among the candidates based on the position's requirement, place of posting, minimum qualification, earlier benefits of the candidates and retention possibility.

6.2 : General Policies

- 6.2.1 : All Bangladeshi citizens will have equal opportunity for recruitment in PRAAN except consultants or someone hired in advisory capacity.
- 6.2.2 : Minimum 18 years and maximum 45 years of age will be considered for employment subject to meeting the job standards.
- 6.2.3 : All candidates must be physically and mentally sound to be considered for hiring.
- 6.2.4 : An individual who is found convicted by the court for any reason will not be hired.
- 6.2.5 : There shall be budgetary provisions for all new hires.
- 6.2.6 : All recruitment efforts will be carried and coordinated by F&O. Respective line people will be consulted at each stage of recruitment process as per need.
- 6.2.7 : Whenever situation demands, PRAAN may hire consultant. The CEO can decide such hiring subject to budgetary provision.
- 6.2.8 : At the outset, F&O and the concerned manager will make sure that a Job Profile (including description, requirement, package) is prepared for recruitment purpose. A copy of the job profile will be kept in HR and another copy will be provided to new recruit. HR will assist the concerned manager to prepare job profile.
- 6.2.9 : A position benchmarking will be followed during recruitment and selection process and other HR activities. Benchmarking means minimum education, experience and job requirements in a position.
- 6.2.10 : PRAAN reserves the right to do a background check on any person selected for employment.
- 6.2.11 : Persons selected for appointment should possess sound mental and physical health

6.3 : Appointing Authority

- 6.3.1 : Executive Committee (EC) shall be the appointing authority for the post of the CEO. The appointment of Coordinator to Program Manager shall

KAMR
Murul Alam Masud
Chief Executive, PRAN

Sharmin Neelormi
Chairperson, PRAN

be the authority of the CEO with the consultation of the PRAAN Executive Committee. The appointment of Manager and below shall also be the authority of the CEO in consultation with the concerned Unit Managers.

6.4 : People Sourcing

- 6.4.1 : A requisition form should be filled up by concerned unit head and sent to head of F&O for a vacant position or new recruitment. When a requisition or request for an employee is received from a department, Manager of F&O will analyze the budget/ organogram and existing workload of that department. All staff requisitions shall have to forward to HR department.
- 6.4.2 : All recruitment will be made following circulation of internal and external advertisements. PRAAN prefers recruiting people from within (internal candidates are encouraged to apply) if competent people are available.
- 6.4.3 : External advertisement is made in daily newspaper, Job sites, Social media page and PRAAN Website and page. The advertisements will clearly give an overview of the positions e.g. duties and responsibility, job requirements, pays etc. so that only suitable and potential candidates can apply.

6.5 : Job Description

- 6.5.1 : All positions in the organization shall be based on a need assessment and work analysis. The CEO together with the PRAAN Executive Committee will determine the need to open a new position or to close an existing position.
- 6.5.2 : Each job and position need to be analyzed in terms of job content, required competencies and broken down to knowledge and skill requirements. The job / position analysis carried out will form the basis for the F&O department to document the skill and knowledge profile of each position.
- 6.5.3 : Job profile is the basis of the organization's recruitment/appointment, placement, training, performance appraisal, salary, promotion and other personnel related actions for its employees.
- 6.5.4 : In PRAAN, the CEO, Coordinator, Manager-Admin & HR and Program Managers shall ensure that each position /incumbent has an appropriate and up dated job Profile.
- 6.5.5 : The person specification is the statement that describes the levels of education, competencies (knowledge, skills, attitude s and behavior) and work experience necessary for the competent performance of a particular job.
- 6.5.6 : An employee shall be provided with the Job Description of his/ her position when he/she is appointed, promoted or newly deployed. appointment of Manager and below shall also be the authority of the CEO in consultation with the concerned Unit Managers.

6.6 : Selection

6.6.1 : Advertisement

- 6.6.1.1 : The HR will be responsible for initiating action such as advertising for the vacancy, enlisting Recruitment Consultants, and use of panel of past short listed candidates as ma be appropriate after acquiring requisite approvals.
- 6.6.1.2: or Regular and contractual posts, it is mandatory to advertise the vacancies in at daily newspaper or website of PRAAN, Social Media page or other job portals.


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Chief Executive, PRAAN


Sharminah Neelormi
Chairperson, PRAAN

- 6.6.1.3: For temporary project related staff, it is not mandatory to follow the advertisement procedures.
- 6.6.1.4: There should be a minimum of 10 days between the date of publication of the advertisement and interview.

6.6.2 : Short Listing of candidates

- 6.6.2.1: The purpose of short listing is to reduce huge number of applications to a manageable size in a way which is reliable, fair and cost-effective.
- 6.6.2.2: The criteria mentioned in the job advertisement will be considered during short listing. Short listing will be done jointly by HR representative and line manager/ representative using the CV Evaluation form.
- 6.6.2.4: The shortlist criteria shall focus on the factual requirements of the person specification. In short-listing candidates for interview, the following factors shall be considered:
 - a. Academic, professional and technical qualifications;
 - b. Relevant work experience; and
 - c. Leadership and Management experience.
- 6.6.2.5: The interview letter will be sent to the candidates both by surface inland mail and email at least 3 days in advance from the date of interview. For exceptional situation candidates may be communicated for interview over telephone.
- 6.6.2.6: As an ideal situation, 3 candidates may be called for final interview per position.

6.6.3 : Selection tests

- 6.6.3.1: **Test/Interview and selection**
PRAAN will undertake any or all of the following tests or adapt any other appropriate devices in selection process.
 - Written test
 - Face to face interview (Viva)

6.6.3.2 : Practical test

- 6.6.3.2.1 : The shortlisted candidates are invited by HR Department for appearing selection tests. Invitation may be written or over phone in case of urgent recruitment. In special case, HR can conduct distance or online written test and Viva.
- 6.6.3.2.2: The nature of selection tests depends on nature of position. For all positions, oral interview is a must. An interview card will be sent to the prospective candidates. For certain senior grades recruitment, simulation test/formal presentation may be arranged while for entry grades position a written test may be arranged.

6.6.3.2.3: From grade C and below, the Management Team shall nominate a Selection Committee which will include the supervisor, 1 member from HR and a senior female staff and external experts. The interview board members' grade will be above the grade of the position being interviewed.

6.6.3.2.4 : The interview panel must meet in advance in order to prepare and agree on questions, tests etc. It is also the responsibility of the above Team to review the position-

Nurul Alam Masud
Chief Executive, PRAAN

Sharmin Neelom
Chairperson, PR

description sheet and make it available as a part of the interview documentation.

6.6.3.2.5: During the test and interview each panel member will make an assessment in the interview assessment sheet for each candidate and prepare a joint report on the outcome of the selection process (taking consideration into other tests result e.g. practical, Viva voce, etc.).

6.6.3.2.6 : Final decision for selection will be made by the CEO based on the recommendation of the interview board. The board will select a candidate who is found best suitable among all candidates.

6.6.3.2.7: Any travel expenses or loss due to appearing in the test/ interview are the sole responsibility of the applicant.

6.7 : Reference Check

Reference check will be conducted for all positions. Head of F&O will conduct reference check with the referees as mentioned in the CV or with previous organizations, as appropriate. A reference check letter and form may be used for this purpose.

6.8 : Medical Fitness

Before issuance of offer letter selected candidates (at least up to Grade-D) at their own cost have to undergo a pre-employment medical examination according to prescribed medical standards (if required) by the organization. The medical examination center will be decided by the Organization.

6.9 : Employment Offer

- 6.9.1 : Upon positive reference check, F&O Department will give an employment offer with general terms and conditions to the selected candidates as decided by the interview board.
- 6.9.2 : Usually salary fixation will be done at step 1 salary of the Salary Matrix. However, for exceptional candidates, higher salary steps may be given. A note of recommendation will be prepared by selection board and placed to Head of F&O that in turn submits to CEO for approval.

6.10: Appointment letter

- 6.10.1 : On acceptance of offer, an Appointment letter with standard terms and conditions will be issued to finally selected candidates by HR Department.
- 6.10.2 : The appointment letter will mention clauses on designation, joining date, job location, reporting, work hours, salary, income tax, and the clauses on probation, termination, leave, resignation, obedience to rules and regulations and any other clauses as deemed appropriate by the hiring authority.
- 6.10.3 : F&O Department will brief the new recruit /staff about general rules and regulations of PRAAN.
- 6.10.4 : All appointment letters will be signed by the CEO.
- 6.10.5 : A new recruit will submit joining report, which will be accepted by the CEO/Head of F&O


Nurul Alam Masud
Chief Executive, PRAAN


Sharmind Neelormi
Chairperson, PRAAN

6.11: Release Order

- 6.11.1 : Acceptance of employee's joining is subject to producing a clearance/release order from the last employer, if any.
- 6.11.2 : Release order will be provided by PRAAN letterhead signed by appropriate authority.
- 6.11.3 : PRAAN will ensure work permits from GoB before issuance of appointment letter to foreign nationals.

6.12: Joining Report

- 6.12.1 : On joining the candidate should give the joining report duly filled and signed before the head of F&O. If the candidate joins at the Branch or Field Office the joining report should be accepted and countersigned by the person in- charge and forwarded to the Main Office.

6.13: Hiring of Relative

The purpose of this policy is to ensure that relatives of employees are not placed in positions in the workplace that would result in any of the following situations:

- 6.13.1 : A supervisory/subordinate relationship or administrative association of one employee over the other;
- 6.13.2 : An administrative relationship between the relatives that creates the appearance of conflict or impropriety as viewed by colleagues, co-workers or the public.
- 6.13.3 : For the purpose of this policy, a relative is Parents, spouse, children, brother/sister, in-laws, first cousins, uncles/aunts (1st) and nieces/nephews (1st) are defined as relative
- 6.13.4 : Hiring of relative as defined above is in principle discouraged. However, a relative out of the definition may be hired in PRAAN if/he qualifies in the selection process and either one does not have direct supervisory relationships over other and not in the same department.
- 6.13.5 : Any such relationship should be declared at the time of appointment in writing.

6.14: Records and Information System

A personnel file will be opened for a new recruit where the following papers will be preserved:

- 6.14.1 : Application of the candidate
- 6.14.2 : Copy of job Profile with the copy of circular/advertisement
- 6.14.3 : Curriculum Vitae/ Bio data
- 6.14.4 : CV evaluation sheet
- 6.14.5 : National ID Card
- 6.14.6 : All interview/selection related papers
- 6.14.7 : Written comments of reference (if possible)
- 6.14.8 : Offer Letter and Appointment letter
- 6.14.9 : Joining report
- 6.14.10: Job Description documents
- 6.14.11: Job changes correspondences and Release Order/ Clearance Certificate
- 6.14.12: Training records
- 6.14.13: Education achievements certificates
- 6.14.14: Personal details of employees like permanent/ current address/blood group.
- 6.14.15: Relieving letter or experience certificate from the previous employer or last employer
- 6.14.16: Other relevant documents as determined by Management.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neelorm
Chairperson, PRAAN

- 6.14.17 : Personnel files are confidential, as such, access to them is restricted to employees except designated HR personnel concerned Head of department and top Management
- 6.14.18 : HR under F&O will maintain an employee's personal and personnel/information for record purpose.


Nurul Anam Masud
Chief Executive, PRAN


Sharminad Neelormi
Chairperson, PRAN

Section 07 : JOB CHANGES

7.1 : Probation and Confirmation

- 7.1.1 : All new staff will initially be on a probation period. It shall be Six months for Core and long-term project employees and for contract employees it will be governed by the terms and conditions of the employment contract.
- 7.1.2 : During the probation employees shall be provided with necessary support, orientation, and on the job training.
- 7.1.3 : The employee's immediate supervisor will prepare a brief assessment of performance of the probationer which will be endorsed by head of department and approved by the CEO. Upon completion of satisfactory performance during probation period, an employee will be confirmed his/her position. F&O will issue a confirmation letter to the employee before the expiry of the probation period based on department head recommendation.
- In case confirmation letter is not issued on time, or any communication regarding confirmation is not made, then confirmation will be automatic.
- 7.1.4 : If a supervisor feels that an employee has potential but needs more time to adequately cope with job and environment of PRAAN, then the supervisor in consultation with head of department can recommend an extension of probation for another three months or employment will be terminated without giving any notice during the probation period.
- 7.1.5 : If the employee's performance is found satisfactory during appraisal period, the services of the employee shall be confirmed with effect from the date of joining.
- 7.1.6 : Notwithstanding the above the Executive EC of PRAAN reserves the right to terminate an employee during the probation period with due discretion.

7.2 : Transfer

- 7.2.1 : Transfer is defined as change of job from one location to another or from one department/section to another department/section.
- 7.2.2 : PRAAN reserves the right to transfer an employee at any place at any time. Accordingly, the F&O Head will take necessary action and issue a transfer letter.
- 7.2.3 : For such transfer, Re-location cost will be borne by the PRAAN at actual basis with reasonable cost.

7.3 : Promotion

- 7.3.1 : Promotion is defined as change of job title with higher grade's responsibility and pay and other benefits.
- 7.3.2 : The pre-requisites for a promotion are as under:
- The employee must serve at least 3 years in his/her current position
 - The employee must perform excellent during last 3 consecutive years
 - There is a vacancy and budgetary approval for the said position
 - The pre-requisites may be relaxed by the CEO for staff who is highly qualified and has experience in the relevant field.
- 7.3.3 : All promotions must be done through annual/ interim appraisal process following set criteria and competency decided by the EC/ Management. Head of department will recommend promotions in employee's appraisal form along with a separate justification to the CEO for getting approval.
- 7.3.4 : Upon approval of the CEO, an employee may be promoted to a new position. The appointing authority will issue promotion letter.


Nurul Alam Masud
Chief Executive, PRAN


Sharifah Neelormi
Chairperson, PRAN

- 7.3.5 : During promotion, there may be an enhancement but not less than his/her existing salary and benefits in the new position.

7.4 : Deputation

- 7.4.1 : PRAAN will have the provision in its HR Policy to send or receive staff on deputation primarily for the purpose of learning for staff or organization, for the purpose to fill up a vacancy temporarily or fulfilling a particular expertise. The deputation usually shall not be more than 6 (six) months. There may be an extension on discretion of the Management.
- 7.4.2 : An employee will be deputed (temporarily transferred) to any of the new project/ unit/department if such need arises and mutually agreed by the both incoming and outgoing Unit' s of PRAAN and approved by the CEO. In that case, employee will be entitled to get any additional benefit s for this assignment but this assignment will not hamper his/ her contractual responsibility.
- 7.4.3 : A Deputation to or from another organization must have appropriate justifications and finalized by the CEO in consultation with Management Team and office bearers of the EC.

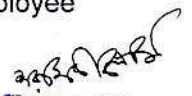
7.5 : Re-designation

- 7.5.1 : Due to organizational/business need, re-structuring or any other reason, an employee's job title may be changed at any time, which is called re-designation.
- 7.5.2 : Sometimes due to organizational re-structuring process, new position may be created which will be incorporated in the revised organogram of the department/ PRAAN and be approved by the CEO. After re-structuring, employees will be issued reassignment letter by Head of F&O as decided by the CEO.
- 7.5.3 : No change in salary or grade will be made due to such re-designation. However, there may be some exceptions in cases decided by the CEO and PRAAN Executive Committee.
- 7.5.4 : Head of F&O will issue a re-designation letter based on approval by the CEO.

7.6 : Resignation

- 7.6.1 : An employee may tender his/her resignation in writing addressed to CEO through proper channel. The CEO will decide and forward it to HR for necessary action.
- 7.6.2 : A core and long-term project employee must serve one months' notice while unconfirmed/probationer employee may submit resignation with a maximum of 7 days' notice. No employee against whom a disciplinary proceeding has started shall resign from the services of PRAAN until resolved.
- 7.6.3 : F&O Department will issue a formal acceptance letter based on acceptance of resignation.
- 7.6.4 : A clearance letter will be issued by F&A Department only after the concerned employee has returned all PRAAN belongings and have settled all outstanding dues with PRAAN
- 7.6.5 : All settlement of dues to the concerned employee will be made following the issuance of clearance letter.
- 7.6.6 : HR will maintain a database to keep record of the reasons for employee leaving through Exit Interview.


Nurul Alam Masud
Chief Executive, PRAN


Sharmind Neelormi
Chairperson, PRAN

7.7 : Acting Assignment

- 7.7.1 : An employee may take over acting responsibilities in higher-grade position due to job vacancy or long leave of an employee. Such acting assignment will be from one month to maximum six-month period.
- 7.7.2 : F&A Department will issue such acting assignment letter to employee based on department head recommendations.

7.8 : Discharges on Health Ground

- 7.8.1 : A regular employee may be discharged from services on health ground. This will be done in a situation when the employee is physically or mentally incapable of performing his/her job responsibility as certified by a registered doctor.
- 7.8.2 : Discharge of employee will be approved by the CEO. Upon approval F&O Department will issue discharge letter (Attachment-16) to the employee
- 7.8.3 : The employee will be provided with one month's notice or pay in lieu thereof. The employee will be entitled to usual service benefits as admissible, which include salary up to last work days, leave salary, and any other benefits as per policies.

7.9 : Retirement

- 7.9.1 : A permanent employee will retire from services when he/she reaches the age of 60. However, CEO may make exception.
- 7.9.2 : PRAAN may consider re-employing a retiring employee on contractual basis as per PRAAN policies.
- 7.9.3 : A letter of retirement can be issued to the concerned employee with giving a prior intimation at least three months earlier.
The retiring employee shall be entitled to the following benefits:
- 1 month's gross salary for full completion of each five years of service at PRAAN;
 - Unpaid salary and allowances up to the last day of work;
 - Employees' contribution to the provident fund and interest, as applicable per service rule;
 - Gratuity (only applicable for confirmed core/long-term project employee and he has completed minimum one year service).

7.10 : Retrenchment

- 7.10.1 : In case of position redundancy due to downsizing or re-structuring or reducing operations, PRAAN shall have the right to retrench the employees.
- 7.10.2 : Retrenched employees will be given preference in next recruitment process at least for one-year period.
- 7.10.3 : A retrenched employee will be given one month's notice or basic pay in lieu thereof. Retrenchment is approved by CEO and F&O Department issues retrenchment letter (Attachment-17) to employees.


7.11 : Death

Death of an employee, the date of death will be deemed from the date of expiry. Information of such occurrence must be sent to the CEO and the EC, and copy F&O unit along with necessary documents immediately.

The designated nominee(s) of the deceased as per court succession certificate will be entitled to the following benefits:

- If a confirmed staff dies while in service after a continuous service of not less than one year, his nominee or in the absence of an nominee, his dependents shall be paid by the employer a compensation at the rate of thirty days wages for every completed year of service, or for any part thereof in excess of six


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Nectorm
Chairperson, PRAN

months or gratuity, if any, whichever is higher, in addition to any other benefit to which the deceased employee would have been entitled had he retired from service

- Unpaid salary and allowances up to the last day of work;
- Employee's contribution to the provident fund and interest, as applicable per HR Policy;
- Gratuity (only applicable for confirmed core/long-term project employee and s/he has completed minimum one year service).

The final payment will be made within three months from the date of the occurrence to the nominated person(s) of the deceased employee.

7.12: Appointment of Consultants

- 7.12.1 : PRAAN will strive for excellence in its work, programs, policies, guidelines and activities. To achieve such excellence and its enrichment, PRAAN may seek services of consultants having relevant background and expertise to perform specific assignments.
- 7.12.2 : A Terms of Reference (ToR) will be drafted and reviewed by concerned Unit Manager, Head of F&O and finally the CEO.
- 7.12.3 : The selection process shall include reviewing of consultant's personal profile, evidence of consultant's selection process and budget approval. Consultants' selection should preferably be done through a competitive bid. If the process is not competitive, sufficient justification for the choice must be documented. The respective unit/project will judge qualifications and technical expertise at the time of selection of a consultant.
- 7.12.4 : Finance & Operations Department will review administrative and other aspects of the ToR in consultation with the Unit/ projects before finalization. Once the ToR is finalized, the authority will prepare the Work Contract.
- 7.12.5 : A Work Contract will contain the detail background, description of work objective, main tasks, output, payment/budget, method of payment including travel, per diem and lodging, time frame, services to be provided by PRAAN and other relevant conditions.

7.13: Internship

PRAAN may provide opportunities to the fresh Graduates only to work as Intern to PRAAN without any financial benefits. This Program allows the University Graduates level students to get an off-campus job experience in relevant developments fields. PRAAN will approve only those internships, which are relevant to its programs/activities and will benefit the organization. During the internship period, PRAAN can terminate the Internship contract without assigning any reasons or notice. However, in the event, an Intern wants to terminate his or her internship contract, he/she must provide at least 7 days' notice to PRAAN.


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Sharmin Neeform
Chairperson, PRAN

Section 08 : SALARY AND BENEFITS

8.1 : Policy Statement


PRAAN will be committed to maintaining salaries and benefits that are fair to all employees. The EC of PRAAN will monitor changes in the economy and salary market to ensure that the overall compensation package of PRAAN is adequate to attract, recruit and retain high quality staff within the financial capabilities of PRAAN. At all times the Management Team and EC of PRAAN will consider long term implications of changes in employee compensation and also will not make any discrimination, especially due to gender reasons, while determining salary level for existing staff.

8.2 : Position, Grade and Salary Structure

PRAAN has a specified salary structure/pay scale duly approved by the EC of PRAAN. All Core staff positions in PRAAN are defined under Nine (A to H, and an off grade) grade classifications corresponding to the position's level of authority, responsibility, and job description. This Grade classification is the basis for PRAAN employee's pay scale and other related factors such as staff recruitment, probation period, working hours, promotion etc. Each of the grades has twenty (1 to 20) steps in its salary range. In the event an employee is already in the last step of a grade, He/she will remain in the same unless or until there is any change of his/her grade or the change of the organizations' salary structure or any special decision taken by the management.

The Salary Structure with Grade and Steps are given below:


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Chief Executive, PRAAN


Sharmin Neelormi
Chairperson, PRAAN

Salary Structure with Grade & Steps of PRAAN:

All Staffs of PRAAN are entitled to receive their Salary by following Grades and Steps. Management of PRAAN will decided that the Grade and Step considering their years of experience and requirements of the job. The Salary structure of PRAAN is given below:

Grade	Salary Structure of PRAAN (Basic Salary)																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
A	55,000	57,750	60,638	63,669	66,853	70,195	73,705	77,391	81,260	85,323	89,589	94,069	98,772	103,711	108,896	114,341	120,058	126,061	132,364	138,962
B	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810	73,300	76,965	80,814	84,854	89,097	93,552	98,229	103,141	108,298	113,713
C	35,000	36,750	38,688	40,517	42,543	44,670	46,903	49,249	51,711	54,296	57,011	59,862	62,855	65,998	69,298	72,762	76,401	80,221	84,232	88,443
D	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540	48,867	51,310	53,876	56,569	59,398	62,368	65,486	68,761	72,199	75,809
E	25,000	26,250	27,563	28,941	30,388	31,907	33,502	35,178	36,936	38,783	40,722	42,758	44,896	47,141	49,498	51,973	54,572	57,300	60,165	63,174
F	18,000	18,900	19,845	20,837	21,879	22,973	24,122	25,328	26,594	27,924	29,320	30,786	32,325	33,942	35,639	37,421	39,292	41,256	43,319	45,485
G	12,000	12,600	13,230	13,892	14,586	15,315	16,081	16,885	17,729	18,616	19,547	20,524	21,550	22,628	23,759	24,947	26,194	27,504	28,879	30,323
H	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	15,513	16,289	17,103	17,959	18,856	19,799	20,789	21,829	22,920	24,066	25,270
I	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757	8,144	8,552	8,979	9,428	9,900	10,395	10,914	11,460	12,033	12,635

Special Notes:

- 5% Annual Increment has been consider for going to next step but everything will depend on availability of fund.
- 50% Basic Salary will be paid as House Rent on Monthly basis.
- 10% Basic Salary will be paid as Conveyance on Monthly basis.
- 10% Basic Salary will be paid as Medical Allowance on Monthly basis.

Grade	Salary Structure of PRAAN (Gross Salary)																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
A	75,000	78,750	82,688	86,822	91,163	95,721	100,507	105,533	110,809	116,350	122,167	128,275	134,689	141,424	148,495	155,920	163,716	171,901	180,496	189,521
B	65,000	68,250	71,663	75,246	79,008	82,958	87,106	91,462	96,035	100,836	105,878	111,172	116,731	122,567	128,696	135,130	141,887	148,981	156,430	164,252
C	50,000	52,500	55,125	57,881	60,775	63,814	67,005	70,355	73,873	77,566	81,445	85,517	89,793	94,282	98,997	103,946	109,144	114,601	120,331	126,348
D	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,284	59,098	62,053	65,156	68,414	71,834	75,426	79,197	83,157	87,315	91,681	96,265	101,078
E	35,000	36,750	38,588	40,517	42,543	44,670	46,903	49,249	51,711	54,296	57,011	59,862	62,855	65,998	69,298	72,762	76,401	80,221	84,232	88,443
F	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540	48,867	51,310	53,876	56,569	59,398	62,368	65,486	68,761	72,199	75,809
G	22,000	23,100	24,255	25,468	26,741	28,078	29,482	30,956	32,504	34,129	35,836	37,627	39,509	41,484	43,558	45,736	48,023	50,424	52,946	55,593
H	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270	24,433	25,655	26,938	28,285	29,699	31,184	32,743	34,380	36,099	37,904
I	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	15,513	16,289	17,103	17,959	18,856	19,799	20,789	21,829	22,920	24,066	25,270


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 Chief Executive, PRAAN

8.3 : Review of Salary Structure

The Salary Structure may be reviewed after every three years to address the change in market and adjust the inflation beginning of each year, and depending on the organization's fund position. PRAAN will take into account the local market value for each job / position in a grade and comparable organizations. The EC of PRAAN at its discretion will initiate salary raise at any time if there is an extraordinary inflation in the country.

Once the EC approves the revised salary structure, PRAAN Management will adjust the employee's salary ensuring that his/her new salary shall not be less than the current salary.

8.4 : Remuneration and Benefit Package

8.4.1 : Salary

- I. All core and project staff of PRAAN, irrespective of probationary or confirmed, shall be compensated or remunerated monthly in return to their work for PRAAN, corresponding to their salary level as per the prescribed Salary Structure/ pay scale or consolidated pay as determined by the Management. Staffs who are on temporary or short-term contract status will receive salaries in accordance with their respective terms and conditions.
- II. Total Monthly salary shall be directly transferred/ deposited into employee's bank account on the last working day of every month.
- III. Payments of Monthly Salary shall be made after deductions under statutory provisions, such as Provident Fund, Income Tax, other deductions as required by law from time to time and deductions for loan repayment or other dues to the organization.
- IV. Temporary employees shall receive a consolidated monthly remuneration. The terms and conditions of their remuneration shall be decided separately in each case.
- V. Part time employees shall be paid a consolidated monthly remuneration. The terms and conditions of their remuneration shall be decided separately in each case.
- VI. PRAAN Salary Structure comprises the following depending on their position, grade and employment status:
 - a. Basic salary (approved by the Management)
 - b. House rent, a certain percentage of basic salary (50% on Basic)
 - c. medical allowance, fixed for all grades (All staff will get 10% on basic per month)
 - d. Conveyance allowance, fixed in different grades (All staff will get 10% on basic per month)

8.4.2 : Other Benefits

- a. **Entertainment Allowance:** Entertainment allowance shall be paid to senior staff members at an actual rate as and when necessary.
- b. **Mobile phone Allowance:** Staff members will be allowed residential telephone /Mobile phone (any one) if considered essential by monthly rate but not exceeding the actual (Rate will be given by CEO through Circular)


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8.4.3 : Overtime

There are no Overtime benefits in PRAAN.

8.4.4 : Salary Deduction


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Deduction from employee's salary will be made automatically for the following reasons:

- Provident Fund contribution by the employee, only after confirmation
- Income Tax payable by the employee
- Unauthorized absence or leave without pay from his/her basic pay, payment of salary, allowances, benefits, loan/advance
- Monthly loan installment with interest if any loan taken from the organization
- Damage to, or loss of, materials expressly entrusted to the employee for custody, or loss of money for which s/he is accountable, when such damage or loss is directly attributable to his/her negligence or default.
- Use of office facilities on payment, such as, NWD/ISD phone calls, fax, transport etc. for personal reasons

8.4.5 : Salary Advance

Advance salary is discouraged for the employees of PRAAN.

- In extreme situations, one-month gross salary may be given as advance to confirmed staff to be deducted from the salary.
- The request will be in written form, which will be recommended by head of department and approved by CEO.

8.4.6 : Staff Income Tax

All employees of PRAAN, if applicable, are liable to pay income tax as per rules of Govt. of Bangladesh. PRAAN will deduct the amount of tax payable on salary at source before payment and ensure deposition this amount to GoB Treasury. Employees are eligible to receive a copy of the deposit slip or certification from PRAAN authority.

8.4.7 : Provident Fund

Provident Fund is a separate entity operated by the Rules of PRAAN Staff Provident Fund. The Board of Trustees of the Provident Fund is the sole authority to maintain Provident Fund and is liable to the members for any matters related to the Provident Fund. PRAAN will maintain a separate provident fund account to which payment will be made every month. PRAAN EC, if it thinks necessary can revise the Provident Fund Rules.

Each employee of core and project position in PRAAN from the date of his/her confirmation of service, when become a member of the fund, will be credited the contributory provident fund as following: - Employee's 10% of his/her basic salary in that month will be deducted (as the employee's contribution) from his/her monthly salary. The organization will make an equal amount of contribution (10%) in the employee's name.

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 Chief Executive, PRAAN
 Nurul Alam Masud
 Chief Executive, PRAAN

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 Sharmind Neelormi
 Chairperson, PRAAN

Refund/payment of PF amount to the employee

Length of P.F. Membership	Resignation / Retrenched		Termination		Dismissal	
	Own Contribution with Int.	PRAAN Contribution with Int.	Own Contribution with Int.	PRAAN Contribution with Int.	Own Contribution with Int.	PRAAN Contribution with Int.
Below 2 years	100%	Nil	100%	Nil	100%	Nil

2-3 years	100%	50%	100%	25%	100%	Nil
Above 3 years	100%	100%	100%	50%	100%	Nil

8.4.8 : Festival Allowance

- A confirmed employee of PRAAN will be paid a sum equivalent to his/her one month's basic salary each (based on last drawn salary) for two major festivals to be payable at least ten days before the festival.
- For a Muslim employee one month's basic salary during Eid - UI-Fitr and one month's basic salary during Eid - UI-Azha.
- For a Hindu employee one month's basic salary during Durga Puja and one month's basic salary during Kali Puja
- For a Christian employee one month's basic salary during Christmas and one month's basic salary during Easter.
- For a Buddhist employee one month's basic salary during Buddha Purnima and one month salary during Probarona Purnima.

8.4.9 : Transport Facilities

The CEO is entitled to a full-time vehicle with driver and fuel. The staff members will be allowed to use PRAAN vehicle subject to the availability on the following circumstances:

- a. Employees in Grade-G and above are entitled to use the vehicle for official purpose within the city.
- b. When employees working late hour or on weekends/ holidays can avail transport facility on prior requisition to the Administration during the normal office hour. In this case female employees will get the priority.
- c. Any personal use of official vehicle is discouraged but under special circumstances this may be done as per Vehicle Policy.

8.4.10 : Gratuity

- a. **Eligibility:** All confirmed employees of core and long-term project (more than 2 years) position and who have completed a minimum of one year's continuous service with PRAAN, shall be eligible for a gratuity upon cessation of their employment for any reason other than dismissal. No gratuity shall be paid to the temporary employees or employees on a short- term contract or provision is not made for the staff members.
- b. **Rate of Payment :** The rate of gratuity payment shall be one month's basic pay based on employee's last salary drawn for each completed year of service. For a fractional period of work after completed year(s) a proportionate amount of gratuity will be added for the time.

8.4.11 : Loan and Advance

PRAAN will not grant any loan to its staff. However, in special circumstances, an advance not exceeding the sum equivalent to 01 (one) month's gross salary can be allowed to a confirmed staff only and considering/calculating his/her salary and benefits which is under the discretion of the CEO. Such advances should be repaid within a period of 12 (twelve) months.

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 Nurul Alam Masud
 Chief Executive, PRAN

Sharmind Neelormi
 Sharmind Neelormi
 Chairperson, PRAN

8.4.12 : Annual Increment

An employee is entitled to an increment at the end of his/ her completion of one year service or successfully completion of probation period subject to satisfactory performance and fulfilling the criteria as stated in the relevant section of Performance Appraisal of this manual.

8.4.13 : Special Reward for Outstanding Performance

An employee will be awarded special reward for his/her outstanding performance as approved by the CEO in consultation with his/her supervisor.

- a. **Special increment:** A staff may be awarded special increment for his/ her outstanding performance (only for excellent rating) subject to fulfilling the criteria as stated in the relevant section of the Performance Appraisal of this manual.
- b. **Promotion to a higher post :** A staff may be promoted for his/ her outstanding performance, subject to availability of fund, there is a vacant position and he/she fulfills the competencies as stated in the relevant section of the Performance Appraisal of this manual. In such cases the staff shall be assigned with the higher grade (but not more than one grade). For a promotion to higher grade, staff will be placed in a step of the grade in such a way that he/she receives an increased salary not less than his/her two- step increment at the current grade.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Naeem
Chairperson, PRAN

Section 09 : LEAVE POLICY

9.1 : General

- 9.1.1 : PRAAN employees are encouraged to avail leave in a planned manner.
- 9.1.2 : It is believed that enjoying planned leave will promote employee's work-life balances in great deal.
- 9.1.3 : Employee may apply for leave for justified reasons. Usually leave applied for justified reasons are approved however, considering urgency of work, leave may be disapproved or even approved leave may be canceled.
- 9.1.4 : All leave requests will be carefully scrutinized and accordingly be communicated with the employees.

9.2 : General Leave Policies

- 9.2.1 : Availing leave is considered as a privilege and it is not a right. PRAAN may approve or refuse any type of leave except medical, maternity or paternity leave.
- 9.2.2 : If situation demands then the number of already approved or requested leave days can be reduced by supervisor.
- 9.2.3 : An employee may request for an extension of leave for valid reasons before the expiry of leave in writing. It is not that the cases that leave extension will automatically be approved. The reasons for leave cancellation or disapproval will be written and be kept in employee's leave file.
- 9.2.4 : All authorized leaves will be with full pay except leave without pay (LWP).
- 9.2.5 : Leave will be allowed in the form of full day or half day.
- 9.2.6 : All leave requests will be submitted in prescribed leave form. The leave form will mention type of leave; leave days, reason for leave, employees address, contact phone number.
- 9.2.7 : All leave will be recommended by immediate supervisor and be approved by the Unit Head, CEO or concerned line Management.
- 9.2.8 : Usually leave request should come at least one day before prior to going on leave. Leave requests for 3 days will be submitted to supervisor at least 1 week before and for more than 3 days, it should come 2 weeks before.
- 9.2.9 : Absence from duty without proper authorization is not accepted. For any unauthorized leave, PRAAN may take action as deemed appropriate.
- 9.2.10 : If an employee remains unauthorized absent for 10 calendar days at any time or after the expiry of approved leave, he/she may be suspended for a period not exceeding 7 days from the date of his/her return. During the suspension period, the employee will get half of basic pay.
- 9.2.11 : Employee going for leave will hand over charges to leave reliever as advised by supervisor. Reliever's signature can be inserted into the Leave application form.
- 9.2.12 : Only working days are counted for calculating earned leave, casual leave and sick leave while for maternity, paternity and unauthorized leave calendar days are counted.
- 9.2.13 : All approved leave forms will be sent to F&O Department. HR will calculate all leave accruals and maintain leave records for all employees of PRAAN.
- 9.2.14 : Leaves cannot be requested or granted if the employee does not have such leave in his/her that month except the sick leave, which is stated in section 9.2.


Nurul Alam Masuc
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Sharmind Neelornal
Chairperson, PRAAN

- 9.2.15 : PRAAN will calculate casual leave Earned leave, Sick leave, leave without pay based on the working days.
- 9.2.16 : The following categories of leave may be admissible to core and project staff of PRAAN in the calendar year depending on employment status, confirmation and as specified in the concerned section:
- Casual Leave
 - Earned leave
 - Sick leave
 - Maternity leave
 - Paternity leave
 - Leave without pay

9.3 : Casual Leave (Core and Project Staff)

- Casual leave is taken due to unforeseen circumstances, emergency family needs or urgent personal reasons. This is not a planned leave.
- An employee may take 10 days casual leave per annum.
- Casual leave will be lapsed on January 1 if not availed within the previous year.
- Normally a maximum of three days casual leave can be enjoyed at a time. However, exceptional cases, Chairman/ CEO may make exception.

9.4 : Earned Leave

- A core and long-term project employee is entitled to 20 days' Earned leave (at the rate of 1 day per 18 days) per year.
- Employee may carry forward maximum 10 days per year to next year if available. A maximum of 45 days will be credited throughout the employment life.
- A payment of maximum of 45 days unused Earned leave will be made to confirmed staff at the time of separation.
- Records of earned leave for each employee will be kept and updated on a regular basis by the HR & Administration section. However, a statement of leave status will be prepared half yearly basis for information and notification.

9.5 : Sick leave

- The core and project employees of PRAAN are eligible for Sick leave only when s/he is sick and unable to continue work or unable to attend work. An employee appointed on a core or project status will be entitled to a maximum of 14 days sick leave per calendar year. Sick leave can be granted in advance for that calendar year only and shall be adjusted accordingly. Balance of sick leave, if any, cannot be carried forward to the succeeding year.
- If confirmed employee requires leave due to sickness beyond his/her accrued annual balance of Sick leave, he/she will apply for the earned leave or the supervisor can recommend earned leave to cover that sick period. For prolonged illness beyond earned leave, the CEO has the discretion to grant special sick leave with Basic salary only up to two calendar months. A staff member can be declared unfit for rendering services on medical grounds upon confirmation by PRAAN nominated Doctor, and in such case s/he will be entitled to discharge on medical grounds benefits as per the Service rule.

9.6 : Maternity Leave

- a. Any female employee in a core/ project position, who is confirmed and has served PRAAN for a minimum period of one year shall be entitled to maternity leave with pay for a period of total 120 calendar days consecutively before and after child birth i.e., 30 days maternity leave before delivery and 90 days after delivery as agreed to by the mother, her Doctor and the CEO of PRAAN. The employee can request PRAAN at her own accord to shift some days from pre delivery period entitlement to the post delivery period (to be added to the post

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Chief Executive, PRAN

Sharmind Neelormi
Chairperson, PRAN

delivery period entitlement) provided that she is fit for her work during such pre delivery period and certified by Registered Medical Practitioner. In special situation employee may avail two months (60 days) leave with basic pay in addition to 120 days with the approval of the CEO.

- b. During probationary period maternity leave will be granted but without pay. The CEO will grant such leave.
- c. During her service in PRAAN a female employee will be entitled to maternity leave only twice.
- d. If before joining PRAAN a female employee has one child she will be entitled to maternity leave with pay only once. If a female employee has two or more children before joining PRAAN she will not be entitled to any maternity leave.
- e. In case the new mother (employee) or baby is at risk after the end of maternity leave period and requests in writing for leave along with a doctor ' s certificate indicating the special circumstances PRAAN Management may consider her Leave without pay.
- f. In all cases while approving maternity leave the concerned Unit/ department will ensure the job of the employee (who will be on maternity leave) are done by sharing among other colleague(s) or deputation from other unit/department or external person is hired temporarily as substitute. This arrangement must be consulted with Administration in advance and must have the approval of the CEO.

9.7 : Paternity Leave

A male employee of PRAAN core/ project position (if completed minimum one year service with PRAAN and confirmed), for the reasons of fulltime care of the new born child and/or wife, will be eligible for paternity leave of 7 calendar days (in case of his wife' s normal delivery) with pay.

9.8 : Leave Without Pay

In addition to the above leave provisions; leave without pay will be granted (or charged) to an employee in the following special situations:

- To grant/adjust the excess leave when no other admissible leave (as per the service rule) is available in his/her credit;
- Charging for unauthorized absence;
- When an employee needs and applies for planned leave without pay for justified reasons then it will be granted.

9.9 : Procedure for Applying for and Availing of Leave

- i. An employee who desires leave shall apply to the competent authority through proper channel in the Leave request form with his/ her full address while on leave.
- ii. If the leave is refused or postponed, the HR & Administration shall record and intimate the reasons thereof in writing to the employee.
- iii. For any planned leave an employee shall apply at least one week in advance. In case of sickness or emergency the approval will be obtained afterward.
- iv. Application for extension of leave shall be submitted by the employee to the competent authority before the expiry of the granted leave.
- v. A certificate from any legitimate medical doctor shall support an application for Sick leave if required for three days or more.
- vi. An employee who remains absent for more than 10 (ten) days without authorization in excess to the period of leave granted shall be liable to disciplinary action unless s/he is able to explain his/her overstay in a manner satisfactory to the competent authority.
- vii. For calculation of leave, salary deduction or payment purpose the standard working days in a month will be considered 20 days for those staff who work 5


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Sharmind Neelormi
Chairperson, PRAAN

days in a week. 23 days for those staff who work 6 days a week and 30 days who work 7 days a week.

Table

Special Note:

1. If PRAAN provides Food & Accommodation to the PRAAN staff then staff will be entitled only Incidental cost per day, and actual Conveyance for attending such event. Like; from Office to Venue to Office/Local Residence by following the grade entitlement.
2. If PRAAN provide Food for Breakfast/Lunch/ Dinner then the above-mentioned amount (applicable for Breakfast/Lunch/ Dinner) will be deducted from staff daily Perdiem.
3. Additional 50% benefits on Perdiem of District Town / Other places will be entitled by all staff for Capital/ Divisional Town/ High Expensive City (like; Cox's Bazar).
4. In case of entertainment required with donors or other stakeholders for PRAAN future cooperation and support, Grade A and Grade B will be the entitled for bearing entertainment cost on behalf of PRAAN with actual Bill submission.
5. For exceptional case for accommodation, rate of accommodation may be extended with proper justification but subject to provide actual bill.
6. For Overseas Travel and Accommodation, the actual bill shall be submitted by the travelers (Employee/ beneficiary/ Stakeholders). However, Perdiem Rate for Overseas travel for different Grades will be the following:


Grade	Breakfast & Snacks	Lunch & Snacks	Dinner
A	Complementary/ \$ 5.00	\$ 15.00	\$ 25.00
B	Complementary/ \$ 5.00	\$ 15.00	\$ 25.00
C	Complementary/ \$ 5.00	\$ 15.00	\$ 25.00
D	Complementary/ \$ 5.00	\$ 15.00	\$ 25.00

Calculation of Perdiem will be followed under the given percentage of each day:

Hour's	%
a) 0 to 12 hours	25%
12+ to 18 Hours	50%
18 to 24 hours	100%

- b) The members of the EC, Advisors and Consultants shall be entitled to draw actual Transport cost and food and accommodation by providing bill and vouchers.


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Chief Executive, PRAN


Sharmin Neejoral
Chairperson, PRAN

Section 10 : STAFF TRAVEL, ACCOMODATION and PERDIEM

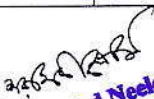
10.1 : Policy Statement

Staff of PRAAN, due to the job reasons, will be required to travel outside their office/posting place within or outside the country for field visit, training, exposure visit, meeting, and workshop or for any other official business. While making a visit/trip a female employee should be given maximum available information regarding the official arrangements provided (e.g. mode of transport, accommodation etc.) in order to assure the family members about her safety / security. Unless it is such emergency or there is no alternative, staff in the organization will be discouraged to travel (within country) in the nights. If any employee wishes to travel in the night, then he/she shall do it at his/ her own responsibility.

10.2: Travel, Accommodation and Peridorm

Grade	Travel			Accommodation		Perdiem				
	Divisional Town/ High expensive city (i.e. Cox's Bazar)	District Town/ other places	Local Conveyance	Divisional Town/ High expensive city (i.e. Cox's Bazar)	District Town/ other places	Breakfast & Snacks	Lunch & Snacks	Dinner	Incidental Cost	Total Perdiem
A	Air / AC Bus (Any class And Actual Fare)/ Office Vehicle	A/ C Bus (Any class and Actual Fare) / Office Vehicle	Hired Rent - a-Car/ Taxi Cab/ CNG/ other vehicles	A/C room but maximum rent limit per day Tk.2,500/- (Actual)	A/C room but maximum rent limit per day Tk.1,500/- (Actual)	Tk.150	Tk.300	Tk.300	Tk.300	Tk.1,050
B	Air / AC Bus (Economy class and actual fare)/ Office vehicle	A/C Bus (Economy class and Actual fare	Taxi cab/ CNG/ Other vehicles	A/C room but maximum rent limit per day Tk. 800/ -	A/C room but maximum rent limit per day Tk. 700/-	Tk.110	Tk.220	Tk.220	Tk.200	Tk.750
C	AC/Non - A/C Bus (Actual .Fare)	Non-A/ C Bus (Actual Fare)	Local public transport / CNG/ Rickshaw	A/C room but maximum rent limit perday Tk. 800/-	A/C room but maximum rent limit per day Tk. 700/-	Tk.75	Tk.150	Tk.150	Tk.150	Tk.525
D	Non-A/C Bus (Actual Fare)	Non -A/ C Bus (Actual Fare)	Local public transport / Rickshaw	A/C room but maximum rent limit per day Tk. 800/-	A/C room but maximum rent limit per day Tk. 700/ -	Tk.75	Tk.150	Tk.150	Tk.150	Tk.525
E	Non-A/C Bus (Actual Fare)	Non-A/ C Bus (Actual Fare)	Local public transport/ Rickshaw	A/ C room but maximum rent limit per day Tk. 800/-	A/C room but maximum rent limit per day Tk. 700/-	Tk.75	Tk.150	Tk.150	Tk.150	Tk.525


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F	Non-A/C Bus (Actual Fare)	Non-A/ C Bus (Actual Fare)	Local public transport/ Rickshaw	A/C room but maximum rent limit per day Tk. 800/-	A/C room but maximum rent limit per day Tk. 700/ -	Tk.75	Tk.150	Tk.150	Tk.150	Tk.525
G	Non-A/C Bus (Actual Fare)	Non-A/ C Bus (Actual Fare)	Local public transport/ Rickshaw	A/C room but maximum rent limit per day Tk. 800/-	A/C room but maximum rent limit per day Tk. 700/-	Tk.50	Tk.100	Tk.100	Tk.100	Tk.350
H	Non-A/C Bus (Actual Fare)	Non-A/C Bus (Actual Fare)	Local public transport/ Rickshaw	Non-A/C room but maximum rent limit per day Tk. 500/-	Non-A/C room but maximum rent limit per day Tk. 350/-	Tk.50	Tk.100	Tk.100	Tk.100	Tk.350
I	Non-A/C Bus (Actual Fare)	Non-A/C Bus (Actual Fare)	Local public transport/ Rickshaw	Non-A/C room but maximum rent limit per day Tk. 500/-	Non-A/C room but maximum rent limit per day Tk. 350/-	Tk.50	Tk.100	Tk.100	Tk.100	Tk.350
J	Non-A/C Bus (Actual Fare)	Non-A/C Bus (Actual Fare)	Local public transport/ Rickshaw	Non-A/C room but maximum rent limit per day Tk. 500/-	Non-A/C room but maximum rent limit perday Tk. 350/-	Tk.50	Tk.100	Tk.100	Tk.100	Tk.350

10.3 : Phone calls/Mobile Phone Use

PRAAN Management will ensure Mobile phone bill for all program and finance staff through circular by mentioning rate / month of mobile bill. In case of foreign visit, all staff member are entitled to make two phone calls to the office and one/two phone call only for the family considering the travel days. The total time of both calls will not exceed 10 minutes. The cost will be reimbursed by providing actual phone bill.

10.4 : Pocket Allowance

An employee when traveling outside of the country shall receive Daily pocket Allowance as per following classification for each completed day (24 hours to be calculated from the time of departure) on overseas trip.

Region/Countries	EC Member & ED	PRAAN employees & Others
	Pocket Allowance (In USD /Equivalent)	Pocket Allowance (In USD/Equivalent)
South Asia	35	25
European Union	50	40
North & Latin America	50	40
Japan Australia and New Zealand	50	40
Rest of the World	40	30

Note: If the host organizer provides food and accommodation, the participants would be allowed a Pocket Allowance @ USO 10 per day to meet the contingencies. Travel insurance, visa fees and service charge will be covered where applicable.

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Chief Executive

Sharmistha Neelormi
Chairperson, PRAAN

10.5: Travel Procedure

- 10.5.1 : Whenever an employee intends to undertake any official trip, he/she must fill up the Travel Authorization Form specifying purpose, destination, and time/date of departure and expected time/date of return/arrival with his/her signature. The proposed travel/trip should have the approval of the respective authority. A Movement Register will be filled up by the concerned employee by mentioning date and time of departure, destination(s), purpose and expected date of return after obtaining of due approval from the authority. (Travel Form required)
- 10.5.2 : For overseas travel, the concerned staff will inform the HR & Administration well in advance with relevant documents and the CEO's approval/consent for processing the commitment letter/agreement (if any) and settle other official matters. The person visiting abroad will be responsible for arrangement of his/her Visa, Tickets, Passport renewal etc. PRAAN appreciates sponsors providing all logistic support for any overseas visit.

10.6: Travel & Per Diem Advance and It's Reporting

PRAAN will give travel advances thorough the approval of CEO for local or overseas travel. The advance has to be adjusted within 7 calendar days of returning from the visit. Upon returning to office, employees are required to submit trip expenses report of official expenses (along with the vouchers/ bills, if applicable) using Prescribed Form to the Accounts section with approval ' of the competent authority. In case of fully sponsored overseas travel PRAAN will not bear per diem/PER DIEM and any other associated costs thereto. In special circumstances the office might bear such expenses but it must be supported by proper justification.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Nectormi
Chairperson, PRAN

Section 11 : Disciplinary Manners

11.1 : Disciplinary Action

- a. By accepting an appointment with PRAAN all employees agree to work in a responsible, disciplined, harmonious and productive manner, to be loyal to the organization and to act in a manner conducive to the accomplishment of the organizational objectives.
- b. The main objective of disciplining is to punish the wrong doers and help employees to improve their behavior that led to improved performances and not to alienate him/her from the organization.
- c. The objective of disciplinary action should be to motivate the employee to the extent possible to improve performance. Disciplinary actions are not taken just to alienate the employee from the organization.

11.2 : Termination

- 11.2.1 : PRAAN may terminate any employee without assigning any reason by giving 4 (four) months' notice or payment of a sum equal to the four months basic in lieu of notice at any time.
- 11.2.2 : The terminated employee will receive legal dues at separation.
- 11.2.3 : Termination letter will be issued by the CEO through prior notice.

11.3 : Misconduct Defined

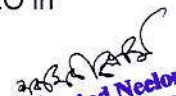
The following acts on the part of an employee shall be considered as misconduct:

- 11.3.1 : Willful insubordination or disobedience to any lawful order of the supervisor(s).
- 11.3.2 : Theft, fraud or dishonesty in connection with PRAAN business and property.
- 11.3.3 : Taking or giving bribes or any illegal gratification in connection with his/her work.
- 11.3.4 : Habitual "Absence without Leave" or absence without authorized leave.
- 11.3.5 : Habitual late attendance.
- 11.3.6 : Breach of any terms and conditions of service rules or employment or any rules applicable to PRAAN or any rules made thereunder.
- 11.3.7 : Tampering with records and registers of PRAAN.
- 11.3.8 : Unauthorized removal of records and registers of PRAAN.
- 11.3.9 : Drug abuse.
- 11.3.10 : Disclose of confidential information publicly which may destroy image of PRAAN.
- 11.3.11 : Sexual harassment
- 11.3.12 : Threat by using IT or from any Cyber Cafe

11.4 : Show Cause

- 11.4.1 : When a complaint is received against an employee that is serious in nature and that falls under misconduct as defined in this Manual, a charge sheet will be prepared and a show cause letter will be issued against the accused employee.
- 11.4.2 : The show cause letter shall ask the employee to explain within 7 working days why disciplinary action should not be taken against him/her.
- 11.4.3 : The show cause letter must mention the charges, time, date and place of the incident. The letter should be issued by Head of F&O or CEO in cases where applicable.


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Chief Executive, PRAAN


Sharmind Neelormi
Chairperson, PRAAN

11.5: Notice of Enquiry

- 11.5.1 : The accused will be issued 'Notice of Enquiry' by Head of F&O in consultation with CEO if the explanation is not found satisfactory.
- 11.5.2 : The notice of enquiry mentions the name of the enquiry officers, date, venue, their opportunity to defend themselves before the enquiry committee.

11.6: Investigation

- 11.6.1 : A formal enquiry under Internal Audit Committee will be conducted to conclude whether the accused is guilty or not.
- 11.6.2 : The inquiry officer must be at least one grade higher than accused employee. The inquiry Committee must be constituted with neutral person whereas supervisor will be excluded. The inquiry Team will collect all information along with written statement from accused persons and other witness. The inquiry Team will obtain signature in each page of recorded procedures by the concerned persons and prepare a written report for Management action. The Team may have 3-5 members with at least one female.

11.7: Dismissal

- 11.7.1 : Based on report of the enquiry committee, the CEO will decide whether the accused will be dismissed or not.
- 11.7.2 : Dismissal would take place when an employee is convicted of an offense or is found guilty of misconduct. According to the section 18(1) of Bangladesh Employment of Labor (Standing Order Act), 1965, no order for discharge or dismissal of a worker shall be made unless-
 - a. The allegation against him/her are recorded in writing,
 - b. S/he is given a copy thereof and not less than 7 working days'time to explain,
 - c. S/he is given personal hearing if such a prayer is made, and
 - d. The Chairman/CEO approves of such order.
- 11.7.3 : Dismissal letter will be issued by the CEO.

11.8: Procedure of Suspension

- 11.8.1 : An employee charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of such suspension shall not exceed sixty (60) days unless the matter is pending before any court recognizable under the laws of Bangladesh.
- 11.8.2 : The employee should be issued a Suspension Order, which shall take effect immediately on delivery. The suspended employee must be paid 50% of his/ her basic salary and full house rent during the period of suspension. This payment is not refundable, even if dismissal occurs.
- 11.8.3: If the employee is not found guilty, he/she shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.
- 11.8.4 : A suspended employee cannot attend the office or sign any official documents unless authorized to do so.
- 11.8.5 : Suspended employee shall forthwith handover charges to any other employee as ordered by the competent authority
- 11.8.6 : Suspended employee shall not be allowed to leave his/her station without approval of PRAAN Management


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Chief Executive, PRAN


Sharmin Neelormi
Chairperson, PRAN

11.9: Grievance Procedures

- 11.9.1 : Any employee may submit personal grievances within 15 days of the occurrence of the incident.
- 11.9.2 : Employees will submit written complaint to their immediate supervisor who will investigate the matter and give the employee personal hearing and communicate the decision within 15 days.
- 11.9.3 : If the employee disagrees to the response from the supervisor, the employee should write to next level supervisor within 15 days of the responses received who shall enquire into the matter and inform the employee of the decision.
- 11.9.4 : If the employee is still not satisfied, a written request for further review may be submitted to CEO with copy to Head of F&A.
- 11.9.5 : All complaints must be in writing, signed and dated by the employee, if they are to receive consideration.

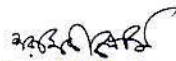
11.10: In Case of Non-Acceptance of any Official Letter

If an employee refuses to accept any notice, letter, charge sheet, order or any document addressed to her/him, it shall be deemed that such notice, letter, charge sheet, order or the document has been delivered to him/her if a copy of the same has been sent to the address of the employee as available in the office record, by registered post and a copy of the same has been posted in the office notice board.

11.11: Appeal

The affected employee will have the right to appeal to the EC within one month on receipt of the order of punishment. The competent authority will decide and dispose of the appeal in the manner it deems appropriate.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neejormi
Chairperson, PRAN

Section 12 : Conflict Management

12.1 : Resignation

An employee can resign from the services of PRAAN as follows:

- Confirmed employee on core or contract status can resign from services by giving one- months' notice or pay in lieu of notice.
- Probationary employee can resign from services at least 15 days prior notice period.
- Short term Contract, Consultant; Temporary employee can resign from services with or without notice period in accordance with the terms of his/her employment.
- In the event of failure to provide the required full notice period, an employee will be subject to have a proportionate salary deduction for the calendar days for the failure to notify at due time.

All resignation letters shall be forwarded to the CEO through the respective Unit manager and with a copy to Head of F&O. The authority will issue the acceptance of resignation at an appropriate time unless there are any major problems with the employee. The resignation shall not be accepted if he/she is being proceeded against for misconduct or corruption.

A confirmed employee on core/project status when resigns shall be entitled to following benefits in accordance with the service rule:

- Unpaid salary and allowances up to the last day of work (deduction will be made if proper notice is not given as per policy);
- Employee's contribution to the provident fund and interest, as applicable per service rule;
- Gratuity (only applicable for confirmed core/long-term project employee and s/he has completed minimum one year service).
- A probationary employee when resigns will receive only unpaid salary and allowances up to last day of work and encashment for unused balance earned leave, if any.
- The resignation of any other type of employment will be dealt with in accordance with the terms of the Employment.

12.2 : Exit Interview

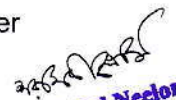
PRAAN, with a view to establish a transparent culture and for the organizational review, will conduct Exit Interview of outgoing employees after he/she has served their resignation notice. The purpose of the Exit interview would be to share perceptions of the organization and lessons learned, to discuss the reasons for tendering a resignation and to determine if there are issues, which have led to this resignation that should be addressed. The Exit Interview will conduct by F&O by using the Exit Interview Form.

12.3 : Redundancy

In cases when a position or number of positions are deemed unnecessary or become redundant due to completion or, phase out of the project, reducing the organizational activities or abolishing the position, staff will be notified at least 1 month prior to the date from which redundancy will become effective or be paid in lieu of notice thereof. In case of redundancy of a confirmed employee, he/she will be entitled to receive following benefits:

- Unpaid salary and allowances up to the last day of work;
- Employee's contribution to the provident fund and interest, as applicable per organizational policy;


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- Gratuity (only applicable for confirmed core/ long-term project employee and s/he has completed minimum one year service)
- Payment of one month's basic salary in lieu of notice in case of without notice by the organization.
- In the event PRAAN has such situation for probationary employee it is wise to terminate his/her service without any notice period (not stating the reasons).

12.4: Discharge on medical Grounds

An employee will be discharged from service for reasons of physical or mental incapacity or for continued ill health or such reasons not amounting to misconduct provided that a medical board confirms such incapacity. A medical board comprising of two doctors (as nominated by PRAAN Management) must be formed to examine and make recommendations.

A discharged employee of confirmed status shall be entitled to the following benefits:

- 1 (one) month's basic salary;
- Unpaid salary and allowances up to the last day of work;
- Encashment for the unused balance earned leave, if any;
- Employee's contribution to the provident fund and interest, as applicable per service rule; Employer's contribution to the provident fund and interest, as applicable per service rule; Gratuity (only applicable for confirmed core/long-term project employee and s/he has completed minimum one year service).

12.5: Clearance Certificate and Final Statement

- An employee, prior to his/ her release from the organization thorough resignation or separation by any mode, s/he must do a handover of his/her responsibilities to his/ her successor or to a staff as nominated by the CEO.
- An employee who resigns or is terminated, discharged, made redundant, dismissed or retired must have a clearance certificate, as per, from the concerned unit/ project of PRAAN office and then submit to the Accounts section for receiving final payment. The finance department will settle the final payment within two weeks unless there is any pending issue.
- The clearance certificates along with the separation letter and advice for payment shall be kept in the employee's personnel file.

The final settlement must have the recommendation of the Head of F&O and approval of the CEO. The outgoing employee (nominees, in case of deceased employee) shall sign the final settlement document indicating that s/he agrees with settlement and nothing is due to him/her from PRAAN. The final settlement, upon completion, shall be kept in the employee's personnel file. An employee who resigns or is terminated, discharged, retired, dismissed or made redundant, are entitled to a Service Certificate signed by the CEO.


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Chairperson, PRAAN

Section 13 : HUMAN RESOURCES DEVELOPMENT (HRD)

13.1: Background of HRD in PRAAN

PRAAN will develop HRD as it has faced many ups and downs, learnt from its experience and has tried to keep pace with the ever-changing needs and emerging challenges. In order to improve the skills of staff and make space for upgrading their level a comprehensive policy for Human Resources Development is urgently required.

13.2: To Accelerate the HRD Policy PRAAN aims to do the following

Collect relevant information about training at home and abroad;

- 13.2.1 : Identify training needs and nominate as and when appropriate;
- 13.2.1 : Provide facilitating services to staff in all matters related to HRDM
- 13.2.1 : Formulate a regular plan for HRDM in accordance with PRAAN 's plan and take necessary measures for staff evaluation/development;

13.3: HRD Policy Objectives

- 13.3.1 : To ensure proper utilization of human resources;
- 13.3.2 : To ensure equal opportunity as possible for the staff to participate in this process;
- 13.3.3 : To ensure gender responsive mechanisms and processes;
- 13.3.4 : To develop spirit of Team building and Team cohesion.

13.4: HRD Policy Implications

- 13.4.1 : This policy will cover the core and long-term project staff of PRAAN;

13.5: Human Resources Development (HRD) in PRAAN

13.5.1 : Concept: Human Resources Development (HRD) in an organization is a set of structured processes, which enhance individual and collective staff potential, improve their performance in organizational roles, and ensure that human resources work optimally with other resources to achieve the organization's mission.

13.5.2 : Policy Statement: It is PRAAN policy to support staff development initiatives which meet the objectives of developing and strengthening technical skills specific to the concerned project, as well as developing and strengthening managerial skills, networking and advocacy skills, communication and language skills and responding to PRAAN 's longer-term organizational needs. PRAAN recognizes that upgrading the skills of its staff contributes to increased organizational effectiveness and improved morale and confidence of the employees.

13.6: Human Resources Development Planning


HRD activities, with careful planning, will be instrumental in bringing about organizational change and development. HRD planning in PRAAN will involve the process of identifying the competency requirements of the organization and specifying the mechanism, structures and resources for meeting those requirements within a fixed time frame.

Procedures

During the process of formulating HRD planning for PRAAN the following questions should be considered:

- Is it in line with the organization's annual plans and long-term perspectives?


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Sharmin Naeem
Chairperson, PRAAN

- Is it clearly stated within the above plans what the shape of the organization will be and what types and levels of competencies will be needed at that time?
- What are the strategies and methods to acquire and sharpen such competencies?
- What activities need to be undertaken by whom, when and where?
- What are the expected outcomes? Will they and do they in fact meet the organization's needs for HRD?

13.7 : HRD Interventions

To meet the need and address the HRD in PRAAN, the following HRD interventions (systems or approaches) can be used.

- Induction/Orientation
- Training
- Coaching and Mentoring
- Deputation
- Job Rotation
- Exposure/ Cross visit
- Meeting and workshops
- Seminar and conferences
- Professional development courses

Depending on the organizational need and resources available, PRAAN will adopt the above HRD methods/ mechanisms for its human resources development. The most commonly used process mechanisms e.g. Induction/Orientation and Training are described in separate sections of the HRD policy while the others are stated in the section Career Development and Planning.

13.8: Activities for Implementing for Implementing HRD

In order to facilitate the smooth functioning and coordination of various HRD efforts, it is necessary to create appropriate structures and take on several activities.

13.8.1 : Activities:

The Management Team of PRAAN, as far as possible, will perform the following activities with the assistance and collaboration of F&O.

- Prepare periodical/annual Training /HRD plan and budget for staff and ensure all HRD activities are in line with organizational strategic guidelines.
- Facilitate training and HRD needs assessment for all level staff.
- Provide support and assistance for setting up HRD system in PRAAN and prepare annual plans and long-term perspective formulation process vis-a-vis HRD activities.
- Design appropriately the HRD mechanisms/interventions for the HR development in the organization.
- Administer and coordinate in country and out of country HRD activities.
- Monitoring systematically to review the progress and level of effectiveness of the system and to plan for its next step?
- Monitoring of activities and impact assessment of HRD activities in consultation with Unit managers.
- Review/update Training Policy.
- Maintain human resources and training information database


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Nectoral
Chairperson, PRAAN

Section 14 : TRAINING AND EMPLOYEE DEVELOPMENT

14.1: Policy Statement

- a. PRAAN intends to build a cadre of staff who are able to understand the complexities of Program work and able to transfer this understanding to a much wider audience including members and civil society. It is understood by PRAAN that training is not meant only for the new staff but also necessary for the existing staff for their career growth and contribution to the organization. Resource persons can also be invited from outside to help PRAAN accomplish its objectives.
- b. All staff irrespective of male or female, senior or junior, will undertake training (also attend workshop) on gender issues at least once a year to develop an understanding of the relevance of gender to their work and organization's HR policy as well as the application of gender analysis. All staff training in PRAAN must be as per organizational need and within PRAAN budget provision unless there is any specific organizational need and opportunity evolved and is approved by appropriate authority.

14.2: The purpose of Training

- 14.2.1 : To help the staff to learn how to perform their job or do it better and help the new staff and partners to learn it.
- 14.2.2 : To encourage staff to acquire new skills or to improve their existing skills and increase their job knowledge, efficiency and attitude.
- 14.2.3 : To encourage staff to acquire and assimilate the core values of PRAAN and improve the quality of performance.
- 14.2.4 : To identify the potential and suitable employees for other positions.
- 14.2.5 : To keep the staff abreast of developments in PRAAN's operation.
- 14.2.6 : To help the staff to keep knowledgeable of information on changes occurring outside PRAAN which can be incorporated within the organization for quality performance of the staff and for the development of PRAAN

14.3: Types of Training

- a. **In-House Training** : PRAAN will design, manage and provide training to staff by using skills and experience of any senior staff or by an external facilitator/consultant. There are several approaches that PRAAN will choose from when deciding how to address its staff development. Mostly used two of such approaches are:
 - I. **On-the job training**: This category of HRD refers to a structured learn in g thorough doing.
 - II. **Internally designed courses**: These are courses designed specifically for or by PRAAN. The organization itself or external consultant s will conduct them.
 - III. **Refreshers Course**: A continuous employee development initiative that ensures continuous development of skills in the changed environment.
- b. **External Training** : This is especially valuable if the external training can provide expertise or sharing of experiences that are not available within PRAAN. For some employees, external training will be utilized to enhance, update or develop specific skills. PRAAN staff, who will receive external training, will subsequently orient their colleagues and counterparts. This includes in country training, overseas training and long-term training or professional development.
- c. **In country Training** : If the authority finds that the needed training facility is not available within the organization but available within the country or if any


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organization/institute agrees to bear the cost of training wholly or partly, a staff will be sent to the identified training.

- d. **Overseas Training** : If the authority finds that the needed training facility is not available within the country or if any organization/institute agrees to bear the cost of training wholly or partly, a staff will be sent abroad for training. Such training and cost sharing will be determined and approved by PRAAN Management.

14.4: Employees' Commitment/Agreement for External Training/ Course

PRAAN invests money and time for its staff development and strengthen its HRD base so that such investment has a long term impact and benefit not only to the employee for whom PRAAN has invested but also to PRAAN, its other employees, partners and counterparts. To ensure such benefit of the organization, PRAAN will have the provision that its employees have to sign an agreement bond with PRAAN that s/he will work at least for a certain period upon completion of training, which will be any of the following as applicable: The commitment/agreement shall clearly state that the failure to continue work with PRAAN after returning from the training will automatically make the employee liable to refund the money to PRAAN fully or proportionately depending on the committed time period the staff will not work with PRAAN.

14.5: Financial Support for the Staff Training

- a. PRAAN will pay the fee for staff training to the concerned organization institute, if any.
- b. The employee of PRAAN will be eligible for the financial support during training period (inclusive of days of departure and return) as per approval of the CEO.

14.6. Training Need Assessment

The primary purpose of the Training Needs Assessment (TNA) process is to ensure that there is a need for training and to identify the nature of the content of the training program. Conducting an assessment is a way to collect information that can be used to decide what type of development will be perceived as relevant and useful. Training needs can be accessed thorough job evaluation, performance appraisal process and close monitoring of the work of the staff by his/her supervisors. The Management based on the suggestion of the supervisors, will assess the training needs of the staff. Training needs of the staff should be shared with the Head of F&O for his/her information, input and record.

14.7: Staff Development & Training Plan

Training Need Assessment is a continuous process and Training Program review will be conducted prior to formulation of Annual Staff development & Training Plan. That Staff Development & Training plan can be revised based on needs and circumstances. The Staff Development & Training plan (for a single employee or Yearly plan) should include the following:

- 14.7.1 : Staff (with number and name) proposed for development and training
- 14.7.2 : Nature of training, development interventions with subject
- 14.7.3 : In -country or overseas type
- 14.7.4 : Duration of training/workshop/study tour/exposure visit
- 14.7.5 : Name of Institute/organization for the training/workshop/study tour/exposure visit (if already identified)
- 14.7.6 : Budget provision - the amount and source
- 14.7.7 : Justification and benefits to be achieved


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Chief Executive, PRAN


Sharmin Neelormi
Chairperson, PRAN

14.8: Selection of Employees for Training

It is the responsibility of the supervisor in consultation with the Management Team to decide who should receive training and the Chief Executive will make endorsement. Priority for staff training will be given to female employees on the principle of affirmative action as PRAAN works toward gender equality and also for the staff considered under career development plan.

The selection of staff for any external training, workshop, study tour or exposure visit must meet the following criteria.

- 14.8.1 : The training or development intervention must be considered necessary for both the organization and the concerned staff based on his/ her need assessment;
- 14.8.2 : The training or development intervention shall be related to employee's job, nature of work and the organization;
- 14.8.3 : A short list shall be prepared when there are numbers of deserving candidates according to their relative merit;
- 14.8.4: Arrangement of staff training should be made on rotational basis;
- 14.8.5: If a staff member selected for training is unable to participate for personal reasons, his/her name will remain on the panel and will be considered for subsequent appropriate training opportunities

The following matters to be considered prior to the selection of a staff for external training:

- If a staff is given the opportunity to participate in an in country/overseas training, the same person will not be sent for the same type of in country/overseas training until others in the panel, if available, get opportunity.
- In case of overseas training or long-term courses, a staff shall have to give commitment to serve the organization at least for a certain period as described in the policy of Employees' commitment/agreement for external training/course.
- If any staff wants to participate in any training, by his/her own initiative, he/she will have to get approval from PRAAN Management.

14.9: Training Report

- 14.9.1 : Upon return from training/exposure, a staff will be required to submit a complete report using to their supervisor and a copy to Administration section. This includes participation in training (both short & long term) workshops, seminars, conferences, and inter-agency meetings on specific subjects and special in-house training etc. The content of this report will include only the main points of the training.
- 14.9.2 : Any senior staffs who have participated in meeting, workshops, discussion sessions, will share the experience/outcome with all other staff on return to his/her office.
- 14.9.2 : All units will provide data of their staff who have completed training, on a quarterly basis to the HR to update the Human Resource Information in the data base.


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Chairperson, PRAN

Section 15 : INDUCTION/ ORIENTATION

15.1: Policy Statement

Each and every organization has its own culture and practice that new employees need to be oriented with them. Induction is the guided adjustment of a new employee to the organization and his/her work environment. It is the policy of PRAAN to orient all newly recruited staff of core and project status through induction process at the time of joining the organization. PRAAN will ensure that all new staff of core and project position to be exposed to PRAAN activities through orientation and field programs within 3 months of his/her appointment.

15.2: Scope/Content of Induction/Orientation Programme

The new comer will be oriented to the areas as mentioned below:

- a. Work group;
- b. Organization;
- c. Workplace;
- d. Policies, rules/regulations;
- e. Job; and
- f. other parts of the organization.

15.3: Administration of Induction Program

The Management unit will be responsible for administration of the orientation Program in collaboration with other units. In case of the special requirement of a particular Program this induction/orientation Program will be initiated by any unit in consultation with the Head of HRM.

15.4: Existing Staff Orientation

In the event of any organizational changes or changes in strategies, policies, procedures all staff should be informed in written form and should be discussed with staff through meeting/workshop/conference. When staff are promoted or transferred to a new position, the supervisor shall provide appropriate orientation on job specific area.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Neelormi
Chairperson, PRAN

Section 16 : STAFF PERFORMANCE APPRAISAL SYSTEM (SAS)

16.1 : Policy Statement

The Performance Appraisal System in PRAAN (called as Staff Appraisal System) is a systematic and participatory process, by which an individual employee's performance is monitored, guided, developed, evaluated and rewarded. It provides a tool for managing staff performance. The staff appraisal process should involve employee and his/her supervisor work together to recognize the strengths and weaknesses of the employee's performance, identify his/her training & development needs and find ways of improving his/her effectiveness at work. It should help supervisors to identify and provide feedback to employees. Feedback may be given in order to:

- Remove performance gaps in current position,
- Improve further for future growth and challenges, and
- Recognize and appreciate for outstanding performance

16.2 : Performance Evaluation

For the purpose of fair evaluation, the assessment will be done by the evaluator at two levels - first evaluator and second evaluator that average will be considered for Appraisal. It is the responsibility of all evaluators to assess the employees' performance in an unbiased, fair and accurate manner. If any evaluator does a biased or unfair assessment of his/her subordinate with a favor or disfavor, and if it is proven, such evaluator will be subject to disciplinary action and that assessment will be deemed void. In such case the CEO will assign two senior staff, those who are conversant about the employee's work and performance, for further assessment. All assessment will be approved by the CEO.

16.3: Time for Performance Evaluation:

PRAAN Management shall ensure that each of its core and project employees' performance is evaluated at the appropriate time as mentioned below:

- a. Annual evaluation - At the time of completion of employee's one year service in PRAAN.
- b. Probationary employee's evaluation - At the end of individual employee's probationary period.
- c. Staff evaluation for promotion or career development - If any employee's promotion or career development becomes justified at any time in the year and necessary to place before the competent authority.
- d. In case of promotion, annual appraisal will be done on the basis of his/her promotion date, while service length within the organization will be calculated basis of his/her joining date in the organization

16.4: Basis for Performance Appraisal

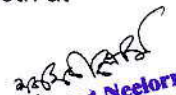
The Performance of an employee will be assessed in the light of following references:

- 16.4.1 : Employee's updated Job description which states his/her roles, responsibilities and tasks within the organization;
- 16.4.2 : Defined skills/competencies as required or expected for successful performance of the employee's as mentioned in the job description;
- 16.4.3 : Agreed Job target and on time accomplishment/ delivery of output both at individual and group level
- 16.4.4 : Personal Characteristics
- 16.4.5 : Personal qualities.

16.5: Documents/Information Required for Staff Appraisal System

For the purpose of staff appraisal, the evaluator/supervisor will use the following documents/information:


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Chief Executive, PRAAN


Sharmin Neeormi
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- 16.7.1 : Annual work plan
- 16.7.2 : Unit plan
- 16.7.3 : Group/Team assignment
- 16.7.4 : Individual assignment
- 16.7.5 : Performance Criteria
- 16.7.6 : Staff Appraisal Form
- 16.7.7 : Feedback from the Management Team

16.6: Performance Rating

While evaluating employee performances, PRAAN will use 4 performance rating scale. They are as below:

Rating	Assessment	What to Do
4) Exceeds Expectations	Has consistently exceeded all the objectives in the Work plan and performance are well above the level expected from staff of the same grade. This rating level is for truly exceptional individuals. Performance at this level contributes significantly to outcomes that advance achievements of the team, department or the PRAAN as a whole. Everyone within the work team can recognize performance results in this category as exceptional and clearly exceeding expectations.	Ensure that staff in this category is shown appreciation for the excellent work they are doing.
3) Meets all expectations	Has fully satisfied all the objectives in the workplace. Under this rating work is consistently of high quality. Furthermore, the staff member may exceed expectations for some objectives while fully meeting expectations for others.	Ensure that staff in this category is shown appreciation for their work. Dialogue should take place on future development goals.
2) Meets most expectations	Has met most of the objectives in the workplace and has reached satisfactory level of performance.	Overall performance is satisfactory, although further improvement may be encouraged through PMS.
1) Falls below expectations	Only a few objectives have been carried out to completion and the contribution to the department's work is insufficient when compared to that of staff at the same grade.	A performance improvement plan would normally be initiated if not already in progress.

16.7: Appraisal Outcome

- Increment is not awarded automatically; it will be linked with performance. Concerned supervisor will make recommendation for performance bonus/increment based on performance which will be reviewed and recommended by the Head of HRM.
- CEO will decide the issue following annual appraisal based on the recommendation of the concerned supervisor and Head of F&O.
- Employees who will be rated as Outstanding may get 1 performance bonus and 1 step salary rise equivalent to one-month basic salary. Outstanding rating should not be exceeded 10 -15% of the total employees of any unit/department/sister concerns.
- Employees who will be rated as Very Good will get 1 step salary rise in the upcoming year.

Nurul Alam Masud
Chief Executive, PRAAN

Sharmin Neelormi
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- Employees who will be rated as good may get 1 step salary rise.
- Employees who will be rated as Fair will not get any salary rise and will be trained / counseled for improvements in the identified areas. Their performances will be strictly observed for six months period.
- Employees who will be rated as poor and unsatisfactory are recommended for termination.

16.8: Appraisal Copy

- Appraisal forms will be retained by respective departments for records and monitoring of employee's performances.
- A copy of appraisal will be preserved in employee's personal file.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Neeform
Chairperson, PRAN

Section 17 : SEXUAL HARASSMENT: GRIEVANCE HANDLING

17.1 : Objectives

It is the policies of PRAAN to maintain an environment which is free from all forms of harassment, intimidation and discrimination including sexual harassment. PRAAN is committed to creating and maintaining a system in which all employees can work together in an environment that is free from objectionable conduct of a sexual nature. Employees have the right to enjoy a workplace free from sexual harassment. The authority strongly opposes to sexual harassment and is determined to take stern action required to prevent, and if necessary, discipline employee behavior.

17.2: Sexual Harassment Defined

Sexual harassment is defined as:

- 17.1.1 : Unwelcome sexual advances, touching, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made a condition for changing employment terms or decisions or creating an intimidating or hostile working environment.
- 17.1.2 : Forms of non-sexual verbal abuse

17.3: Submission Process

- 17.3.1 : In the event, an employee feels that he/she has been subject to sexual harassment, he/she should immediately report to his/her supervisor in writing. The report should state circumstances of the alleged harassing incident where date, time, place etc. must be clearly mentioned.
- 17.3.2 : The individual complainant may seek assistance from gender representative or manager as he/she has chosen before filing complains.
- 17.3.3 : If the supervisor is the aggrieving party, then he/she should inform to next level manager or directly to CEO.
- 17.3.4 : An employee who thinks that he/she is a victim of sexual nature should consult with manager to be confirmed whether any particular behavior falls under the definition of sexual harassment or not.
- 17.3.5 : The submission should be made immediate and not later than 30 days from the occurrence of the incident. Unanimous letter will not get any consideration by the authority.

17.4: Action

- 17.4.1 : The concerned supervisor or the next level manager will bring the matter to the notice of the CEO. The alleged person will be issued a show cause letter asking him to reply within 5 days why disciplinary actions will not be taken against him / her.
- 17.4.2 : Before show cause the authority may conduct immediate but preliminary investigation and record their primary finding. The primary investigation records may be used at the time of formal enquiry.
- 17.4.3 : In the event the accused does not reply, the decision will be taken by Management. In case the reply is not found satisfactory, formal investigation process will be initiated with a notice of enquiry.
- 17.4.4 : The CEO along with at least one senior manager will formally investigate the complaint by gathering pertinent information, interviewing the persons involved, and give the victim a personal hearing.
- 17.4.5 : The enquiry proceedings will be preserved and be signed by the investigation board members, accused, and the witnesses.
- 17.4.6 : If the complaint is found to be valid, action will be taken according to PRAAN policies. In such case no negotiation is permissible rather depending on severity of the complaint appropriate disciplinary action will be taken.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neeclormi
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- 17.4.7 : During the course of investigation, maximum possible degree of confidentiality will be maintained.
- 17.4.8 : The following types of actions may be taken when sexual harassment is reported and disciplinary action is warranted:
- Warning (verbal/written)
 - Suspension
 - Discharge
 - Dismissal
 - Termination
- 17.4.9 : In case the alleged is found guilty of sexual harassment, he/she will be dismissed immediately from PRAAN.

17.5: Grievance Submission to Higher Authority

- 17.5.1 : In case the victim is not satisfied with the action taken, or he/she does not feel comfortable to submit the complaint, then he/she may submit a written appeal to the CEO within 7 days after hearing. The CEO, within 20 days of appeal, will investigate the case further and give final hearing to the appeal.

17.6: Applicability of the Policies

- 17.6.1 : The above policy is also applicable in case a complaint is received from Beneficiaries of PRAAN.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Neeform
Chairperson, PRAN

Section 18 : WORKING CONDITIONS

18.1 : Organizational Environment

18.1.1 : Office Premises: It is the policy that PRAAN shall have a secured, clean, functional and conducive physical environment in its office and premises. It has "no smoking zone inside the office" and 'drug free workplace". Each employee has the responsibility to work safely and maintain the premises, office spaces and facilities in a good condition. PRAAN will have separate toilets for female staff.


18.1.2 : Congenial working atmosphere

- Employees will encourage each other a positive attitude towards work and to create an enabling working atmosphere in the organization especially for women.
- All employees are expected to be gender conscious and sensitive to the gender issues, which will be manifested through their behavior, beliefs, values and attitudes mainstreaming gender in the organization culture.
- PRAAN is committed to keep its work place and working environment free from any sorts of acts of sexual harassment, by any employment towards other PRAAN employees or others.

18.2: Working Hours, Holidays and Attendance

- 18.2.1 :** The employees will be required to work according to the needs of their functions and jobs requirements.
- 18.2.2 :** The normal office hours in PRAAN will be from 9:00am. to 5:00 p.m. Sunday through Thursday with one hour lunch break. Office timing for drivers and support staff shall be from 8:30 a.m. to 5:30 p.m. Office hours during Ramadan will be reduced by two hours for all staff.
- 18.2.3 :** It is expected that during working hours staff will not leave the office without information to or approval of the supervisor, as deemed appropriate.
- 18.2.4 :** PRAAN shall observe Govt. declared public holidays and other holidays as decided by the Executive order of the Govt. unless otherwise decided by the competent authority to meet exigencies of circumstances.
- 18.2.5 :** All employees, except the CEO, will sign the Attendance Register daily, unless they are on leave, on tour or ill, at the time they arrive in the office.
- 18.2.6 :** Any employee reporting to work after 15 minutes of the beginning of normal office hour will be marked late, unless there is a genuine and justified reason. 03 days frequent late attendance of a staff in a month should be informed by HR to the respective unit Head for discussion with concerned staff and a verbal warn for future. Unless there are any improvement three late attendances in a month will result in one day's deduction from his/her entitled Earned leave.
- 18.2.7 :** Due to urgency and importance of the work, time to time employees will be required to work extra time during a work day, or on holidays and this work for extra time should be recorded in a systematic manner and be recognized at the time of performance appraisal.
- 18.2.8 :** Pregnant women and lactating mothers, if necessary, will be allowed for flexible working time as agreed with their supervisor.
- 18.2.9 :** In the event of any natural disaster or civil commotion (for example cyclone, mob violence, hartal etc.) which poses a direct safety/security threat to an employee especially female, the supervisor at his/her discretion will allow necessary relaxation in their timely attendance in duty station.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmin Neelom
Chairperson, PRAAN

Section 19 : CONFLICT OF INTEREST

19.1: Policy Statement

Employees of PRAAN who act on its behalf have an obligation to avoid activities or situations which may result in a conflict of interest or the appearance of conflict of interest. Employees must not use their PRAAN affiliations or positions to influence, directly or indirectly, outside organizations or individuals for the financial, personal or professional benefit of themselves, members of their families or others with whom there are personal relationships.

19.2: Policy Purpose

To continue to foster the goals of PRAAN, all employees of PRAAN are accountable for their actions and expected to act in an honest and ethical manner at all times. The purpose of this policy is to set out the principles and standards of conduct required of all employees of PRAAN and to guide employees in identifying and resolving issues of conflict of interest that may arise during the course of their employment.


19.3: Conflicts of Interest

- 19.3.1 : In general, a conflict of interest exists for employees who use their position at PRAAN to benefit themselves, friends, family or relatives.
- 19.3.2 : Employees must not place themselves in a position where they are, or appear to be, under personal obligation to any person who might benefit or seek to gain special consideration or favor resulting from the relationship.
- 19.3.3 : An employee shall avoid any situation in which there is, or may appear to be, a potential conflict which could appear to interfere with the employee's judgment in making decisions in the best interest of PRAAN.
- 19.3.4 : There are a variety of situations that could give rise to a conflict of interest. These include but are not limited to: accepting gifts, entertainment, favors or "kickbacks" from suppliers or other organizations, close or family relationships with outside suppliers or other organizations, Outside Remuneration, Outside Business Activities, Unauthorized uses of PRAAN assets, passing confidential information to competitors or other interested parties, or using confidential information inappropriately.

19.4: Disclosure

- 19.4.1 : At the time of appointment or employment each individual employee must disclose to the employee's workplace leader all interests and relationships of which the employee is aware which will or may give rise to a conflict of interest or the perception of a conflict of interest.
- 19.4.2 : Full disclosure enables employees to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.
- 19.4.3 : Where PRAAN receives a complaint of a conflict of interest, and the substance of the complaint has not been disclosed according to paragraph 19.11.3 above, the matter shall be assigned to the supervisor (concerned supervisor) who shall consult with and follow the direction and advice of the CEO/PC to resolve the matter and make a determination of real or potential conflict of interest.
- 19.4.4 : If it is determined that an employee has been involved in conflict-of-interest activity, and/or has failed to disclose such activity, the supervisor and the CEO, or shall make a recommendation to the appropriate person concerning a remedy.


Nurul Alam Masud
Chief Executive, PRAN



Stormind Neelormi
Chairperson, PRAN

19.4.5 : Decisions that impact on employees who are parties to a collective agreement may be grieved through the appropriate grievance process or, where decisions impact on exempt or contracted employees, may be appealed in accordance with the applicable policy.

19.5: Breach of Policy

- 19.5.1 : Employees found to have breached his/her duty by violating the requirements of this policy may be subject to discipline, up to and including termination, that will be addressed through relevant PRAAN policies, collective agreements or terms of employment. If a violation of law is involved, the matter may also be referred to the appropriate law enforcement agency.
- 19.5.2 : Any supervisor who directs or approves of a violation of this policy, or who fails to report a violation, of which he or she has knowledge, is also in violation of this policy and is subject to disciplinary action, up to and including termination of employment.


Nurul Alam Masud
Chief Executive, PRAN


Sharmind Neeiormi
Chairperson, PRAN

Section 20 : MISCELLANEOUS

20.1 : Access to Employees' Personal Files

Employees are eligible to access to her/his personnel files in presence of her/his supervisors and HR personnel. Likewise, concerned supervisors, department heads and the CEO have the access to employees' personnel files.

20.2: Drug Abuse

20.2.1 : PRAAN will take stern action whenever an employee is found to be involved with unlawful manufacture, dispensation, possession, use or distribution of a controlled substance. Smoking is prohibited in office premises.

20.2.2 : Employees have strong role to play for creating a conducive work environment free from drug abuses otherwise strong disciplinary action will be taken for violation of this policy

20.3: Personal Belongings

All employees of PRAAN are responsible to keep their assigned belongings in secured places. In case of loss of any such items, the concerned employee will be held responsible.

20.4 : Personal/Office Safety and Security

All employees of PRAAN shall be responsible to ensure their safety and security while on official duty. PRAAN will ensure sufficient supply of safety and security equipment/materials. In case of any prediction of danger, the concerned employee will immediately inform the same to Management.

20.5: Personal and Office Vehicle

Concerned employees and the assigned drivers shall be responsible to safe keeping and safe driving and proper maintenance of the official vehicle. Employees shall assume full responsibilities while they bring their personal vehicle in the office.

20.6 : Confidentiality and Copy Right

All employees of PRAAN shall maintain highest professional confidentiality in her/his work. Any materials produced during the employment with PRAAN will be treated as the property of PRAAN. Employees are not allowed to share any official document without prior permission from Management. Violation of such policies will be strictly handled.

20.7 : Personal Visitors

Personal visitors at the office are discouraged. If for emergency reasons, a visitor needs to entertain, the duration should be as short as possible.

20.8 : Reserve Clause

The CEO has the discretionary authority to make exception to any of the policies set forth in this Manual for the greater interest of the organization and its employees based on his/ her own judgment in any particular situation.

20.9: Health and Safety

20.9.1 : PRAAN recognizes that safe and hygienic atmosphere at work place is a precondition to motivate employees to work with PRAAN. In order to ensure this, PRAAN, to the best of its ability, will take all possible measures to provide safe and hygienic upkeep of the office for the employees especially for the female.


Nurul Alam Masud
Chief Executive, PRAAN


Sharmind Neelorm
Chairperson, PRAAN

20.9.2 : PRAAN will have first aid kit in the office and vehicle with updated emergency medicines for staff to use during working hour/travel when necessary.

20.10: Official Asset

'Any official assets assigned to the employees are the property of PRAAN. The employee will be held responsible for the loss, damage or misuse of the official asset. However, it is Management's discretion to consider if the loss or damage occurs by external force/circumstances, which shall be strongly justified with evidence.

20.11: Visitors

Official Visitors are always welcome. The Security Guard should politely ask any unknown visitors in the office premises the reason for their presence. Information shall be kept relating to all visitors.

20.12: Vehicle Use

- 20.12.1: PRAAN vehicles shall be mainly used for official purposes. PRAAN vehicle can be used for personal purpose occasionally subject to the approval of CEO or Manager (Finance & Administration) in absence of the CEO, on payment basis as determined by the Management.
- 20.12.2 : Only the authorized drivers having valid driving licenses shall be allowed to drive PRAAN vehicles. However, in exceptional cases due to emergency and if situation compels, PRAAN officials with valid driving license will be authorized to drive vehicles.
- 20.12.3 : All drivers shall drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers shall obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not PRAAN. Driving under the influence of drink or drugs is considered as major infraction and will be subject to disciplinary action.
- 20.12.4: All Drivers and the motorcycle riders shall strictly maintain log books of PRAAN vehicles.
- 20.12.5 : In case of personal use in outside Dhaka or other districts, prior approval should be taken from the CEO

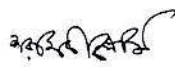
20.13: Use of Support Staff

PRAAN has support staff to provide support to the whole office. As per their job description they are subject to work for cleaning, minor repairs, maintenance, safety and security, distribution of mails inside and outside the office, major photocopying, purchasing/procurement of petty official materials, ticket purchasing, visa, driving official vehicles, cooking food & preparing tea for visitors. In the organization like PRAAN, the number of support staff is minimum to make the administrative cost less and therefore every staff will work in a planned way and not to encourage overtime payment unless there is no other alternative.

20.14: Approved and effective date

This policy has been modified and approved unanimously in the EC meeting held on 28 December 2020 and be effective from first of January 2021.


Nurul Alam Masud
Chief Executive, PRAN


Sharmin Neelormi
Chairperson, PRAN