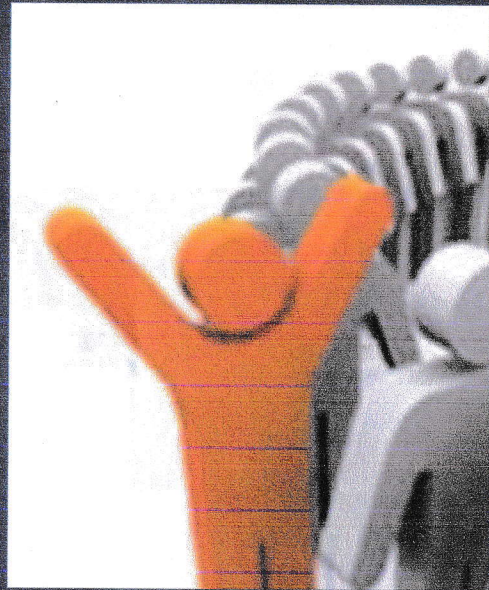




Human Resource Policy

Association For Alternative Development (AFAD)



Revised Human Resource Manual

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Submitted to

ASSOCIATION FOR ALTERNATIVE DEVELOPMENT (AFAD)
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1.1 Introduction

Human Resource Policy provide generalized guidance on the approach the organization intends to adopt in managing its people and set up basic standard. HR policies assure that decision will be consistent with and contributive to organizational objectives. Actually policy guided to set up the basic standards of an organization. Policy is the baseline to run and operate any organization.

This policy summarizes all major human resources policies and procedures that are currently in force in Association For Alternative Development (AFAD). Any terms and conditions of employment not covered, in part or in whole, in this manual shall be subject to the provisions of labour legislation in force in Bangladesh.

1.2 Legislative Terms

The references, which have legal validation and are the guiding principles, are called Legislative Terms. These terms have been frequently used in all the succeeding chapters of this guideline. Moreover, this has guided this guideline through legal consequences. The following are the legislative terms:

1.2.1 The Organisation

The organisation refers to Association For Alternative Development (AFAD which is legally authorised to use these guidelines for its employees as per its legal identity, which is registered with Directorate of Women's Affairs (DWA) bearing registration no. DWA/Kuri/Reg/29/99 (dated 24/05/99), Directorate of Youth Development bearing registration no. YDA/Kuri-141/Kuri-Sadar/Reg/22/2001 (dated 19/01/2001) and NGO Affairs Bauru registration no. 2443 (dated 26/5/2009).

1.2.2 The Management Team

The management team refers to the selected and delegated authority of the organisation, which has been authorised by Board of Directors to take decision in operation and administrative matter and make this organisation vibrant and sustainable. The management team is managed, guided and lead by Chief Executive under direct control of the Executive Committee (EC) and General Committee (GC) as a supreme authority within the organisation.

1.2.3 The Year

The year refers to the English or Gragorian methods of counting weeks, months and year. Herein year means 12 months of a calendar, which has relevancy with its Financial Management. The year starts from month of January to December of any specific year.

1.3 Characteristics of this Policy Manual

The Policy has the following essential characteristics:

- i. The policies are built on the basis of facts and sound judgment and not in personal feelings or opportunistic decision.

- ii. The policies are reflected with the country's existing law to ensure fairness.
- iii. The policies are sufficiently comprehensive and prescribe limits and yardsticks for future action.
- iv. The policies are fair, flexible and realistic to gain acceptance and commitment from all stake holders, they are conditioned by the suggestions and reactions of those who are affected by the policy.
- v. The policies will be reviewed time to time to keep in tune with changing times, and to avoid complacency or managerial stagnation.

1.4 Code of Conduct

The Code of Conduct aims to foster and maintain public trust and confidence in the integrity and professionalism of the organization by ensuring that the employees maintain appropriate standards of conduct, develop those skills necessary for the efficient performance of their duties, maintain fairness in decision making, and maintain and enhance the reputation of the organization. This includes:

- i. **Selflessness:** Each of our decisions will be based on all values to benefit the community and other stakeholders, not to gain financial or other material benefits for self, family or friends.
- ii. **Integrity:** We shall carry out all reasonable instructions of the authority and shall act with honesty, transparently & ethically at all times.
- iii. **Objective:** We shall ensure that in the delivery of services, the appointment of employees or the awarding of contracts, impartiality is ensured and that choices are made on merit.
- iv. **Accountability:** We shall take personal accountability for achieving results and workplace actions required to achieve those results.
- v. **Respect:** We shall demonstrate a sense of respect, loyalty, good faith and responsibility toward one another and our beloved organization and shall remain as open as possible about all decisions and actions taken except only when implicitly demanded by the organization.
- vi. **Avoid Conflict of Interest:** We shall not get involved in any activities where our interest interfere with the interests of the organization.
- vii. **Avoid Discrimination:** We shall not involve in any kind of behavior that discriminates against or demeans others because of their age, sex, disability or religious beliefs.
- viii. **Comply with the code & law:** We shall follow the organizational policies & practices and shall operate within the prevailing country law.

1.5 Operational Principles

The operating principles are intended to serve as guidelines for interaction between all employees. Their purpose is to foster and preserve the spirit of the organization and promote the well-being of all concerned.

The present policy has been built keeping in view the following operational principles:

- i. **Time keeping:** be five minutes ahead of all time appointments.
- ii. **Integrity:** act with integrity and honesty in all situations.
- iii. **Be responsible:** take personal responsibility, no lay blame.
- iv. **Sincerity:** speak from your heart and with good intent.
- v. **Support:** always support a team mate in need.
- vi. **Respect:** treat everybody with respect.



- vii. A smile is always returned.
- viii. Act professionally at all times.
- ix. Positive attitude: Always be receptive to change.

1.6 Policy Amendment Process

The amendment refers to bring any changes in any of the clauses of this manual and make it more users friendly and update according to the concurrent situation and according to the changes of the law of the land. The Management team under the leadership of Chief Executive is the authority to recommend for the changes or make amendment of this guideline. This amendment must be approved by the EC meeting and General Committee prior to its inclusion in this manual and implementation. All amendments must be circulated among the employees through circular. Amendment could be made any time in a year.

1.7 General Declaration

The authority of Association For Alternative Development (AFAD) will follow and maintain all the clause of the Human Resource policy.



2.1. Employment: its definition

Employment is the methodical procedure of hiring any individual or group of individuals to work for an organisation. These individuals are called the working force and they act on behalf of the organisation to increase the productivity, bring changes through achieving the target vision and mission of the organisation, which ultimately make the organisation vibrant and sustainable in the society.

2.2 The Employees

Employees are the operating working force from top to bottom level that are hired for the existence of AFAD. These working forces will be called as Human Resources of AFAD who will skillfully work to achieve the goal and objectives of the AFAD. In return to this the organisation takes the responsibility to retain and compensate its HR and looks after their security and wellbeing.

2.3 Purpose

- i. The purpose of this policy is to ensure a timely, effective, and equitable hiring process to attract, select, and appoint competent employees in order to achieve the key objectives of the organization.
- ii. This policy will apply to the recruitment, selection, and hiring of local employees other than international employees within the organization.

2.4 General Policy

- i. AFAD will promote equal opportunity in employment for all qualified persons and will build and maintain an environment of mutual understanding in which each employee knows that his or her personal contribution to the team effort is needed to achieve the organization's goals and objectives.
- ii. AFAD shall not engage in or support discrimination in hiring, promotion, termination or retirement based on race, color, caste, national origin, religion, disability, gender, sexual orientation, political affiliation, or age.
- iii. Persons who are over 18 years of age and below not above 60 years are eligible for employment in AFAD.
- iv. All employment may be made through prior advertisement in widely circulated dailies of the country and / www.bdjobs.com / other online job portals.
- v. Advertisement also could be made through inter-organisational notice board circulation and external organisation notice board circulation.
- vi. Women, persons from indigenous communities and persons with disability will be encouraged to apply for open positions and preference will be given to them.
- vii. Any employee who has been dismissed from the services for misconduct will not be eligible for employment in AFAD.
- viii. If an applicant is related by blood or by marriage to an employee working in AFAD, the employee should inform the fact to the authority before the interview is held. However, appointment of such applicants is discouraged if another equally qualified person is available.
- ix. The authority concerned reserves the right to decide the special cases where necessary, although certainly this will conform to the requirements of the organization.

- x. Human Resources Department shall collect, keep and use the employment-related personal data in a lawful and prudent manner.

2.5 Types of Employment

- a) **Temporary:** An employee shall be called a "temporary employee" if his/her employment is for a work which is merely of temporary nature and is likely to be completed within a limited time.
- b) **Casual:** An employee shall be called a "casual employee" if he is appointed temporarily for a work casual in nature. A casual employee is usually hired as a replacement for a permanent full-time employee who may be out on a long-term absence. They are paid only for the actual time worked and don't receive the benefits of full-time employment such as paid time-offs or leaves of any kind.
- c) **Probationer:** An employee shall be called a "probationer" if he/she is provisionally employed to fill a permanent position and has not completed the period of his/her probation.
- d) **Permanent:** An employee shall be called a "permanent employee" if he/she is employed permanently in a regular position or completes his/her probation period satisfactorily.
- e) **Contractual:** An employee shall be called "contractual employee" if his/her employment is under contract for a specific job at a specific rate of pay specially for project level staff.
- f) **Volunteer:** The Volunteer shall be called those who will offer freely giving time and labor, often for community service even to learn and earn practical experience.

2.6 Categories of Employees

The categories of the employees of AFAD may namely:

Grade	Staff Level
1	Chief executive (CE)
2	Head of program operations (DD/AD/PD)
3	Managerial level (PC/PM/PF etc)
4	Finance, admin and logistics
5	Monitoring evaluation and documentations
6	Technical level
7	Supervisor level
8	Front line level
9	Volunteer level
10	Support staff/Night guard


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2.7 Recruitment & Selection Process

Step 1 Identification of a vacancy

The Head of the Department will identify a vacancy for reasons that may include:

- i. Job separation – e.g. resignation, termination, retirement, leave; and/or
- ii. Work requirement changes – e.g. creation of a new position.

Step 2 Send a "Request to Recruit" to HR Department

- i. When a vacancy occurs or a new position is created, the Head of the Department will submit a written request to the HR Department. The written request to hire shall include Job Description and Specification.
- ii. Approvals from the Chief Executive must be in place before the requisition can be submitted to the HR Department.

Step 3 Arrange and undertake the recruitment activity

- i. On receipt of an approved "Request to Recruit", the HR Department can select one or multiple suitable methods of recruitment in consultation with the respective Department Head.
- ii. HR Department will be responsible for placing the advertisement in the appropriate advertising medium. Where appropriate, vacancies will also be posted internally on notice boards.
- iii. A copy of the advertisement should be placed on all the company notice boards for any recruitment so that the employees are informed about the recruitment process and can recommend suitable candidates, if any. Needless to state that employee recommendation is a way to search good candidates but by no means will it carry any significance in the selection process.
- iv. In case of head hunting method for senior level recruitment, no advertisement will be required.

Step 4 Sources of recruitment

- i. The sources of recruitment may be internal or external or both.
- ii. Recruitment of candidates from internal source: Any position may be filled up by promotion of the existing staffs of the AFAD followed by promotion procedure or they may be allowed to apply through proper channel for the next higher position which is notified for employment.
- iii. In case of external source of recruitment, advertisement should embody a positive image of both the job and the organization and should specify the position title, job description, required qualification, skills and attributes of the applicants along with other relevant information.
- iv. Recruitment may be taking place by head hunting for senior level staffs.
- v. The applicants must have at least 15 (fifteen) days' time to submit the application from the date of publication of the notice.

Step 5 Receive and sort out the applications

- i. The HR Department will receive all applications and acknowledge applications as required.

- ii. After the closing date, applications of those who are unqualified and not fit for the job will be sorted out by the HR department. If the advertisement specifies that the applicants must possess a certain degree or that the individuals must be within a certain age range; these standards or criteria should be considered during the sorting out.
- iii. The objective of short listing is to pick out the potential employees and appraise them for the job.

Step 6 Formation of Selection Committee & Determine Selection Methodology

- i. The object of forming a selection committee is to ensure that all candidates are appraised fairly and people with the appropriate skills and abilities are chosen.
- ii. Normally, a selection committee will consist of not less than three members. For the assessment of the listed candidates, **Recruitment Committee** to be formed like the followings:

For Top Management Level Recruitment:

- a. Chief Executive
- b. One member from EC
- c. Operation Head /Department Head
- d. One Member from HR Team

Note: sometimes, External Expert and representative from Donor may require to invite as team member in the Recruitment Board.

For Mid to Downward Level Recruitment:

- a. Operation Head / Respective Department Head
- b. One Member from HR Team
- c. One Member from Admin Team
- iii. Members of the selection committee must have no personal relationships with applicants. Members must disclose to the Chair of the committee for any conflict of interest, e.g. close personal friendship or hostility, which might influence their objectivity.
- iv. Once a selection committee has been constituted its membership must remain constant throughout the selection procedure.

Step 7 Assess short listed candidates

- i. The HR Department will contact the short-listed candidates for exam and the candidate(s) will be took part 100 marks exams like as following:
 - Written Test : 50 marks
 - Interview/Viva : 30 marks
 - Practical Examination : 10 marks
 - Field Investigation : 10 marks
- ii. Short listed candidates will be informed the date and the venue at least 3 (three) days prior to the exams. HR Department may use courier service/cell phone/land phone/e-mail/SMS service to communicate with the candidates selected for employment test.



- a. **Written Test:** All the candidates will have to sit for 50 marks written test based on nature of the specific works, past experience & knowledge. On agreed basis, HR department will select the question patterns by consultation with the Recruitment Committee, venue and time of examination.
- b. **Interview/Via Exam:** Before sitting for the Interview / VIVA, the board members must be agreed with the criteria to be checked according to the Recruitment & Selection Protocol signed by the concerned Department Head and the Head of HR. The VIVA Board Members will also select questions to be asked with an objective to check the criteria mentioned in the Recruitment & Selection Protocol before the Interview/VIVA. The Board Members must go through the CV, Job Specification & Job Description of the relevant position before the Interview/VIVA. The selected candidates will have to face interview/VIVA exam.
- c. **Practical Examination:** The selected candidates who took part Written and Interview/Via to be eligible for practical examination to know the knowledge and past experience of the candidates.
- d. **Field Visit/Investigation Test:** The selected candidates to field works for their better understanding which thus know more insight about the candidates for the field level interest, knowledge and implementation capacity.

Step 8 Make preliminary selection

- i. Following the written test, interview/Viva, practical and field investigation performance, the selection committee shall make preliminary selection of a panel of the prospective candidates and to submit the list to Chief Executive.
- ii. The panel will be comprised of maximum three selected candidates with the first three positions (1st, 2nd and 3rd).
- iii. The HR department will ensure that the recommendation is included into a selection report. The selection report will contain:
 - a. Documentation of the short listing process;
 - b. Summary of assessment against the selection criteria for each short listed candidate;
 - c. Recommendation of preferred candidate(s); and Endorsement by selection committee members.
- iv. Unsuccessful candidates should be notified by the Human Resources Department, if possible.

Step 9 Get the approval and make the final selection

- i. Chief Executive will approve the recommendation made by the selection committee.
- ii. Chief Executive may even reject the recommendation made by the selection committee if there any valid reason.

Step 10 Formal written offer of employment to candidate

- i. Before sending written offer, the Head of HR will negotiate the salary with the suitable candidate whenever necessary.
- ii. The HR Department will prepare formal written offer and contract of employment and will dispatch within 7 (seven) days of receipt of the approval from the Chief Executive.
- iii. The Chief Executive will be sole signing authority for any employment letter.



- iv. If there any similarly qualified female and male candidates found, female candidate will be given preference for the position mentioned.
- v. The person who has been placed in the 1st position will be offered for the post.
- vi. In case the first selected candidate fails to join the second selected candidate will be offered and in case the 2nd candidate also fails the 3rd candidate will be offered. In case none of the three selected candidates accept the offer AFAD will re-advertise and/or take further initiative for the post.
- vii. The contact shall address compensation package details and clarify terms and conditions of appointment. This should be undertaken immediately on receiving approval of the recommendation.
- viii. When it is clear that more than one person is suitable for the applied or for other positions, a panel of suitable candidates will be compiled from which future similar vacancies can be filled reducing the cost of recruitment.

Step 11 Pre-employment Checklist

The following documents should be obtained from the candidate prior to offering the employment letter and designated person from Human Resource Department will be responsible for collecting the documents:

- i. One Signed Copy of Job Offer Letter
- ii. Application for Employment
- iii. Medical Declaration Form
- iv. Copy of educational and professional certificates
- v. Copy of National Identity Card / Birth registration Certificate
- vi. Three copies of passport size photograph
- vii. Curriculum Vitae
- viii. Interview rating form/or papers
- ix. Loyalty & Secrecy Agreement

Step 12 Arrange appointment

- i. On appointment, every employee shall sign letter of acceptance of appointment, and submit copies of all educational/professional qualifications and other documents/papers as required as per terms of appointment letter.
- ii. HR Department will ensure that all appointment documentation is stored on the Personal File and the appointment is finalized.
- iii. The effective date of appointment will be the day the employee duly reports to her/his respective duty.

Step 13 Induction program

The final step in the selection process is the induction or orientation of the selected candidate which will be arranged by the concerned department in association with HR Department.

2.8 Joining of New Employee(s)

- i. The joining day for the new employee will be as mentioned in the employment agreement. If he/she joins before 11:00 a.m. of a particular day this day will be treated as working day.
- ii. At the time of joining, the new employee will submit a joining letter to the HR department.


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2.9 Identity Card

- i Identity cards with specific Identity Numbers will be issued to all employees upon employment.
- ii The ID card will be renewed upon change of position.
- iii In case of loss or damage of the ID card, the HR department will have to be informed immediately by the employee.

2.10 Probation Period

- i. All staff unless contractual or on short-term employment must be initially employed under probationary period for three months.
- ii. The probation period may extend another three months if performance of the concerned staff did not found satisfactory/not possible to assess in the first three months.
- iii. Under any circumstances probation period will not extend for more than one time.
- iv. The supervisor of the concerned staff will be responsible for appraising the staff performance and will report to Head of HRM Department.
- v. Head of HRM Department will report this to the Chief Executive and final decision will be made by the Chief Executive regarding extension of the probation period or expiration of the employment.
- vi. The concerned supervisor must give his/her recommendation regarding probationary period well ahead, which could be minimum 15 (fifteen) days before the expiry of the probation period.
- vii. Having the feedback about the performance, the Chief Executive will give his/her approval by next one-week and HR department will inform the concerned staff about Chief Executive's approval by next one week.
- viii. In case the supervisor fails to provide feedback on the performance within the timeframe (15 days ahead of expiry of the probation period) it will be taken into consideration that the concerned staff has been accepted by the Supervisor. By next fifteen days with the support of HR department Chief Executive will confirm the staff. In case of any predicament the concerned supervisor will be held responsible for the case.

2.11 Records of Service


2.11.1 Employees Personal File

- i. Documents relating to the employment and service with AFAD shall be kept in a separate file, referred as personnel file, under the custody of the HR section.
- ii. The member of EC & GC and Chief Executive shall have access to the personnel files / records of all employees of the organization.
- iii. Concerned departmental head shall have the right to access to the personnel files, as and when required, of those employees reporting to him/her.
- iv. All personnel's records shall be kept under secured and locked condition and / or in an electronic form, if available.

2.11.2 Contents of Personal File

AFAD must maintain an up-to-date personnel / confidential file in the name of each employee. The personal's file shall contain the followings:

- Job Application
- Curriculum Vitae (CV)


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- National ID Card
- Birth Registration Certificate
- Passport size Photograph
- Photocopy of all relevant Certificates
- Vacancy notice
- Job descriptions
- Interview report / test Script
- Reference checks obtained from previous employers and referee
- Appointment letter duly signed and dated
- Performance appraisal report duly signed by the Supervisor and employee concerned
- Increment / Promotion letter
- Copies of letters on disciplinary action
- Termination letter
- Any other documents as may be felt necessary


2.11.3 Privacy of Employees Information

The organization recognizes and protects each employee's right to privacy. The organization adheres to the following basic principles in order to protect the privacy of the employees' personal information:

- i. The collection of employees' information is limited to the need by the organization for official and legal purpose;
- ii. The confidentiality of all personal information contained in organization's records will be protected.
- iii. Employees involved in record keeping will be required to adhere to the policies and practices of the AFAD. Violation of these policies will result in disciplinary action.
- iv. Within the organization, access to personnel file / record is limited to those staff members who are having authorization. Access may also be given to third parties, including government agencies, pursuant to the order of court or subpoena.
- v. AFAD will refuse to release personal information to outsiders without the written approval of the employee concerned, unless legally required to do so.
- vi. When an employee joins the organization, a personnel file has to be established and maintained by the HR Department.
- vii. Service records of the employees shall be maintained in a "Service Book" which will contain names & other particulars of the persons employed, date of employment, nature of work, rate of salary, leave taken & records of conduct etc.
- viii. The information will be maintained on a confidential basis and will not be disclosed to anybody without prior permission of the employees and the authority concerned.
- ix. Easy access to own personnel file will be ensured.
- x. HR Department has to retain the personal records for a period of 2 (two) years from the date of cease employment.

2.12 Involvement in any other Remunerative Activities

- i. Employees will not be allowed to work in any other organizations during his/her employment in AFAD.
- ii. No employee will be allowed to involve in any consultancies or other remunerative activities what so ever, without the prior written permission from AFAD. They will also not be allowed to utilize their leave in any remunerative activities which causes conflict of interest.


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- iii. Employee who has legal business or has affiliation with any business partnership should declare about their business involvement at the time of employment. But they will not be allowed to take any advantage from AFAD in the name of their business.

2.13 Involvement in Politics and Anti-Terrorism Group

AFAD is a non-political and peaceful organization. Involvement of any employees with any political parties and terrorist group is strictly prohibited. If such connection of any employee found, s/he will be terminated without any delay.



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3.1 Purpose

The purpose of this policy is to set hours of work and to make provisions to ensure discipline and punctuality among the employees in connection with daily attendance.

3.2 Daily Working Hours

- i The Staffs (Managerial and Non-Managerial) of AFAD shall ordinarily work 08 hours including one-hour (60 minutes) interval for lunch i.e. 42.00 hours per week.
- ii The standard working time for Staffs of will be from 09.00 am to 05:00 pm.
- iii Lunch break will be from 01:00 – 02:00 pm.
- iv In case of any meeting, training, workshop, working hours will not be applicable and time and working hours will be notified earlier.

3.3 Weekly and Government Holidays

- i All employees shall be entitled to enjoy weekly holiday for one day i.e. Friday for AFAD office.
- ii Any employee may work in weekly holiday according to their job requirement. But this will not be allowed as a regular practice and will be discouraged at all levels. In that case managerial staffs will be entitled to receive holiday allowance and the non-managerial staff will be entitled to enjoy overtime benefit.
- iii Working in weekly holidays will be strongly discouraged. However, for special circumstances, if decision has been taken by the highest authority or if Chief Executive approves work in holidays, the employee who is deprived of any of the weekly holidays, he/she shall be allowed, as soon as circumstances permit, compensatory holidays, of equal number to the holidays so deprived of.
- iv Apart from weekly holidays, AFAD will allow the staff to enjoy declared government holidays.

3.4 The Religious Context and Working Hours

- i AFAD is an organisation of equal opportunity. Therefore, all employees concerned in AFAD will be allowed to enjoy and perform their respective religious activities.
- ii All employees irrespective of any religious belief will be allowed to enjoy the declared Government holidays. But staff of respective religion will also be allowed to enjoy the optional holidays as well.
- iii Office time during religious activities as for instance Ramadan will be fixed according to the set standard rule of the country.
- iv Employees will be allowed to enjoy short break maximum up to 15 minutes to perform regular religious activities.

3.5 Attendance

- i Employees will attend their designated place of work at the assigned time and upon arrival, they will have to report by signing the attendance register or by punching in individual Identity Card / digital face detective device as applicable. Likewise, time of departure should also be reported.



- ii An attendance register (either electronic or register) will be maintained in the AFAD office and all employees should record their attendance in the register.
- iii If an employee stays outside for official purposes, it should be recorded in the register. Field staffs will put their signature with due time every day in the register maintained in the office before going to the field.
- iv If an employee takes leave, information about the number of days taken leave and the types of leave should be recorded in the register and also inform the HR department.
- v Every staff must have to maintain office timing and however, a grace period of 10 minutes is allowed but should not habitual delay in regular basis.
- vi The office will remain closed on the government holidays.
- vii If an employee cannot attend the office in the right time for any unavoidable circumstances s/he should inform immediately the immediate supervisor through cell phone or SMS but arriving in the office after 12:01 p.m. will be considered as leave for that day.

3.6 Limited Working Hours for the Female Employees

- i. No female employee shall be allowed to work in the organization from 08.00 O'clock at night to 06.00 O'clock in the morning without permission of the competent authority.



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Employees Benefit and Compensation**4.1 Purpose**

- i. AFAD aims to provide employment which offers fair and equitable remuneration in relation to responsibility and performance. Thus, the salary policy of the organization is designed to attract, motivate and retain a high-caliber workforce.
- ii. This policy sets out the guidelines for salary administration in the organization. It should be noted that while the HR Department formulates the salary policy and oversees the salary administration, it is primarily the responsibility of Head of Division/Department to execute the policy in accordance with the principles set out.

4.2 Policy

- i A baseline salary structure will be developed by AFAD basing on Grade and position of employment structure.
- ii AFAD management will ensure equal pay structure for all its staffs according to the position and salary grade which will be mentioned in the job appointment letter.
- iii In any case AFAD management will not discriminate any staff while fixing the benefit and compensation.
- iv The salary structure of the employee will be upgraded to the next step based on the annual evaluation of the employee's performance and achievement.
- v The salary structure at all levels which upgraded to the next step / increase wages to be effective as per the time decided by the Management.
- vi Child Labour Act will be followed in every case of employment.
- vii In designing benefit and compensation package AFAD management will ensure that this has been designed keeping relevancy with other organisations within the similar sector.
- viii AFAD management defines benefit and compensation in two broad categories as follows:

- Salary and allowances
- Benefits

4.3 The salary and allowances**4.3.1 Definition**

The salary and allowances are the "Extrinsic" factor of benefit, which will be offered by AFAD management in terms of employment contract with any employee. And AFAD management is compelled to pay this benefit to all the staff, employed in AFAD.

According to the relevance of job and its nature AFAD management will pay the staff in the following manner:

- i Monthly basis
- ii Weekly basis and
- iii Daily basis.



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4.3.2 Salary Payment Procedure

- i. The salaries and allowances shall be paid through bank account transfer to the employee's individual bank account but in case of new staff, salary may be paid through cross cheque till the opening of his/her bank account.
- ii. In case of payment of salaries through cheque, separate cheque shall be issued to every employee in his/her name or transfer through inter-bank.
- iii. All employees will receive salaries within the seventh day of the next month through their bank accounts. On special circumstances staffs shall consider delay in payment of salary and/or salary may be paid earlier than usual dates for which approval is required from the Chief Executive.
- iv. AFAD shall deduct advance income tax from salary and deposit to government treasury as per rules. Income tax return submission and getting clearance is the responsibility of the respective employee(s).
- v. Supporting documents required for paying employee salary:
 - Employee's valid employment contract/appointment letter to be preserved in employee's personnel file.
 - Time sheet / Attendance register.
 - Monthly Salary statement from HR department duly approved by the Chief Executive.
 - Income tax and any other applicable deductions are done from the salary at source.
 - Bank transfer letter/ issuing cheques.
- vi. The calculation of monthly salary should be verified by the Head of HR and approved by the Chief Executive.
- vii. An employee shall be paid her/his salary for any fractional period on pro-rata basis.

4.3.3 Extra Allowance for Overtime

- i. Where an employee having no supervisory, administrative or managerial capacity works on any day in excess of 9 hours including lunch break, he/she shall, in respect of overtime work, be entitled to allowance at the rate of twice his/her ordinary rate of basic salary.
- ii. Provided that, any such employee may work in AFAD not exceeding ten hours including over time in any day.
- iii. Monthly attendance sheet/time sheet will be the supporting documents for calculation of over time payment.
- iv. Overtime allowance, the rate of which is 1.5 times of hourly basis should be paid once in a month to employee
- v. The formula of calculation of overtime pay shall be as follows:

Basic Salary

----- x 1.5 x no. of overtime hours [for site office staffs)

208

Note: 26 working days in a month X 8 hours in a day = 208 hours

4.3.4 Festival Allowance

- Every employee will be entitled to receive two festival bonus equivalents to one-month basic salary each which will be payable during the holy occasion of Eid-ul-Fitre



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- & Eid-ul-Azha for Muslim staff, paid the full amount in one installment during Durga Puja for Hindhu and Christmas time for Christian.
- No employee shall be entitled to receive full bonus unless she/he completes probation period (06 months) with AFAD otherwise he/she will get proportionate.
- Festival allowance will be calculated according to previous month's salary.
- The part time staffs are not entitled to get any festival allowances.

4.3.5 Holiday Allowance

- i. If any managerial employee works in the holiday for official need, s/he will not be entitled to receive holiday allowance.
- ii. If any support staff will work in the holiday for official need, s/he will be entitled to receive at the rate of which is 1.5 times of hourly basis.

4.3.6 Annual Increment

- i AFAD may pay annual increment to all its regular employees considering performance review and rate of inflation. It will be followed employee's self-appraisal with recommendation from the supervisor.
- ii The Performance Appraisal Committee shall be formed by the Chief Executive, One EC Member, Department heads, HR Head.
- iii The rate of increment will be determined by the performance review team.
- iv Employees on contractual basis if employed for more than one year will be eligible to get annual increment after satisfactory performance which should be approved by the Chief Executive.
- v Other staff will not be covered under this policy.
- vi AFAD management keeps the right to held-up annual increment of any staff depending on the annual performance and Chief Executive will be the authorized person to take decision in consultation with the relevant line manager of the concerned staff.
- vii The annual increment will be on the basis of the joining date of the staff after completion of one year. And these will be paid in two slots i.e. staff that joined from January-June will be paid in the month of January and staff who join in July-December will be paid in month of July in the next year.
- viii Salary Review Committee will decide about the salary of the employees as well as on the increase of salary of individual staff and will be based on the performance the employee.

4.4 The benefit

4.4.1 Definition

The term benefit entails the meaning offering selected and specific advantages to the staffs other than salary and allowances. This will be offered by AFAD management for the regular employees and who are working in the organisation at least for last one year. AFAD management will provide the following benefits for its regular staffs:

- 4.4.2.1 Contributory Provident Funds:** AFAD will ensure a reserve fund as security assurance of all its permanent staff members. This fund will be known as "AFAD Staff Provident Fund" (AFAD-CPF), which will be contributory. Both staff and organisation will equally contribute to this fund for the benefit and the security of the staff. The policy will be followed in future based on fund availability and organization's capacity.



4.4.2.1.1 Policy

- i. The fund will encompass all AFAD permanent staffs irrespective of grade, position and gender.
- ii. Equal contribution of staff and AFAD will be ensured as soon as the staff will be confirmed in AFAD.
- iii. All employees shall subscribe to Provident Fund a sum equal to 10% of the monthly basic salary of individual employee and AFAD shall pay equal amount as contribution in every monthly.
- iv. The contributed amount of the staff will be deducted from the monthly salary of the staff.
- v. The joint amount will be kept in separate bank account in any scheduled bank of the country.
- vi. There will separate management body to maintain the fund which will be known as Trustee Board.
- vii. The Trustee Board will be formed with the equal participation of the staff and management of the AFAD.
- viii. The Trustee Board will prepare separate policy procedures of the CPF-AFAD.
- ix. In case of expiry of the employment, staff on service, will be entitled to receive both the contribution with accrued interest no matter how long she/he has served the organisation.
- x. Staff will be allowed to take loan from AFAD-CPF on interest basis and the loan taking procedure will be guided by AFAD-CPF policy guideline.

4.4.2.1.2 Regulation of receiving money from CPF

No employee, who is a member Contributory Provident Fund (CPF), shall be deprived due to retrenchment, discharge, removal /termination or retirement of service of the benefit of the CPF including the employer's contribution thereto, if s/he is entitled to it under the rules of that fund.

4.4.2.1.3 Procedure for getting return of the CPF money

- i. To get CPF money the employee should apply to the Chairman of the Trustee Board through the proper channel by using the prescribed format.
- ii. After the approval of the application the employee get the money from the Accounts department.

4.4.2.1.4 Taking loan from the provident fund

- i. Any employee who has completed three years as employee of AFAD will be eligible to get loan from the AFAD-CPF.
- ii. For the approval of this loan the employee should apply to the Chairperson of the Trustee Board through the proper channel by using the prescribed format. The highest amount of this loan will be 80% of the total amount of the CPF money contributed by him/her.
- iii. The loanee will have to pay a flat interest rate which will be decided by the Trustee Board.
- iv. The AFAD-CPF loan along with the interest will be repaid in 12 months.
- v. The repayment of the AFAD-CPF loan will begin from the following month of loan received by loanee and will be completed in 12 equal installments.



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4.4.2.1.5 Distribution of the Profit

The interest of AFAD-CPF money deposited in the Bank and the interest of the loan amount given to the employee will be treated as profit of the AFAD-CPF. The profit earning from the CPF till 31st December will be distributed among the members of the CPF in proportion of their total deposited amount.

4.4.2.2 Gratuity

AFAD management will ensure service privilege, will be known as "Staff Gratuity (SG) for all permanent or regular staffs. All permanent staff will be eligible to receive one-month basic salary on successful completion of 12 (Twelve) month in each calendar year. And this will be paid from the date of joining but shall be counted after confirmation of the service. SG will not be paid until the staff leaves the organisation and the amount will be kept in a separate Bank Account in any scheduled bank in the country.

4.4.2.3 Other Facilities

4.4.2.3.1 Transport Facilities

AFAD will reimburse actual expenses for transport and field trips related expenses upon submission of invoices. Reasonable fares can be claimed without vouchers (such as: Taxi, rickshaw etc.). Air fare with boarding pass, train, launch/steamer and bus tickets must accompany the claim vouchers. The mode of transport entitlements for AFAD staff will be as follows:

Grade	Mode of transport
1-2	Air ticket wherever available or AC train or AC bus or AC launch cabin or actual class used.
3-6	Train First class/AC bus/AC Launch Cabin (subject to approval from their supervisor can also avail the air ticket on emergency basis).
7-8	Other mode of transport (bus, train, launch, boat etc. normal fare, not 1 st class. (subject to approval from their CE/supervisor can also avail the Train 1 st class/AC bus/AC Launch Cabin air ticket on emergency basis).
9	Other mode of transport (bus, train, launch, boat etc. normal fare, not 1 st class).

Note:

- In case of staff from serial 1&2 travelling together by an office car or rented car may be availed upon prior approval from respective Project Manager. However, considering the travel time it is recommended to avail economic air travel to optimum use of trip time.
- The Chief Executive may waive the above-mentioned rules in cases where a group of employees traveling from different grades to present the organization in donor flat form or attend any summit.
- A caretaker may accompany a female employee or beneficiary who is attending an external meeting, training, or workshop that requires an overnight stay and has children under the age of six. Staff and beneficiaries will receive the same amount of


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additional reimbursement in this case. However, if funding is constrained, staff or beneficiaries may be responsible for covering the costs.

4.4.2.4 Mobile Phone Allowance

In order to perform duties, the employees need to communicate with each other and with other stakeholders on regular basis. AFAD will provide mobile allowance to all staffs for using personal Cell Phone and Internet, recharge amount and eligibility is subject to availability of donor approved budget.


Sl. No	Staff Grade	Recharge Amount range
1	Chief executive (CE)	1000-3000
2	Head of program operations (DD/AD/PD)	800-2500
3	Managerial level (PC/PM/PF etc)	500-2500
4	Finance, admin and logistics	300-2000
5	Monitoring evaluation and documentations	300-2000
6	Technical level	300-2000
7	Supervisor level	300-2000
8	Front line level	200-1500
9	Volunteer level	200-1500
10	Support staff/Night guard	100-500

4.4.2.5 Insurance Facilities

AFAD will arrange group / individual Life Insurance coverage for each employee to meet up incident. It will be followed in future subject to availability of fund.

4.4.2.6 Salary Advance

- i. AFAD will grant an advance which not exceeding the sum equivalent to one-month basic salary. Such advance may be released in distress circumstances i.e. serious illness in the family, marriage, unexpected expenditures and subject to the approval of the Chief Executive. In the case of the Executive Director / Project Director, the approval of the EC will be required.
- ii. Salary advance up to 80% of the current month's salary may be allowed.
- iii. Such advance should be repaid within a six-month period starting from the second month. No advance shall be made, if there is an outstanding due payable to AFAD. No more than one advance shall be given within a twelve-month period.


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4.5 Salary and Performance Review Committee

The following committee will review salary of employees from time to time in order to ensure competitive salary for the qualified staffs:

Sl. No.	Designation
1.	Chief Executive
2.	One EC Member
3.	Department Heads

The final approval will be taken by consultation with the Chairman of Executive Committee.

4.6 Income Tax

The company will deduct Income Tax from monthly remuneration of employee in accordance with the applicable Tax Law provisions. However, employee will remain responsible and liable for the submission of their personal tax return and for the payment of any taxes those are due in respect of their entire taxable income.



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5.1 The definition

For the benefit of the organisation, the staff of any category may pay a visit to any organisation, any country or any place at any time. Staff also may visit to any place out of their own interest with their own accord. As an organisation AFAD will encourage these initiatives on the following ground:

- i. The visit must be purposeful
- ii. The purpose must serve the organisational benefit.
- iii. The visit must focus on the fame and goodwill of the organisation

5.2 Policy

- i. All field visits must be recommended by immediate supervisor or section head and to be approved by Chief Executive.
- ii. Chief Executive keeps the right to cancel any visit without showing any reason.
- iii. For any visit prior approval must be taken from Chief Executive. For short visit up to half a day supervisor will be allowed to give approval on his/her own discretion.
- iv. Any staff member may get invitation from other organisation. Prior to respond the invited staff members must get prior approval from Chief Executive with the recommendation from immediate supervisor. Chief Executive must corroborate that the visit is purposeful to organisation and will approve the visit.
- v. But if staff member responds to the invitation without the permission of Chief Executive in that case all the responsibilities will entirely go to the staff concerned and this will be treated as personal visit. And for any consequent situation the staff member will be responsible for that and disciplinary action will be taken against the concerned staff for such practice.
- vi. Any staff whenever will be allowed to visit any place must carry this in mind that he/she is carrying the goodwill and the fame of the organization. Therefore, for any deviation to this staff member will have to reply for the incident.
- vii. Staff members, who are allowed to visit other organisation or place, must not give any decision until they are authorised. Any exception to this, the concerned staff member(s) will have to take the responsibility.
- viii. Staff must submit a brief written feedback to their concerned supervisor by next three days after returning from the visit and arrange to share his/her experience with the department or with the colleagues of the working place.
- ix. In case the visit is concerned with training relevant staff must give a detail training report to Chief Executive through proper channel and share all relevant training documents with the department or with the colleagues of the working place.
- x. When a staff visiting any place or organisation on their own accord permission is must from the Chief Executive. If the visit involves more than one day, staff must get release letter from the Chief Executive.
- xi. For all expenditures concerning the staff must submit the bill as per financial rules and procedures.
- xii. The same policy will be applicable in case of regular field visit for organisational purpose.

- xiii. Staff must claim his/her visit expenses within three days from the days s/he has returned from the visit. The weekend days are exception to this policy. If the staff concerned takes advance against visit, then same policy will be applicable.

5.3 Travel

- i. Convenience of the traveler and urgency of the travel shall be considered in selecting the following mode of transport:

Grade	Mode of transport
1-2	Air ticket wherever available or AC train or AC bus or AC launch cabin or actual class used
3-6	Train First class/AC bus/AC Launch Cabin (subject to approval from their supervisor can also avail the air ticket on emergency basis).
7-8	Other mode of transport (bus, train, launch, boat etc. normal fare, not 1 st class. (subject to approval from their CE/supervisor can also avail the Train 1 st class/AC bus/AC Launch Cabin air ticket on emergency basis).
9	Other mode of transport (bus, train, launch, boat etc. normal fare, not 1 st class)

- ii. The travelers must attach the ticket for bus/train/launch/Boat during submission of the travel bill.
- iii. Travel Expenses have to be claimed through Travel Expense Report (TER) on completion of an authorized trip.
- iv. If the traveler intends to use official transport, he/she must request the Administration Department through Travel Itinerary (TR) at least three days before the travel commences with copy of the TR. No verbal request will be entertained in case of using office transport.
- v. Traveler has to certify the fuel bill, toll receipt, vehicle logbook while she/he is traveling by official transport.
- vi. Travel Expenses Report should be submitted to the respective supervisor within 7 (seven) days on completion of the travel. The Supervisor will forward the same to the Accounts Department immediately along with his/her comment, if any. Accounts Department will check the accuracy and entitlement and settle the claim.
- vii. The TER must be used to document all travel expenses incurred on each trip. All expenses regardless of amount must be itemized. Paid receipts, bill or similar evidences for each item, must be attached to the TER to support the claim.
- viii. Accounts Department will settle the claim and/ or adjust the advance, if any, after approval of TER.
- ix. If a traveler, who was paid an advance, fails to submit TER within the time specified above, the advance so paid to him may be deducted from his / her salary.


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5.4 Accommodation

Traveler shall be paid maximum lodging cost as per the policy of AFAD and shall in no case exceed the approved rate. The rate of accommodation facility for the employees shall be as follows:

Serial	Grade	High-cost area	Low-cost area
1	1-2	3500	2500
2	3-6	2500	2000
3	7-8	2000	1500
4	9	1000	800

The traveler shall have to submit the bill with TER to claim accommodation expenses.

5.5.1 Per-Diem

In addition to the transportation and lodging costs, the traveler will be paid per-diem to cover Meals and Incidental Expenses. The Per-Diem shall be calculated depending upon the time covered by the travel. There will be two rates that take the associated market price and the geographic area into account.

High-cost area: All divisions of Bangladesh and Tourist area (Cox's Bazar & Kuakata)

Breakfast (Tk.)	Lunch (Tk.)	Dinner (Tk.)	Incidental (Tk.)	Total (Tk.)
150	500	500	150	1300

Low-cost area: All districts other than high-cost area.

Breakfast (Tk.)	Lunch (Tk.)	Dinner (Tk.)	Incidental (Tk.)	Total (Tk.)
100	350	350	100	900

Note: If food is provided (full/partly) by donor or event organizer, then per-diem will be deducted proportionately.

5.5.2 Per-Diem Computation (In country - Local)

When traveler moves away from the duty station and stays overnight in some other areas for official business, Per-Diem shall be paid as per the following rates:

Description	Time
Breakfast	When travel starts 7AM or returns after 7AM
Lunch	When travel starts 12 PM or returns after 2 PM
Dinner	When travel starts 7 PM or returns after 7 PM
Incidental	Incidental is eligible in case of overnight stay

Note: No supporting voucher / receipt is required for claiming reimbursement of daily allowance.


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5.6 Overseas Travel

In case of overseas travel, donor policy will be followed. However, if there is no specific guideline the following lump sum rates will be applicable:

Country	Per-diem and accommodation	Incidental
SAARC Countries	\$300	\$45
Asia, Africa, Latin American countries except Japan, SAARC countries	\$500	\$75
Europe, United States, Australia, Canada and Japan	\$700	\$105

Note: Yearly 10% increase may be allowed as per management decision.

5.7 Other Reimbursable Expenses

In addition to reimbursement of travel expenses, accommodation at actual and per diem payment, the following expenses may also be reimbursed to a traveler subject to submission of satisfactory documentation:

- i. **Local Transportation:** Actual local transportation cost. Wherever possible traveler should enclose transportation bills.
- ii. **Photocopying:** Charges for photocopying of documents in connection with official business.
- iii. **Others:** Reasonable and necessary expenses like airport taxes, embarkation fee, and excess baggage charge due to carrying official documents/goods, etc. may be reimbursed subject to submission of itemized receipts.

5.7 Travel Expense Report (TER)

- i. Travel Expenses have to be claimed through Travel Expense Report (TER) on completion of an authorized Project related trip. A sample TER is enclosed in Annex herewith.
- ii. Travel Expenses Report should be submitted to the respective supervisor within 7 (seven) days on completion of the travel. The Supervisor will forward the same to the Accounts Department immediately along with his/her comment, if any. Accounts Department will check the accuracy and entitlement and settle the claim.
- iii. The TER must be used to document all travel expenses incurred on each trip. All expenses regardless of amount must be itemized. Paid receipts, bill or similar evidence for each item, must be attached to the TER to support the claim.
- iv. Accounts Department will settle the claim and/ or adjust the advance, if any, after approval of TER.
- v. If a traveler, who was paid an advance, fails to submit TER within the time specified above, the advance so paid to him may be deducted from his / her salary.


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6.1 Introduction

Promotion may be a move to a position of higher rank, responsibility and salary. Often, employees may advance to positions that don't come with higher managerial authority. Instead, these advancements may be a career or role change that helps employees develop and grow. Employees may be promoted within the same or another department or branch.

Promotion is one of the more pleasant events that are likely happen to people in an organization. Generally, it is given as recognition of a person's past performance and future promise.

6.2 Conditions for Promotion

The main conditions of promotion are:

- i. Reassignment of higher level job to an employee than what he is presently performing.
- ii. The employee will naturally be delegated with greater responsibility and authority than what he has had earlier.
- iii. Promotion normally accompanies higher pay.

6.3 Purpose of Promotion

Organizations promote the employee with a view to achieve the following purposes:

- i. To utilize the employee's skills, knowledge at the appropriate level in the organizational hierarchy resulting in organizational effectiveness and employee satisfaction.
- ii. To develop competent spirit and coach the enthusiasm in the employees to acquire the skills, knowledge etc. required by higher level jobs.
- iii. To develop competent internal source of employees ready to take up jobs at higher level in the changing environment.
- iv. To promote employee's self-development and make them await their turn of promotions. It reduces labour turnover.
- v. To promote a feeling of content with the existing conditions of AFAD and a sense of belongingness.
- vi. To promote interest in training, development programmers and in team development areas.
- vii. To build loyalty and to boost morale.
- viii. To reward committed and loyal employees.
- ix. To get rid of the problems created by the leader of workers' unions by promoting

6.4 Benefit of Promotion

- i. Promotion places the employee in a position where an employee's skills and knowledge can be better utilized.
- ii. It creates and increases the interest of the other employees in the company as they believe that they will also get their turn.
- iii. It creates among employees a feeling of content with the existing conditions of work and employment.

- iv. It increases interest in acquiring higher qualifications, in training and in self-development with a view to meet the requirement of promotion
- v. Promotion improves employee morale and job satisfaction.
- vi. Ultimately it improves organizational health.

6.5 Basis of Promotion

- i. AFAD shall follow merit based promotion followed by performance in the present job.
- ii. Considering an individual employee's skills, knowledge, ability, efficiency and aptitude as measured from educational, training and past employment record.
- iii. Recommendation for promotion by the performance evaluation team.
- iv. Promotion is mostly a "reward" for past efforts and successes.

6.5 General policy of Promotion


The following regulations shall apply in respect of promotion:

- i. Promotion cannot be claimed as a matter of right. In all matters relating to promotion the decision of the Performance Evaluation/Appraisal/ Promotion Committee shall be final.
- ii. The Promotion Committee will be formed by the Chief Executive, One member from EC, Operational Head/Department Head, Head of Finance & HR Head
- iii. AFAD will ensure equal opportunities for promotion in all categories of jobs, departments, and regions of an organization
- iv. AFAD will maintain fair and impartial policy for promotion.
- v. AFAD will not give room for nepotism, favoritism etc.

6.7 Process for Promotion of Staffs

AFAD shall establish a promotion review process end of every year i.e. December. During this process, the head of the department may consider selecting employees to move to a higher-level position, or a position that better matches their skills and aspirations. Spontaneous promotions may also occur if a business need arises. For promotion of Head of the department and above, the EC will take the decision. The following process shall be followed by AFAD for staff promotion:

- i. Meet with employees to talk about their career goals and/or aspirations for a promotion. The head of the department should create career plans for their team members.
- ii. Identify opportunities to promote one or more team members, if applicable (by either filling vacancies creating new jobs or enhancing job titles.)
- iii. Discuss the promotion with Head of HR to receive approval. The head of the departments should also ask HR about the new position's salary range and any new benefits they should present to their team member.
- iv. Arrange a meeting with the employee to determine whether they' would be happy with this career move.
- v. The respective department must keep detailed records of the process to support their decisions to promote employees. These records may also come in handy if other employees find the decision unfair or sue the company.
- vi. For promotion of Head of the Department and above, the EC will evaluate their performance and take the decision for promotion.


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7.1 Leave Policy

- i. Employees of AFAD shall be entitled to leave according to their entitlement provided in this Manual.
- ii. An employee desiring to take a leave of absence shall apply as per prescribed format to the concerned authority in writing and shall state therein the reason for the leave and the amount of leave time desired.
- iii. If an employee, after proper explanation of leave, desires an extension thereof, he/she shall, if such leave is due to him/her, apply sufficiently in advance before the expiry of the leave to the concerned authority who shall, as far as practicable send a reply (written/e-mail/SMS) either granting or refusing extension of leave to the employee to his/her leave-address.
- iv. Reasonable leave in advance of accrued entitlement may be granted on request and at the discretion of the Chief Executive.
- v. Before going on leave, the employee will have to hand over her/his charges to an alternative person/supervisor if necessary.
- vi. Under normal circumstances, head of field office and his/her assistant would not be allowed to on leave at the same time.
- vii. The HR department will maintain up-to-date leave records of all its employees in the prescribed format and employees have the right to have access to leave record maintained by the authority.

7.2 Types of Leave

Employees of AFAD are entitled to the following categories of leave:

- i. Casual Leave (CL)
- ii. Annual Leave / Earned Leave (AL/EL)
- iii. Sick Leave (SL)
- iv. Maternity Leave (ML)
- v. Paternity Leave (PL)
- vi. Leave without Pay (LWP)

7.2.1 Casual Leave (CL)

- i. Casual Leave is granted for certain unforeseen situation.
- ii. All employees shall be entitled to casual leave with full pay for 10 (ten) days in a calendar year. Such leave will be calculated on a pro -rata basis for any period of service which is less than 12 (twelve) months.
- iii. Casual leave shall be enjoyed by the prior permission of the competent authority without sudden emergency like sudden death of family members, accident etc.
- iv. This leave will not be granted for more than 3 (three) consecutive days at a time.
- v. Temporary, part time or contractual employee shall not to entitled to enjoy such leave
- vi. Admissible casual leave shall not be accumulated and carried forward to the succeeding year.



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7.2.2 Annual Leave (AL)/ Earned Leave (EL)

- i. Annual Leaves/earned leaves are earned by the employee in the previous year and enjoyed in the preceding year. This is also known as privileged leave.
- ii. All permanent employees of AFAD are entitled to enjoy 20 (twenty) days annual leave with pay after completion of one year of continuous service.
- iii. Request for annual leave to be made at least two weeks before the leave prayed for.
- iv. If an employee does not, in any period of 12 (twelve) months, take the leave either in whole or in part, to which he/she is entitled, such leave shall be added to the leave which he is entitled to in the succeeding period of 12 (twelve) months.
- v. An employee shall cease to earn any annual leave, when the earned leave due to him/her amounts to 60 (sixty) days.
- vi. The AFAD management may deny a leave request due to urgency of work, provided the concerned supervisor has made the first denial.
- vii. Annual leave may be deducted/adjusted for genuine prolonged sick leave.
- viii. Any weekly holiday or public holiday falls between the approved annual leave (suffix and prefix), shall be considered as their annual leave.

7.2.3 Sick Leave (SL)

- I. Sick leave is allowed when an employee is sick and physically unfit to attend the office and carry out official assignments.
- II. Every employee shall be allowed sick leave for a maximum of 14 (fourteen) days in a calendar year with full pay. Such leave will be calculated on a pro -rata basis for any period of service which is less than 12 months.
- III. Sick leave shall not be accumulated and carried forward to the succeeding years.
- IV. Sickness continued beyond the entitlement shall be charged from annual leave if any.
- V. A medical certificate from a registered medical practitioner will have to be obtained when an employee is sick and absent from duty for more than 3 (three) consecutive working days.
- VI. At the end of leave concerned employee will submit joining letter to the HR department along with all medical certificates if the leave period more than 03 days.

7.2.4 Maternity Leave (ML)

- i. AFAD supports the policy of promoting maternal health during pregnancy and after the child birth. An expectant mother will get all possible support from the organization throughout the pregnancy and after childbirth.
- i. Every female employee shall be entitled to maternity benefit for the period of 8 (eight) weeks preceding the expected day of her delivery and 8 (eight) weeks immediately following the day of her delivery.
- ii. A woman employee shall not be entitled to enjoy such benefit unless she has worked in AFAD for a period of not less than 6 (six) months immediately preceding the day of her delivery.
- iii. A pregnant employee must apply for maternity leave at least 8 (eight) weeks before the expected delivery date.
- iv. No such benefit shall be payable to a female employee if at the time of her delivery she has 2 (two) or more surviving children, but in that case she may enjoy any leave which is due to her.
- v. At the end of leave, concerned employee will submit joining letter to the HR department.



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7.2.5 Paternity Leave (PL)

- i. Every married male employee of AFAD shall be entitled to enjoy 07(Seven) days Paternity Leave (PL).
- ii. No such leave shall be entitled if at the time of delivery of his wife has 2 (two) or more surviving children, but in that case he may enjoy any leave which is due to him.

7.2.6 Leave Without Pay (LWP)

- a. Leave without pay may be granted for genuine reasons, if an employee requests for such leave with genuine ground.
- b. Application shall be proceeding through proper channel.
- c. Such leave cannot be availed without prior approval of the Chief Executive based on recommendation of line manager and HR manager.

7.3 Leave Approval Authority

The competent leave approval authority is mentioned below:

Types of Leave	Concerned Authority for Leave Approval
Casual Leave	<ul style="list-style-type: none">Respective Departmental Head will be responsible for approval of leave of concerned department's employee by informing the Chief Executive.Leave of application of all the Departmental Heads will be approved by the Chief Executive.Leave of application of Chief Executive will be approved by the Chairman of EC
Sick / Medical Leave	
Annual / Earned Leave	<ul style="list-style-type: none">The Chief Executive will approve annual / earned leave of all employeesAnnual / earned Leave of the Chief Executive will be approved by the Chairman of EC.
Maternity Leave	<ul style="list-style-type: none">The Chief Executive will approve Maternity Leave of all female employees
Paternity Leave	<ul style="list-style-type: none">The Chief Executive will approve the Paternity Leave of all married male employees.
Leave Without Pay	<ul style="list-style-type: none">The Chief Executive will approve the Leave Without Pay (LWP) of all employees.

7.4 Absence without Permission

- i. No employee shall remain absent from duty without obtaining prior permission. The authority reserves the right to deduct salary of an employee for unauthorized absence from duty even for one day. Provided that the amount of such deduction shall, in no case, be more than the amount of salary payable to him/her for the period of absence and the deduction will be made on basic salary only.
- ii. Habitual absence without leave of absence for more than 10 (ten) days at a time without obtaining leave will be considered as misconduct and disciplinary procedure will be followed accordingly after maintaining due process.

8.1. Policy

- i. AFAD shall not engage in or support the use of punishment, mental or physical coercion, and verbal abuse.
- ii. AFAD shall not allow behavior, including gestures, language, and physical contact, that is sexually coercive, abusive or exploitative.

8.2 List of Misconduct

The following acts and omissions shall be treated as misconduct:

- i. willful disobedience, whether alone or in combination with others to any lawful or reasonable order of a superior;
- ii. theft, misappropriation, fraud or dishonesty in connection with business or property of the employer;
- iii. taking or giving bribe in connection with his or any other employee's employment under the employer;
- iv. habitual absence without leave of absence for more than 10 (ten) days at a time without obtaining leave;
- v. habitual late attendance;
- vi. habitual breach of any law or rule or regulation applicable to the establishment;
- vii. disorderliness, riot, arson or breakage in the establishment;
- viii. habitual negligence in work;
- ix. habitual breach of any rule relating to employment, including discipline or conduct, approved by the authority;
- x. altering, forging, wrongfully changing, damaging or causing loss to employer's official records.

8.3 Penalties

Any employees found guilty of misconduct may be awarded any of the following punishments, namely:

- i. Dismissal
- ii. Reduction to a lower post, grade or scale of pay for a period not exceeding one year;
- iii. Stoppage of promotion for a period not exceeding one year;
- iv. Withholding of increment for a period not exceeding one year;
- v. Fine (maximum of 10% of basic salary);
- vi. Suspension without salary and subsistence allowance for a period not exceeding seven days;
- vii. Censure or warning.

8.4 Disciplinary Procedure**8.4.1 Preliminary Enquiry**

- i. Preliminary enquiry may not be required for all the situations. Preliminary enquiry will be required when there is lack of enough evidence that the event has occurred. Naturally, in the event of verbal abuses, a preliminary enquiry may be required.

- ii. A person designated by the authority shall conduct a preliminary enquiry as soon as the case is reported.

8.4.2 Issuance of Charge Sheet

When an employee is to be proceeded against for any offence, the authority shall:

- i. Frame a charge sheet specifying the charges brought against an employees and communicate it to the employee concerned (hereinafter called the accused) on which it is based; and
- ii. Not less than seven days' time, from the day the charge has been communicated, shall be given to the accused to explain.
- iii. If the accused does not submit any reply or if the authority is not satisfied with the explanation given in response to the show cause notice/charge sheet, an Enquiry Committee shall be formed to inquire into the charges brought against the accused employee.

8.4.3 Formation of Enquiry Committee

- i. The authority shall form an inquiry committee comprised of the equal number of representatives from the management (nominated by the Chief Executive) and the employee's sides (nominated by the accused) if the accused have no supervisory, administrative or managerial capacity;
- ii. In case the accused employee is a person having supervisory, administrative or managerial capacity, the authority shall constitute the inquiry committee with the person(s) of its own choice.
- iii. To act as a member of an enquiry committee, a person must meet the following criterion:
 - a. The person is not a witness of the reported allegations;
 - b. The person must be working in a senior position than the person against whom the allegations are made;
 - c. The persons who have not conducted the preliminary enquiry on the allegations or who have not any information about the event.
 - d. The person who has not any kind of enmity with the person against whom the enquiry will be conducted.
- iv. The accused can express in writing his/her reservation about any of the enquiry committee members. If the reservation is found reasonable, the authority may change the committee members.

8.4.4 Issuing Enquiry Notice

The Enquiry Committee shall issue a notice asking the accused to appear before the Enquiry Committee at a particular place stating the specific time of appearance with all documentary evidence and witnesses, if any, with a copy to the nominee of the employer/organization who will present the case in support of the charge sheet before the Enquiry Committee.

8.4.5 Procedure of the Enquiry

- i. The enquiry committee will read out the charges against the accused and explains the charges and asks the accused whether he understands the allegation. In case the accused admits the guilt, no need to question the witnesses, but if he/she does not, proceedings will begin.


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- ii. The enquiry Committee shall follow the following course of actions while conducting enquiry against any accused employee.
 - a. The accused shall be entitled to cross examine the witnesses against him/her and s/he should be allowed to present witnesses in his/her defense.
 - b. The Enquiry Committee shall record the statement of the accused and witnesses of both sides and shall obtain signature of all the witnesses in their respective statements duly read over to them in the language they understand. If the accused so agrees, his signature should be obtained in the statements of all witnesses to keep a record that the evidence of all the witnesses were taken in his presence. If the accused refuses to sign the statement at the time of enquiry, this fact should also be recorded and signed by other witnesses and the Enquiry Committee.
 - c. If the accused person admits the charge against him the Enquiry Committee will record 'Pleads Guilty' and thereafter shall give his/ its findings.
 - d. If the accused pleads 'not guilty' then all witnesses in support of the charge sheet will be examined individually in presence of the accused. No witness shall be allowed to be present during the examination of another witness.
 - e. If the accused, after being duly informed, absents him from the enquiry without proper reason or permission, the enquiry shall proceed expert.
 - f. The enquiry shall be confined to the charges and no irrelevant evidence shall be admitted by the Enquiry Committee.
- iii. The inquiry has to be completed within 60 days.

8.4.6 Submission of Reports

After conclusion of the enquiry, the enquiry officer/committee shall submit his/its report to the Chief Executive with his/its detail findings wherein the officer/committee must specify whether the person is found guilty or not.

8.4.7 Consideration of the Enquiry Report by the Management

- i. The Chief Executive will consider the enquiry report. And the authority may or may not accept the enquiry report. If the authority decided to reject the report, it must clearly set out the reasons for which the report is rejected and may order for a fresh enquiry. In that case a new enquiry officer will be selected to conduct the enquiry.
- ii. While conducting the Enquiry, the enquiry officer will comply with the procedure as mentioned in 8.4.5.

8.4.8 Award the Punishment

- i. The Chief Executive, having regard to the findings on the charges, shall pass appropriate orders.
- ii. If the accused is found guilty, he/she may be dismissed or given any other punishment mentioned in 8.3.
- iii. If he/she is not found guilty, he/she will be exonerated from the charges.
- iv. In awarding punishment, the Chief Executive shall take into account the previous record of the employees concerned, the gravity of the misconduct, achievement and contribution in service, and any other that may exist.
- v. Punishment shall be consistent for all for similar offence.
- vi. The effective date of any sort of punishment shall be the date when the final decision is made. In no circumstances, it cannot be effective from a prior date than the date when the final decision is made.


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8.5 Suspension

- i. An employee against whom a disciplinary action is proposed to be taken may be placed under suspension pending enquiry into the charges and, unless the matter is pending before any court, the period of such suspension shall not exceed 60 days.
- ii. Provided that the organization may, instead of his suspension, require him/her to proceed on such leave as may be due and admissible to him/her from such date as may be specified in that order.
- iii. If the employee concerned remains under suspension during the period of the enquiry, s/he will be paid a subsistence allowance (half of basic salary) and will be entitled to receive other allowances in full as applicable.
- iv. An order of suspension shall be in writing and may take effect immediately on delivery to the employee.
- v. If, on enquiry, an employee is found guilty of any of the charges alleged and is punished, he/she shall not be entitled to his/her salary for the period of suspension for enquiry but shall be entitled to the subsistence allowance. In the enquiry if he is found not guilty of the charges he shall be entitled to.
- vi. If the employee is not found guilty, he/she shall be deemed to have been on duty for the period of suspension pending enquiry and shall be entitled to the rest of the amount of his/her pay for the period of suspension and the subsistence allowance shall be adjusted accordingly.

8.6 Reviewing and Appealing

- i. In case of punishment, the employee concerned will have the right to make an appeal to the authority for reviewing the penalties imposed within 30 days from the date on which the employee was informed of the punishment order.
- ii. The authority may overturn, modify or reinstate the punishment upon review. The severity of the misconduct or the committed offence and the prevailing circumstances will be taken into consideration while reviewing the appeal.


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9.1 Classification of Separation

Termination of Services other than dismissal/removal can be of different types as:

- a) Discharge
- b) Retrenchment
- c) Termination
- d) Resignation
- e) Retirement
- f) Death

9.1.1 Discharge from Services

- i. An employee may be discharged from services for reasons of physical or mental incapability or continued ill-health certified by a registered medical practitioner.
- ii. The employee who is discharged shall, if his/her continuous service is not less than 1(one) year, be paid compensation at the rate of 30 days salary (basic) for every completed year of service (mentioned as Gratuity benefit in section 4.4.2.2)

9.1.2 Retrenchment

- i. An employee may be retrenched from service on the ground of redundancy.
- ii. An employee, who has been in continuous service for not less than one year, may be retrenched from service on the ground of redundancy under the following conditions:
 - The employee shall be given one months' notice in writing, indicating the reasons for retrenchment or the employees shall be paid in lieu of such notice, salary for the period of notice; and
 - The employee shall be paid, at the time of retrenchment, compensation at the rate of 30 days' salary (basic) for every completed year of service (mentioned as Gratuity benefit in section 4.4.2.2).
- iii. Where an employee of any particular category is required to be retrenched, the management shall retrench the employee who was the last person to be employed in that category.
- iv. When the organization intends to employ any person within a period of one year; the authority shall give an opportunity to the retrenched employees in that particular category by sending a notice to their last known addresses to offer themselves for employment, and the retrenched employees who so offer themselves for employment shall have preference over other persons, each having priority according to the length of their service.

9.1.3 Termination of Employment other than dismissal

- i. Notwithstanding anything contain herein to the contrary, this policy shall be immediately terminable by the Employer without any compensation for causes below:
 - a. Action of Employee that injures the professional reputation of the Employer;
 - b. Convicted by the court for criminal offence
 - c. Embezzlement of fund
 - d. Conviction of Employee of any felony or crime involving moral turpitude;
 - e. Substantial insubordination to the officers or the members of the Executive Board of the Employer.


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- ii. The employment of a temporary employee may be terminated by **AFAD**, if it is not due to the completion, cessation, abolition or discontinuance of the temporary work for which s/he was appointed, by giving in writing 30 days' notice in lieu of 30 days' basic payment to the employee.
- iii. The employment of a permanent employee may be terminated by **AFAD**, by giving in writing 60 days' notice in lieu of 60 days' basic payment to the employee.
- iv. Where the employment of a permanent employee is terminated s/he shall be paid compensation at the rate of thirty days' basic pay for every completed year of service (mentioned as gratuity in section) in addition to any other benefit to which he may be entitled under this policy.

9.1.4 Resignation

- i. A permanent employee may resign from his service by giving to the authority in writing 60 days' notice.
- ii. A temporary employee may resign from his service by giving to the authority in writing 15 days' notice.
- iii. Where an employee intends to resigns from his service without any notice, he may do so by paying 30 days basic salary in lieu of the notice in case of permanent employee and 15 days for temporary employee which is required to be given to the authority.
- iv. Where permanent employee resigns from his/her service under this section, s/he shall be paid by the employer compensation:
 - a. At the rate of fifteen days salary for every completed year of service if he has completed five years of continuous service or more but less than ten years.
 - b. At the rate of thirty days salary for every completed year of service if he has completed ten years of continuous service or more but less than twenty five years in to any other.
- v. Compensation mentioned in the section 'iv' will be in addition to any other benefit to which s/he may be entitled under this manual.
- vi. After the resignation is accepted following papers will be required to get the clearance certificate:
 - a. Salary advance clearance certificate
 - b. Clearance of any equipment, materials, files, library books or official documents, whatsoever if taken and not returned by the staff concerned.
 - c. Statement of any financial transaction.
- vii. **AFAD** has the right to take legal action against any employee who after resignation shall fail to take the clearance letter from the organization.
- viii. If there is any complain against any employee for dishonesty and corruption, who already applied for resignation the organization may not approve the resignation latter. In this case the organization will inform the employee before 1 month the reasons of denying the application in written or verbally.
- ix. Notwithstanding anything mentioned elsewhere in this manual, if an employee remains absent from his/her work place for more than 10 (ten) days without notice or permission, the management shall serve him/her a notice to explain the reason of his/her absent and join the service within 10 (ten) days and, in such case, if the employee does not submit any written explanation or join the service within the stipulated time, the management shall give him/her further 7(seven) days time to defend himself/herself, and thereupon if the employee does not join the service or defend himself/herself, he/she shall be deemed to have been resigned from service on and from the date of such absence.



9.1.5 Retirement

- i. An employee employed in AFAD shall, notwithstanding anything contained elsewhere in this policy, retire from employment ipso facto on the completion of 60 (sixty) years of his/her age.
- ii. Voluntary retirement by an employee from service on completion of 25 years of service in AFAD shall also be deemed to be retirement. The employee will have to be served such voluntary notice before one month in writing.
- iii. The authority may, if it thinks fit, employ later on a retiring employee under contract.
- iv. Every retiring employee shall be paid compensation at the rate of 45 days basic salary for his /her every completed year of service, in addition to any other benefit to which s/he may be entitled under this manual.

9.1.6 Death

If an employee dies while in service for at least more than 01 (one) years continuously his/her nominee or in the absence of any nominee, his dependent shall be paid by the employer a compensation at the rate of thirty days (30) for normal death and of forty five days (45) for an accidental death while working in the establishment or on duty for every completed year of service or any part therein excess of six months and the amount will be in addition to any other benefit to which the deceased employee would have been entitled to had s/he retired from the service.

9.2 Release Order

- i. Staff terminated, dismissed, resigned (confirmed staff) shall take clearance from the last working area and take release from the head office. The outgoing person should formally hand over all charges including financial matters to another employee of AFAD and receive clearance.
- ii. All employees' final payment will disposal finally from the head office.
- iii. All finally released employees will receive their final payments, any other dues payable to the employees other than monthly salary, within 30 (thirty) days from the date of separation.

9.3 Grievance Procedure

- i. Any employee, including an employee who has been retrenched, discharged, dismissed, removed, or otherwise removed from employment, who has grievance in respect of any matter covered under this manual may submit his grievance to the Chief Executive, in writing within thirty days of being informed of the cause of such grievance.
- ii. The Chief Executive shall within thirty days of receipt of such grievance, enquire into the matter, give the employee an opportunity of being heard and communicate his decision, in writing to him/her. The issue is discussed in details in Chapter 11.

9.4 Exit Interview

An employee will be invited for a confidential exit interview when s/he voluntarily quits her/his job by the Departmental Head/PM/Chief Executive/EC. The purposes of such interviews are to ascertain the real reasons for the employee(s)'s leaving her/his present job and to give the employee(s) an indication of her/his future career in the organization, with a view to refraining her/him from quitting if s/he is really a competent employee.

9.5 Certificate of Service

All employees shall be entitled to receive a Certificate of Service at the time of quitting their jobs. HR department will provide such certificate.


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10.3 Intent

- I. Harassment and abuse in the workplace comes in many forms — physical, verbal and psychological. It can be in the form of threats or implied threats; physical punishment; foul language; or acts that aim to humiliate or embarrass the employees, or to create a constant sense of fear of reprisal.
- II. The presence of harassment and abuse in the workplace creates a stressful working environment. Psychological and physical stress contributes to poor employee satisfaction and ultimately, poor employee performance.
- III. AFAD shall show zero tolerance to any forms of physical, sexual, psychological, or verbal harassment and/or abuse or coercion. Recognizing the important role that employee feedback plays in the optimal operation of the organization, we must take all measures to ensure that employees are both free to report any violations of this policy and that the means to confidentially and anonymously do so are provided.
- IV. The importance of upholding each individual's human dignity is the underlying principle for establishing policies that avoid harassment and abuse in AFAD.
- V. AFAD shall exert every effort to ensure that employees are treated with respect for their physical and emotional well-being as well as their cultural practices and beliefs.

10.4 Policy

The organization prohibits any form of harassment, which may include but is not limited to:

- I. Unwelcome sexual flirtations, advances, propositions, or gestures;
- II. Unwelcome or offensive touching;
- III. Sexual jokes and innuendoes;
- IV. Graphic, verbal comments about an individual's body;
- V. Psychological harassment including verbal harassment such as threats, frightening words, slander, and or foul languages;
- VI. Insulting sounds, leering, whistling, or obscene gestures
- VII. Gifts of a sexual nature, etc.....

10.5 Examples of Harassment and Abuse

10.3.1 Verbal and Psychological Harassment

- I. Chronic use of implied or direct threats (e.g., telling employees they will be fired if they do not meet the quota).
- II. Humiliating or intimidating verbal or nonverbal behaviour (e.g., throwing objects at employees who make mistakes, asking erring employees to stand in front of the line as punishment, making employees run around the factory as a disciplinary measure, beating work stations with sticks to make employees work faster).



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10.3.2 Sexual Harassment

- I. Unwelcome sexually determined behaviour (whether directly or by implication) as physical contact and advances;
- II. Attempts or efforts to establish physical relation having sexual implication by abuse of administrative, authoritative or professional powers;
- III. Sexually coloured verbal representation;
- IV. Demand or request for sexual favours;
- V. Showing pornography;
- VI. Sexually coloured remark or gesture;
- VII. Indecent gesture, teasing through abusive language, stalking, joking having sexual implication.
- VIII. Insult through letters, telephone calls, cell phone calls, SMS, pottering, notice, cartoon, writing on bench, chair, table, notice boards, walls of office, washroom having sexual implication.
- IX. Taking still or video photographs for the purpose of blackmailing and character assassination;
- X. Preventing participation in sports, cultural, organizational and academic activities on the ground of sex and/or for the purpose of sexual harassment;
- XI. Making love proposal and exerting pressure or posing threats in case of refusal to love proposal;
- XII. Attempt to establish sexual relation by intimidation, deception or false assurance.

10.6.3 Physical Abuse

Any physical contact with the intent either to injure or to intimidate (including throwing of objects) and disciplinary measures that cause physical discomfort (e.g., slapping or pinching employees, throwing shirts or materials at employees, striking or even touching employees with tools or objects).

10.7 Complaint Mechanism

The following measures must be included in the complaint mechanism:

- I. It must be ensured that the identity of the complainant and also that of the accused will not be disclosed until the allegation is proved;
- II. Security of complainant will be ensured by the AFAD Authority;
- III. Complaint can be lodged by the victim or through her relatives, friends or lawyers, and it can be sent by mail also;
- IV. A complainant can file the complaint with a female member of the Complaint Committee separately;
- V. The complaint will be lodged with the Complaint Committee to be constituted as provided below.


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10.8 Complaint Committee

- i. The AFAD Authority will constitute a Complaint Committee in order to receive complaints, and to conduct investigation and make recommendations.
- ii. The Complaint Committee will have minimum five members and majority of the members will be women. The head of the Complaint Committee should be a woman, if available.
- iii. The Complaint Committee should have at least two members from outside the organization concerned, preferably from organizations working on gender issues and sexual abuse.

10.9 Procedure to be followed by the Complaint Committee

- i. Normally the complaint has to be lodged with the Complaint Committee within 30 working days of the occurrence. To verify the complaint the Complaint Committee will:
- ii. In case of minor harassment, if it is possible, the Complaint Committee shall dispose of the complaint with the consent of the parties involved and shall report to the AFAD Authority.
- iii. In all other cases the Complaint Committee shall investigate the matter.
- iv. The Complaint Committee will have the power to send registered notice by mail to the parties and the witnesses, conduct hearing, gather evidence, and examine all relevant papers. In this type of complaint, apart from oral evidence emphasis should be placed on circumstantial evidence.
- v. The Complaint Committee will keep the identities of the complainant/s confidential. While recording the testimony of the complainant/s any question or behaviour which is intentionally base, insulting or harassing should be avoided. The testimony must be recorded in camera.
- vi. If the complainant wants to withdraw the complaint or stop the investigation then the reason behind this has to be investigated and mentioned in the report.
- vii. The Complaint Committee shall submit the investigation report with recommendation within 30 working days to the Chief Executive. The period of 30 days may be extended up to 60 days where it is found necessary.
- viii. If it is proved that a false complaint has been filed intentionally then a report will be submitted to the Chief Executive recommending appropriate action for the complainant/s. The Complaint Committee will take decisions on the basis of the view expressed by the majority of its members.

10.10 Punishment

The AFAD Authority may suspend temporarily the accused person on the receipt of the recommendation of the Complaint Committee. If the accused is found guilty of physical, verbal or sexual harassment, the AFAD Authority shall treat it as misconduct and take proper action according to the disciplinary rules within 30 (thirty) days and/or shall refer the matter to the appropriate Court or tribunal if the act complained of constitutes an offence under any penal law.


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11.1 Intent

AFAD is committed to providing a safe, healthy and inclusive environment where all employees have the opportunity to express and resolve work related grievances in accordance with the principles of natural justice. All grievances will be dealt fairly, promptly, sensitively and confidentially.

11.2 Grievance Policy

Grievance is considered as any type of problem, concern or complaint related to work or the work environment. A grievance can be about any act, behaviour, omission, situation or decision that the employee perceives to be unfair or unjustified. In dealing with grievances, the following principles are fundamental:

- i. Grievances should be discussed and resolved within a general framework of cooperation that emphasizes prevention of further disputes.
- ii. Grievances should be handled within the normal reporting relationships that exist within an area's management structure.
- iii. Grievances should be addressed locally at the lowest possible operational level.
- iv. Grievances should be addressed as quickly as possible to avoid the negative effects of ongoing problems at the workplace.
- v. Grievances and any correspondence or documentation associated with a grievance are highly confidential and therefore all parties involved must treat such information with appropriate and adequate security and confidentiality.
- vi. Details of the grievance will only be available to parties involved in the resolution process.

11.3 Procedures for Aggrieved Person

Aggrieved persons may choose to resolve their grievance either informally or formally. If it is not possible to resolve a complaint informally, a formal grievance may be lodged.

11.3.1 Informal Grievance Procedures:

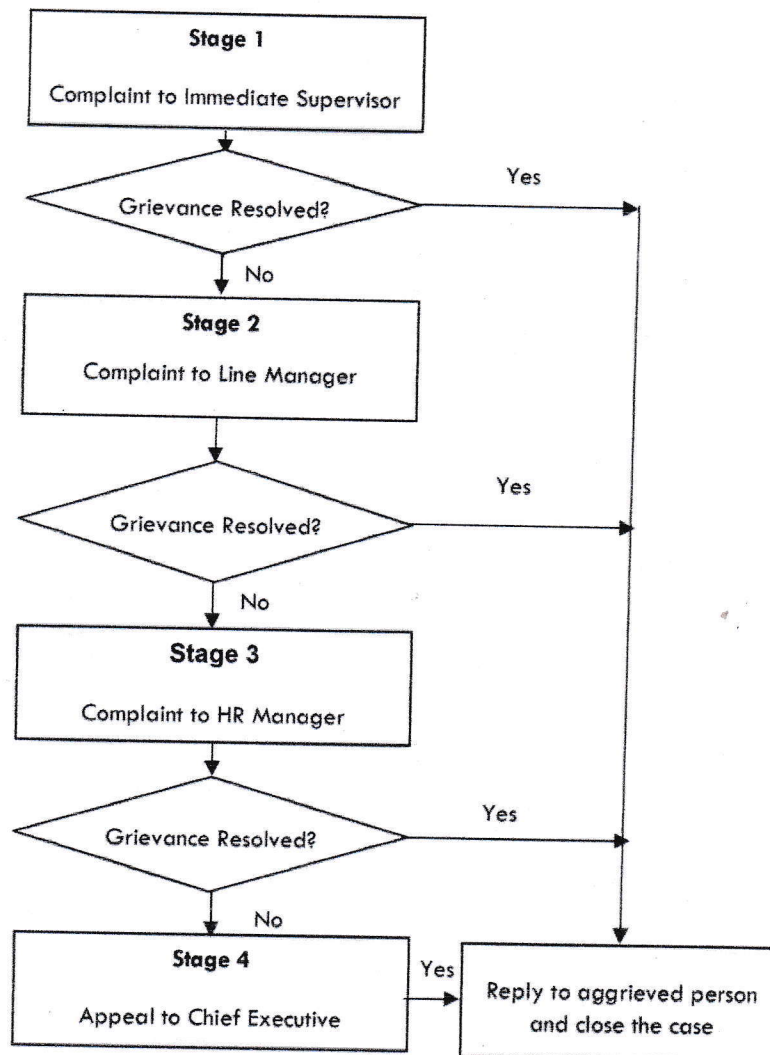
- i. The aggrieved person should in the first instance attempt to resolve the grievance with the other person involved.
- ii. Where an approach to the other person is unsuccessful or impracticable, the aggrieved person may seek assistance from their supervisor.
- iii. An aggrieved employee may request a meeting with the HR Manager along with the party to the grievance (i.e. the respondent) as part of an attempt to resolve a grievance informally.


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11.3.2 Formal Grievance Procedures

- i. A grievance will be considered a formal grievance when it is submitted in writing to an employee's immediate supervisor and the supervisor forwards a copy of the complaint to the HR Manager for registration.
- ii. If the grievance is referred in writing, the respondent will be provided with at least a summary of claims, within two working days of receipt of the grievance. The summary of claims will be prepared in consultation with the aggrieved employee.
- iii. The HR Manager is responsible for ensuring the actions undertaken to resolve formal complaints are monitored.

11.4 Stages Involved in Formal Grievance Procedure



11.4.1 Stage 1

- i. Upon receipt of a grievance, the immediate supervisor will liaise with the relevant parties and attempt to resolve the grievance.
- ii. The supervisor shall study the grievance carefully with the least possible delay and the aggrieved person shall be given an opportunity to present his/her case in person if he/she requests for the same.

- iii. A written reply shall be given to the aggrieved person before the end of the fifth working day, if reply is not given before the end of the fifth working day, the supervisor shall record reasons for the delay which shall be communicated to the aggrieved person.

11.4.2 Stage 2

- i. In case the said employee is not satisfied with the reply of the immediate supervisor, or if the supervisor fails to give a reply within the stipulated time as in first stage above, he/she shall be free to register his/her grievance in writing in the prescribed form with the line manager.
- ii. Line manager shall, after careful study, give an opportunity to the concerned person to present his/her case before him, if the employee expresses a desire to be heard in person.
- iii. The line manager shall study the grievance and the points brought out by the employee in the personal hearing and give a reply at the end of the fifth working day from the day of receipt of such complaint.

11.4.3. Stage 3

- If the employee is not satisfied with the decision of the line manager or if the latter fails to give any decision within the stipulated period, the employee will be entitled to lodge an appeal to the HR Manager for this purpose.
- HR Manager shall study the grievance and the points brought out by the employee in the personal hearing and give a reply at the end of the fifth working day from the day of receipt of such complaint.

11.4.4. Stage 4

- If the employee is not satisfied with the decision of the HR Manager, s/he may lodge an appeal to the Chief Executive.
- The Chief Executive shall give a reply at the end of the tenth working day from the day of receipt of such complaint and s/he will give a decision in the matter after hearing the parties.

11.5 General

- i. If the employee intends to take his/her case from one stage to another, he shall do so before the expiry of 5 days at any Stage. If the employee is not on duty for any reason for any period, that period will not be reckoned for calculating the period.
- ii. The employee may be permitted to take the assistance of a co-employee of his/her choice at the time of personal hearing.
- iii. Acknowledgement for receipt of grievances including complaint should be given to the employee at every stage.
- iv. When a decision is made, all relevant documentation is forwarded to the HR department to be secured in a confidential storage area.

11.6 Lapsing Grievances

If an aggrieved employee fails to provide requested information or participate in the resolution process without reasonable grounds, written notification will be sent to the aggrieved employee warning him or her that the grievance will lapse. If there is no written response within 14 days of the advice, the grievance lapses.


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