

HR MANUAL

Of

DISABILITY INQUISITION ACTIVITIES (DIA)

(A Non-Government Development Organization)

Corporate & Head Office:

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SECTIONS
EMPLOYMENT CONDITIONS
SALARY AND ALLOWANCES
MODEL LETTERS AND FORMS


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DIA Bangladesh is a long-established, highly respected, private humanitarian organization committed to work with and for the rural poor and marginalized to achieve meaningful political, social and economic empowerment, quality of life, justice and a sustainable environment through their individual and collective efforts.

DIA Bangladesh is guided by its constitution, its philosophy and values and its policies and rules. The Code of Conduct offers a set of basic guiding principles to ensure staff meets the necessary standards of behavior, in their professional, private and civic life, expected of staff of a reputable organization dedicated to the betterment of the poor.

DIA Bangladesh expects its entire staff to be fully committed to the Constitution, aims, philosophy and policies of the organization and to have empathy with the poor. DIA staff are expected to be motivated by more than mere salary, career or personal interest alone but a desire to contribute to positive change among the rural poor as a means to nation-building. DIA staff members must demonstrate the utmost professionalism, honesty and diligence in their day-to-day work.

DIA Bangladesh requires its staff to maintain high standards of ethical behavior and integrity in all spheres – at work, in public and in private. Acceptance of this Code of Conduct is a requirement for all staff members of DIA. This acceptance does not mean undue interference into the private affairs of staff but is intended to ensure all staff not only possess full knowledge of the ethical and behavioral standards expected of them but also strive to maintain those standards at all times.

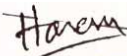
Any breach of this Code of Ethics will be reviewed and may lead to disciplinary action including termination, being taken against offending staff. Each staff member, therefore, must sign the declaration to indicate that s/he has understood and accepted this Code and agreed to abide by it at all times.

A. As a staff member of citizen of Bangladesh:

1. I believe in Bangladesh as an independent and sovereign nation where, as a citizen I undertake to help protect our national interest and to contribute fully towards our national development.
2. I believe democracy and development go hand-in-hand. As a member of a development organization, I will strive to be democratic in all spheres of my life, to avoid autocratic and dictatorial behavior and to uphold human rights through my words and deeds.
3. I will show and maintain utmost respect to all Bangladeshis irrespective of caste, creed, gender, culture, ethnic affiliations or religion. I shall at all times promote secularism in my personal and national life.

B. As a staff member of and in my private life:

4. I shall maintain a personal lifestyle consistent with DIA' aims, philosophy values and activities. I will avoid hypocrisy and double standards and strive to lead my own life as an upstanding and progressive citizen and a positive example to other members of the community.
5. In my private life, I will abstain from: polygamy; abuse of women, children and others through exploitation, violence or sexual harassment; dishonesty and cheating; violence, assault and the use of force; communalism, fanaticism and persecution of minorities; addiction and persistent over-indulgence; exploitative behavior such as child labor, money-lending.


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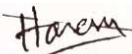
C. Professional Conduct as a staff member of DIA :

6. I will adhere to high standards of good personal and professional conduct and commit myself to, the following:

- maintain the highest standards of honesty and integrity;
- working hard, with diligence, discipline and dedication at all times;
- showing initiative and responsibility in all aspects of my work;
- maintain respect for the poor and disadvantaged;
- maintaining loyalty and commitment to DIA at all times and to protect its interests; to promote a sense of responsibility and belongings to the organization; and to keep myself informed about the organization;
- maintaining moral and non-exploitative behavior;
- being fair, just and open minded in my opinions and actions;
- promoting friendship, understanding, tolerance, cooperation and mutual respect among all DIA staff, beneficiaries and partners irrespective of their position and responsibilities;
- keeping in mind at all times my individual accountability to the rural poor whom I serve, and to DIA and its donor partners;
- abide by Gender, HIV/AIDS and Child Protection and any other policy of the organization

7. I will abstain from bad behavior and misconduct, either personally or professionally. I commit myself to abstain from the following :

- extracting any undue personal gain or allowing outsiders to do so;
- embezzlement and fraud, including willful distortion of information;
- giving or taking of bribes;
- stealing and cheating in any form;
- misuse of the organization's resources and facilities;
- assault, violent behavior or conspiring to assault others;
- sexual harassment and illegitimate relationships;
- behavior which encourages divisions among staff or is slanderous or libelous;
- nepotism or favoritism towards relatives, friends;
- active promotion of any partisan politics, or religious causes during work;
- capitalizing on the weaknesses of others, including exploitative behavior towards beneficiaries or junior staff;
- disrespect towards or disobeying reasonable instructions or requests from managers and supervisors;
- willful or persistent ignoring of DIA rules, regulations and procedures;
- smoking, taking alcoholic drinks and narcotics at working environment and public place;
- all other actions which are detrimental to the interest of the poor and disadvantaged or which may harm the work or interests of DIA.


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EMPLOYMENT CONDITIONS

1. STAFF RECRUITMENT, POSTING AND GENERAL SERVICE

1.1 New or Vacant Positions

Creation of and recruitment to new positions requires authorization from the Executive Director. Vacancies in existing positions may be filled by observing the procedures outlined below:

1.1.1 Positions to be filled will be decided by the Executive Director and/or Director/Head. There will be no automatic filling of positions once a vacancy occurs.

1.1.2 Head of HR/HR Coordinator in consultation with the Executive Director and/or Director(s)/ Head(s) will decide -

a) if a position is to be filled;

b) the Grade, responsibilities and other characteristics of the post; and

c) whether this should be filled by internal recruitment among DIA or through open public recruitment.

1.1.3 Head of HR/HR Coordinator in consultation with the Executive Director/ Director/Head(s) may decide that, in the interest of rectifying the imbalance of women staff at mid and senior level, some positions may be reserved exclusively for suitably qualified and experienced women.

1.1.4 Any position remaining vacant for a period of six months or more for which no initiative/justification has been provided by the relevant Department/ Program/Project/ Unit may be considered redundant and closed.

1.2 Advertisement of Positions

1.2.1 Recruitment of staff for Grades III and above shall be done through either internal or external advertisements/announcements in one, preferably two local or national dailies or through other appropriate media including DIA in-house publications, website, educational institutions, professional institutes, NGOs etc. Vacancy announcements for positions below Grade III will be made internally within DIA and considerably also by notification posted at other NGOs/Organizations, or if required, by external advertisement.

1.2.2 Newspaper advertisements being expensive, advertisements will normally be published in the website or in a consolidated form on a quarterly/half-yearly basis unless the importance or urgency of filling positions requires earlier advertisements.

1.2.3 The advertisement should be published announcing the following:

- Name of the post
- Required qualification
- Experience
- Working area
- Age
- Salary range

1.2.4 The advertisement should invite the following information:

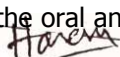
- CV along with educational certificates, experience certificates if any
- PP size photograph
- Demand Draft/Pay Order worth Tk.100 for any position. This is intended to serve as commitment fee to ensure that appropriate candidates apply, and also to cover part of the administrative cost of recruitment. However, this commitment fee may be exempted in any position by the approval of the Executive Director/Director/Head.
- Internal candidates working in any project of DIA may apply through proper channel (Directors/Heads/Coordinators/ Program Managers) for any position of one project to another project in response to any advertisement either internal or external subject to fulfillment of requirements as per advertisement.

1.2.5 No Demand Draft / Pay Order is required for application under internal advertisement.

1.2.6 Person who resigned from DIA shall not be allowed to apply for any position except under exceptional circumstances in the interest of the organization, subject to approval of the Executive Director.

1.4 Selection Procedures

1.4.1 Interviews should be conducted fairly, with each applicant given an equal opportunity. The structure of the oral and written test is to decide by the Interview Panel.


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1.4.2 Recruitment of staff in Grades I to VII should be made by a three-member Interview/ Selection Panel comprising of an executive from the Program/Project/Unit concerned, a member from another Program/Project/Unit and a Sector Specialist & HR representative. Normally the member from the non interested Program/Project/Unit or a Sector Specialist (external) will chair the panel while the HR member will be the member secretary. In forming the selection panel, gender balance has to be maintained. Panel members are obliged to declare any relationship with candidates so that a neutral Panel may be reconstituted if required.

1.4.3 Recruitment for positions in Grades VII to XI should be done through an Interview Panel headed by the Executive Director or her/his designated person. Other members of the Panel will be the concerned Director/ Head and a Program/Sector Specialist & HR representative. The Panel must include a female member.

1.4.4 The Executive Director may modify the constitution of the Interview Panel if required.

1.4.5 Interview panel constituted for certain position may also recommend any competent candidate for other position. In that case the HRM unit may arrange a short interview/test as per requirement of interested Program/Sector/Project or may recruit without arranging any further test/interview provided the Program/ Sector/ Project agrees. In that case approval is required from Directors/ Heads for the positions I-V and from Executive Director for the positions VI - XI.

1.4.6 Close relatives of Senior Staff (VI - XII) i.e. Father, Mother, Uncle, Aunt, Son, Daughter, Spouse, Brother, Sister, Cousin, Nephew, Niece and close in laws must not be appointed against any vacant position.

1.4.7 Newly recruited staff will declare if s/he has any close relatives working in DIA.

1.4.8 Before offering any position at senior level, HRM will check reference/s of the selected candidate.

1.5 Appointment

1.5.1 When a position is offered, the successful candidate, whose job will involve money handling (credit, cash etc), will be required to deposit a caution money which is refundable to the staff concerned at the time of departure from DIA. Incumbents of or entrants to the following positions, which require money handling, will be required to deposit caution money at the following rates:

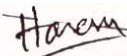
- **Tk. 35,000 (thirty five thousand)** : Area Manager, Accounts Manager
- **Tk. 30,000 (thirty thousand)** : Branch Manager, Accountant
- **Tk. 25,000 (twenty five thousand)** : Assistant Manager (MF), Assistant Accountant
- **Tk. 20,000 (twenty thousand)** : Micro-finance Organizer
 - Besides above positions, caution money may be required for other positions as decided by the respective Director/ Head.
 - At least 30% of the security money shall have to be deposited during joining and rest 70% may be deposited in monthly installments from the salary subject to approval by respective Directors/ Heads or Head of HR.
 - Project staff shall have to deposit refundable Security Money equivalent to one month's gross salary at the time of joining or to be deducted in monthly installments from the salary subject to approval by the Directors/ Heads or Head of HR.
 - The deposited security money will be refunded to the staff member at the time of departure along with interest calculated @ 5% on monthly basis. In case of departure within one year from the date of appointment staff will not be entitled for any interest.

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1.5.2 The appointment of a new staff includes a standard contract offer specifying terms and conditions.

1.5.3 The letter of Employment or Appointment Letter shall be issued by Head of HR/ HR Coordinator.

1.5.4 Employment for spouse(s) and dependent(s) of a deceased and/or retired staff of DIA against appropriate vacancies may be considered if the prospective candidate fulfils the recruitment criteria (qualifications, experience etc). Similarly, subject to fulfillment of recruitment criteria, dependent(s) of beneficiaries (program participants) may also be considered for employment in DIA against an appropriate vacancy. In both cases, approval is required from the relevant Director/ Head with intimation to the Executive Director.


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1.6 Pre-Service Training

1.6.1 Pre-service training may be offered to job applicants.

1.6.2 This facility may be particularly useful for increasing the number of women staff employed, for example, by enabling them to learn to ride a bicycle or motorcycle before taking up employment.

1.6.3 Pre-service training is only possible following selection through interview. After successful completion of the pre-service training, the Letter of Employment may be issued only when a job is offered against a particular position.

1.6.4 The pre-service training period may be up to 2 (two) months.

1.6.5 The pre-service trainee is entitled to free food in DIA Training Center during in house training.

1.6.6 During field attachment, a pre-service trainee will not be entitled to free food but will be paid Tk.3000/- for four weeks. The payment will be made at the end of the field placement.

1.6.7 People offered pre-service training are not DIA employees since they will not have a Letter of Employment against a particular position and are therefore not entitled to salary and allowances.

1.6.8 If the trainee cannot be offered a post after the pre-service training, s/he will automatically be considered released without any claim on DIA.

1.6.9 Only one period of pre-service training is admissible to one person.

1.6.10 Pre-service training is guided by the Pre-service Training Guidelines or Policy now in place and which may be modified from time to time.

1.7 Probation & Starting Salary

1.7.1 The probationary period of a staff member or employee begins from the date of her/his joining in service and continues up to 6 (six) months. The probation period may be extended by another 3 (three) months if there is sufficient reason to believe that the staff has potential and requires more time to improve performance.

1.7.2 On successful completion of probation, the Head of HR/ HR Coordinator will inform the member of staff in writing that the appointment is made regular with effect from the date of completion of probationary period with the approval of the concerned Director/ Head after assessment. Only the Executive Director the right to either waive or approve a shorter probationary period for external candidates as a special case. If the performance of the staff member is not satisfactory, the staff should be released from service. The probationary period may be extended by three months if the Management considers that there is possibility of improvement.

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All newly recruited, probationary staff are generally to be placed on step i of the appropriate grade for the post. In exceptional cases staff may placed in higher step with approval of Executive Director. Also respective interview panel may refer potential candidates for placement in higher step with their recommendations to the Executive Director for approval.

1.8 Regularization of Service after Completion of Probation

1.8.1 A staff member attains regular status on successful completion of the probationary period and consequent confirmation of regularization of service by the appointing authority or the person authorized by the authority. On attaining regular status, a staff member is entitled to receive benefits of the DIA Contributory Provident Fund and other benefits as admissible to regular staff.

1.8.2 The project staff will not be entitled to be a member of the DIA Contributory Provident Fund.

1.8.3 The Executive Director/ Director/ Heads may waive or shorten the probationary period for internal candidates who have been serving in DIA satisfactorily in any position.

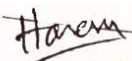
1.8.4 For certain appointments the DIA Executive Director reserves the right to enhance grade and step after satisfactory completion of probationary period.

1.9 Promotion

1.9.1 Promotion implies that a vacancy is to be filled from any existing staff on lower grade.

1.9.2 Promotion of more women to senior vacancies is strongly encouraged. DIA may reserve certain positions exclusively for women to be filled by competitive internal and/or external recruitment.

1.9.3 Interview/ selection/ appointment must follow standard procedures as laid down in the Recruitment Section of this Manual. Past record of performance and achievement of staff member should be considered by reviewing the Personal File. Educational qualification and experience may be


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relaxed in case of suitable internal candidate(s) including women with the approval of Executive Director/respective Head.

1.9.4 A 'no objection' certificate or recommendation from the applicant's Supervisor/ Chief of Program/Project/Unit for promotion is preferable.

1.9.5 No probationary period of service is required on promotion.

1.9.6 If the management/appointing authority is convinced that the staff member has failed to serve satisfactorily in the new position after promotion, the staff member may be reverted to her/his former position in the lower Grade and Step but such a decision must be taken within 6 (six) months of promotion.

1.10 Posting , Transfer & Deputation

1.10.1 To ensure more efficient operation and to ensure spread of experience, all DIA field-based staff will be subject to transfer from their place of posting to another posting elsewhere in the DIA field operation. In normal circumstances, staff will be considered for transfer after serving in their present place of posting for a period of 3 years. Except in exceptional circumstances, field-based staff will not remain in the same posting for a period exceeding 5 years, except for women.

1.10.2 DIA will seek to ensure that adequate notice of transfer is issued, and provide transportation allowance for the transfer.

1.10.3 To ensure full and undistracted concentration on work, DIA field-based staff should not be posted in their home Upazila, except in exceptional circumstances, especially in case of women.

1.10.4 Transfer implies no change of designation or salary; only the place of posting is changed.

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1.10.5 Staff seeking transfer on their own accord must have their applications endorsed/ forwarded by their respective supervisor and Coordinator/ Program Manager or respective Directors/Heads.

1.10.6 A staff member may be transferred to any DIA Program/Project/Unit, Establishment/Office or Scheme within the working area of DIA or anywhere within Bangladesh as and when required. Transfer of staff in grades VIII to XI (and also below if required) shall be authorized by the Executive Director. Transfer of staff in grades VII and below shall be authorized by the respective Directors/ Heads. Transfer of staff in grades I to V shall be authorized by the respective Coordinator/ Program Manager in consultation with respective Directors/ Heads. All transfers will be notified/ issued by the Human Resources Unit.

1.10.7 In consultation with respective Directors/ Heads/Sector Coordinators/Program Manager, the respective Program Coordinator/ Program Manager may issue the letter of transfer within the Project Unit/ District with a copy to Head of HR/ HR Coordinator and Personal File of the respective staff.

1.10.8 A regular core program staff may be deputed to any project with or without additional benefits if DIA Management considers it necessary. After closing of the said project s/he may be reverted to her/his previous position with the same grade and seniority. Her/his salary may be re-fixed by adjusting steps (based on number of years served on deputation).

1.10.9 Deputation of staff must be approved by the Executive Director.

1.11 Conditions for Female Staff

1.11.1 Assistance to Female Staff:

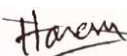
1.11.1.1 Female staff posted away from their home Union is likely to face difficulties such as harassment, violence etc. that male staff generally may not face. Female staff, therefore, posted away from home should be offered all possible assistance in finding suitable, secure accommodation in their area of posting. Some suggested ways of providing assistance are as follows:

The Supervisor/Manager can talk to local house owners, community members, Upazila/ Union Chairmen and Members about the suitability and security of available accommodation. The Manager or In-charge Officer and other staff at Upazila and Union level can help in the search for accommodation.

1.11.1.2 If a female staff member is separated from her children due to her place of posting, consideration should be given to allowing her flexible working hours to enable her to visit her children and family.

1.11.1.3 To ensure reduced mobility of female staff during pregnancy and up to three months after child birth.

1.11.1.4 Female staff will be allowed an additional half an hour break to breastfeed the baby for a period of up to 12 (twelve) months after child birth.


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1.11.1.5 Female staff will not be transferred from her work place during pregnancy until the third month after child birth.

1.11.2 Guidelines for Managing Female Staff Undergoing Normal Pregnancy:

1.11.2.1 Pregnancy is a normal condition. Nevertheless, pregnancy may produce unpleasant symptoms. Some common complaints are nausea and vomiting, headache, backache, fatigue etc.

1.11.2.2 Consideration should be given to the workload of female staff for at least a total period of 4 (four) months before and after delivery to safeguard their health and well-being.

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1.11.2.3 Consideration should also be given to female staff who may face difficulties during menstruation in travelling long distances to the field at that time.

1.11.2.4 In the case of normal pregnancy, a woman is expected to ride her bicycle or motorcycle until the 27th week of pregnancy. In case of complications, special leave may be allowed as per Special Sick Leave provision (Clause 3.2, page A.14) if the staff member applies for such leave. Her application should be supported by physician's advice.

1.11.2.5 The condition of pregnancy should be usually certified by a professional practitioner but DIA reserves the right to confirm the condition of pregnancy if so required, by its own Doctor(s) or a practitioner of its choice.

1.11.2.6 A written statement may be submitted by the staff member expressing the reasons why she and/or her guardian feel she should not be riding a bicycle/motorcycle during pregnancy. The respective Director/ Head or Coordinator/ Program Manager will consider the statement. The decision rests with the respective Director/ Head or Coordinator, but consent should not be withheld without good cause.

1.12 Temporary/Daily Basis Workers/Laborers

1.12.1 Recruitment/assignment of any temporary worker (e.g. cleaner, daily laborer, work assistant, Security Guard etc) for above 7 days requires authorization from the respective Heads and clearance from Director/ Head of HR/ HR Coordinator and Head of Finance/Finance Coordinator.

1.12.2 Temporary workers can be employed for specific tasks and schemes. The tenure of such employment depends on the life of tasks or scheme. The employment ceases as soon as the tasks are accomplished or the scheme is completed.

1.12.3 Assignment of any temporary worker in the Program/ Project or Unit office should not be for more than 3 (three) months. If her/his service is considered absolutely essential, the assignment period may be extended by another 6 (six) months. No letter of employment or appointment letter should be issued but a 'Note for the File' with copy to the Head of Finance or Finance Coordinator clearly stipulating the temporary nature of the job may be issued by the respective Director/ Head or Program Coordinator/ Program Manager in such cases. The payment should be strictly on daily basis - no work no pay, no weekend and no holiday. Total days worked should be paid out weekly or fortnightly but not monthly.

1.12.4 The minimum working hours for temporary workers should be 8 (eight) hours per day.

1.12.5 The following maximum wage rate will apply for all Temporary/ Daily basis workers/ laborers/guards/cleaners/work assistants and payment shall be made on weekly or fortnightly master-roll basis or daily basis as appropriate:

2 WORKING HOURS

2.1 Normal Working Hours


2.1.1 Normal weekly working hours of all DIA offices in Dhaka, Rangpur and Districts/ Upazilas (except Microfinance District/ Branch Offices, Guest House, Training Centers, Radio Chilmari staff and case may be applicable for any project staff) will be approximately 40 hours made up of 5 days from Sunday through Thursday (Friday and Saturday - weekends). This arrangement may be revised as and when necessary by the Executive Director.

2.1.2 Microfinance (District/ Branch Offices) and Radio Chilmari:

The working days/hours of Microfinance District/ Branch Offices and Radio Chilmari will be approximately 40 hours made up of 6 days from Saturday to Thursday (Thursday - half day, Friday - weekends). This arrangement may be revised as and when necessary by the Executive Director.

2.1.3 Guest House/Training Centers/Any income generating program:

Working hours of Guest House/ Training Center/ any income generating program staff will be approximately 48 hours made up of 6 days per week and their working hours will be flexible and fixed by the respective management.


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2.1.4 Working days/ hours of Drivers, Helpers, Mechanics, Work Assistants, in Dhaka, Rangpur and in the Districts:

Normal weekly working hours will be from Sunday through Thursday approximately 45 hours in 5 working days (9 hrs per day). Respective Directors/ Heads and coordinators/ Program Managers may adjust/ determine weekly duty hours up to 45 hours as may be necessary/ appropriate.

2.1.5 Normal weekly working hours for Guards, Gardeners and Cleaners will be approximately 48 hours made up of 6 days a week.

Where there are only two Security Guards, or less, assigned to cover an DIA establishment or site, the respective Director/ Head or Coordinator is authorized to offer them the option of working up to a maximum of 12-hour shift.

2.1.6 Directors/ Heads may recommend to the Executive Director seasonal/ occasional variations to determine working hours of field staff, normally up to 40/48 hours per 5/6-day week. Any change of working hours will be notified by the Executive Director as and when necessary.

2.1.7 Disruption to regular working hours due to political unrest, hartals, blockades etc may occasionally require adjustments of working hours to compensate for the time lost. Alternatively, staff may adjust her/his absence with EL balance. If no EL balance is available, her/his absence will be treated as Leave without pay.

2.1.8 The arrangement of additional compensatory working time does not imply any partisan stance but merely reflects the organization's need to carry out its tasks.

2.2 Work on Weekend and Public Holidays

2.2.1 Drivers, Helpers, Work Assistants and Security Guards, who are required to work on weekends or public holidays, are entitled to payment according to the overtime rate mentioned in clause 2.6.3; page no. B.4.

2.2.2 Staff in Grades I to V (except Drivers, Cooks, Assistant Cooks, Helpers, Security Guards and Work Assistants) who under very special circumstances are required to work for at least 7 (seven) hours on weekends and public holidays, are entitled to an extra day's leave as compensatory leave which will supersede any payment for extra hours. For each weekend or public holiday work, prior written instruction will be required from the respective Director/ Head or Coordinator/Program Manager.

2.3 Attendance

2.3.1 All staff members will sign the attendance registers/swipe their identity cards in the Attendance Time Clock. If any staff member visits the Field/Program/ Project/ Unit office(s), s/he will sign the movement register. If any staff member stays overnight in any Field/Unit office, s/he will sign the attendance/ guest-house register of the respective office.

3 LEAVE

3.1 Earned Leave (EL)

3.1.1 All staff members (except Microfinance District/ Branch Offices, Guest House, Training Centers, Radio Chilmari staff and case may be applicable for any project staff) are entitled to a maximum of 18 (eighteen) working days of Earned Leave (EL) in one calendar year, to be earned at the rate of 1.5 (one and a half) days EL per complete calendar month served.

3.1.2 All Microfinance District/ Branch Offices, Guest House, Training Centers, Radio Chilmari staff and case may be applicable for any project staff are entitled to a maximum of 24 (twenty four) days of Earned Leave (EL) in one calendar year, to be earned at the rate of 2 (two) days EL per complete calendar month served.

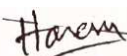
3.1.3 Leave approving authority (respective supervisors) should maintain a leave record for each staff member and at the end of year this will be sent to HRM Unit to be kept in the Personal File.

3.1.4 All staff must receive prior approval from their supervisors before the commencement of earned leave. Seasonal variation in the intensity of Program/Unit activities shall be taken into consideration while approving the leave.

3.1.5 In case of urgent requirement staff may avail a half day earned leave subject to approval from their supervisors, not exceeding 12 days in a calendar year.

3.1.6 Staff are entitled to carry forward their accumulated EL from one calendar year to the next a maximum of 60 days. EL accrued beyond 60 days (admissible for carry forward) will be lapsed without any claim for encashment.

3.1.7 EL entitlement begins from the Date of Joining after the Letter of Employment has been issued and accepted.


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3.1.8 In cases where staff retire, resign or released or dismissed, EL will be calculated pro rata at the rate of 1.5/ 2 days as appropriate per complete calendar month served.

3.1.9 Staff who are on leave, and wish to extend the leave period, must obtain prior permission from respective leave approving authority. If prior permission is not granted, leave cannot be extended and total salary for unauthorized leave days will be deducted from the next salary. In this case, no EL will be deducted.

3.1.10 Staff should be encouraged to take their full leave entitlement each year. DIA will not permit encashment of leave under normal circumstances.

3.1.11 On certain occasions, for example, a single working day bridging public holidays or during hartal or other incidents, DIA Management may instruct staff to avail leave to be deducted from their annual EL entitlement.

3.1.12 Request for EL shall not be refused unreasonably.

3.1.13 Excess leave availed by the staff will be adjusted from salary at the end of the year.

3.2 Sick Leave (SL)

3.2.1 All employees will be entitled to a maximum of 6 (six) days sick leave (SL) per calendar year. If s/he requires more than the entitlement, s/he may apply for EL to cover the sick period. Beyond EL, the Director/ Head or Coordinator/ Program Manager has the discretion to grant special SL at Basic salary for up to 2 (two) calendar months (inclusive of weekends, holidays etc). Leave required beyond 2 (two) months may be granted for another two calendar months at half Basic Salary with the approval of the Executive Director. Beyond this period, special SL may be granted for another 2 (two) calendar months (inclusive of weekends, holidays etc) without pay and after that if the staff member is unable to resume duty, s/he may apply for release from service on grounds of disability with disability benefit, or s/he may be released from service with disability benefit after confirming disability by an DIA Doctor or by a Medical Board constituted by DIA. SL is not accumulative from one year to another i.e. no unused SL can be carried forward into the next calendar year.

3.2.2 DIA Management may refer any staff member to an DIA Doctor or to a medical practitioner of their choice for medical check-up of staff wishing to take long SL or extend SL.

3.2.3 If a staff member is sick, her/his supervisor must be notified otherwise her/his absence will be considered unauthorized for which salary will be deducted.

3.2.4 Medical certificate from a registered Doctor/medical practitioner is required for availing SL or medical leave extending over 5 (five) days. No such certificate will be required for leave up to 5 (five) days. The staff concerned will have to submit this certificate on the first day of resuming duty along with the leave application. The Supervisor/Manager must be informed (by verbal message, messenger, land/ mobile phone etc) of the illness and possible leave period immediately or within 2 (two) days of illness and absence.

3.2.5 Anything not covered by the provisions in this section, or recommendations for special cases, may be referred to the Executive Director for decision/approval if considered essential.

3.3 Maternity Leave

3.3.1 Maternity leave shall be granted to all DIA female staff.

3.3.2 Every female employee after successfully completing the probationary period is entitled to avail six months maternity leave, four months (120 days) with pay (including allowances) and two months (60 days) without pay, at child-birth for a continuous period inclusive of weekends, holidays etc only for up to two surviving issues.

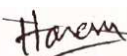
3.3.3 If the female staff wishes, may join after four months of maternity leave providing fitness certificate from a registered medical practitioner.

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3.3.4 The respective Director/ Head or Coordinator/ Manager shall determine the date of commencement of leave in consultation with the staff member or as advised by the DIA Doctor or a registered medical practitioner but this should not be less than four weeks prior to commencement of Maternity Leave.

3.3.5 The mode of advance payment for 60 (sixty) days will be by account payee cheque 2/3 days before commencement of leave. Payment for the remaining 60 (sixty) days will be made as monthly salary payment.

3.3.6 Payment (and any dues) shall be made to the employee but if she dies (God forbid) and her child survives, the benefit will be paid for the child to the caretaker of the child. If both woman and


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child die (God forbid), the benefit will be paid to her nominee as mentioned in the Provident Fund Nomination Form or to her legal heir/successor.

3.3.7 Pregnant female staff must give notice in writing to the line Head/Coordinator/ Manager of her expected date of confinement at least 45 days before child-birth. If this is not possible for any valid reason, the period may be relaxed upon written request by the staff.

3.3.8 The female staff must not be made to work during the period for which she receives Maternity Leave/benefit.

3.3.9 The female staff may not be dismissed from service during the period for which she is entitled to Maternity Leave and if dismissed with sufficient cause within three months before childbirth, she shall be entitled to Maternity Leave encashment benefit.

3.4 Study Leave

3.4.1 A regular DIA staff may be granted Study Leave not exceeding 30 (thirty) working days to complete her/his preparations for and to appear in the final examinations of a Board/ University or Institution, as the case may be. The period of granted leave shall be adjusted with the balance of accrued Earned Leave of the incumbent on full gross pay as per existing DIA service rules. The rest of the leave beyond the available EL shall be on half-gross pay. No other leave except EL shall be allowed to be adjusted with Study Leave.

3.4.2 A probationary staff may also be granted Study Leave. The period of the leave in this case will be treated as a "special leave" without pay, provided:

3.4.2.1 A probationary staff submits her/his application and the same has been accepted by the authority in writing. In this case, the probationary period will be 6 months plus study leave days.

3.4.3 Staff under project of 3 or 3+ years duration may be granted study leave as per clause no. 3.4.1

3.4.4 In case of probationary staff, the probationary period will be extended by the study leave period.

3.4.5 The applicant shall submit course details, date of final examination and the registration along with the leave application at least 15 days before commencement of Study Leave.

3.4.6 Study Leave application shall be addressed to the Executive Director and submitted through the respective Director/ Head or Coordinator/ Program Manager who shall forward the application containing full information as required and with her/his recommendation or comment.

3.4.7 Staff members shall not be entitled to Study Leave for more than 2 (two) times in any 5-year period except by special approval of Executive Director.

3.4.8 Study leave is not a right but a privilege for DIA staff. The Executive Director, therefore, reserves the right to accept or reject any Study Leave application or even cancel the granted leave without assigning any reason whatsoever at any time without prejudice to anyone.

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3.5 Transit Leave for Transferred Staff

3.5.1 Maximum 2 days leave for transferred staff may be granted as Transit Leave. This is not to be adjusted against EL or SL as it is an additional leave for transit.

4 MAINTENANCE OF EMPLOYEES' PERSONAL FILES

4.1 Contents of Employee's Personal File

4.1.1 Copy of advertisement, Letter of Employment and attached documents e.g. job application (with photos); personal data; copies of educational certificates, letter(s) of recommendation from ex-employers etc.

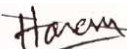
4.1.2 Employee's Job Description; letter(s) of promotion, re-designation, salary increment and copies of signed Code of Conduct, Security Money Receipt where applicable.

4.1.3 Leave record showing the number of days of leave availed during a calendar year and any carry forward from previous year.

5. DISCIPLINARY MEASURES AND FINES

5.1 In cases of poor performance, negligence, absenteeism, indiscipline or where actions of the employee have been harmful to the interests of DIA or its constituencies/beneficiaries, DIA permits its Director/ Heads and Coordinators and Program Managers to take disciplinary action against staff including withdrawing temporarily certain fringe benefits or imposing fines to be deducted from the salary.

5.2 The maximum fine which can be imposed at one time will be the equivalent of 7 days' gross salary. For lesser offences, the levy of a penalty of between 1-3 days' gross salary may be imposed.


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As an alternative, Directors/Heads, Coordinators/ Program Managers may officially impose penalty or deduct mileage/ fuel bills payments until performance improves.

5.3 For unauthorized absence from work or failing to perform duties as instructed, the Director/ Head, Coordinator/ Program Manager is authorized to halt payment of the entire salary for the period in question (or to deduct it from the next salary payment).

5.4 Where the offence is considered serious, the staff should receive a letter of Warning/ Stern Warning informing her/him that s/he may be released from service should the offence continue.

6 DEPARTURE FROM SERVICE

6.1 Resignation

6.1.1 The resigning employee must serve 30 days' notice or as stipulated in the Letter of Employment or Contract. If s/he fails to do so, s/he has to surrender Gross Salary for each day of failure to serve notice up to the last day of the notice period (30th or 60th day as the case may be). Accrued EL will not be counted as notice period in this regard. While finalizing accounts, DIA will pay for the accrued EL to the core regular staff.

Deduction of notice pay may be exempted while a staff member resigning from and re-joining the organization.

6.1.2 If a member of staff resigns within one year from the date of appointment, 15 (fifteen) days' gross salary shall be deducted from her/his salary or entitlement as partial compensation towards recruitment and development cost. The caution money will be refunded in full but without interest. If a staff member resigns after completing one year of service, no deduction will be made from salary or entitlement except any liabilities, and the caution money will be refunded in full with 5% simple interest (subject to revision consequent upon the external environment).

6.1.3 The Head of HR/HR Coordinator will issue acceptance of resignation submitted by an employee with approval of the Executive Director/ Director/Head or Coordinator/ Program Manager.

6.1.4 When an allegation is brought against any staff for misconduct or gross misconduct, her/his resignation may not be accepted until finalization of enquiry. If the staff is found guilty, termination/dismissal from service will be usual cause of action.

6.1.5 Final benefits are only payable to staff who have resigned, once all DIA property held by her/him has been returned, all outstanding bills and accounts settled, and all necessary clearance obtained.

6.1.6 The resigning employee must sign a statement that s/he has no other claims against DIA before final benefits are paid (see Section C, page C.18 for 'No Other Claim' statement).

6.1.7 No leave is allowed during notice period after resignation.

6.1.8 A resigning employee is entitled to a letter of reference should s/he so desire, and unless not terminated or asked to resign for gross misconduct.

6.2 Retirement

6.2.1 Where a member of staff has reached 60 years of age or completed 30 years of uninterrupted service in DIA, whichever is earlier, s/he shall be retired from service.

6.2.1.1 Staff completing 20 (twenty) years of uninterrupted service may apply for retirement with 60 days prior notice

6.2.1.2 DIA Management may retire any staff member completing 20 (twenty) years of uninterrupted service with 60 days prior notice

6.2.2 DIA reserves the right to release or retire a member of staff who becomes so sick, mentally or physically, or is so seriously injured that s/he is unable to perform normal duties, and is examined and recommended by DIA Doctor or a Medical Board constituted by DIA for release on medical ground or grounds of disability.

6.2.3 Staff will receive balance Earned Leave encashment and other allowances/ benefits as admissible by the Personnel Manual. Members of the Provident Fund will receive Provident Fund benefits in accordance with Provident Fund Rules.

6.2.4 Notice pay is not admissible for retirement.

6.2.5 Where a member of staff is to be retired, under this provision, the concerned Director/ Head should write to the Head of HR/HR Coordinator giving:

- Name, employee code number and designation of the staff member
- Grade and Step
- Place of Posting
- Effective date of retirement
- Justification


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- Whether it is essential to re-fill the post

6.2.6 All members of staff being retired must receive full counseling and advice from their Program/Project/Unit In-charges in this regard, before the payment is made.

6.3 Retrenchment/Closure of Post

6.3.1 Retrenchment

6.3.1.1 DIA may be compelled to reduce staff due to reduction in Donor funding, slow cash inflow, oversize staff complements etc. DIA therefore reserves the right to retrench staff as and when required by 30 days notice or by paying 30 days pay in lieu of notice or as stipulated in the Letter of Employment or Contract.

6.3.1.2 Under special circumstances and unless dismissed by disciplinary action, DIA management may decide to offer benefits as stipulated under clause 6.3.2.3, in addition to balance EL encashment, accrued Provident Fund (for Provident Fund Members only) and Gratuity as per Gratuity Rules.

6.3.2 Closure of Post/ Project

6.3.2.1 DIA may close a post if the post and the current incumbent becomes surplus to DIA' requirement. DIA therefore reserves the right to close a post as and when required by 30 days notice or by paying 30 days pay in lieu of notice or as stipulated in the Letter of Employment or Contract.

6.3.2.2 In such cases, the incumbent will be made redundant and post closure benefit will be paid according to clause 6.3.2.3 below.

6.3.2.3 In the event of retrenchment/closure of post due to dissolution/cessation of DIA or of any program or project of DIA and unless dismissed by disciplinary action, DIA management may decide to offer the following benefits. Core regular staff will receive balance EL encashment and members of the Provident Fund will receive Provident Fund benefits in accordance with Provident Fund Rules:

6.3.2.3.1 Staff who have completed 5 years of service:

- Gratuity as per Gratuity Rules.

6.3.2.3.2 Staff who have completed more than 3 years and less than 5 years of service:

- 2 months basic salary.

6.3.2.4 Staff without a satisfactory service record will not be entitled to receive benefits under the above provision.

6.3.2.5 Coordinator/ Program Manager wishing to retrench a staff member should write to the respective Director/Heads for decision providing the following information:

- Name and employee code number of the staff member

- Designation

- Grade and step

- Place of posting

- Date of birth

- Date of joining

- Entitlement under this provision (showing calculation)

- Proposed date of closure of post.

6.3.2.6 Project staff will be entitled to receive gratuity/project closure benefit subject to provision in the project budget.

7 RELEASE, TERMINATION & DISMISSAL FROM SERVICE

7.1 Grounds for Release, Termination and Dismissal

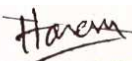
7.1.1 Consultants, Appraisers, Advisors, Short-term and Contract Staff:

7.1.1.1 Termination of services of contractual persons including consultants, appraisers, advisors and such other persons engaged on a fixed-term basis for specific jobs, is guided by terms laid down in the individual contract, and is therefore exempt from the procedure of this Dismissal/Release from Service Policy.

7.1.1.2 Project staff or staff hired exclusively for fixed-term Project(s) will be automatically deemed to have been released from service at the expiry of the project period unless extended or the staff member is transferred to another project. However, s/he will have no claim whatsoever to transfer to or absorption in another project.

7.1.2 Probationary Staff:

7.1.2.1 If the performance of a probationary staff member is considered unsatisfactory by her/his supervisor, or is found guilty of misconduct or gross misconduct, or has unsatisfactory previous employment reference, or has been convicted by a Court of Law in Bangladesh or abroad on charges of moral or criminal offense, s/he may be released from service without any prior notice and without assigning any reason thereof.


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7.1.2.2 DIA may be required to release probationary staff for un-authorized absence for consecutive seven days.

7.1.2.3 DIA reserves the right to release a member of staff who becomes so sick (mentally or physically) or is so seriously injured that s/he is unable to perform normal duties.

7.1.2.4 A probationary staff also may resign from service or DIA authority may terminate her/his employment by 15 (fifteen) days notice without assigning any reason.

7.1.3 Regular Staff

7.1.3.1 Release: The DIA Management reserves the right to release a regular staff from service in the following circumstances:

7.1.3.1.1 Post Closure, Program/Project Closure or Redundancy: DIA may be required to release regular staff, though no fault of their own, from service on the following reasons or grounds:

7.1.3.1.1.1 Post Closure: When the post or position the incumbent is holding, is closed or abolished.

7.1.3.1.1.2 Program/Project Closure: When the Project, to which the incumbent is posted, is abandoned, terminated, closed or concluded.

7.1.3.1.1.3 Redundancy: When the services of the incumbent are not required in the interest of the organization, due to funding constraints, restructuring, reducing and rationalizing staff or any other organizational adjustments.

7.1.3.1.2 Poor Performance: DIA may be required to release regular staff when the performance of the staff member is considered unsatisfactory.

7.1.3.1.3 Un-authorized Absence: DIA may be required to release regular staff for un-authorized absence.

7.1.3.1.4 Medical Ground: DIA reserves the right to release a member of staff who becomes so sick (mentally or physically) or is so seriously injured that s/he is unable to perform normal duties.

7.1.3.2 Termination: DIA Management reserves the right to terminate the service of a regular staff in the following circumstances:

7.1.3.2.1 Misconduct: When the incumbent is guilty of misconduct by way of violating discipline and/or the DIA Code of Conduct. Misconduct includes the involvement of the incumbent in one or more of the following activities:

i. Negligence of duty.

ii. Unauthorized, fraudulent or unfair use of documents, property, work or program/project of DIA to the detriment of the interest of DIA.

iii. Indulging in activities which create indiscipline within DIA or within partner, affiliate or constituent organizations of DIA.

iv. Creating/spreading or involving oneself in activities liable to create/spread dissatisfaction amongst other staff against DIA, the management of DIA or the interest of DIA by speech, instigation or any other means.

v. Spreading rumor against any staff member or DIA Management aimed at defaming or damaging the reputation of staff member or Management of DIA.

vi. Divulging internal information through computer diskettes or electronic information technology, documents, statements, summaries etc to unauthorized sources, aimed at defaming or damaging the reputation or work of DIA or of the Management of DIA.

7.1.3.3 Dismissal: The DIA Management reserves the right to dismiss a regular staff in the following circumstances:

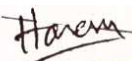
7.1.3.3.1 Gross Misconduct: When the incumbent is guilty of gross misconduct by way of violating discipline and/or the DIA Code of Conduct. Gross Misconduct includes the involvement of the incumbent in one or more of the following activities:

i. Unauthorized holding, defalcation or temporary defalcation of funds or monies belonging to DIA or beneficiaries/program participants of DIA.

ii. Stealing, forgery, interpolation, tampering or damaging of documents, property or program/ project of DIA.

iii. Deliberate disregard or disobedience of instruction or advice of the supervisor regarding the discharge of duties individually or collectively.

7.1.3.3.2 Conviction by the Court of Law: When the incumbent is convicted by a Court of Law in Bangladesh or abroad on charges of moral or criminal offense.


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7.2 Procedure for Release, Termination & Dismissal from Service

7.2.1 Probationary Staff

7.2.1.1 Release

a) Normal Release (Program/Project/Post Closure & Redundancy)

In case of post closure, program/project closure or redundancy, the staff member will be released from service by issuing a letter of release by the HR subject to approval from Executive Director/ Director/ Head with a notice period of at least 15 days. The departing staff may be given the opportunity of receiving pay in lieu of notice, once all liabilities with DIA have been cleared.

b) Release for Poor Performance

In case of poor performance, the staff member must have received one verbal warning and one written warning by the appropriate senior staff member prior to issuing a letter of release. The letter of release should not be issued earlier than 15 days after the staff has received the written warning. The departing staff will be released without any prior notice and without assigning any reason thereof.

c) Release for Un-authorized Absence

Probationary staff will be released for un-authorized absence for consecutive seven days without any prior notice and without assigning any reason thereof.

d) Release for unsatisfactory previous employment reference

If any newly joined staff has unsatisfactory previous employment reference, s/he may be released from service without any prior notice and without

e) Release on Medical Ground:

reserves the right to release a member of staff who becomes so sick (mentally or physically) or is so seriously injured that s/he is unable to perform normal duties. The staff is examined and recommended by DIA Doctor or a Medical Board constituted by DIA for release on medical ground or grounds of disability. The departing staff will receive compensation mentioned as per compensation table in Annexure A page B.7. if s/he become injured during official duties.

7.2.1.2 Termination for Misconduct & Dismissal for Gross Misconduct

Probationary staff will be terminated for misconduct and dismissed for gross misconduct if s/he is found guilty for any charge brought against her/him as stipulated in 7.4.2.5, page A.24. The probationary staff will be terminated or dismissed without any prior notice and without assigning any reason thereof.

7.2.2 Regular Staff

7.2.2.1 Release

a) Normal Release (Program/Project/Post Closure & Redundancy)

In case of post closure, program/project closure or redundancy, the staff member will be released from service by issuing a letter of release by the HR subject to approval from Director/ Head or Executive Director with a notice period of at least one month for regular staff or as stipulated in the Letter of Employment or Contract. The departing staff may be given the opportunity of receiving pay in lieu of notice, once all liabilities with DIA have been cleared.

b) Release for Poor Performance

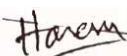
In case of poor performance, the staff member must have received one verbal warning and one written warning by the appropriate senior staff member prior to issuing a letter of release. The letter of release should not be issued earlier than one month after the staff has received the written warning. The departing staff may be given the opportunity of receiving pay in lieu of notice, once all liabilities with DIA have been cleared.

c) Release for Un-authorized Absence

In case of unauthorized absence, the regular staff member must be given two written letter by the appropriate senior staff member prior to issuing a letter of release. The letter of release should not be issued earlier than fifteen days from the date of issuing 1st letter. Notice pay will not be applicable in this case.

d) Release on Medical Ground

reserves the right to release a member of staff who becomes so sick (mentally or physically) or is so seriously injured that s/he is unable to perform normal duties. The staff is examined and recommended by DIA Doctor or a Medical Board constituted by DIA for release on medical ground or grounds of disability. The departing staff will receive compensation mentioned as per compensation table in Annexure A page B.7.


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7.2.2.2 Termination for Misconduct and Dismissal for Gross Misconduct

7.2.2.2.1 On charges or grounds of Misconduct or Gross Misconduct an inquiry committee will be constituted by the Head of HR/ HR Coordinator. The enquiry committee will be constituted of at least three persons all belonging to grade higher than the staff involved in a misconduct/ gross misconduct. The Committee will

include a senior female staff member especially in cases where a female staff member is involved. The staff member charged shall be given the opportunity to defend herself/ himself before the Inquiry Committee. In case the reported misconduct or gross misconduct is confessed by the incumbent in writing or by an undertaking, constitution of an Inquiry Committee is not required and the incumbent shall be terminated directly.

7.2.2.2.2 If, on completion of necessary inquiries, the employee is found to have been entirely guilty for misconduct, the employee will be terminated from service. If the employee is found to have been entirely guilty for gross misconduct s/he will be dismissed from service unless there are very special extenuating circumstances.

7.2.2.2.3 Notwithstanding anything contained in any other clauses of the DIA Personnel Manual, when any staff member commits any misappropriation or defalcation of DIA funds/moneys or unauthorized holding of money which belongs to DIA or its beneficiaries and when the staff member admits the offence in writing and undertakes to repay the equivalent amount of money to DIA or the beneficiaries within the given time or date as mentioned in the undertaking, DIA reserves the right to terminate/dismiss the services of the delinquent staff outright on getting necessary documents and information thereof with effect from the date of violation of office order or the term(s) of the undertaking and in that case the delinquent staff member is not entitled or required to be served with any show cause notice or to be given any opportunity of hearing.

7.2.2.2.4 The Executive Director and concerned Director/ Head should be informed before the termination/ dismissal of any staff due to conviction, misconduct/gross misconduct. Details of charges, inquiries and findings shall be communicated in confidence to the Executive Director and the concerned Director/ Head by the Head of HR/HR Coordinator as promptly as possible.

7.3 Informing the Staff about Release/Termination/Dismissal

If the decision is made to dismiss or terminate or release an employee from service, this shall be communicated to her/him in writing immediately. This letter must not contain any reason for the Dismissal/Termination/Release. It must also not contain any views as regards the payment of benefits.

7.4 Other Recommended Steps in Release/Termination/Dismissal Cases

7.4.1 Before any professional/technical staff member is dismissed from service, the views of the relevant technical Supervisor/Manager should normally be sought.

7.5 Payment upon Release from Service/Termination/Dismissal

7.5.1 Release

On charges or grounds other than Misconduct or Gross Misconduct, a regular staff member may be released from service with one month's (or as stipulated in the Letter of Employment) notice or one month's gross salary in lieu of notice. S/he will also receive DIA' contribution towards the Provident Fund and Gratuity if eligible according to Provident Fund Rules and Gratuity Rules. Leave encashment in lieu of accrued EL shall also be paid to core regular staff at the gross salary rate.

7.5.2 Termination

If a staff member is terminated for misconduct, notice pay will not be applicable. S/he will receive DIA' contribution towards the Provident Fund and Gratuity Rules if eligible according to Provident Fund and Gratuity Rules.

7.5.3 Dismissal

If a staff member dismissed from service for gross misconduct, notice pay will not be applicable. In case of dismissal from service/employment on grounds of Gross Misconduct, DIA Management reserves the right to forfeit DIA' contribution including accrued interest to the Provident Fund accrual of the staff member. S/he will not be entitled to receive gratuity as per Gratuity Rules.

7.6 Suspension of Staff

7.6.1 Grounds for Suspension

Suspension of staff is an appropriate course of action for the Heads or Coordinators or Program Managers to take in case where doubts have arisen or allegations have been made about the conduct or complicity of a member of staff in any activity detrimental to DIA and its staff and where there is

some evidence that they are true, but there remains room for doubt as to the authenticity of such doubt.

7.6.2 Procedure for Suspension

7.6.2.1 If a case of misconduct arises involving a staff member and if it is considered that continuance of the staff member in office pending further investigation of the matter is likely to prejudice the interests of the organization, the staff member may be suspended from her/his functions with or without pay. At the time of suspension the staff member shall be given a written statement containing the reason for the suspension, her/his status during suspension, and its probable duration.

7.6.2.2 If the first-hand report indicates probability of the offence, the respective line management or Head of HR/ HR Coordinator will put the suspected offender under suspension for a period of up to 90 (ninety) days and the Head of HR/ HR Coordinator constitute an Inquiry Committee which will submit its findings within the ninety days. In special circumstances, the suspension period may be extended by another 30 (thirty) days.

7.6.2.3 Immediately after suspension, the staff member will deposit to the office all DIA property (e.g. motorcycle, computer etc) lying with her/him. S/he will be ineligible for any training or EL during this period. S/he will attend office regularly, will not violate any element of the DIA Code of Conduct and will refrain from tampering with documents and interpolation of data in order to distort or destroy evidence, and from influencing any probable witness(es) in the case under inquiry.

7.6.2.4 No legal action shall be commenced, in any case, without first consulting the Head/Director/Executive Director.

7.6.3 Salary during Suspension

7.6.3.1 During the suspension period, the suspended staff will receive 50% (fifty percent) of the Basic Salary only.

7.6.3.2 If the charges are not confirmed after the inquiry, suspension will be withdrawn and the staff member shall receive her/his full arrear salary including allowances, benefits etc. If the charges are confirmed, disciplinary action will be taken and no arrear salary will be paid.

8 Settlement of Dues

8.1 DIA reserves the rights to deduct any amount payable to DIA from the salary, allowances, fringe benefits, Gratuity or the Provident Fund accrual of the concerned staff member.

8.2 Final clearance of staff leaving DIA on resignation/ retirement/ retrenchment/ release/ termination/ dismissal etc. shall be issued by Head of HR/ HR Coordinator. Staff leaving DIA shall take clearance from all concerned departments/ sections and finally the Director/Heads/ PC/Sector Coordinator/Program Manager or the staff member's project/section in charge should send all the documents to the Head of HR/HR Coordinator, who will then issue final clearance after being fully satisfied that there are no financial or material (including equipment, assets etc) irregularities in all previous and present place of posting of the staff member concerned.

8.3 At the time of departure of Core regular staff, leave encashment on account of accrued EL balance will be paid on gross/ consolidated salary rate.

8.4 The Head of HR/ HR Coordinator will issue a certificate of Final Clearance to the concerned staff after receiving the final settlement and no other claim certificate from respective Directors/Heads/Coordinators/Program Managers/Project Coordinators/Project Managers.

8.5 The left staff will apply for her/his final settlement of dues including PF within 3 months from the date of her/ his departure from DIA. Otherwise DIA will not be liable for any payment.

8.6 In case of retirement, resignation, dismissal, termination and death of staff, basic salary, allowances, and earned Leave, if due, will be paid proportionately to the period of service in a calendar year. Festival Bonus, if paid once, will not be refundable at the time of final settlement.

B. SALARY AND ALLOWANCES

IMPORTANT NOTE

1 THE SALARY AND ALLOWANCES AND RATES SET OUT IN THIS PART OF THE PERSONNEL MANUAL ARE THE ONLY ONES THAT THE DIRECTOR/ HEAD OR COORDINATOR/PROGRAM MANAGER IS AUTHORIZED TO PAY.

2 NO OTHER SALARY/ALLOWANCES/BENEFITS ARE TO BE PAID TO ANY MEMBER OF STAFF UNLESS STIPULATED IN HER/HIS EMPLOYMENT LETTER OR AUTHORISED BY THE EXECUTIVE DIRECTOR.

3. THE SALARY AND ALLOWANCES SPECIFIED BELOW ARE FOR THE CORE REGULAR STAFF OF DIA. PROJECT STAFF SALARY WILL BE DETERMINED BASED ON THE PROJECT AGREEMENT AND BUDGET AVAILABLE.

1. Salary

1.1 Salary for Core Staff

All staff of DIA will receive salary. This salary will be paid as per salary structure of DIA Bangladesh or as per salary structure written in the employment letter.

1.2 Salary for Project Staff/ Contractual Staff

Monthly Consolidated salary and allowances as permissible by the project budget or Project Proposal/agreement.

1.3 Annual Increments

1.3.1 A staff appraisal exercise involving all staff shall be conducted in June each year. The Director/ Head or Coordinator/ Assistant Coordinator/ Program Manager shall conduct an assessment of the staff giving scores to the staff on their overall performance - including sincerity and loyalty to DIA and the program participants - over the past year.

For BLT Project staff it will be conducted after completing one year of the Project. The Director/ Head or Project Coordinator/ Project Manager shall conduct an assessment of the staff giving scores to the staff on their overall performance - including sincerity and loyalty to DIA and the program participants - over the past year. Annual Increment/ Salary Enhancement of project staff will be subject to the provision of respective project budget and donor concurrence.

1.3.2 This assessment will form the main basis for deciding the entitlement of each staff to annual increment. For BLT staff this assessment will form the main basis for deciding the salary enhancement or continuation of service/contract renewal of each staff. DIA may decide to adopt different performance-related procedures for staff appraisal in any year.

1.3.3 After each year of adequate and competent service, all regular core employees (qualified for increment) will get annual Increment.

1.3.4 Those who have reached the last step or the ceiling of the Matrix will receive an end-of-the-scale increment which is about 70% of normal increment. The new salary is payable from the month of July each year for the core staff members and for the BLT staff it is payable after completion of one year of a specific project.

1.3.5 No increment is to be made during the course of a year (August-June) to any staff member unless s/he is promoted or confirmed upon satisfactory completion of the probationary period if such increment is agreed to before appointment. In special cases, only the Executive Director may authorize salary adjustment of a staff member at any time during the year.

1.3.6 No increment is admissible unless a member of staff has completed 9 (nine) calendar months of continuous service, except in special circumstances as decided by the Executive Director.

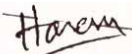
1.4 Performance Award

1.4.1 In addition to the normal annual salary increment, Directors/Heads and Coordinators/ Program Managers may recommend a deserving staff member for Performance Award (for outstanding performance during the preceding year) equivalent to one month's basic salary.

1.4.2 Performance Award is a one-time incentive for extra-ordinary visible performance of a limited category of staff whose salary is not dependent on DIA core budget. It should be conducted separately from the annual staff performance appraisal, towards the end of the year and be paid in the first month of the following year.

1.4.3 Performance award is not automatic and does not apply to all categories of staff. Staff members below Grade-VI who work in self-financing projects such as microfinance, enterprise, guesthouse etc and who are required to earn their own salary (100% or part), and an income for the organization, are entitled to Performance Award equivalent to one month's basic salary.

1.4.4 Criteria for appraising extra-ordinary performance should be quantifiable (e.g. in microfinance) or otherwise transparently identifiable and decided by the respective Director/Head/Coordinator/


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Program Manager. The list of staff deserving the performance award has to be finalized by the Executive Director and recommended by respective Director/ Head for approval.

1.4.5 The above incentive has been introduced in a limited scale owing to budget constraints and in the greater interest of the organization.

1.4.6 Performance Award will remain in force as long as the budget permits.

1.5 Salary Fixation on Promotion

Where a member of staff is promoted to a higher Grade, her/his new salary on promotion will be fixed in the step on the immediate upper Grade appropriate for the designation where the basic salary is closest to but at least 10% higher than the existing basic salary. All promoted staff will be assessed and may be considered for increment during the next assessment period irrespective of fulfillment of required number of months of service in that position.

2 ALLOWANCES

2.1 Housing Allowance

A regular Core Program employee, who has not been provided with DIA housing, is entitled to monthly Housing Allowance as follows:

2.2 Medical Allowance

2.2.1 Each Core Program employee will receive a fixed Medical Allowance per month (subject to change) as follows:

Grade	Monthly Medical Allowance
I-V	1,500
VI - IX	2,500
X - XII	3,000

EMPLOYMENT CONDITIONS

1. STAFF RECRUITMENT, POSTING AND GENERAL SERVICE

1.1 New or Vacant Positions

Creation of and recruitment to new positions requires authorization from the Executive Director. Vacancies in existing positions may be filled by observing the procedures outlined below:

1.1.1 Positions to be filled will be decided by the Executive Director and/or Director/Head. There will be no automatic filling of positions once a vacancy occurs.

1.1.2 Head of HR/HR Coordinator in consultation with the Executive Director and/or Director(s)/ Head(s) will decide -

a) if a position is to be filled;

b) the Grade, responsibilities and other characteristics of the post; and

c) whether this should be filled by internal recruitment among DIA or through open public recruitment.

1.1.3 Head of HR/HR Coordinator in consultation with the Executive Director/ Director/Head(s) may decide that, in the interest of rectifying the imbalance of women staff at mid and senior level, some positions may be reserved exclusively for suitably qualified and experienced women.

1.1.4 Any position remaining vacant for a period of six months or more for which no initiative/justification has been provided by the relevant Department/ Program/Project/ Unit may be considered redundant and closed.

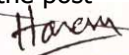
1.2 Advertisement of Positions

1.2.1 Recruitment of staff for Grades III and above shall be done through either internal or external advertisements/announcements in one, preferably two local or national dailies or through other appropriate media including DIA in-house publications, website, educational institutions, professional institutes, NGOs etc. Vacancy announcements for positions below Grade III will be made internally within DIA and considerably also by notification posted at other NGOs/Organizations, or if required, by external advertisement.

1.2.2 Newspaper advertisements being expensive, advertisements will normally be published in the website or in a consolidated form on a quarterly/half-yearly basis unless the importance or urgency of filling positions requires earlier advertisements.

1.2.3 **The advertisement should be published announcing the following:**

- Name of the post


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- Required qualification
- Experience
- Working area
- Age
- Salary range

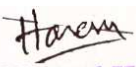
1.2.4 The advertisement should invite the following information:

- CV along with educational certificates, experience certificates if any
- PP size photograph
- Demand Draft/Pay Order worth Tk.100 for any position. This is intended to serve as commitment fee to ensure that appropriate candidates apply, and also to cover part of the administrative cost of recruitment. However, this commitment fee may be exempted in any position by the approval of the Executive Director/Director/Head.
- Internal candidates working in any project of DIA may apply through proper channel (Directors/Heads/Coordinators/ Program Managers) for any position of one project to another project in response to any advertisement either internal or external subject to fulfillment of requirements as per advertisement.

1.2.5 No Demand Draft / Pay Order is required for application under internal advertisement.

1.2.6 Person who resigned from DIA shall not be allowed to apply for any position except under exceptional circumstances in the interest of the organization, subject to approval of the Executive Director.

-End-


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