



**Uttaran**

# Personnel Management Policy

**Community Mobilization**

**Poverty Eradication**

**Environmental Justice**

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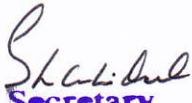
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Date: January 2017 Approved by on behalf of executive board Update – 2	Shahidul Islam Director	MD Nazrul Islam Chairman
Date: November, 2020 Approved by on behalf of executive board	Shahidul Islam Director	Sarder MD Rezaul Karim Chairman
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## Preface


Uttaran is one of the largest non government organizations in the south-western region of Bangladesh. A group of youths launched the organization with the initiative of preventing violence and discrimination of women in Tala upazilla under Satkhira district in 1985. At the same time, with their own inspiration, they provided the same importance on achieving the rights of the poor, deprived of rights and marginal people. With the passage of time, the organization working areas have expanded and Uttaran now deals with all the other issues of public life successfully. A varied number of projects, including improving the rights of life and livelihoods of the poor people, protecting human rights, women empowerment, access of the landless on government khaslands and public service, water management and protecting river navigability, providing legal support, adaptation to climate change, disaster management, primary health education, education service, water, sanitation and health, microcredit activities, food security and forming a democratic society etc. Now Uttaran is being implemented its programme in 13 different districts of Bangladesh. With the help of a huge team of Uttaran, the services have been provided to around 2 lakh households in this year. Some of the tasks of Uttaran have made it more popular among the people and the notable tasks are the access to khasland among landless families, achieving rights of the untouchable peoples, women empowerment, educational activities, TRM for resolving water clogging problem and protecting human rights.

For establishing the rights of landless on khasland, the government established land reform ordinance in 1984. Uttaran started working for the access of the landless on khaslands since 1985 when it launched its activities with the poor. Gradually, in 1997 the definition of landless family was revised (the family which does not have any residence or farming land but that is based on agriculture, or, the family has 10% of residence but no farming lands) but the implementation of the government policy was absent there indeed. In such a situation, Uttaran came forwards and made a list of the real landless people, provided support on capacity raising awareness on rights on having the khaslands, ensuring entitlement of the khasland after bargaining by the civil society organization. To establish land rights among the marginalized community Uttaran closely works with the Ministry of Lands and related other government bodies and also has played a significant role to improve the life and livelihoods of them through providing financial supports to make the lands productive and have made the lives of 30% landless people which is really great.

Around 27% untouchable population live in the working areas of Uttaran who are considered lower, untouchable, low caste people to the society. In fact, the society does not allow the cobblers, blacksmith, Munda and others to get mixed with the mainstream of the society and additionally behave with discriminatory attitudes. Though the Constitution of the People's Republic of Bangladesh tells for an equal right for all of the citizens in having access to the public asset and receiving services, they do not have any access at all. Uttaran has started working for such low caste indigenous people since 1985. For improving their life and livelihood, Uttaran is playing an advanced role to provide them agricultural facilities, education, poverty reduction, protecting human rights and access to the government services and upholding their social rights and dignities.

Though women consist 50% of the population, they are the victim of disparity in social, political, religiously. Uttaran believes that sustainable development is not possible unless the condition of women is changed in the country. So, from the beginning of its birth, Uttaran is continuously working for establishing women's rights and remove familial, social, legal and political disparities on women. Around

  
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80% beneficiaries of the organization are women and both the women and children are considered especially important in each of its activities.

Though the coastal regions got benefits for embankments in the regions in the 1960s, it had some negative impacts as well; the river and other water bodies in the south-western regions lost their navigability. As a result, for excessive rains, there were floods, cyclones or tidal surges created water clogging covering a huge area as the waters could not get extracted with the river water. Consequently, the locals are to leave the areas as there are less scopes of agricultural production or other work. Uttaran came forward in such a condition to protect the interest of the affected familiars and started for research on finding the permanent solution of waterlogging problem. The long research proves that Tidal River Management (TRM) is the best acceptable system to bring back navigability of the rivers which is also acknowledged by the government and donor agencies.

Educated nation is the key condition for development and there are no alternatives of education. Uttaran has built up different types of educational institutions for the education of children, teens and youths. Since its inception, education has become a primary area of Uttaran. Through its education activities, Uttaran tries to provide quality education and other educational support to the people of southwest coastal region of Bangladesh, particularly for the poor and marginalized and ethnic minority communities. Uttaran has established following formal education institutes. The institutes are:

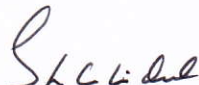
- SamakalMaddhyamikBidhaphith (Jatpur village of Tala upazila under Satkhira district)
- Technical Business and Management College (Jatpur village of Tala upazila under Satkhira district)
- Shaheed MuktijoddhaMohabiddaloy (Tala upazila of Satkhira district). This college provides HSC, Degree and Honors level education support.
- Atshoto Bigha Primary School (Debhataupazila of Satkhira district)
- Shishutirtho Primary School (Tala upazila of Satkhira district)

Most of these institutions are run and controlled by government rules. Uttaran provides all types of assistances for raising awareness on specific issues, structural development and improvement of the teachers' standard.

Moreover, MuktiJoddhya Abdus Salam GonoGronthagar was formed by Uttaran in December 29, 2001, when a group of likeminded local citizens came together with Uttaran and decided that the citizens of the Tala area needed a library; a place where youth could come to read books and newspapers. GonoGronthagar is continuously attempting to enhance the quality and accessibility of information people by making free access to computer, internet and other relevant facilities to community people, especially for women and youth from vulnerable and disadvantaged social strata, small and marginal farmers.

According to 2011 survey, 56.5 million people are youths (15 -34) and it will be 67 million in 2020. The government of Bangladesh is working to create a skilled youth for a long time. This is more challenging and cordial participation from people of all level is necessary here. In line with the government aim, Uttaran is working to make the village youths skilled in its working areas and have established 3 residential vocational schools in Parulia of Debhata Upazila under Satkhira district, and Tala Upazila under Satkhira district and Dumuria Upazila of Khulna district. The schools basically provide trainings on 5 different trades and 1225 no of youths have already been trained. The institutions run and controlled by government rules. The Trainees got job in the various organizations and established their own businesses. Besides Uttaran is implementing 3 months mobile technical training in Madaripur, Shariatpur and Faridpur districts.

  
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To improve human right conditions, organize and strengthen the citizen society, it has also been working with other similar organizations and NGOs. Some of the supporters of the activities are different donors like UKAid, UNDP Bangladesh, UNDP/REOPA, European Union, UNICEF, WFP, ILO and international organizations i.e. The Asia Foundation ,Arannyak Foundation , ARD Bangladesh, MCC USA, PRICE, Oxfam GB, ActionAid Bangladesh, Save the Children International, Simavi Netherlands, VSO Bangladesh, MCC Bangladesh, Misereor Germany, Trocaire Ireland, Islamic Relief Worldwide, Solidaridad Network Asia, HKI, PKSF Climate Change Project etc.

Uttaran believes that human rights must be saved. There are no alternatives of this for a sustainable development. Aiming that and with the help of the Government of Japan, Institute for Development Research and Training (IDRT) has been established on 16 bighas of lands in Mubarakpur under Tala upazilla which is an initiative of public-centered development. Here is a resource center which contains different types of books and information. The information center not only serves Uttaran, rather this service is provided to almost all the development organizations living in the same areas, their staffs and all the other people of the south-western belt. With the earnest efforts of Uttaran, it is marching forward for development and dreaming more ...

Uttaran is governed by different policies. These policies are helping Uttaran to implement development interventions properly. Among these policies, one of the very important policies of Uttaran is Personnel Management Policy. The second edited version of Personnel Management Policy was endorsed in 2007. This is the third edition Personnel Management Policy which is endorsed in July, 2017. We believe that this edited version of policy will help to improve the quality of Uttaran's activities.

July, 2017

Approved by on behalf of executive board

MD Nazrul Islam

Chairman

Shahidul Islam

Director

**Updated**

Approved by on behalf of executive board

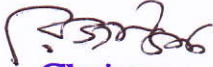
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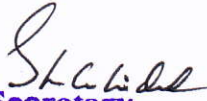
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Chairman

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## Chapter: 1 General Information

### 1.1 Title

The policy will be titled as the 'Personnel Management Policy' of Uttaran. The policy is the expression of the human resource policy of Uttaran and all the staffs will be controlled under the policy.

### 1.2 Purpose of this policy

Uttaran believes that a well-planned administrative and staff management policy helps to ensure a well leading, transparency and accountability of the organization. The staff management policy is the complete rules of the job and has been added as a basic issue with the administrative posts. A proper implementation of the approved policies Uttaran could reach to its aims. This staff management policy aims to run the organization smoothly and ensuring transparency and accountability. The policy will also work as a directive for the effective management and staff development of the staffs inside. Besides, it will also direct to reflect the organization's vision, mission, values, organizational ethics, strategic and organizational management, relations with staff and organization and the logical and viable decisions of the authority.

### 1.3 Organization's Vision

A society with gender, class and caste equality

### 1.4 Organization's Mission

Equip the disadvantaged people with the tools needed to deal with their social, environmental, health, economic and cultural issues and concerns.

### 1.5 Legal Status

Uttaran is registered with the Department of Social Welfare, GoB(Reg. No -Sat-6/85), NGO Affairs Bureau, GoB(Reg. No – 255), Micro Credit Regulatory Authority (Reg. No -01366-02704-00277) and Joint Stock Company (Reg. No – S-11188)

### 1.6 Definition

The following definitions should be followed unless they are conflicting with the deed or subjects:

- 1.6.1 Uttaran, which means 'transition', in Bangla language, is a people centered organization
- 1.6.2 Executive committee refers to the most important and effective committee selected by an electoral process of the general body members
- 1.6.3 General Secretary refers to the general secretary of the Executive committee and will play the role of Director for Uttaran
- 1.6.4 Chairman refers to the chairman of Uttaran who will work as a volunteer or advisor of the organization
- 1.6.5 Member will refer to the General Body member
- 1.6.6 Director is the person who will work as the chief of Uttaran being recruited by the Executive Committee
- 1.6.7 Management committee will refer to the committee combined with the Director and all types of coordinators
- 1.6.8 Coordinator, Resource Management, Communication and Partnership will refer to the chief of Resource Management, Communication and Partnership
- 1.6.9 Coordinator, Administration will refer to the chief of Administration Department

  
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- 1.6.10 Coordinator, Finance and Account will refer to the chief of Accounts Department
- 1.6.11 Project coordinator will refer to the chief of Project Department
- 1.6.12 Staff will refer to all the employees and staffs working in the organization either in regular basis, part time and all the other staffs of the project
- 1.6.13 Regular staff will refer to those who work regularly with the organization
- 1.6.14 Apprentice will refer to those who has not been enlisted as a regular staff
- 1.6.15
- 1.6.16 Advisor/ Contractual staff will refer to those who has been employed for a specific period of time with the organization to perform some specific tasks
- 1.6.17 Consultant will refer to any appointed organization or expert for some specific conditions to provide any particular professional service for a specific time.
- 1.6.18 Responsibility refers to the activities to be performed for the post of the staff in the organization
- 1.6.19 Work refers to the selected tasks by the organization after his/ her designation within the office hours
- 1.6.20 Basic salary refers to the gross money based on the organizational structure against the post s/ he will hold
- 1.6.21 Gross salary refers to the salary excluding the basic salary but includes the house rent, medical expense and conveyance and a sum of all those with the basic salary
- 1.6.22 Festival allowance will refer to the money worth the salary of a month to observe the festival properly

#### 1.7 Application of this policy

The rules and regulations of the policy will be effective from the day it is acknowledged by the Executive committee of Uttaran. The policy will be applicable to all the staffs regardless of their post and situations. The policy could not be handed over to any individual or organization without the permission of the director. The supreme power of explanation and implementation of the policy will be owned by the director.

#### 1.8 Functionary committee

##### 1.8.1 General Committee and its tasks

The General Committee of Uttaran (Annex 1) is the supreme body of the organization. The committee will be formed of 21 members including the social elites, civil society members and social service providers, teachers of schools and colleges and individuals with progressive mentality. A general meeting will be held once in a year. Annual General Meeting will be finalizing organization's policies, work plans and directions and approve accounts of the previous year, budgeting and acknowledgement, appointing audit firm for financial audit and approve annual report of previous year.

##### 1.8.2 Executive Committee and its tasks

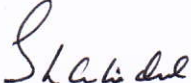
1.8.2.1 The seven members Executive Committee is formed for three years with the selection or nomination from the general body members (Annex- 2)

1.8.2.2 Executive committee will hold meeting after every three months. But in case of emergency, Executive Committee can call urgent meeting.

1.8.2.3 The Executive Committee will analyze all the projects and will permit to take grant and loan from different donor agencies and Government Divisions/ Directorate. Ministries to implement the specific project activities.

1.8.2.4 The Committee will prepare annual organizational report and next year's budget for the approval of the General Committee.

  
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##### 1.8.2 Executive Committee and its tasks

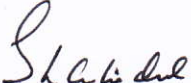
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- 1.8.2.5 Organization's Chairman, Secretary/Director and Treasurer will be the joint signatory of the mother bank account of the organization
- 1.8.2.6 Executive Committee will appoint a suitable director to run all the tasks of the organization who will work as Director
- 1.8.2.7 The Director, after the permission of the Executive Committee, will set organizational strategy, formulate project, planning, maintain liaison with the donor agencies/ Government offices, collect funds, directions for implementing the projects, staff and financial management, approval, staff recruitment and lead the staffs.
- 1.8.2.8 The Director will appoint suitable staffs to execute all the responsibilities and the Project Coordinators, Coordinator – Resource Management, Communication and Partnership, Coordinator- Administration, Coordinator – Accounts and Finance will provide all the necessary supports to Director to run all the organizational activities smoothly and bring transparency, accountability and dynamism.
- 1.8.2.9 The project chiefs will work with the other staffs after the suggestions and directions of the Director to reach the goals. The project chiefs will provide the monthly reports to the Director in written form, and the Director will provide necessary directives after analyzing the reports to the project chief and at the same time, using the monitoring cell, the Director will monitor the project progress regularly
- 1.8.2.10 The internal audit team will provide the financial audit report to the director to ensure financial transparency and accountability
- 1.8.2.11 A monthly meeting will be held in every month with the participation of the Project Coordinator, Project Chief, Chief Auditor, Project Accountant and other higher officials and the progress of the projects of previous months and activity report and the work plans of next month will be placed and finalized

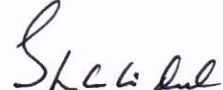
## 1.9 Organogram

The organogram refers to the structural issues of management and staffs. It also reflects the inter-relation of the staffs vertically or horizontally. Uttaran organogram clearly indicates the positions under its management policy (annex – 3). An updated organogram copy will be kept in its headquarters and in every project office.

### 1.10 Process of updating this policy

- 1.10.1 The policy will be edited, revised, included, excluded by the Executive Committee and all the revisions, exclusion or inclusions should be approved by the Executive Committee
- 1.10.2 The revised copy of the policy should be circulated in the form of memo or notice with duly signed by the Chairman and Secretary
- 1.10.3 The latest updates of the policy like addition, exclusion, revision etc. should be enlisted with the personnel management policy
- 1.10.4 When this policy will be approved then the previous Administrative and Staff Management Policy will be invalid automatically
- 1.10.5 The Executive Committee could appoint any consultant. Consulting firm or individual, to analyze and update the policy based two-year basis or on necessity or another committee/ subcommittee headed by Human Resource and Administration Department of Uttaran.
- 1.10.6 Regarding any ambiguity on the policy, the explanation from the Executive Committee will be considered as ultimate decision.

  
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## Chapter 2 Category of Staff

Generally, staffs are those people who get involved with the organization to achieve certain goals in exchange of wages and to provide their labor and time and they are assigned with responsibilities after their skills and qualifications. The classification of Uttaran staffs are as followed:

2.1 Regular staff: Regular staffs are those who do not have any specific time period after they are regularized. They could work following the staff management policy until the need of the organization.

2.2 Project staff: Project staffs will be those who will be engaged with different projects for a specific period of time and the project will be funded by donor agencies or by Uttaran. When the project tenure will be finished, the contract with staffs will also be ended by the same time and they will enjoy facilities provided by the donor agencies or through Uttaran Personnel Management Policy of Uttaran.

2.3 Contractual staff- those who get involved with the organization for shorter period and their contract contains the work conditions, remuneration, facilities, responsibilities and tenure.


2.4. Part-time staffs – Part-time staffs are those who will work on irregular basis and for partial working hours

Besides, the people who could be included with the other tasks of Uttaran are –

2.5 Consultant: they are professionally expert and will be responsible for specific tasks of one or more projects or for any activity of the organization. Such tasks are of short term. Though their job descriptions, tenure, outcomes, reporting methods, remuneration and other conditions will be mentioned on the contract paper, they will not be considered as the part-time of contractual staffs.

2.6 Volunteers: Individuals who will be willingly working with Uttaran by being inspired at its aims, objectives and works to fulfill their liabilities to the society and they will be unpaid or can have minimum honorarium to provide their supports to the serve for the poor populations and research of Uttaran – will be the volunteers. If any staff from any other organization comes forward to work in Uttaran will also be considered as volunteers. Uttaran will have a contract paper with the volunteers and in some special cases, they might be paid a monthly allowance but they will not get any salary. Once the tenure is ended, the volunteers will submit their reports. If any volunteer wants to perform any research, Uttaran will acknowledge that issue. Uttaran can send its staffs in deputation to work as volunteer as well.

  
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## Chapter 3 Recruitment

Uttaran aims to create an equal job opportunity for all the people regardless of religion, caste, creed, color, disability, indigenous people or so. By the following process, Uttaran will recruit skilled and experienced candidates considering its working range and financial backgrounds.

### 3.1 General condition of recruitment

3.1.1 verification of educational qualification, skills, experience and fitness

3.1.2 Uttaran will not recruit anyone less than 18 years at any of its projects or in any form like regular, project-based, part-time or contractual services.

3.1.3 Before any recruitment, there should be form a committee. At least three members will be in the committee comprised of one from administration department, one from the relevant project and an expert from the post which is going to be recruited. The committee should be approved by the Director and the committee will complete the recruitment process following the mentioned conditions.

### 3.2 Recruitment Procedure

3.2.1 Approval to fill up vacant position and internal recruitment

3.2.1.1 At first, the project/ department head will inform the administration about the vacancy.

3.2.1.2 Being notified, the administration department of Uttaran will check if there is someone suitable inside Uttaran to fill up the post. If found, then an internal recruitment notice will be served and the recruitment will be done in a competitive process.

3.2.1.3 The internal recruitment notice will be sent to the headquarters and center offices for publicizing internally and it will be on the notice board for minimum of five working days.

3.2.1.4 Administration department will complete the recruitment process by taking an exam through the recruitment committee but in that case the required documents (latest annual performance appraisal, experience certificate of relevant tasks) should be presented

3.2.1.5 In an urgent case the administration department will select qualified candidate through head hunting process from the CV bank and will send the selected candidates CV to Director for approval (CV submitted by individual, collected from job advertisement, collected from different projects and colleagues).

### 3.2.2 Recruitment procedure for contractual staffs

3.2.2.1 Relevant department/ project chief will send written proposal to the Director of Uttaran mentioning the reasons of recruitment, working scopes and analyzing recruitment process.

3.2.2.2 After approval from the Director, the administration department will start the process of recruiting contractual staffs


### 3.2.3 Approval to fill up the vacant posts and external recruitment

3.2.3.1 Advertisement and job applications: Uttaran will advertise against the vacant post on national and local newspaper or on online job site and the job applications will be received by the administration department following the job conditions.

3.2.3.2 The advertisement will include post, recruitment type, location, key responsibilities, salary, job duration, minimum educational qualification, job experience, special qualities etc. Based on the information provided the relevant department, administration department will arrange for advertising for the recruitment of vacant position.

3.2.3.3 Preparing short list: Administration department will make a primary short list after sorting the applications

  
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3.2.3.4 Recruitment committee and interviewing process: The recruitment committee will nominate or assigned individual for preparing a final list from the short list. The administration department then will issue interview card against the name of the candidates and send those by e-mail or post or by phone calls to inform them about the written/ interview test.

3.2.3.5 Place of interview: the interview venue, time and date should clearly be mentioned on phone/ e-mail/ interview card. This will also contain the information that no TA/DA will be provided for the interview.

3.2.3.6 Interview process: the recruitment committee may follow any of them or all of the following methods for interview –

- a. Written test
- b. Interview
- c. Practical test
- d. Any other test for the post required.

3.2.3.7 The recruitment committee will submit the final result sheet to the Director for approval once the tests are over

3.2.3.8 Recruitment finalization: The administration department in consultation with the Director will analyze result sheet and will finalize the recruitment.

3.2.3.9 The interview board will take the final decision in consultation with the Director.

3.2.4 Reference Check: Before issuing the appointment letter, the admin department will check the reference from the previous/existing employer, biodata, educational qualifications, job experiences, post held in the last working place, police verification and designations. The candidate must provide their permanent address for police verification and verification will be conducted based on the address. If the information of any criminal offence is found, Uttaran will not recruit that candidate.

3.2.5 Offer of Employment: If all the references are found satisfactory, the candidate will be invited to join with the post

3.2.6 Appointment Letter: The administration department will prepare the appointment letter for the candidate and will send that to the candidate after being signed by the Director

The appointment letter (annex 4) will contain the following issues

- Memo number
- Date of advertisement
- Name
- Mother's name
- Father/ husband's name
- Address
- Designation
- Date of examination
- Activity and department's name
- Project/ department
- Recruitment type
- Salary
- Probation period
- Working station
- Job duration
- Supervisor's name and designation
- Office hours
- Facilities
- Other conditions for the job



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- Information about staff welfare fund
- Confirmation date of appointment

3.2.6.1 The appointment letter should contain the job description and code of conduct

### 3.3. Joining of the staff

The staff from another organization, who will join Uttaran, will submit the release letter from his/her former organization. In case of immediate failure to submit the release letter, then with the approval of Uttaran authority will allow the staff to submit the release letter within next one month. If the staff fails to submit the release letter within the extended time, then the appointment will be stopped. The staff has to join at the organization by filling up the joining form (annex 5).

### 3.4 Probationary period

The probation period for the newly recruited staff is 6 months and in some cases, the probation period may be extended or reduced based on staff appraisal. But if the staff becomes unable to perform the responsibilities mentioned on the job description, s/ he will be discharged from the post. Acting staffs, who have completed the probation period, will not require any other probation if they are promoted or transferred.

#### 3.4.1 Completion of probationary period

3.4.1.1 Staff evaluation will be done by the specific evaluation form once the probation period is ended

3.4.1.2 A three-member committee will collect opinion of the staff from his/her supervisor and prepare a report on the staff's working quality, attitudes, suitability on the post and will recommend on regularizing or increasing the probation period or discharge and send the report to the Director by the administration department

3.4.1.3 The form will contain signature of the staff's supervisor, project/ department head, chief of administration department and Director.

3.4.1.4 The Director will approve on the staff's probation period extension/removal/ regularizing

#### 3.4.2 Benefits during probation period

3.4.2.1 The staff, during the probation period, will get only the salary and would not be eligible for other financial benefits like festival allowance, gratuity and others

3.4.2.2 The staff will get the salary and other benefits after Uttaran policy after successful completion of the probation period

3.4.2.3 The staff will enjoy all the facilities for the date of regularization of the job based on the HR/ staff management policy

3.4.2.4 The staff cannot enjoy leaves except the weekly and government holidays and leaves approved for extreme emergencies

### 3.5 Change of Designation


In line with the salary increment and promotion, the director is enabled to change the designation of the staff and his responsibilities which would be similar to the organogram, job description, staff's quality and fitted with annual evaluation

### 3.6 Re-employment

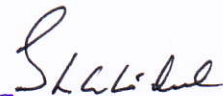
3.6.1 All types of re-employment at Uttaran depends on the director and such issues are dependent on the cases of availability of vacant positions and in this case the working quality and present skills of the applicant will be considered

3.6.2 Re-employment will not be considered for staffs who have been removed or terminated

### 3.7 Employment of Relatives



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3.7.1 Uttaran discourages employing intimate relatives in joining jobs (intimate relative refers to father/ mother, husband/ wife, child, brother/ sister, relatives from in-law family, cousins, maternal/ paternal uncles/ aunts, niece/ nephew)

3.7.2 Candidates cannot work in the same project/ department

3.7.3 Candidates cannot be line manager of one another

3.7.4 If both male and female staff who are presently working at Uttaran want to get married between themselves and both want to continue working in Uttaran, they will need permission from the director.

3.7.5 In some special cases, intimate relations may be appointed with the written permission from the department

3.8 Job Description/ Description of responsibilities

3.8.1 'Job Description' is the base of a staff's duties, evaluation indicator, promotion, salary, training and other steps in Uttaran

3.8.2 The descriptions of the job will be described to the staff after s/ he starts the job

3.8.3 The recruited staff will be liable to the supervisor

3.8.4 The job description will contain the duties and responsibilities of the staff

3.8.5 The job description might be changed in case of necessity with the approval from the director

3.8.6 Administration will preserve the updated job description for each of the posts

3.9 Personal Confidential Files (PCF) and Records

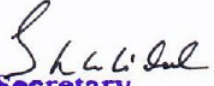
3.9.1 Uttaran will preserve separate files for each of the staffs. The personal file will provide all the necessary information of a staff at a glance. The following information will be kept in the personal files –

- Approval of filling up the vacant position
- Job advertisement
- Job application
- Biodata
- National identity
- Photograph
- Educational and training certificates (if applicable)
- License copy (if applicable)
- Release letter from the last organization
- Experience certificate
- Written test copy (if applicable)
- Result sheet of written and oral test
- Appointment letter
- Joining letter
- Code of Conduct declaration
- Job description
- Annual leave records
- Evaluation form
- Records of transfer, salary increase/ decrease, gratuity (in applicable cases), promotion/ demotion, letters on steps regarding disciplinary issues and other documents related with the staff will be preserved
- Bank account and contact address for emergency

3.9.2 Office to preserve personal files

- Personal file is considered as a confidential matter
- Administrative department of the head office will preserve the original copy of personnel file of responsible staff of Uttaran and the project offices/ branches will have the shadow files

  
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- All the files should be made two copies for documentation and the original copy will be kept at the head office and the shadow one will be kept at the project offices
- After written permission and approval, any staff could look at his/her personal file through Administrative department

### 3.9.3 Ex-employees' personal file

After resolving the final payments for the ex-employees, the personal files could be destroyed after five years since the date of payment. In this case, the relevant office will keep a record of the forfeited/destroyed file. Uttaran will properly preserve all the files so that those could be used for audit or legal purpose in future.

### 3.10 Induction and Job Orientation

Uttaran make the newly appointed staff familiar with the organization, his/her jobs and work stations so that the staff could know about the organization, his duties, projects, code of conducts, job conditions and other information so that he/she could provide the complete labour and time to the organization using his/her skills and quality.

#### General objective

The staff needs to follow the induction and orientation manuals within the first 15 days so that s/ he could adjust with the designation and environment at the shortest possible time. Representatives from administration and project could also participate in this session.

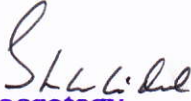
### 3.11 Specific purposes

- To know about Uttaran's mission, vision, values, work indicators, strategies and working methods
- Making informed about the staff management policy and financial policies of Uttaran
- Being informed about the code of conduct and other basic policies of the organization
- Familiarization with the structure of the organization
- Getting clear concepts on project/ activities
- Getting informed about the staff's duties and responsibilities after the job descriptions
- Raising a sense of unity and sympathy on the organization
- Boosting the morale and innovation level
- Sharing strategies with the beneficiaries to implement project

### 3.12 Post Service Orientation

- All current staffs/employees will receive a one day refreshers training on Uttaran's policies and Guidelines every year in the Month of January.

  
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## Chapter 4

### Fiscal year and office timetable

By utilizing the time, a staff can make him/ her suitable in the workplace. Uttaran believes that each of its staffs will perform their duties accurately within the office hours

#### 4.1 Fiscal year

Uttaran will consider July to June as its fiscal year but regarding the evaluation of leave, festive allowance and annual evaluation of the staff, January to December will be considered. Based on the project demands, this time schedule may get changed.

#### 4.2 Working day and hours

At Uttaran, Saturday to Thursday is considered as the working week and Friday is considered as the weekly holiday

4.2.1 The head and regional office hours will be 9.00am to 5.00pm including a lunch break of one hour

4.2.2 Besides, based on the project demands, the working hours may differ for project/ center office/ branch office

4.2.3 The staffs like driver, peon, night guard and cleaning staffs will take over the charges from their ancestors in the main and branch offices or centers of Uttaran at least before 30 minutes of their duty and once the duties are over, they will hand over the responsibilities to the staffs of next shift. This matter should be shared before joining of any staff.

4.2.4 If any staff attends office after the office time, s/ he will be considered as late and if any staff makes late thrice in a month without the supervisor permission, then one casual leave will be deducted and if the casual leaves are not available, then salary of one day will be deducted (it will be done based on the attendance sheet).

4.2.5 Regarding office presence, menstrual, pregnancy and post-labor issues should also be considered

4.2.6 The gross working hours might get changed for hartal/ political unrest or for any unwanted issues

4.2.7 The office will run till 4.00pm during Ramadan. Considering winter or summer season, the working hours might be changed after decision from authority

#### 4.3 Staff attendance

Each of the staffs will sign on the attendance sheet provided by the office and this is a responsibility for them to sign on the sheet unless they are on leave, field or fallen sick

4.3.1 For unwanted absence, the staff should immediately inform the issue to the supervisor or administration

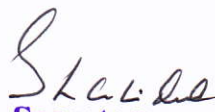
4.3.2 For unapproved leave, if the staff cannot pay a satisfactory explanation, Uttaran authority will deduct the salary of the day from the staff's salary.

#### 4.4 Leaving office during working hours

4.4.1 Without the permission of the line manager, any staff cannot go out of the office premise. If someone goes out of office, it should be noted on the movement register. If there are no information found on the movement register, it would be considered that the staff was absent on that day.

4.4.2 Administration will take disciplinary measures if any information on the movement register is found false after cross checking

  
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## Chapter 5

### Specification of salary structure

Uttaran wants to form and sustain an effective team with acceptable salaries considering the current market value. Each of the Uttaran staffs will get house rent, medical allowance, conveyance with the basic salary. The appointment letter will contain the salary structure. In case of necessity and considering the inflation or other factors, salary structure related issue will be discussed and revised after every five years or any time.

#### 5.1 Specification of salary structure policy

5.1.1 The nominated members of salary analysis committee will propose salary for each of the post after analyzing sample salary structures of different organizations and they will also consider the financial capacity of the organization and duration of the job.

5.1.2 The director will take necessary steps to approve the proposed salary structure through the Executive Committee.

5.1.3 Regular staffs will get salaries based on the mentioned grade while the project staffs will get salary based on project budget

5.1.4 Salary of project staffs will be tried to keep similar with the organizational salary structure.

#### 5.2 Employee's designation and grade distribution

5.2.1 The director will lead Uttaran as the chief executive and he will be paid monthly. Based on the director's dignity, skills, experience and respect, the executive committee will fix his salary and other facilities

5.2.2 All the regular designations have been classified into 8 main grades based on work duration, job description, educational qualification, experience, skills and importance of tasks

5.2.3 Each of the grades has 10 steps. Staffs will have their salaries fixed on their grades and Uttaran salary structure (Annex 7) will inform about the salary of its staffs

The grades and designations of Uttaran staffs are as followed

Grade	Designation
1	Director
2	Coordinator/ department head
3	Associate Coordinator
4	Assistant Coordinator
5	Manager
6	Project officer
7	Project organizer
8	Supervisor
9	Field facilitator
10	Support staff

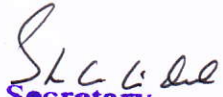
• Grading and designation of the project staffs will be Finalized by the director and administration department

#### 5.3 Characteristics of salary structure is as followed

5.3.1 The difference between the salaries mentioned on the salary structure is 5%

5.3.2 A staff working in lower level may have more salary (as increment) than a new employee in superior post

  
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5.3.3 Indicators for the salary increase of a staff depends on good performance, knowledge related to job, skills and advancement/ achievement, loyalty to the organization and the job length with Uttaran

5.3.4 Regular staff of Uttaran will get the same amount of salary if they get involved to any project and based on their time sharing they will be given a certain amount. Then the amount will be deposited to a specific account and then with the gross salary, it will be transferred to his personal account

5.3.5 If any staff gets salary to the 10<sup>th</sup> step, he will not be eligible to get any increment. In this level, he will get a fringed salary except the increment against the post.

5.3.6 Staff who has not completed their one year with the organization will not get any increment. But with the authorized power, director may provide increment. But in this case, a note should be given justifying the issue

#### 5.4 Salary specification process:

Salary will be fixed based on skills, quality and experience and the process is as followed

5.4.1 New staff: the initial salary will be fixed based on the grade of the new employees. For highly experienced candidates, upon taking prior approval from the director, the salary may be fixed by increasing two or three steps ahead of the existing grade

5.4.2 Present staff: Based on the salary structure analysis, the salary of the present employee will be more than the existing salary but can also be deducted based on the financial condition of Uttaran.

5.4.3 General increment: Based on the satisfactory evaluation of the past year, each of the staff will have a general increment annually. A 5% increase of the gross salary will be considered as a general increment. For project's staff it will be set based on the approved budget of the project, and in discussion with the project's Donors. Annual evaluation should be done for all of the employees. For any outstanding performance of any staff, the director could announce for a three-time increment maximum or the salary review committee will decide the issue

5.5 Salary review committee: When the expenses will be high and if Uttaran authority considers, a salary review committee will be formed with the participation of representatives from administration and finance departments. The committee will be formed of 5-7 members and in case of necessity, an external consultant could be appointed with the approval from the director.



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## Chapter 6 Benefit Package of job

6.1 Salary: Each of the Uttaran staff will get their salaries within the specific time of each month. Employees with part-time and contractual will also get their salaries based on their job contract.

6.1.1 Salary in Uttaran, will refer as the gross salary which will be paid to the staff

6.1.2 Based on the salary sheet prepared by the administration, salary will be paid within 26 to 30 of each month if there are no fund crisis and the sheet will be preserved by the administration.

6.1.3 If any staff does not work for the complete month, the following equation will be used to pay the salary: monthly salary/ 30 (the working days including the holidays in the current week).

6.1.4 Salary will not be transferred unless the salary sheet is signed by the director, coordinator – accounts and finance, project coordinator (for projects), administration representatives and project accountant (for projects).

6.2 Reduction from salary: Salary will be reduced from the staffs after the following reasons

6.2.1 If the staff is enlisted with the tax, then tax from source

6.2.2 Donation of staff welfare fund

6.2.3 Unapproved leave, leave without pay or temporary ban on work

6.2.4 If any resource or fund is lost or damaged from the staff and if the staff found negligent on the issues

6.2.5 Revenue stamp/ revenue tickets price of such other stuff

6.2.6 Salary will be transferred to staff's bank account as per the salary sheet. In any case of transfer failure, the salary will be paid using voucher. In that case, the voucher should contain revenue stamps signed by the employee.

6.2.7 the deduction will be made after the financial policy of Uttaran through the salary sheet and the deduction will be assigned to coordinator – finance and accounts. Once the salary is deposited to the salary account, the staffs will be notified by the pay-role.

6.3 Festival Allowance

Each of the regular employees and the projects which have allotted festival allowance will get the festival allowance which is equal to the gross salary of one month. The staffs will get the festival allowance with the salary or at least 10 days before of the festival.

Apprentice, part-timers or contractual employees will not get the festival allowance. The following festivals will be considered as primary festivals

Muslim staff: Eid-ul-Fitr or Eid-ul-Adha

Hindu Staff: Durga Pooja

Christian Staff: Christmas Day

Buddhist employee: Bouddha Purnima

6.3.1 In a year, one festival allowance equivalent of one month's gross salary will be provided

6.3.2 Festival allowance will also be under usual income tax

6.3.3 If the probation period is over but the job duration is not of one year, the staff will get festival allowance proportionally (salary of one month/ 12-month X job duration)

6.4 Gratuity

6.4.1 Uttaran provided gratuity to its regular staffs till 2005 but owing some unfavorable conditions, it had lost its ability to bear such a huge expense and thus gratuity was stopped. Recently, the decision has of providing gratuity has been revived and it will be provided again when the financial unfavorable situations are gone.



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6.4.2 The projects where the donors have such options, the staffs of those projects will get a one-month salary as gratuity after they finish one year with the completion of their probation period. The money of gratuity will be deposited to a separate bank account named - Uttaran Staff gratuity fund. The gratuity of the donor agency will also be deposited to the same fund.

6.4.3 the amount which will be deposited on the bank account will be paid to the staff completely when s/ he leaves the job.

6.4.5 Regarding the project gratuity, the employee will get the gratuity proportionately to the month s/ he works with the project

6.4.6 For gratuity calculation, the joining day will be considered as the first day

6.4.7 There are no rules for advance gratuity

#### 6.5 Staff Welfare Fund

Staff welfare funds has been formed by the self-inspiration of the staffs to provide financial help during sickness (Staff Welfare Fund, Annex 11). Uttaran will help the staffs from this fund. Each of the staffs will pay their salary worth for a day in this fund thrice in a year. The donation will be deposited at Uttaran Staff Welfare Fund bank account. The fund will be maintained by a guideline through a selected committee. N.B.- health problem refers to any unexpected life tolling illness or accident.

6.6 Uttaran Reserve Fund: The organization might face financial loss due to corrupt staff. If an corrupt staff leaves the organization after causing a financial disturbance in the organization then Uttaran will have to take the burden of the demurrage on behalf of the staff or donors. To recoup from this financial loss all staff must reserve one month worth of their salary to Uttaran's account. This will be returned to the staff during their retirement after project period.

6.7 Provident Fund – when the job at Uttaran will be regularized, the staff will be member of provident fund. Initially the staffs will have to pay 10% of their salaries for adjustment and when the employees will leave the job, they will get the fund with interest. In future, the organization will provide financial support to the fund if it financially becomes stable. The accounts section of the organization will run the fund.

#### 6.8 Income Tax

6.8.1 By signing the appointment letter of Uttaran, all the staffs, based on their designation will legally be bound to pay the income tax set by the People's Republic of Bangladesh. Uttaran will never bear the liabilities of staffs' income tax. The salary which goes under the tax net will be deducted and deposited to the government treasury based on the income tax act of the government.

6.8.2 By appointing tax consultant, Uttaran will submit the annual tax return to the income tax office and resolve the issues.

#### 6.9 Accidental benefits

Uttaran will take initiative to start insurance among the staffs to support during the accidental events while they are engaged with Uttaran. Initially the staffs will bear the insurance premium and the demurrage will be applicable based on the insurance company policy.

6.9.1 If an staff after implementing humanitarian response breaks down mentally or psychologically, He/She will be provided with mental support if necessary.

#### 6.10 Performance incentive

Staff supervisor can set goals for any specific staff for a certain period of time after the director's permission. When the goals will be achieved, the staff might get rewards (written admiration letter/ financial benefits/ tour in home and abroad/ training etc.)

#### 6.11 Additional service for drivers'/ service staffs

6.11.1 As the duties of the service staffs are not similar to the other employees, their schedules will be different than the other staffs



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6.11.2 if the drivers or other service staffs work in the public holidays or weekly holidays, they will get per-diem and conveyance (actual).

6.11.3 If the Car driver drives for 8 hours continuously, he/she must be provided with at least 8-10 hours depending on their physical condition

  
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**Chapter 7**  
**Travel and Perdiem Policy**

**7.1 Travelling**

Staffs may need to travel in different areas out of their working zone for field visit, trainings, study tour, meetings/ workshops or for any other purpose both in home and abroad. The following allowance will be applicable for all employees and this applicable for the consultants as well who are contracted. Scheduled staff may have to travel during emergency services and disasters. In that case special travel allowance will be applicable subject to the permission of the Director on the recommendation of the Disaster Management Committee or the high officials.

**7.1.1 Tour approval and advance**

All the staffs will have to take travelling permission following an approved format (annex 8). After the accounts policy, before the field visit, staffs may take some advance by following the advance form (annex 9). Within 14 days of the travelling, the advance fund needs to be adjusted and all the bills should be submitted

**7.1.2 Mode of transport and allowance**

Based on the staff designation, they will get the following travel allowance and transportation mode

Grade	Designation	Transportation	Accommodation
1	Director	Airplane, Air-conditioned Bus, Train, Launch and car	Air-conditioned hotel/ guest house
2	Coordinator	Airplane, Air-conditioned Bus, Train, Launch and car	Air-conditioned hotel/ guest house; rent maximum 1500/-
3	Associate coordinator	Air-conditioned Bus, Train, Launch and car. Airplane could be used for emergency and after approval. For project, designated vehicles set by the project	Air-conditioned hotel/ guest house; rent maximum 1200/- and project set rent based on project designation
4	Assistant coordinator	Air-conditioned Bus, Train, Launch and car. Airplane could be used for emergency and after approval. For project, designated vehicles set by the project	Non-AC rooms fare worth maximum 1000 and project set rent for projects
5	Manager	Chair coach, 2 <sup>nd</sup> class train, launch and project approved vehicles for project	Non-AC rooms fare worth maximum 600 and project set rent for projects
6	Project officer	Chair coach, 2 <sup>nd</sup> class train, launch and project approved vehicles for project	Non-AC rooms fare worth maximum 500 and project set rent for projects
7	Project organizer	Chair coach, 2 <sup>nd</sup> class train, launch and project approved vehicles for project	Non-AC rooms fare worth maximum 400 and project set rent for projects
8	Supervisor	Chair coach, 2 <sup>nd</sup> class train, launch and project approved vehicles for project	Non-AC rooms fare worth maximum 350 and project set rent for



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			projects
9	Field facilitator	Chair coach, 2 <sup>nd</sup> class train, launch and project approved vehicles for project	Non-AC rooms fare worth maximum 300 and project set rent for projects
10	Service staff	Regular bus, 3 <sup>rd</sup> class train, launch and project approved vehicles for projects	Maximum room rent worth 200/- project set rent for projects

7.1.2.1 The actual bill should be collected by submitting the tickets or fare receipt

7.1.2.2 Conveyance allowance will not be provided if office vehicle is used

7.1.2.3 Actual bill could be received if the fare crosses the preset ceiling

7.1.2.4 For air travel, the ticket must be attached with the bill

Usually we try to stay in familiar places. Uttaran staffs should try to stay in comfortable and safer place within a lower cost and when there will be female staffs, the statement should be more applicable. The director could raise the allotted amount in some specific cases to ensure the security and comfortability of the staffs to stay in a hotel/ guest house after his consideration. If the facilities are not provided by the project, those should not be availed. In that case, approved vehicle based on the designation and fare will be provided.

7.1.2.5 the travelling distance should be mentioned (in kilometers)

7.2 Food allowance

Food allowance is provided when staffs go out of their work stations. Some of the regions like the divisional cities, city corporations and some specific zillas are considered as expensive areas while the other divisional towns are considered as cheap areas and the following daily allowance is selected based on the consideration

Designation	Expensive areas	Less-expensive areas
All Staffs	TK 400 per day	Tk 250 per day

For some special reasons, if the food bills are more than the preset amount, that will be provided after the director's approval

7.2.1 Expensive areas

Dhaka, Chittagong, Khulna, Rajshahi, Barisal, Sylhet, Cox's Bazar, Rangamati, Bandarban, Khagrachharhi, Rangpur

7.2.2 Less-expensive areas

The remaining areas except the aforesaid areas will be considered as the less-expensive areas

7.2.3 The proportional ratio of food allowance of Uttaran to its staffs is as followed-

Breakfast 20%

Lunch 40%

Supper 40%

7.2.4 If the staffs stay at Uttaran guest house or at any other locations managed by Uttaran and take breakfast, lunch and supper, Uttaran will pay the bill following the price list. In that case, the employee will not get any accommodation or food allowance.

7.2.5 the staffs will get the following food allowance during the travel

Serial	Job duration	Amount of food allowance
1	Over 6 hours	20% of the total food allowance
2	Over 8 hours	60% of the total food allowance
3	Over 12 hours	75% of the total food allowance
4	Over 16 hours	100% of the total food allowance



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- 7.2.6 No supporting documents will be required for food allowance  
7.2.7 the staffs will not get any daily food allowance for their local area visit

7.3 Local Travelling

- 7.3.1 the staff will not get any travelling allowance for the local area travel  
7.3.2 All the staffs will get the actual cost for traveling in local areas  
7.3.3 The following transportations could be used for local traveling by the staffs

Designation	Types of vehicle
1 and 2	Private car/ microbus/ jeep and other similar vehicles
3, 4, 5, 6, 7, 8, 9	Motorcycle, bus, baby taxi, rickshaw, van, and other local transports or project approved vehicles

- 7.3.4 In case of emergencies, the types of vehicles could be changed after approval from high officials  
7.3.5 Nominated staff that needs to travel during any emergency services and disasters like cyclone, flood, COVID situation etc. they will receive special travel and food allowance on the approval of the Director and the recommendation of the Disaster Management Committee or his high officials.  
7.3.6 For emergency services and disasters like cyclone, flood, COVID situation etc. staff should submit the actual vouchers of special vehicle or special food.

7.4 Daily subsistence allowance

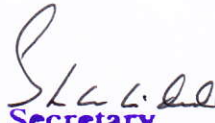
Daily subsistence allowance or DSA is provided for a staff, who is in foreign land, to meet the accommodation, foods, local transports and other necessary expenses

- 7.4.1 The authority will decide the DSA considering the country  
7.4.2 Based on project designation, the DSA approved by project will be provided  
7.4.3 if the workshop/ training or seminar offers accommodation and foods, DSA will not provided

7.5 Traveling cost submission

The staff will submit the traveling costs to the accounts department approved by the supervisor and submit the report to the line manager.

  
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## Chapter 8 Leaves and Holidays

### Introduction

All level staffs of Uttaran will be able to enjoy holidays, and leaves and public holidays and how to get the leaves are mentioned below

#### 8.1 Leave

After approval from the authority and application with the right form (LAF) (annex 11), the staffs could enjoy their leaves. For the sickness, the application should be submitted after joining the office and in this case the issue should be informed to the supervisor by any means. The leaves are classified in the following classes –

##### 8.1.1 Casual leave

All the Uttaran staffs will have their casual leaves for 12 days with salary and if the leave is unused, it will be adjusted with the next year's leave. The Leaves will be counted by January to December each year. Casual leaves should not be taken more than 3 days at a time and it will not be available with the other leaves. But it could be taken before or after the weekly holiday.

##### 8.1.2 Sick leave

8.1.2.1 Each year (January – December), every employee can have 14 sick leaves. If any staff is absent for continuous three days, then to get the salaries, s/ he has to submit medical certificate to approve the leaves. Sick leaves cannot be adjusted with next year's leave or no encashment is applicable or the staff will not get any other financial benefits for this leave. Departmental chief or the project heads can approve sick leaves for three days and if it is over 3 days, then it should be approved from the director.

8.1.2.2 If any staff needs sick leave for any communicable disease or accidental issues for over 14 days, an additional 12 days may be provided after the director's approval and with salary. To avail this option, the staffs will be in need of medical certificates and if additional leaves are required for cure, then it should be adjusted from the casual leaves or earned leaves after the approval from director. If there are no earned leaves for such additional leaves, it should be allowed but without payment. For counting such leaves, only the working days will be counted.

##### 8.1.3 Maternity leave

Any female staff in Uttaran will get 180 day of leaves with salaries for two times based on the medical reports. A female staff can take the leave before the two months and after four months of the baby birth or any other time applied by the applicants. The leaves should be approved by the director and applicable for female staffs who have passed at least six months with the organization.

##### 8.1.4 Paternity leave

A male employee can have the leave for 10 days with their salaries and could be enjoyed at any time of the first month when the baby is born. This can be enjoyed 2 times in their service life. The leave needs to be approved by the director.

##### 8.1.5 Weekly leave

Uttaran office will remain closed in Friday as weekly holiday. If there are any changes, it will be notified to all after necessary approvals.

##### 8.1.6 Leave without pay

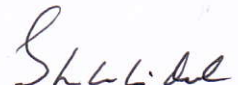
8.1.6.1 After working for two years, a staff can enjoy 30 days of leave without pay if approved by the director

8.1.6.2 Leave without pay will be applicable when all the other annual and sick leaves are over

##### 8.1.7 Government holiday

Government holidays will be formal holidays for the organization and the administration will provide the list of government holidays (January – December) and distribute in the offices after the approval of director. The holidays related with moon sighting will be separated and the list could be changed based on moon sighting dates.

  
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#### 8.1.8 Earned Leave

Earned leave will be earned considering the job duration and working and will not be included with any other leaves. Staff working for one year will have the leave and for working 12 continuous days they will get 1 day as earned leave and it is 25 days in a year for 12 months. But such leaves cannot be taken for over 6 days together and this is not the subject of encashment.

#### 8.2 Absent

8.2.1 If any staff fails to attend office, it should immediately be informed to the office or authority

8.2.2 Unapproved absence will be considered as an indiscipline, and in this case, the following measures will be taken –

The reason for absence should be informed in written

If the explanation is unsatisfactory, the salary will be deducted for the day

If the same event occurs frequently, the authority will take disciplinary actions against the staff

8.2.3. If any staff does not inform office after being absent for 15 consecutive days, it will be considered that the staff has resigned from the post

#### 8.3 Rules of Leave

8.3.1 All types of leaves should be applied in prescribed form

8.3.2 Before commencing, the leave should be made granted by the supervisor and in case of emergency, for instant leaves, it should be orally informed and approved from the authority.

8.3.3 When the leaves are more than the allotted, that should be considered as leave without pay

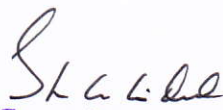
8.3.4 The monthly leave report of all staffs should be submitted to the administration department of Uttaran by day 5 of the next month

#### 8.4 Leave register

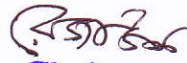
Uttaran will preserve the leaves of all of its employees by register or using software. The following format will be used for leave preservation

Serial	Details			
1	Staff's ID			
2	Staff's Name			
3	Staff's Designation			
4	Type of staff			
5	Project/ Department			
6	Joining date			
7	Regularization date			
8	Work station			
Serial	Type of leave	Allotted leave	Leave acceptance	Remaining leaves

  
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1.	Causal	12 days		
2.	Sick leave	14 days		
3.	Maternity leave	180 days		
4.	Paternity leave	10 days		
5.	Earned leave	12 days		
6.	Study leave (if applicable)	As per necessity		
7.	Quarantine	As per necessity		
8.	Leave without pay	As per necessity		



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Chapter 9  
Mobile/ Telephone use

Uttaran provides mobile SIM and mobile sets (based on the project allotment) to its staffs for an effective communication system and benefits of works. The following rules should be followed by the mobile users

9.1 the SIM card list will be kept at the administration which are given from the office for completing responsibilities and the SIMs should be registered by the users

9.2 The issued SIM cards should be used by the staffs who received them and without any logical reason, if the authority finds the SIM cards switched off, disciplinary measures will be adopted by the authority

9.3 The mobile SIM should be used solely for official purposes

9.4 the centrally assigned accounts department will recharge for the SIM to the user

9.5 SIM card provided by Uttaran projects cannot be used for any political or illegal discussion

9.6 SIM cards provided by Uttaran cannot be used for visiting any pornographic or unwanted websites


9.7 Any cybercrimes committed with the Uttaran provided SIMs will be the responsibility of the user and the authority shall not take any liability for individual crimes and in such cases the authority can take punitive measures mentioned in chapter 16

9.8 When the staffs will leave the job, the SIM card and the mobile set (is applicable) should be submitted to the designated person of the administration or project

9.9 The approved officials will get the mobile bills as followed

	Designation	Monthly Allotment	Comment
1	Director	After necessity	Mobile bill ceiling fund depends on donor approval, project fund and decisions. If the bill is more or less than the ceiling, it could be paid based on director's approval
2	Coordinator	2000/=	
3	Associate coordinator	1500/=	
4	Assistant coordinator	1200/=	
5	Manager	1000/=	
6	Project officer	600/=	
7	Project organizer	500/=	
8	Supervisor	400/=	
9	Field facilitator	200/=	
10	Support staff	100/=	

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## Chapter 10

### Desktop computer, laptop, e-mail service, internet modem and SIM

#### 10.1 Desktop computer and laptop use

Uttaran will provide desktop computers and laptops for official letter and documents preparations and printing and the following rules should be followed while using the facilities –

10.1.1 Desktop or laptop will be provided to the staffs based on their responsibilities

10.1.2 The staffs using desktop and laptops should properly use and maintain the resources

10.1.3 Without any logical reason, any staff cannot use both the desktop and laptop

10.1.4 Desktop and laptop will be secured with passwords known to the administration and the staff using them and the allotted resources cannot be transferred to anyone else without prior permission

10.1.5 The desktop and laptops provided by Uttaran cannot be used for any types of games, pornography, comical photos or cartoons, preparing and printing any political or documents not related to Uttaran. If someone is found so, measures will be taken after the staff management policy

10.1.6 For any technical malfunction, the issue should be informed to the IT/Logistic department within three days and if the resources are taken outside of office, the sole liability will be on the staff if the resources are damaged or lost and have to pay demurrage

10.1.7 If someone is not in the job, the desktops or laptops should be submitted to Uttaran during the leave through the IT/Logistic officer to the Uttaran administration or project authorized person

#### 10.2 E-mail service, internet modem and SIM use policy

To communicate with the donor agencies, relevant organization and individuals, Uttaran provides e-mail service, internet modem and SIM cards. The facilities should be followed according the following rules –

10.2.1 Based on the responsibilities, Uttaran will provide e-mail service, internet modem and SIM cards through its administration or authorized persons

10.2.2. the resources could be used and maintained properly which have been provided by the office for the working benefits like e-mail, internet and SIM cards

10.2.3 Office e-mail service, internet modem and Sim should always be used for official purposes

10.2.4 Following the recharge amount, the accounts section will recharge the internet modem using SIM cards

10.2.5 the allotted modem, SIM cannot be transferred to anyone else without the permission from the supervisor

10.2.6 Any staff cannot open any e-mail account and web site except the one designated by Uttaran

10.2.7 The internet modem and SIM provided by Uttaran cannot be used for any types of pornography, comical photos or cartoons, playing games or any political or illegal activities

10.2.8 If any personal or work-related e-mail is sent form the personal or official e-mail account to any donor agency or organization or individual, a copy should be sent to [uttaran.dhaka@gmail.com](mailto:uttaran.dhaka@gmail.com)

10.2.9 If any one commits cybercrime using the Uttaran provided e-mail service, internet modem and SIM, the sole responsibility will be on the user and Uttaran will take measures after the staff management policy

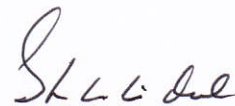
10.2.10 The resource users should use and maintain the internet modem and SIM cards, and in case of any damage or stolen, the user has to pay for that

10.2.11 When the staff will leave the job, the internet modem and SIM should be submitted to the project authorized person or Uttaran in a good condition

10.2.12 Internet modem and SIM may differ based on working areas and Uttaran administration will decide that



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## Chapter 11

### Vehicle management

The vehicle management policy will be applicable for all the vehicles including Uttaran and provided by donor agencies (car, microbus, motorbike, bicycle etc.) Motorbike management depends both on the user and organization, the user should be responsible for the proper management of the motorbike. Without authority's prior permission the vehicles and motorbike use for personal purposes is discouraged. A policy over using motorbike on rent for personal use is kept on the administration department. If anyone wants to use motorbike for personal use, then a fixed amount has to be paid to the administration. The responsibilities for vehicles are as followed –

#### 11.1 Types of vehicles:

##### 11.1.1 Car

##### 11.1.2 Motorcycle

##### 11.1.3 Bicycle

Ownership: All the vehicles bought will be under the ownership of Uttaran

##### 11.1.1 Car management

11.1.1.1 Car user: the director will use the car and with is permission, it could be used by the coordinator, associate coordinator in some special cases

11.1.1.2 Car requisition: for car requisition, application should be submitted at least two days before and the application form is attached (annex 12)

11.1.1.3 Requisition format should be collected from the administration

11.1.1.4 After filing up the requisition form, it will be submitted to the logistics officer and he will arrange or hire the car

11.1.1.5 Without requisition format, if cars are used, fuel cost or fare will not be provided. Drivers should attach the requisition copy with the bills

11.1.1.6 Log book: car driver should maintain the log book and the user should regularly check and sign on the book.

11.1.1.7 Fuels should be collected from the nearest pump and will note down the fuel amount on the log book while the user will sign on the book. Fuel bills should be kept properly

11.1.1.8 For emergencies like sickness or extreme dangerous situation, the staffs can use the car after permission from the director and in that case, fuel cost should be provided

11.1.1.9 All the car documents like insurance, blue book, registration etc. should be always updated

11.1.1.10 after car use, it should be kept safely in garage

11.1.1.11 Director's permission will be required on driving car after 10.00pm

11.1.1.12 The top speed should be within 70 km/ h

11.1.1.13 the car should be serviced after driving 2500 kilometers

11.1.1.14 For flawed documents like registration blue book, insurance, fitness certificate, driving license etc. then the case after the traffic rules should be carried by the driver

11.1.1.15 Uttaran probe committee will check on the accidental issues of the car and take according measures

#### 11.2 Registration

Section 01. All vehicles and motorbikes of of Uttaran should be registered with Bangladesh Road Transport Authority (BRTA). No unregistered vehicles should ply on roads

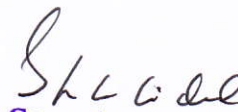
Section 02. the entire registration process will be done with transparency and following all the government rules

Section 03. the BRTA fees will be deposited for registration

Section 04. For any complicity about registration, Uttaran authority will discuss the issue with BRTA officials and in necessity, Uttaran will consult with the donor agencies



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Section 05. Car or motorbikes will be registered within due time of BRTA

Section 06. The renewal will be done within the due time provided by BRTA and fees will be deposited

Section 07. All of the vehicles will be insured after the government's vehicle insurance law

### 11.3 Rent-a-car

11.3.1 Rent-a-car could be used for different purpose of Uttaran by filling up the requisition form and in that case, rent-a-car should be taken only from Uttaran's enlisted vendors. Every year within the month of January the vendor list should be updated or selected.

11.3.2 All of the rent-a-car will use log sheet and that should be signed by the user

11.3.3 The rent will be different based on the car type like micro/ private (AC and Non-AC)

### 11.4 Motorcycle

11.4.1 All the documents of motorcycle will be in the name and favor of organization

11.4.2 the motorcycle user (2<sup>nd</sup> party) should have a valid driving license and driving is forbidden without drivers' license

11.4.3 Motorcycle registration, insurance, driving license will be kept properly by the user while the organization will bear the expense of registration and insurance etc.

11.4.4 Helmet should be used always and necessary documents will be kept while riding

11.4.5 the user (2<sup>nd</sup> party) will properly maintain the motorcycle and keep it clean

11.4.6 Necessary steps should be taken to keep the motorcycle flawless

11.4.7 If the motorcycle is lost or damaged, the user should fill up the loss within three months and in case of necessity the organization will adjust the money from the salary or other funds of the employee

11.4.8 Each of the staffs will keep the motorcycles on their respective workplaces

11.4.9 Motorcycles are not for personal use and cannot be transferred without authority's permission

11.4.10 For the project benefit, the motorcycle could be handed over to someone else for a specific period of time

11.4.11 The user (2<sup>nd</sup> party) will maintain the log book every day and at the end of the month the log book should be signed on the administration column, and there should be another column for counting the fuel liters and the bill should also contain the similar column

11.4.12 Uttaran will bear the oil and mobile expense based on monthly working plan following the log book data but it should not cross the project budget.

11.4.13 The motorcycle users should attach the fuel consumption account and price list with the other expense of the month (annex 13)

11.4.14 Office will bear the motorcycle repair cost but if the cost exceeds tk 100 then it should be discussed with the authority

11.4.15 Only two riders are allowed to ride on motorcycle

11.4.16 The speed limit of motorcycle should not exceed 40 - 50 km/h

11.4.17 The first party will take legal measures if it is found that the second party is ignoring to follow the rules to use the motorcycles

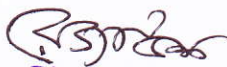
11.4.18 If the authority believes that the second party does not need the motorcycle, it will take away the motorcycle at any time.

11.4.19 if the motorcycle user (second party) leaves the job, the motorcycle should be immediately handed over to the authority with necessary documents

11.4.20 One of the conditions will be considered as the supplementary of the other conditions

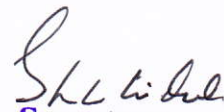
11.4.21 The authority holds the power to change or alter any of the conditions

11.4.22 An Uttaran register will save the motorcycle movements



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11.4.23 Regarding fuel, a motorcycle should run at least 50 kilometers in a liter and the costs should be limited to monthly budget. Any exceptions will be subject to the approval from the director. The following chart will be applicable based on motorcycle age.

11.4.24 Fuel for Hero Honda and maintenance

80/50 CC	1-3 years	60km
	4-6 years	50km
	7-10 years	45km
100 CC	1-3 years	60km
	4-6 years	50km
	7-10 years	45km
110 CC	1-3 years	55km
	4-6 years	50km
	7-10 years	40km
125 CC	1-3 years	50km
	4-6 years	45km
	7-10 years	35 km

11.4.25 Fuel and maintenance for motorcycles:

11.4.25.1 Motorcycles from projects should be used by the user only and transferring it to anyone is forbidden. Security of the motorcycle relies on the user.

11.4.25.2 Mobil should be changed after 500 kilometers for first 3 times and then Mobil should be changed after 1200 kilometers

11.4.25.3 Speed limit should be on 40 km/h for first 1000 kilometers

11.4.25.4 For the best mileages, speed limit should be on 40-50 km/h

11.4.25.5 the log book should be updated everyday

11.4.25.6 Based on the log book and manger's approval, fuel bill will be paid

11.4.25.7 Repair cost of motorcycle excluding the warranty should be provided by the user but after the approval of the authority.

11.4.26 A regional motor mechanic will ensure a monthly checkup for each of the motorcycles

11.4.27 For keeping a good health of the motorcycles, spot checking format will be introduced by the superior supervisor

11.4.28 The mobil should be changed after every 1000 kilometers and servicing will be done after every 3000 kilometers

11.4.29 During hand over, signs of the donor agencies, receiver and witness will be on a stamp worth Tk 150

11.4.30 Motorcycle location, insurance, pieces etc. will be directed by the administration

11.4.31 When the cars are provided by name, those should be handed over within three months

11.4.32 Using mobile phone during motorcycle ride is prohibited

11.4.33 For any accidents and demurrage, the motorcycle should bear the costs

11.4.34 For any fines like flawed documents, not using helmets or insurance copy, the user has to bear the expenses

11.4.35 for motor cycles, project selected brands, mileage and other expenses should be set by the administration after the project budget

11.4.36 Bicycle

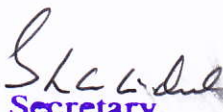
11.4.36.1 the staff can keep the bicycle at the working area under his responsibility

11.4.36.2 if the bicycle is stolen/ lost or damaged, the staff should buy the bicycle of same model by is cost

11.4.36.3 for repairing, applications should be done by through the higher authority to the manager



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11.4.36.4 Around TK 20 could be used for emergency repair

11.4.36.5 bicycle should be used after the movement register and movements should be written on the movement register

11.4.36.6 the bicycle should be serviced after every one year



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## Chapter 12

### Performance Appraisal

12.1 Performance appraisal is the key to develop staffs and it plays in important role for reaching the organizational aims and goals. By apprising the staffs, it is possible to increase their inspiration level, motivation, attitude, ethics, sincerity, job satisfaction and their skills. When the staffs are evaluated, a healthy competitive attitude is created among them. Basically it aims to justify the working level for the employees and provide them increment, promotion, demotion, punitive measures and pointing out their weakness which helps to improve their capacity. By evaluation the work –

The key aim to appraise the work is to analyze the advancement based on job description and annual work plan so that the staff's skills could be improved by comparing his skills, inspiration, sincerity, cordiality and overall the outcomes of the works done by him. As a result –

- Constant communication between the supervisor and the staff
- Informing the staff about the overall advancement with the mutual consent of the organization and staff
- Recognizing the personal evaluation and success of the staffs
- Informing about organization's point of view to staff's work
- Establishing as a committed staff
- Scopes for staffs for self-development by self-analysis

#### 12.2 Authority for performance appraisal

An evaluation committee formed with administration representative, project head and field level supervisor. Similarly, another committee will be formed combined with director, line manager and administration representative to appraise the higher officials of central level and the core employees of the organization.

#### 12.3 Performance evaluation system

An employee should be possessed with some qualities

- Punctuality
- Clear idea on organization
- Risk taking attitude
- Intelligence and practicality
- Organizational skills
- Communication skills
- Foresight
- Skills for decision making
- Assistive attitude
- Celar concept about gender
- Sincerity, responsibility and cordiality for work

#### 12.4 Evaluation tools

Work plan: A staff and his supervisor will make the work plan for the year and select how will they do those. The following systems and tools will be used for the purpose –

##### 12.4.1 List of works

Each of the staffs will have their annual working plans where the works, time, objective, process and outputs will be mentioned. Selecting objectives: with each of the key tasks, the objectives will be mentioned and the issue of achieving objectives will be clear, time bound and measurable

##### 12.4.2 Personal work plan

Each of the employees will make a personal plan in the beginning of the year to reach the goals and that should be submitted to the superior official

#### 12.5 Activity monitoring and management



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Performance management is a continuous process and the coordinator will monitor round the year. In this case the following steps should be followed –

a. Continuous directive

It refers that by monitoring the activities of the staff, necessary directives, trainings and suggestions will be provided to find and remove the obstacles

b. Continuous communication

By continuous mutual communication, the staffs will have specific opinion and directives from their coordinators

12.6 Marginal appraisal

Marginal appraisals will be done by the formal meetings with the staff and supervisors and the following issues will be discussed on the meeting – evaluating the latest working updates based on preset working plans and advancement of the works after the work plans. The evaluation will be done with the selected evaluation form (annex 13) and for a satisfactory result, the meeting will be held after every three months.

12.7 Annual evaluation

By analyzing the former data of a staff, annual evaluation is held and the answers of two basic questions are searched here. The first one is about the qualitative and quantitative achievements of the past year and second one is which steps would need to take for the future development of the staff.

Each of the issues related to the evaluation needs to be attached in the evaluation form and issues that will be attached on the form are –preset goals, responsibilities of the post and achievements, TO DOs for the betterment of the staffs and overall the comment and signing space for the staff and evaluator. The other thing that should be included on the form is the evaluation matrix and description for each step.

Annual evaluation calendar

Serial	Description	Responsibilities	Date
1	Sending Annual Performance Appraisal form and notice	Administrative department/ relevant project	November 15 every year
2	Self-evaluation on the APA form by the staff and submission to the supervisor	Relevant staff	30 November every year
3	Evaluation by the supervisor after consultation with the staff	Relevant staff and supervisor	By December 10 each year
4	Submission to HR department after finalization	Supervisor	By 20 December each year
5	Compilation and preparing evaluation all employees	HR/ administrative department	By December 30 each year
6	Sending to all relevant employees and saving on confidential file	HR/ administrative department	By January 30 each year

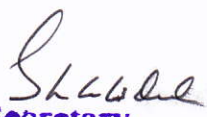
If any staff joins with Uttaran at any broken time of the year, that employee should also be evaluated within certain time. Besides, if projects require any other evaluation at any time of the year, that should be carried out as well.

12.8 Directive for line manager/ supervisor

a. Line manager/ supervisor is liable to evaluate all the staff in due time and administration will provide necessary directives in each department, unit and project offices.

b. Each of the evaluations need to be fair, honest and considerable. If someone evaluates any staff based on any falsified information, the evaluator has to explain this and disciplinary measures will be taken against the evaluator.

  
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- c. Evaluation does not mean that the relevant staff will be promoted/ demoted or get a salary hike
- d. Annual evaluation will appraise the entire job life of the staff
- e. Line managers/ supervisors will analyze with positive attitude so that the staff could complete their tasks sincerely and successfully
- f. weakness should be analyzed and the authority will take all necessary steps to remove the weakness
- g. The evaluation will take place to analyze comparative about the achievements of the staff based on his job description (both qualitative and quantitative aspects)
- h. Salary increase or promotion should be done after the allotted budget and this is important that the staff should not be deprived of the achieved salary increment
- i. If the staff can reach the annual financial goals, s/he should be rewarded with written admiration letter, providing financial benefits, torus in home and abroad, training etc.
- j. the evaluation will also consider the work-related features of the staff like attitude, working speed, initiative, point of view, promises and team works.

#### 12.9 performance appraisal format

All the regular and long-term evaluations will be done using the format prescribed by Uttaran. The form has different sections which need to be filled properly by the line manager; staff, relevant project coordinator, unit/ departmental head, HR/ administration department and director (annex 14).

It is expected that the PAF form should be followed for staff evaluation in Uttaran and in other cases, the line manager/ supervisor will make a descriptive evaluation while changing the position of the staff. The evaluation form should be submitted to the HR/ administration department within a due date and the HR/ administration will save that on staff file.

Before taking any decisions over salary increase, motivation, promotion, demotion or any other punitive measures, the summary of the report should be approved by the director/ designated official. The evaluation report should be used in the following cases –

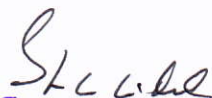
- If promotion proposal is found for any staff
- If there any designation changes like from contractual to regular or any other changes in responsibilities
- Defining any training needs or formulating staff development plan
- Using as a current and future example for the staffs
- Will also work as taking decisions for salary increase, promotion, improving the professional standards, taking disciplinary measures
- Pointing out the scopes for training and skills and helping authority to formulate plans

Providing suggestions to an employee helps to bring out the strengths and by the same time helps to overcome the weakness. A summarized version of the evaluation report will be signed by the staff and supervisor and a copy of the report will be given to the staff and another copy will be preserved on the personal file.



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## Chapter 13

### Transfer

Introduction: for the necessity of organization, any of the staff could be transferred to any working regions based on the recommendations of the coordinator for temporary or permanently. The transfer can take place for promotion, changes in the designation or any other reasons. While transferring any woman employee, it should be kept in mind that the transfer should not influence her personal life.

#### 13.1 transfer conditions

13.1.1 Transfer in new place/ new position should be made with a transfer letter

13.1.2 the staff should be informed around one month prior to the transfer

13.1.3 transfer for breaking rules may be done at any time

13.1.4 Salary and position of the transferred staff will be decided after designation

#### 13.2 Need of transfer

The following cause may cause transfer

- Filling up the vacant position
- Meeting the needs of expert
- For increasing skill of the staff
- Reducing the number of staffs
- For the need of organization
- Based on the staff's application
- Based on authority's decision
- Breach of office discipline
- Demotion

#### 13.3 Procedures of transfer

13.3.1 For transferring any employee or if any project/ department wants to take in the employee, it should be informed to the administration in written

13.3.2 The decisions will be taken after consultation with the administration or relevant project

13.3.3 All the conditional transfers should be made with the consultation of the staff and line manager

13.3.4 Based on the approval of the relevant departmental head/ project head and director's permission, the administration will do the followings for the relevant staff –

Will provide transfer letter for new work place, designation, joining data, salary structure and initial expenses for the transfer (if applicable). For salary and designation change, Uttaran policy should be followed. The transfer order/ letter copy should be sent to the relevant office, accounts department and the personal file of the employee. If a employee is transferred to a new office of over 50 km in distance then the office can consider in paying the transferring cost for that employee, but in case of punishment transfer no such support will be provided.

13.3.5 before transferring from one office to another or from one department to another, the relevant staff of the office will send the responsibility hand over process, salary and leave related letters to the administration.

13.3.6 Administration will send the finalizes transfer letter and in case of necessity will send the personal file copies of the staff

13.3.7 Regarding transfer in the same office, only the responsibility transfer letter need to be transferred

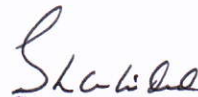
#### 13.4 Interim positions/ assignment

At times, the staffs may need to play higher roles and in that case the letter will be provided by the administration. For this specific responsibilities, the staffs will not be paid extra. Rather, organization will consider the interim positions as the necessity of the organization and simultaneously it will be considered as the chance of development for the staff. After a certain time, by taking recruitment exam or evaluation



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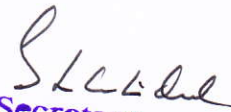
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and based on the donor agency needs, Uttaran may appoint the staff on the post permanently or may send him back to the former post.



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Chapter 14  
Grievances resolution

All of the Uttaran staffs can express their grievance and authority will resolve the issues

14.1 Grievances

If any staff believes that s/ he is being deprived and the rights are being violated, the issues should be discussed with the supervisor and if the adopted measures, after the consultation, do not appear satisfactory, following measures could be followed.

14.2 Grievance procedure:

The following issues should be ensured as grievance procedure

14.2.1 Staffs should bring the grievance to the line manager or immediate senior at first

14.2.2 If line manager fails to resolve the issue, it should be brought under attention of the administration

14.2.3 If the grievance is not solved in this stage, it should be tabled to the director while the director will resolve the issue after the staff policy and as the chief of administrative body

14.2.4 Within 2 days of the events, it should be informed to the authority and the director will form probe (if necessary). Investigations should be done within 15 days and in case of necessity, the written statement of the accused should be informed to the accuser

14.2.5 Accuser will submit the accusation with his sign and date

14.2.6 the organization will not entertain any unnamed accusations

14.2.7 the staffs should remain aware that the grievance procedure will be free and fair

14.3 Discrimination and harassment

Based on Uttaran established policy, any staff is unable to force, harass, misuse intimacies, be biased and the options for genders based identities and sexual harassment is a punishable offence.

If any one of the following happens for sexual harassment –

14.3.1 for filing up sexual desires, if any superior officer/ staff provides any financial or other facilities or punishes being failed to fill the desires will be considered as sexual offence

14.3.2 If any superior officer or colleagues cast any unwanted sexual indication which damages the working environment will also be considered as sexual harassment

Measures against discrimination and harassment

14.3.3 Authority will take punitive measures if any incidents of discrimination or harassment take place

14.3.4 Uttaran will ensure equal environment for staffs from marginal population like indigenous people, religiominority, Dalits, physically challenged, HIV/ AIDS positive and to ensure the staff rights, it will follow the existing law and Uttaran's code of conduct.



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## Chapter 15

Uttaran staffs will follow the following code of conducts to make the activities neutral, universal and dynamic and each of the employees have to sign on a declaration which will be kept in the personal file of the staff.

15.1 Each of the staffs must follow all the rules under any policy, guideline and manual of Uttaran and if evidences or suspicious events found about these policy violation, it should be informed to Uttaran authority

15.2 All the staffs should be respectful to the constitution of the People's Republic of Bangladesh and administration besides they are to work by following the job policy, safeguarding policy, anti-discrimination policy, diversity and inclusion policy, gender and children protection policy of Uttaran and all other guidelines.

15.3 A staff should be polite, dedicated and courteous and should maintain a mutual respectful relation with the other staffs. Similarly, s/ he is to be friendly with the colleagues with professional manner

15.4 Personal conflicts should be avoided for Uttaran's interest and such issues should be informed to authority.

15.5 Using individual influence, any staff cannot influence any group, team or individual or cannot provide proposal to anyone about any personal benefits and cannot use any public or private properties or facilities or any financial resources.

15.6 Staffs have to ensure that their individual attitudes and relation will have no impacts on their professional roles

15.7 Any direct or indirect transactions or any gift or bribe that can influence performing any responsibility is not allowed

15.8 Dealing with organizations which are conflicting with Uttaran's ideal and values is not allowed

15.9 Zero tolerance is applicable for financial corruption, sexual harassment, anti-state activities, terrorism, child abuse, militancy and proof on disobedience for any level of staffs and will result in termination from the job

15.10 The staffs should remain active to uphold the honesty and transparency of Uttaran to the people

15.11 The staffs cannot create any discrimination by their work and attitudes to any gender, age, religion, culture, education, disabilities, social position, material, personal characteristics, neglecting, physical abuse or harm, any kind of physiological or emotional abuse, property, minority and indigenous people and other status.

15.12 All the staffs should follow the Money Laundering Act 2019 to prevent money laundering in foreign countries and should pay the payable income tax.

15.13 Any staff cannot get involved with any individual or organization that is assistive to any militancy or anti-state activities and they should remain aware of the issue.

15.14 The staffs should prevent all types of misuse of natural resources and remain aware of the coastal weather and climate

15.15 The staffs should strictly maintain ban on all types of drugs, alcoholic beverages, drinking and marketing at the workplace or in any other places

15.16 Staffs should remain active against smuggling of the victimized people and identify the people involved in human smuggling and smuggling victims especially recovering women and children

15.17 All the organizational resources should be protected with top priority and cannot be handed over that may damage organization's interest. Also every staff should maintain the cyber security as per the digital guideline of Uttaran.

15.18 The staffs are disallowed to get involved with any political party while they are with the job and also cannot actively participate in any rallies, meeting and procession and similarly cannot use anything resembling the organization

  
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15.19 Forcing anyone for sexual relationship or attempting, proposal for sexual relation, touching someone for sexual purposes, indecent indication, cracking indecent jokes, describing about sexual ability of own or others, comment on anyone's body is prohibited

15.20 Fueling on any activities that may result in conflict among the employees are banned and confidentiality should be maintained for office related tasks. Staffs should follow the privacy policy of Uttaran.

15.21 Any illegal relation among the staffs should be resolved and 2<sup>nd</sup> marriage is prohibited in case of existing first wife's permission

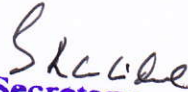
15.22 Staffs should be respectful on the mutual religious feelings and cannot hurt the religious feelings as well

15.23 Staffs should be publicized any circular and policies instantly among the other staffs and relevant stakeholders.



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## Chapter 16

### Punishment procedures

Introduction: With accepting the appointment letter of Uttaran, the staffs are committed for a sincere, nice and active working environment and will play roles for achieving organizational goals.

Punitive measure does not refer to detach the staff from the organization rather improvement of his work. The punitive measure should be like this which will help the staff to be flawless and get directives for improved behaviors. For unwanted behaviors, measures following the disciplinary policy will be adopted against the employee and based on the offence level, decisions will be provided by the line manager, administration department or director after their power.

#### 16.1 Base of disciplinary action

For any dishonest attitude or breaking rules by the employee will cause the punishment

#### 16.2 Offense types and base

Usually offences are of two types

- a. Minor offence
- b. Major offence

##### 16.2.1 Minor offence

The followings are considered as minor offence

- Inconsiderate attitude with colleagues
- Breaking rules, misbehaves, disobeying superior officials
- Slight negligence on duty
- Disobeying office hours (coming in late and leaving office early)
- Destroying any Uttaran resource intentionally
- Deliberate absence at the workplace
- Creting internal conflicts
- Twisted information sending

##### 16.2.2 Major offences

The followings are considered as major offence

- Violating Section 16.1 to 16.18
- Stealing office fund
- Stealing Uttaran resource or forgery
- Taking bribe for providing special benefit to anyone
- Misconduct or illicit relation with any female colleague or any beneficiary
- Smuggling Uttaran documents to outside
- If any activities of the staffs' damages Uttaran's reputation
- Assisting or getting involved in anti-state or anti-organizational activities
- Avoiding official orders
- Getting involved into activities against Uttaran
- If any digital activities of the staff damages Uttaran's reputation
- Getting involved in any sort of pornography

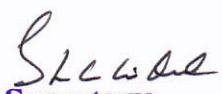
#### 16.3 Punishment

Two types of punishments will be provided based on offence type

##### 16.3.1 minor punishment

##### 16.3.2 major punishment

  
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#### 16.3.1 Minor Punishment

- Rebuking
- Verbal warning
- Written warning
- Temporary work abstention
- Temporary termination
- Fine or demurrage collection
- Temporary increment halt
- Transfer

If the offences are not similar to terminate the employee and if the staff is found guilty, then the following methods will be followed for minor punishment

- A cautionary notice will be sent if found guilty for the first time
- Final cautionary notice will be sent if the second crime is committed or fails to correct the behavior
- If the staff does not correct himself even after the final notice, extreme measures will be taken against the staff

#### 16.3.2 Major Punishment

If any major offence is proved against any staff, the following measures will be adopted

- Demotion
- Termination
- Releasing from the job
- Obligatory retirement from the job
- Handing over to the law enforcers

The staff will not need any separate orders for termination if –

- If the allegations against the staff is found true by the written allegations and investigations and based on the replies of the accused
- If the staff fails to explain the exact reasons against the allegations within the 15 days to the authority
- If the accused admits the allegations in written
- The director will take final decision about termination of any staff

#### 16.4 Punishment procedures

##### 16.4.1 Proposing allegations

If any of the staffs break any rules of any policies or get involved with any criminal activity, it should be informed to the administration department by the line manager in written form. Administration will inform it to the director and others

16.4.1.1 If any staff is found neglecting duties, financial irregularities, violation of discipline, the monitoring officer will immediately inform it to the director through the administration in written

16.4.1.2 The director will form a three-member investigation committee to know about the allegations

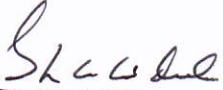
16.4.1.3 the staff supervisor who will sign the allegation letter, show cause/ investigation notice cannot be the investigation committee member

16.4.1.4 Before investigation, the probe team will inform the accused about the issue in written

16.4.1.5 In case of necessity, the committee will the witness statement in written with a sing of the witness

16.4.1.6 the evidences against the accused staff should be preserved

  
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- 16.4.1.7 Investigation committee will make a TOR for the investigation
- 16.4.1.8 Following the TOR, all the investigations and other tasks will be done by 14 days
- 16.4.1.9 Investigation team may analyze any documents
- 16.4.1.10 If the relevant staff turns non-cooperative, the committee might take biased decisions
- 16.4.1.11 If proofs are found against the accused, s/ he will be given 15 days for self-support
- 16.4.1.12 The investigation report will be sent to the director within 7 working days once the process is done and each of the report pages will be signed by all the investigation committee members
- 16.4.1.13 The director will order to take measures within seven days after the investigation report
- 16.4.1.14 Administration will inform the final decision within seven days to the accused staff
- 16.4.1.15 For legal measures, the director will order the administration/ project head to take the proper steps and the administration/ project head will take the measures within next seven days

#### 16.4.2 Temporary termination during investigation

- 16.4.2.1 Departmental head/ project chief may terminate the staff temporary when alleged for the benefit of investigation but the duration of the temporary work abstention may not cross 90 days.
- 16.4.2.2 Temporary terminations will be applicable instantly and will be informed to the staffs in written
- 16.4.2.3 Administration will hand over the duties of the terminated staff to anyone else within three days after consultation with the director
- 16.4.2.4 Temporary terminated staff will sign on attendance sheet but will be assigned with no work and without written permission, the accused staff cannot leave he work station
- 16.4.2.5 Temporary terminated staff will get 50% of the salary and if proved not guilty after the investigation, s/ he will be restored in the position and the temporary termination will need to be removed and all the necessary allowances and salaries have to be paid

#### 16.4.3 Show Cause/ explanation

- 16.4.3.1 the supervisor may ask for show cause or explanation to the accused staff
- 16.4.3.2 the allegations should be mentioned in the show cause notice
- 16.4.3.3 the show cause notice will ask for explanations from the accused staff
- 16.4.3.4 the notice will contain the specific time and date to respond over the notice and at least 7 days should be allowed
- 16.4.3.5 But in case of sexual harassment, the investigation might start without showing any cause against the staff

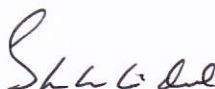
#### 16.5 Warning

- 16.5.1 Warning should be issued following the types of minor offences
- 16.5.2 The warning should contain specific allegations
- 16.5.3 The warning should also contain the next punishment as well
- 16.5.4 the warning decisions should be taken based on the show cause and its explanation
- 16.5.5 the warning letter should be sent from the administration department

#### 16.6 Acton

- 16.6.1 During action, the director will consider all the other aspects like the significance of the crime, past records and surrounding situations
- 16.6.2 Based on the significance of offence, the administration may provide him minor or major punishment after the approval form the director
- 16.6.3 If the staff denies to accept any notice, letter, accusation letter or any other document, then the document will be sent by post to the address preserved in the office and all evidences will be preserved on this issue


  
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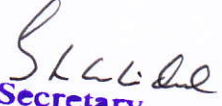
  
**Secretary**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
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16.7 Maintaining confidentiality

The following issues will be considered as confidential

- Recruitment
- Warning notice
- Extending probation period
- Job contract
- Annual or any other salary increase
- Annual staff evaluation
- Release
- Termination

  
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## Chapter 17

### Staff Termination, Suspension, Dismissal Resignation

#### 17. Statement of policy

Based on the Joining letter conditions of on the sections mentioned in policy, a staff could be terminated, suspended, dismissed or make retired. Similarly, the staff can also resign from the post. Staff termination, suspension, dismissal and resignation methods are as followed –

##### 17.1 Resignation

- If nay staff wants to resign, it should be informed to the director by being physically present during office hours at least one month before or has to pay back salary of one month.
- If any investigation is underway or if the contract duration is not over, the director may not accept the resignation letter
- Novices need not to provide the deadline but they should and over the responsibilities to their superior officials
- The staff, who will resign, will hand over the responsibilities tothe staff assigned by the authority
- If the organization gets something form the staff, s/ he will pay or refund the dues or that will be adjusted from the gratuity or salary

The resign letter should be sent to the director through the relevant line manager or supervisor. After receiving the resign letter, the director, HR/ administration will send the staff a letter asking to settle all the funds and resources and take the release letter from the office before having the final due.

##### 17.2 Termination

Authority may terminate an employee for following reasons

- If the post of the staff is abolished
- If the job is not beneficial for organization
- If the project is ended or abandoned
- If any staff remains absent at the office for unapproved 30 days

##### 17.2.1 Regular staff termination

- A regular staff may get a notice for a month or with the salary of a month before termination
- If the staff is accused and proved guilty for misconduct

##### 17.2.2 Project staff termination

Generally, it will be considered that if the project is ended, done or abandoned, the staff will be terminated. Besides, the staff may also get a one-month notice and in case the section 17.2.1 (b) will be applicable which is used for the regular staffs

##### 17.2.3 Termination for apprentice

If any of the attitudes of the apprentices is unsatisfactory, s/ he might be terminated with a seven-day notice without showing any cause

##### 17.2.4 Termination for contractual staffs

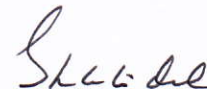
It will be considered that the contractual staff will be terminated once the contract is over. They could also be terminated after conditions. If the contract does not contain the duration of the termination, in that case, if the staff is terminated, a one-month notice or salary equivalent to one month will be provided

##### 17.3 Dismiss

- If any offence is proved against any staff, the authority may dismiss him based on the section 17.3 of the staff management policy
- If the staff is found guilty in investigation, 15 days will be served for self-support and explain and if the staff fails to explain within 15 days or if the explanation appears unsatisfactory to the authority, the staff will be dismissed on that day



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**UTTARAN**  
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Dhanmondi R/A, Dhaka-1209, Bangladesh

- All the dismissal will be approved by the director

#### 17.4 Withdraw

Any staff may be withdrawn without any prior notice if any punitive measure after this policy is taken


- If he is involved at any unethical activities
- If he is alleged of misconduct

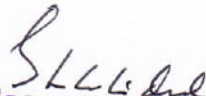
#### 17.5 Retirement

- Any staff can retire after 60 years
- If Uttaran has need of the particular staff and the staff is active, Uttaran may extend the retirement age up to five years by giving every 1 year approval after 60 year.
- After 65 years, the staff must be compulsory retired. Compulsory retirement is to be paid after the completion of 65 years for general staffs. The founder Director can serve up to 70 years as per the need of the organization. After retirement, subject to physical fitness he can work as an Advisor to the organization.
- While retirement, the organization will provide a notice three months before of the retirement .
- If organization believes that staffs who have passed 25 years with the organization, it may send them retirement with all the necessary benefits.

#### 17.6 Release order

Regarding all the case of release, retirement, a release order (annex 15) will have to be submitted at the account section of the headquarters and clear the transactions. If the release order is not provided, it will be considered that a final dealing with the organization is not done.

  
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## Chapter 18

### Staffs payment, settlement and others

When any staff will leave the office, s/ he will clear all the dues and hand over all the responsibilities to the assigned individual and the following procedures will be followed to conclude the dealings with the staff

#### 18.1 Staff payment for resignation

After receiving the release order form the project/ department/ center the following deals will be done

- All the salary and allowance till the last working day will be provided
- Gratuity will be provided for all the months considering the years (if applicable)

#### 18.2 Staff payment against termination

The dealings will be finalized based on the following conditions for regular, project, apprentice and contractual staffs if the release order is provided from the staff's department/ project/ center

- All the salary and allowance till the last working day will be provided
- Gratuity will be provided for all the months considering the years (if applicable)

#### 18.3 Staff payment against dismiss

The dealings with the dismissed staff will be finalized after the release order is provided from the staff's department/ project/ center

- All the salary and allowance till the last working day will be provided
- The 50% salary that is stopped during any investigation will not be provided

#### 18.4 Staff payment against withdraw

If a staff is withdrawn, the dealings will be finalized based on the release order is provided from the staff's department/ project/ center

- All the salary and allowance till the last working day will be provided
- Gratuity will be provided for all the months considering the years (if applicable)

#### 18.5 Staff payment for retirement

If the staff takes retirement form the job, s/ he will hand over all the duties and responsibilities to the designated staff of the organization and the dealings will be finalized based on the condition of having the release order

- All the salary and allowance till the last working day will be provided
- Gratuity will be provided for all the months considering the years (if applicable)

#### 18.6 Death

With the date of death, the job at Uttaran will be considered as finished and the information of death will be submitted to the administration, accounts department and director with necessary documents. Within the 30 days of the death, all the dues of the staff should be paid to the nominee of the dead staff

##### 18.6.1 Benefits

###### a. regular staff


Based on the approval of the director, the nominee of the staff will have the following benefits

- Death facilities on the group insurance policy of Utaran (if applicable)
- All the salaries and allowance of the last working day
- If applicable, gratuity will be provided for all the months considering the years
- Uttaran will consider to provide a job to any suitable member from the family of the deceased staff

##### 18.6.2 Final payment

If there any dues from the staff's side, the final payment will be cleared after adjustment and in this case, the relevant line manager, department and accounts department will coordinate the entire issue. All the document of the dead employee and accounts information should be saved on the personal file.

  
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#### 18.7 Clearance certificate and final settlement

- Before leaving the office for resignation or dismissal, the staff should hand over all the responsibilities the designated staff of the organization
- If any staff is dismissed, terminated, resigns, withdrawn or any things else, the clearance certificate should be submitted to the administration department. Then the administration will prepare the final account of the staff (annex 16) and submit it to the accounts department. Accounts department will send the final account to the director after sorting out everything and will pay the amounts after the director's approval
- With the final account declaration letter, the staff will have to sign that s/ he is agreed with the account and there are no dealings between him/ her and Uttaran. Once everything is done, the final account related information will be saved or preserved on the personal file of the staff by the administration
- The final account needs to be solved within 15 days

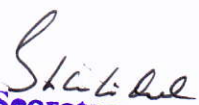
#### Organizational clearance/ experience certificate

Any of the Uttaran staffs will get an organizational clearance/ experience certificate (annex 17) if they resign, dismissed, withdrawn, terminated or retired. The certificate will be signed by the director/ head of administration department

#### 18.9 Declaration of Staff

The staff will sign at a declaration letter (annex 18) after receiving the release order

  
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## Chapter 19

### Administrative direction

#### 19.1 Safety

19.1.1 Uttaran will ensure standard working environment free of health and other risks

19.1.2 Uttaran staffs will inform any of the security risks to the line manager/ administration

19.1.3 Line manager will ask the staffs to follow usual security measures

19.1.4 If any staff becomes victims of accidents, the issue should immediately be informed to the line manager or relevant individuals

#### 19.2 Smoking and drug-free workplace

Uttaran will try its best to ensure a smoking-free as well as a drug-free working environment to its staffs. Strict legal steps will be adopted against the staffs who will be found processing illegal drugs (banned by the drug department), processing, distribution, selling, accepting and storing and even s/ he could be terminated from the job. If anyone is convicted by the Court and is punished he/she will be immediately terminated.

#### 19.3 Visitors

Any of the visitors can come to the office in necessity and in that case, the receptionists/ staff will note down the details of the visitor like name, address, phone number, arrival hour, departure, objectives, whom they want to meet etc. at a register and will take a sign from the visitor

#### 19.4 Articles

Approval should be taken from the director of Uttaran before publishing any of the its articles and the article should be on Uttaran's name and the name of donor agencies could also be used after their approval. This must be done according to Uttaran's communication and brand guideline.

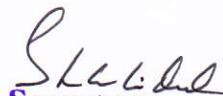
#### 19.5 Human Resource Information Center

All the projects/ department send the updated human resource information to the human resource division and the administration will preserve the final human resource information

#### 19.6 Office notice

Administration will publish any new notice if the authority wants it to inform the staffs. E-mails and phone calls will be made to provide any urgent notice after the office hours to the project heads and center managers and they will inform all the other staffs under them by their own responsibility and everyone is to abide by the notice.

  
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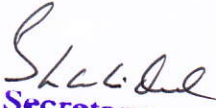
  
**Secretary**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A. Dhaka-1209, Bangladesh

Uttaran  
Address: Flat 1a, 1<sup>st</sup> floor, House 32, Road 10/a, Dhaka 1209

## General Board Members

Serial	Name	Designation	Mobile No	Signature
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
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**Chairman**  
**UTTARAN**  
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Dhanmondi R/A Dhaka-1209, Bangladesh

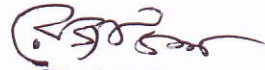
  
**Secretary**  
**UTTARAN**  
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Dhanmondi R/A Dhaka-1209, Bangladesh

## Uttaran

Address: Flat 1a, 1<sup>st</sup> floor, House 32, Road 10/a, Dhaka 1209

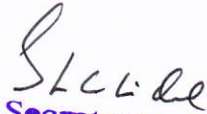
## Executive Committee Members

Serial	Name	Designation	Mobile No	Signature
1				
2				
3				
4				
5				
6				
7				



**Chairman**  
**UTTARAN**

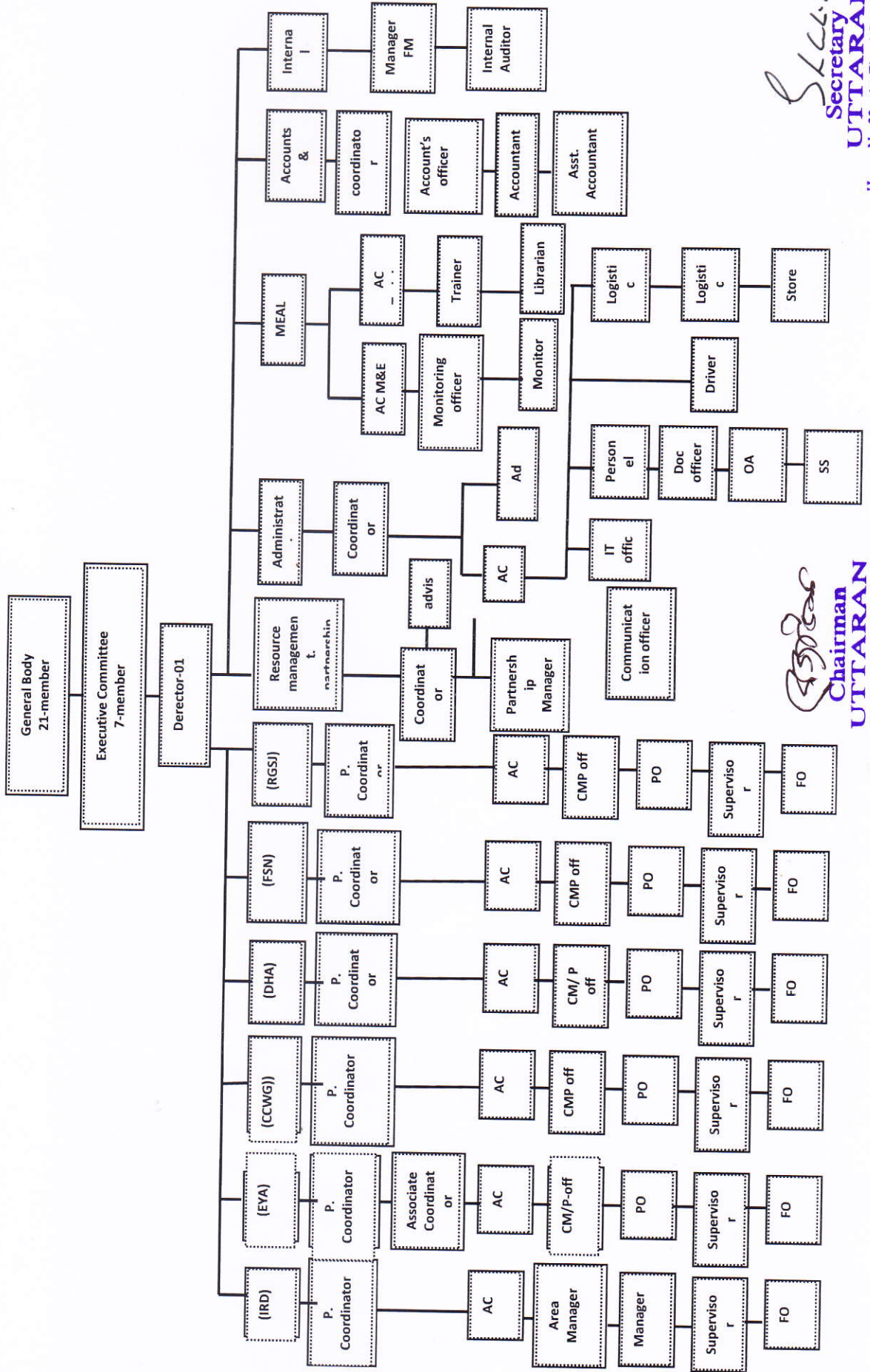
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
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**Secretary**  
**UTTARAN**

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Organogram of Uttaran



*S. Uddin*  
**Chairman**  
**UTTARAN**  
 House No-32, (1st Floor) Road No-10/A  
 Dhanmondi R/A, Dhaka-1209, Bangladesh

*S. Uddin*  
**Secretary**  
**UTTARAN**  
 House No-32, (1st Floor) Road No-10/A  
 Dhanmondi R/A, Dhaka-1209, Bangladesh

**Appointment Letter**

To,

Date: 00/00/0000

Name : .....

Mother's Name : .....

Father/ Husband : .....

Address : .....

Subject : ..... recruitment on the post

You will be glad to know that you have successfully passed on the written and oral test on .../.../... based on the advertisement published by Uttaran on ..../.../.... Thereby, you are being recruited bellow of the condition by the assistance of donor agency“ .....” with the help of implement by the Uttaran“ .....” project.

Conditions:

1. You are to submit the release order of previous organization (if applicable).
2. You will get a monthly consolidated salary worth 00,000 (.....) and will also enjoy the other facilities of the project.
3. Your probation period is six months. If the probation period is not satisfactory, the organization could terminate you without any further notice. No facilities except the salary will be provided in probation period.
4. Your work station : .....
5. The recruitment duration is till the continuation of the project. If the project fund is closed for any reasons, it will be considered that your job is finished.
6. You have to work after your job description after the direct supervision of .....
7. You have to work from ..... to ..... except the weekly holiday. Besides, the working hours are flexible after the job nature and in some cases, you might have to work in the holidays as well.
8. The working stations are transferable for the needs of the organization and work nature.
9. The organization basically depends on foreign donations and dependent on donor agency, bank transaction, different departmental rules of the government etc. which may cause late of receiving payments, you have to adjust with this
10. Before resigning from the post, you are to provide a one-month notice or refund a one-month salary. In such case, decisions will be taken after the staff management policy.
11. The higher authority may immediately dismiss you, if any of your attitudes damages the reputation/ interests/ objective/Ideal of the organization .
12. You have to submit a one-day salary in every four months at the staff welfare fund.
13. This project imposed security money 10,000/= (ten thousands taka) , will be refundable end of the service.
14. The other conditions and facilities will be controlled by the staff management policy .

If you agree with the aforesaid conditions, you are requested to join at the administration department, Uttaran, regional office (IRDT), Tala, Satkhira by .../.../..... if you fail to join within seven working days, the recruitment will be considered as cancelled.

Hope you will execute all the assigned duties on you. Wish your overall success.

Shal.idul Islam

Director

I have received the recruitment letter after reading the terms and conditions sensibly.

Staff's signature:

date:

Copy:



**Chairman**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A, Dhaka-1209, Bangladesh

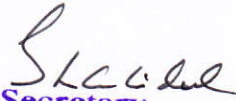


**Secretary**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A Dhaka-1209, Bangladesh

1. Coordinator, Administration
2. Coordinator, Accounts and finance
3. Project coordinator
4. Office copy



**Chairman**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A Dhaka-1209, Bangladesh



**Secretary**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A Dhaka-1209, Bangladesh



**Contractual Appointment Letter**

To,

Date: 00/00/0000

Name : .....

Mother's Name : .....

Father/ Husband : .....

Address : .....

Subject : ..... recruitment on the post

You will be glad to know that you have successfully passed on the written and oral test on .../.../.... based on the advertisement published by Uttaran on ..../.../..... Thereby, you are being recruited Microfinance program.

**Conditions**

1. You are to submit the release order of previous organization (if applicable).
2. You will get a monthly consolidated salary worth 00,000 (.....) and will also enjoy the other facilities of the program.
3. Your probation period is six months. If the probation period is not satisfactory, the organization could terminate you without any further notice. No facilities except the salary will be provided in probation period.
4. Your work station : .....
5. You have to work after your job description after the direct supervision of .....
6. You have to work from ..... to ..... except the weekly holiday. Besides, the working hours are flexible after the job nature and in some cases, you might have to work in the holidays as well.
7. The working stations are transferable for the needs of the organization and work nature.
8. Before resigning from the post, you are to provide a one-month notice or refund a one-month salary. In such case, decisions will be taken after the staff management policy.
9. The higher authority may immediately dismiss you, if any of your attitudes damages the reputation/ interests/ objective/Ideal of the organization .
10. You have to submit a one-day salary in every four months at the staff welfare fund.
11. The other conditions and facilities will be controlled by the staff management policy .

If you agree with the aforesaid conditions, you are requested to join at the administration department, Uttaran, regional office (IRDT), Tala, Satkhira by .../.../..... if you fail to join within seven working days, the recruitment will be considered as cancelled.

Hope you will execute all the assigned duties on you. Wish your overall success.

Shahidul Islam

Director

I have received the recruitment letter after reading the terms and conditions sensibly.

Staff's signature

date:

Copy:

5. Coordinator, Administration
6. Coordinator, Accounts and finance
7. Project coordinator
8. Office copy



**Chairman**  
**UTTARAN**

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**Secretary**  
**UTTARAN**

House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A, Dhaka-1209, Bangladesh

**Contractual Appointment Letter**

To,

Date: 00/00/0000

Name : .....

Mother's Name : .....

Father/ Husband : .....

Address : .....

Subject : ..... recruitment on the post

You will be glad to know that you have successfully passed on the written and oral test on .../.../... based on the advertisement published by Uttaran on ..../.../.... Thereby, you are being recruited Microfinance program.

Conditions

1. You are to submit the release order of previous organization (if applicable).
2. You will get a monthly consolidated salary worth 00,000 (.....) and will also enjoy the other facilities of the program.
3. Your probation period is six months. If the probation period is not satisfactory, the organization could terminate you without any further notice. No facilities except the salary will be provided in probation period.
4. Your work station : .....
5. You have to work after your job description after the direct supervision of .....
6. You have to work from ..... to ..... except the weekly holiday. Besides, the working hours are flexible after the job nature and in some cases, you might have to work in the holidays as well.
7. The working stations are transferable for the needs of the organization and work nature.
8. Before resigning from the post, you are to provide a one-month notice or refund a one-month salary. In such case, decisions will be taken after the staff management policy.
9. The higher authority may immediately dismiss you, if any of your attitudes damages the reputation/ interests/ objective/Ideal of the organization .
10. You have to submit a one-day salary in every four months at the staff welfare fund.
11. The other conditions and facilities will be controlled by the staff management policy .

If you agree with the aforesaid conditions, you are requested to join at the administration department, Uttaran, regional office (IRDT), Tala, Satkhira by .../.../..... if you fail to join within seven working days, the recruitment will be considered as cancelled.

Hope you will execute all the assigned duties on you. Wish your overall success.

Shahidul Islam

Director

I have received the recruitment letter after reading the terms and conditions sensibly.

Staff's signature

date:

Copy:

5. Coordinator, Administration
6. Coordinator, Accounts and finance
7. Project coordinator
8. Office copy

  
**Chairman**  
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**Secretary**  
**UTTARAN**  
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 Dhanmondi R/A. Dhaka-1209, Bangladesh

**Contractual Appointment Letter**

To,  
00/00/0000

Date:

Name : .....  
Mother's Name : .....  
Father/ Husband : .....  
Address : .....  
Subject : ..... recruitment on the post

You will be glad to know that you have successfully passed on the written and oral test on ..././... based on the advertisement published by Uttaran on .././.... Thereby, you are being recruited Microfinance program.

Conditions:

1. You are to submit the release order of previous organization (if applicable).
2. You will get a monthly consolidated salary worth 00,000 (.....) and will also enjoy the other facilities of the program.
3. Your probation period is six months. If the probation period is not satisfactory, the organization could terminate you without any further notice. No facilities except the salary will be provided in probation period.
4. Your work station : .....
5. You have to work after your job description after the direct supervision of .....
6. You have to work from ..... to ..... except the weekly holiday. Besides, the working hours are flexible after the job nature and in some cases, you might have to work in the holidays as well.
7. The working stations are transferable for the needs of the organization and work nature.
8. Before resigning from the post, you are to provide a one-month notice or refund a one-month salary. In such case, decisions will be taken after the staff management policy.
9. The higher authority may immediately dismiss you, if any of your attitudes damages the reputation/ interests/ objective/Ideal of the organization .
10. You have to submit a one-day salary in every four months at the staff welfare fund.
11. The other conditions and facilities will be controlled by the staff management policy .

If you agree with the aforesaid conditions, you are requested to join at the administration department, Uttaran, regional office (IRDT), Tala, Satkhira by .../.../..... if you fail to join within seven working days, the recruitment will be considered as cancelled.

Hope you will execute all the assigned duties on you. Wish your overall success.

Shahidul Islam  
Director

I have received the recruitment letter after reading the terms and conditions sensibly.


Staff's signature

date:

Copy:


1. Coordinator, Administration

  
**Chairman**  
**UTTARAN**  
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**Secretary**  
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2. Coordinator, Accounts and finance
3. Project coordinator
4. Office copy

  
**Chairman**  
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**Secretary**  
**UTTARAN**  
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A. Dhaka-1209, Bangladesh

**Volunteer Appointment Letter**

To,

Date: 00/00/0000

Name : .....  
 Mother's Name : .....  
 Father/ Husband : .....  
 Address : .....  
 Subject : ..... recruitment on the post

You will be glad to know that you have successfully passed on the written and oral test on .././.... based on the advertisement published by Uttaran on .././.... Thereby, you are being recruited bellow of the conditions by the assistance of donor agency"....." with the help of implement. by the Uttaran"....." project.

## Conditions:

1. You are to submit the release order of previous organization (if applicable).
2. You will get monthly honorarium 00,000 (.....) and will also enjoy the other facilities of the project.
3. Your probation period is six months. If the probation period is not satisfactory, the organization could terminate you without any further notice. No facilities except the salary will be provided in probation period.
4. Your work station : .....
5. The recruitment duration is till the continuation of the project. If the project fund is closed for any reasons, it will be considered that your job is finished.
6. You have to work after your job description after the direct supervision of .....
7. You have to work from ..... to ..... except the weekly holiday. Besides, the working hours are flexible after the job nature and in some cases, you might have to work in the holidays as well.
8. The working stations are transferable for the needs of the organization and work nature.
9. The organization basically depends on foreign donations and dependent on donor agency, bank transaction, different departmental rules of the government etc. which may cause late of receiving payments, you have to adjust with this.
10. Before resigning from the post, you are to provide a one-month notice or refund a one-month salary. In such case, decisions will be taken after the staff management policy.
11. The higher authority may immediately dismiss you, if any of your attitudes damages the reputation/ interests/ objective/Ideal of the organization .
12. The other conditions and facilities will be controlled by the staff management policy .

If you agree with the aforesaid conditions, you are requested to join at the administration department, Uttaran, regional office (IRDT), Tala, Satkhira by .././..... if you fail to join within seven working days, the recruitment will be considered as cancelled.

Hope you will execute all the assigned duties on you. Wish your overall success.

Shahidul Islam  
 Director

I have received the recruitment letter after reading the terms and conditions sensibly.


Staff's signature

date:

Copy:

1. Coordinator, Administration
2. Coordinator, Accounts and finance
3. Project coordinator
4. Office copy

  
**Chairman**  
**UTTARAN**  
 House No-32, (1<sup>st</sup> Floor) Road No-10/A  
 Dhanmondi R/A. Dhaka-1209, Bangladesh

  
**Secretary**  
**UTTARAN**  
 House No-32, (1<sup>st</sup> Floor) Road No-10/A  
 Dhanmondi R/A. Dhaka-1209, Bangladesh

Uttaran  
Joining letter

.....

---

Name : .....

Father/ Husband : .....

Designation : .....

Present address : .....

.....

.....

Mobile no. : .....

Permanent address : .....

.....

.....

Emergency address : .....

Relation : .....

Mobile no. : .....

For office fill up

Joining date : .....

Initial salary : .....

Basic salary : .....

House rent : .....

Medical allowance : .....

Others : .....

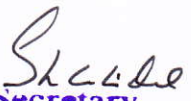
Gross salary : .....

In words : .....

-----  
Joining Staff

-----  
Manger-admin

  
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Uttaran

House # 32, Road # 10/ A, Dhanmondi R/A, Dhaka – 1209

Job Description

Name : .....  
Designation : .....  
Qualification : .....  
Project : .....  
Work Station : .....  
Supervisor : .....

Ideas about project activity: - .....

Duties and responsibilities on the project: .....

Administrative duties and responsibilities: .....

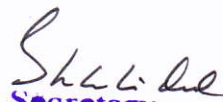
Conditions:

Increment will be provided if 90% of the assigned duties are completed. If the assigned duties are executed less than 80%, organization will deduct the previous year's increment and if it is under 70%, the organization will take necessary measures

.....  
Coordinator-Administration

.....  
Staff's Signature

  
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**Secretary**  
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Uttaran

..... Office/ Center

**Traveling form**

Name: ..... Department/ Activity/ project .....

Designation: ..... travel duration: ...../...../..... to .../ ...../ .....

Traveling location: ....., tentative joining date after return ..../ ...../ .....

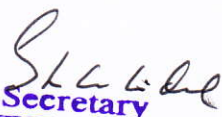
Travelling objective .....

\_\_\_\_\_  
Sign of the traveler

\_\_\_\_\_  
Approved by

\_\_\_\_\_  
Administration

  
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Dhanmondi R/A. Dhaka-1209, Bangladesh



## Application for Advance

To: \_\_\_\_\_ Donor: \_\_\_\_\_  
 From: \_\_\_\_\_ Project \_\_\_\_\_  
 Sub: Application for advance Date: \_\_\_\_\_

Based on the proposed activities, it is requested to pay in advance (Tk: .....)

Serial	Receiver's name	Purpose	Amount	Expected adjustment date	Receiver's Signature
	Total				

There are no advances for the mentioned staff

Sign of accounts and finance department:

Name :

Designation :

Approved by:

Name :

Designation :

  
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Uttaran

House# 32, Road – 10/A, Dhanmondi R/A, Dhaka – 1209

Conveyance/ food bill

Name : ..... Date : .....

Designation : ..... Work station: .....

Date	From	By	To	Purpose of visit	Take	Starting time	Ending time	Food allowance				Total	Gross total
								Over 6 hours	Over 8 hours	Over 12 hours	Over 16 hours		

In words: .....

Provided by

Approved by

  
**Chairman**  
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Uttaran

House# 32, Road – 10/A, Dhanmondi R/A, Dhaka – 1209

Leave Application

Applicant's name : ..... Date: .....

Designation : .....

Working station : ..... Project: .....

Leave type: Casual/ Sick leave/ Maternity leave/ Paternity leave/education/ earned/

Duration: from ..... to ..... total .....days

Reason for leave: .....

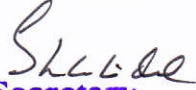
Staying place during leave with mobile number:.....

..... Mobile: .....

Leave types (days)	Casual	Sick leave	Maternity leave	Paternity leave	Earned leave

Signature

  
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**UTTARAN**  
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Uttaran

House# 32, Road – 10/A, Dhanmondi R/A, Dhaka – 1209

Car requisition form

Project name:

Donor:

Departure			Destination	Arrival		Car types, quantity and seats (private car. Micro bus)
Date	Location	Time (morning/ evening)		Potential Date and time (morning/ evening)	Actual Date and time (morning/ evening)	

AC/ Non-Ac

Name and designation of the user: .....

.....

.....

Travelling purpose: .....

.....

.....

Requisition provided by:

Name:

Designation:


Signature:

Date:

Approved by:

Director/ project director/ project chief/ administration department

  
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 Dhanmondi R/A, Dhaka-1209, Bangladesh

Motorcycle Running Cost

**UTTARAN**

House: 32 (1st floor), Road: 10/A, Dhanmondi, Dhaka-1209

Project title:

.....  
 .....  
 .....

Motor Cycle Log Book

Month:

Name: .....

Designation:.....

Registration # .....

Speedometer Reading B/Fwd:

Date	Particulars of Route		Speedometer Reading		Distance Travelled	Time		Fuel Drawn		Type of Journey		Purpose	Signature of the User	Signature of the Coordinator/ Head of department/ Supervisor/Accountant
	From	To	Start	End		Out	In	Petrol	Mobil	Official	Personal			

  
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Uttaran

House# 32, Road – 10/A, Dhanmondi R/A, Dhaka – 1209

Staff's name....., Designation .....

Appraisal date: ....., Appraisal duration ....., Total marks – 200

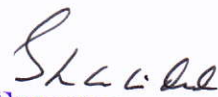
**Annual Staff Appraisal**

Number	A) Quality of completing assigned duties	Appraisal indicator A=4, B=2, C=1,D=0			
		A	B	C	D
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					
20.					
21.					
22.					
23.					
24.					
25.					
<b>Total marks:</b>					



**Chairman  
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UTTARAN**

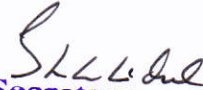
House No-32, (1<sup>st</sup> Floor) Road No-10/A  
Dhanmondi R/A Dhaka-1209, Bangladesh

Serial	B) Appraisal on other qualities	Appraisal indicator A=4, B=2, C=1, D=0			
		A	B	C	D
1.	Punctuality				
2.	Responsibility				
3.	Seriousness to work				
4.	Assitive attitude				
5.	Confidence				
6.	Patience				
7.	Honesty/ Trustworthiness				
8.	Sacrifice				
9.	Obedience"				
10.	Leadership				
11.	Judging others point of view				
12.	Foresight				
13.	Decision making power				
14.	Emotional control				
15.	Enthusiasm				
16.	General Knowledge				
17.	Clear idea about organization				
18.	Clear concept on gender				
19.	Respect to others				
20.	Organizational capacity				
21.	Technical capacity				
22.	Outspokenness				
23.	Neutrality				
24.	Communication capacity				
25.	Ready wit and sensibility				
	<b>Total marks t</b>				
<b>Total marks (A+B):</b>					



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Staff's comment on appraisal
Supervisor's comment
Comment from Project chief
Comment from Administration
Comment from Director

  
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Resignation and transfer of responsibility

Memo no Utt/Tala/ /17

To

Date: -----

-----

-----

-----

Subject: Regeneration letter received and obligation transfer.

Dear Colleague,

For your kind information informed you that -----dated your submitted application have been received. If you have some financial transaction with the organization finance department is prepared.

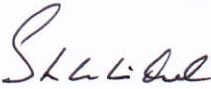
So next 10 working days you have to give hand over all obligation,all documents, temporary or fixed assets which you received from the organization to your supervisor/ line manager, and you have to received clearances from him/her, Then you will submitted this clearance to the finance department , after that you will complete financial transaction. After all activities we request, you will received experience Certificate and final clearances.

Thanking

Coordinator-Admin

Copy:

  
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Dhanmondi R/A Dhaka-1209, Bangladesh

  
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Dhanmondi R/A Dhaka-1209, Bangladesh

## Release Order

Date: .....

The release order is issued hereby that name: ....., father: .....,  
village: ....., post: ....., Upazilla: ....., Dist.: ....., has worked  
in this organization from ..... to ..... at project/ department o on  
the designation of .....

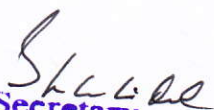
..... has submitted all the documents, cash and other resources to Uttaran in the right  
manner. He is not liable to Uttaran.

I wish his very success in life

Thanking you

Manager-administration

  
**Chairman**  
**UTTARAN**  
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Dhanmendi R/A Dhaka-1209, Bangladesh

  
**Secretary**  
**UTTARAN**  
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Dhanmendi R/A Dhaka-1209, Bangladesh

**Experience certificate**

Date .....

This is to be certified that name: ....., father: ....., village: ....., post: ....., Upazilla: ....., Dist.: ....., has worked in this organization from ..... to ..... at project/ department o on the designation of .....


He executed all of his duties and responsibilities with great care, sincerity and skills.

I wish his very success in life

Thanking you

Manager- administration

  
**Chairman**  
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**UTTARAN**  
House: 32 (1st floor), Road: 10/A, Dhanmondi-R/A, Dhaka-1209  
Staff Final Payment Sheet

Name of Staff :  
Designation :  
Work Station :  
Type of Staff :  
Name of Department :

	Particulars	Length of Services	Calculation	Amount	Remarks
	Date of Joining				
	Date of Permanent	-	-		
	Date of Resignation				
	Date of Release				
1)	<b>Salary</b>				
	<b>Total</b>				
2)	<b>Gratuity &amp; Others</b>				
	<b>Total</b>			-	
	<b>Total Due</b>				
3)	<b>Deduction</b>				
	<b>Total Deduction</b>			-	
	<b>Net Payable</b>				
In words:					

Prepared by

Checked by

Approved by

A.K.M.Azharul Islam  
Admin Incharge

Haridas Malakar  
Coordinator-A&F

Shahidul Islam  
Director

C.C :

1. Accounts Section
2. Office Copy

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**Declaration Letter**

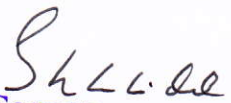
I do hereby declare that name: ....., father: ....., village: ....., post:....., Upazilla: ....., Dist.: ....., have worked in this organization from ..... to ..... at project/ department o on the designation of .....

Therefore, I have got all the working day salaries and other facilities provided by the project perfectly. Uttaran is not liable to me.

Thanking you

(-----)

  
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**UTTARAN**  
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Dhanmondi R/A. Dhaka-1209, Bangladesh

  
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Dhanmondi R/A. Dhaka-1209, Bangladesh

## Code of Conduct

Uttaran staffs will follow the following code of conducts to make the activities neutral, universal and dynamic and each of the employees have to sign on a declaration which will be kept in the personal file of the staff.

15.1 Each of the staffs must follow all the rules under any policy, guideline and manual of Uttaran and if evidences or suspicious events found about these policy violation, it should be informed to Uttaran authority

15.2 All the staffs should be respectful to the constitution of the People's Republic of Bangladesh and administration besides they are to work by following the job policy, safeguarding policy, anti-discrimination policy, diversity and inclusion policy, gender and children protection policy of Uttaran.

15.3 A staff should be polite, dedicated and courteous and should maintain a mutual respectful relation with the other staffs. Similarly, s/ he is to be friendly with the colleagues with professional manner

15.4 Personal conflicts should be avoided for Uttaran's interest and such issues should be informed to authority.

15.5 Using individual influence, any staff cannot influence any group, team or individual or cannot provide proposal to anyone about any personal benefits and cannot use any public or private properties or facilities or any financial resources.

15.6 Staffs have to ensure that their individual attitudes and relation will have no impacts on their professional roles

15.7 Any direct or indirect transactions or any gift or bribe that can influence performing any responsibility is not allowed

15.8 Dealing with organizations which are conflicting with Uttaran's ideal and values is not allowed

15.9 Zero tolerance is applicable for financial corruption, sexual harassment, anti-state activities, terrorism, child abuse, militancy and proof on disobedience for any level of staffs and will result in termination from the job

15.10 The staffs should remain active to uphold the honesty and transparency of Uttaran to the people

15.11 The staffs cannot create any discrimination by their work and attitudes to any gender, age, religion, culture, education, disabilities, social position, material, personal characteristics, neglecting, physical abuse or harm, any kind of physiological or emotional abuse, property, minority and indigenous people and other status.

15.12 All the staffs should follow the Money Laundering Act 2019 to prevent money laundering in foreign countries and should pay the payable income tax.

15.13 Any staff cannot get involved with any individual or organization that is assistive to any militancy or anti-state activities and they should remain aware of the issue.

15.14 The staffs should prevent all types of misuse of natural resources and remain aware of the coastal weather and climate

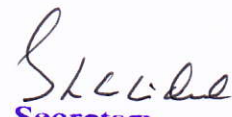
15.15 The staffs should strictly maintain ban on all types of drugs, alcoholic beverages, drinking and marketing at the workplace or in any other places

15.16 Staffs should remain active against smuggling of the victimized people and identify the people involved in human smuggling and smuggling victims especially recovering women and children

15.17 All the organizational resources should be protected with top priority and cannot be handed over that may damage organization's interest. Also every staff should maintain the cyber security as per the digital guideline of Uttaran.



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**UTTARAN**  
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15.18 The staffs are disallowed to get involved with any political party while they are with the job and also cannot actively participate in any rallies, meeting and procession and similarly cannot use anything resembling the organization

15.19 Forcing anyone for sexual relationship or attempting, proposal for sexual relation, touching someone for sexual purposes, indecent indication, cracking indecent jokes, describing about sexual ability of own or others, comment on anyone's body is prohibited

15.20 Fueling on any activities that may result in conflict among the employees are banned and confidentiality should be maintained for office related tasks. Staffs should follow the privacy policy of Uttaran.

15.21 Any illegal relation among the staffs should be resolved and 2<sup>nd</sup> marriage is prohibited in case of existing first wife's permission

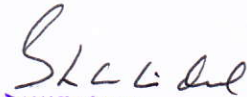
15.22 Staffs should be respectful on the mutual religious feelings and cannot hurt the religious feelings as well

15.23 Staffs should be publicized any circular and policies instantly among the other staffs and relevant stakeholders.



**Chairman**  
**UTTARAN**

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**UTTARAN**

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Dharmundi, R/A Dhaka-1209, Bangladesh

## Uttaran

House# 32, Road – 10/A, Dhanmondi R/A, Dhaka – 1209

**Complain Recording Form template**

Date: \_\_\_\_\_ Name of complainant/feedback provider: \_\_\_\_\_  
 Sex: Male /Female Age: \_\_\_\_\_  
 Phone number \_\_\_\_\_ Location/address: \_\_\_\_\_

Description \_\_\_\_\_ of \_\_\_\_\_ complaint/feedback:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Category: Physical or Sexual Violence / Financial exploitation/ Violation of Staff code of conduct/  
 Discrepancies in assistance received/ Others

Complained through: Phone number/ Email/ Verbal/ Suggestion Box

I have explained the procedure of complaints handling and appeal procedures to the complainant and thanked them for sharing their concerns with us.

Name of recorder: \_\_\_\_\_ Signature: \_\_\_\_\_

**Complain Logbook Format**

All complains will be logged by the respective Accountability Officers by following this template:

Sl No	Date Logged	Type of concern	Name of complainant	Location / address	Contact no	Complain Media	Brief Description of the complain	How was it resolved	Follow up update

  
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**UTTARAN**  
 House No-32, (1<sup>st</sup> Floor) Road No-10/A  
 Dhanmondi R/A Dhaka-1209, Bangladesh

  
**Secretary**  
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## Uttaran

House:-32 (2<sup>nd</sup> floor), Road:10/A, Dhanmondi R/A, Dhaka-1209

Complain form:

Date:

Complainer and description complain:
--------------------------------------

Name of complainer:-----Relation:

Staff/beneficiary/stakeholder/vender/Others:-----

Designation:----- Office staff ID no:----- Date of join:

Complainer working place address:


Complainer permanent address:

The complain organized date, time and place
Description of the incidents :(Name and the others information about on incidents)
Describe your opinion about policy, activity and guidance (Mention here)
Submit your proposed solution about complain (give opinion)
Do you want to hide your identity?

Signature of complainer.....Date:.....

Receiver:-.....Date.....

  
**Chairman**  
**UTTARAN**  
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**Secretary**  
**UTTARAN**  
 House No-32, (1<sup>st</sup> Floor) Road No-10/A  
 Dhanmondi R/A Dhaka-1209, Bangladesh

## Office Circular

### Formation of Committee


Date: 20.10.2020

This is inform to all that Uttaran reform all committee so that all captivities will better and organization going on smoothly besides this all of committee keep up organization goodwill for this purpose 31/08/2020 has been reformed bellow all committee.

All committee name and list of members as well as phone number given as follows:

Name of Committee	S L #	Name	Designation	Responsibility	Mobile Number
Safeguarding Committee	1	Md. Kawium Azad	Program Manager	Focal person	01711039041
	2	Shambhu Charan	Assistant coordinator, Admin	Member	01711829461
	3	Hasina Parvin	Project Coordinator	Member	01716328299
	4	Md. Mostafizur Rahman	Monitoring & Revaluation Officer	Member	01925689277
	5	KamrunNesha	Accounted officer	Member	01755515340
Gender Committee	1	Shadhona Rani Ghuha	Assistant Coordinator	Focal person	01711831764
	2	Advocate. Mohammad Moniruddin	Assistant Coordinator-LA &A	Member	01647403634
	3	Md. Moniruszzaman	Finance Manager	Member	01716874893
	4	Khandaker Easin Billah	Program Manager In-charge	Member	01779002654
	5	Bilkis khatun	Assistant Coordinator-FO	Member	01721193881
Sexual Harassment Prevention Committee	1	Sabina Yasmin	principal	Focal person	01718973354
	2	Zahid Amin Shahato	Project Coordinator	Member	01776454501
	3	ZesminNahar	Account officer	Member	01718848729
	4	Md. Serazul Islam	Program Officer-FO	Member	01918016547
	5	Renukakarmokar	Branch Manager	Member	01727966450
Child	1	Hasina Parvin	Project Manager	Focal person	01716328299

  
**Chairman**  
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Protection Committee	2	Md. RadwanUllah	Training Coordinator	Member	01712647161
	3	Dilipsana	Program Officer	Member	01712860594
	4	NazmaAkter	Project Officer advocacy	Member	01731197633
	5	Maya Rani	Project Accountant	Member	01931127497
Whistle Blowing Committee	1	Shahidul Islam	Director	Focal person	01760579642
	2	HoridasMalakar	Finance &Account Coordinator	Member	01919898995
	3	Azahrul Islam	Admin In-charge	Member	01710870115
	4	Shadhona Rani Ghuha	Assistant Coordinator	Member	01711831764
	5	Zesmin Nahar	Account officer	Member	01718848729
Risk Reduction Committee	1	HoridasMalakar	Finance &Account Coordinator	Focal person Member	01919898995
	2	Md. MoniruszamanZomadar	Project Coordinator	Member	01711829462
	3	Md. Iqabal Hossain	Project Manager	Member	01711583700
	4	Farhana Rahman	Monitoring & Evaluation Officer	Member	01711788903
	5	NazmaAkter	Project Officer advocacy	Member	01731197633

Hope all members to follow the Uttaran's guideline and give their inarguable support so that they can play their own responsibilities faithfully and they will play improtant role all activities properly implementation.

Shahidul Islam

Director


Copy:

1. Coordinator, Administration
2. Coordinator, Accounts and finance
3. Project coordinator
4. Office copy

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