



Human Resource and Administration Management Policy
Garib Unnayan Sangstha (GUS)

Only for Official Use Mandatory Reading by all staff
Revised in July 2020 and effective from 20 July, 2020

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The Garib Unnayan Sangstha (GUS) (works with the helpless to overcome poverty and sorrow).

Garib Unnayan Sangstha (GUS) Full Member of Core Humanitarian Standard (CHS Alliance).



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1. Philosophy for the Preparation of this Policy Methodology of Preparation

GUS (later on will be mentioned as (GUS) Human Resource and Administration Management Policy has been prepared on its experience and values. Through the participation of all levels staff of the organization and external experts it has been revised. Then In 40th Board of GUS (BOT) Meeting, it has been discussed thoroughly and Mst. Anjumonowara (member) and Md. Mosarof hosen (Vice-Chair Person) have been requested to check the Policy. Then in 41st board meeting on 20 July, 2020 it has been approved and made effective on the same date for Implementation.

Philosophy

1. Making of industrious, knowledgeable, simple, disciplined Development workers who will be the example to others and they will assist in the overall development (material and im material).
- ii. Creating the learning environment and continuous and diversified assistance so that staffs personal and professional skill will be developed and through this way in the longrun organization will be sustainable.
- iii. Different types of assistance to be ensured for the female staff so that they can bear and take care of their children with keeping their respect in the workplace.
- iv. Transparent, supportive and decentralized management should be established so that decision can be made In one step and accountability can be ensured.
- v. To increase longterm commitment of staff attractive facilities have to be provided rather than short term facilities.
2. Authority, Explanation, Acknowledgement and Revision of the policy

2.1 Authority.

- ii. Chairperson of Executive Committee (EC) will be the authority of the policy. On request of Executive Director, Chairperson can revise the existing policy but the revision should finally be approved in the meeting of EC. If EC disagrees to the revision then that/those will be null and void.
- iii. Assistant Director -Human Resource Management (AD•HRM) will be responsible for the implementation of this policy.
- iv. In case of any obscure, the explanations of EC Chair will be final. Explanation In case of any misunderstanding of this policy then according to the policy signed by the Chairperson and Executive Director that is the original Bangla version copy will be the base of clarification. Be informed In any recruitment process this policy should be described briefly to the participants. On the other hand in the foundation training course this policy will be the integral part of the course curriculum and the participant will be questioned either they are clear or not about the policy. Not only that every staff with his/her interest will get the knowledge of the all clauses of the policy. If necessary the human Resource management section will arrange the training on the policy.

Revision

- a. Every five years this policy will be revised. But on the basis of necessity it can be revised before five year time.

- a. Assistant Director -Human Resource Management will revise the policy through ensuring the Participation of all the levels. Discussion with Director, the draft policy will be submitted to Executive Director
- b. Then that will be effective through the approval in an EC meeting.
- c. For the organizational interests, through the instructions of the Executive Director, Director can issue any circular related to management These circular will become effective up to next revision of the policy. And then these issues will be included in the next revision of the policy.

1. Level of Position

Expected experience standard as per the position level

For the demand of the growth of the organization the following table have been developed. This table will assist for the preparation of terms of reference of a position, selection of the position, work Appraisal. On the other hand these tables also acts to motivate staff for self-learning for the promotions.

Level of the position	Expected skill	Possible indicators
Credit and Development Officer/ Program Organizer	a. Can be able to prepare one month advance plan. b. Will be able to explain the social Indicators/elements. c. Can be able to be the facilitator of a training course. d. Able to inter-group communication e. Will be able for keeping accounts of the groups.	a. Academic background should be at least HSC./BA b. Aware in social cultural and Political aspects. c. Have simple accounts knowledge. d. Have confidence and acceptability to the groups. e. Good health and simple. d. Honesty and devoutness
Branch Manager	a. Will be able to prepare two months advance plan. b. Can be able to use the social indicators/events. c. Can be able to lead the staff. d. Can be able to monitoring and continuous support to the colleague's e. Able to coordination among the staff. f. Can be able to organize training. g. Skilled in communication in the Inter-group and mass people. h. Will be able to accounts keeping of branch and preparation of all kinds of reports.	a. Academic background Is Graduate. But in case of experience and commitment to the organization the academic qualification should be relaxed. b. At least six months experience in the organization. c. Capacity of advance thinking on economy and social aspects. d. Able to increase the group dynamism. e. Characteristics capacity in team Building. f. Have gained the training of trainers. g. Have confidence and acceptability in the local community. h. Leadership quality and able to take decision. i. Futuristic for the sustainability Gaining of the branch. j. Honesty and devoutness.

level of the position	Expected skill	Possible indicators
	Structure In spite of existing social indicators. c. Supervision on the basis of monitoring and revised plan. d. Can be able to staff supervision. e. Can be able organizing training and gained skill for staff training. f. Can be able to coordinate with the different levels of people. g. Skill on budget preparation.	b. Experienced In economic, social and cultural program Implementation. c. Have ability to conduct meeting. d. Having experience of trainer. e. Able to give the motivation and direction to the staff. f. Can be able to accounts keeping and can take the responsibilities of Coordinator. g. Work as the guide of external partners/guest. h. Can be able to coordinate with the stakeholder at Upazila level. i. Personal honesty, team spirit and able for verbal and written communication.
Area Manager/ Assistant Coordinator/Coordinator	a. Can be able prepare advance plan for the six months. b. Can analyze the social indicators and elements. c. Can be able to monitoring and supervision. d. Can be able to staff development. e. Can work as training manager. f. Can influence the stakeholders for the interest of the organization. g. Have good knowledge in English. h. Have the self-learning attitude.	a. Academic qualification is masters in any subject but in case of experience and commitment to the organization can relax the qualification. b. At least two years' experience in development field. c. Can be able to give the alternative solutions after situational analysis of the fact. d. Can be able to team building and dynamics. e. Can be able to give the different types of training to the staff. f. Have capacity to preside over any local level meeting/seminar. g. Have learning attitude for English and Bangla writing. h. Can be able to write issue based reports and can analyze the different types of data.
Head/ Assistant Director / Deputy Director	a. Can be able to prepare at least three years advance plan. b. Able to social analysis, to prepare strategies and project proposal. c. Can be able to evaluation and prepare next plan of action. d. Can be able to staff supervision, staff development plan and implementation capacity. e. Training Manager.	a. Masters with honors and no third division in any examination b. Development experience of 7 years in the organization and 4 years in the other organization. c. Analytical report writing and preparation of project proposal. d. Preparation of terms of reference of evaluation team and can be able to lead the evaluation team.

level of the position	Expected skill	Possible indicators
	f. Have communication and influencing skill in the national and international level. g. Publication in English. h. Planning for the self development and training. i. Preparation and implementation of budget, finance and audit and monitoring.	f. Training organizes for the managers. g. Communication and international representation for the organization. h. Publication in English and Bangla i. Can be able to create learning environment for the staff, preparation of audit plan and their implementation. j. Can be able to Influence locally and nationally. k. Can be able to strategic direction of the organization for the next five years and can be able to analyze the national and international political situation.
Director/Executive Director	a. Can be able to prepare 10 years advance plan for the organization and 5 years for the own self. b. Social analysis, preparation of strategic planning and project proposal. c. Evaluation and preparation of next project proposal. d. Staff supervision, staff development plan and their implementation. e. Training management. f. Can be able to influence nationally and internationally. g. Publication in English. h. Planning for self-learning process. i. Preparation and planning of budget, finance and audit and their implementation skill. j. All kinds of communication with the donors.	a. Masters with honors or equivalent or four year honors degree and no third division in any examination. b. Analytical report writing and preparation of project proposal. c. Preparation of terms of reference of evaluation team and can be able to lead the evaluation team. d. Training organize for the managers. e. Experience of managers supervision f. Communication and international representation for the organization. g. Publication in English. h. Can be able to create learning environment for the staff, preparation of audit plan and their implementation. i. Can be able to influence nationally. j. Introduction with donors and influencing capacity to them. k. Setting standard for the program and management. l. Can be able to strategic direction of the organization for the next ten years and can be able to analyze the international political situation.

Terms of Reference

- a. To increase the accountability and responsibilities for the new staff as per above expected performance standard the
- b. 1" supervisor prepare the terms of references through participatory way of their colleague (s.) Before drafting the terms of reference, supervisor will discuss with the respective staff. After that the terms of reference will be finalized. The terms of reference should be in one page 10 points font size and in Bangla/English
- c. The table of terms of reference as per following way.
 - 1. The name of position
 - 2. Objectives of the position
 - 3. Specific responsibilities and expected standard of performance

Example: In case of conduction of Shomity (Group) meeting the expected standard will be at least 80% member participation and conclusion of meeting by 1 and half an hour.

 - 4. Planning and Accountability
- d. The objectives of preparation of draft terms and reference the supervisor will make learning the colleagues and the colleagues will also be learnt.
- e. All the terms of references will be approved by Director. The terms of reference of Director and Executive Director will be approved by Executive Director and EC Chairperson respectively.

2. Recruitment

Recruitment Authority

Executive Director will be the authority of all kinds of recruitments. But in case of necessity some approvals have been delegated to Director and Assistant Director -Human Resource Management. In that case if it seems to Executive Director that the recruitment was not fair then s/he can cancel the whole process or postpone of the recruitment and the disciplinary action can be taken against the recruitment committee. The EC is the final authority in case of recruitment of Executive Director.

Types of Recruitment

Regular Employment

The employment which will exist up to the need of the organization will be considered as regular employment. For the regular basis employment this policy will be applicable. A regular employee cannot be involved in any position of other organization or any profitable non-profitable activities in the organization.

Contractual Appointment

- a. The contractual appointment will be for a specific job, consolidated salary and for a period of time. According to the recommendations from AD-HRM, up to Assistant Coordinator Director will define the salary and benefits and for the upper positions Executive Director will define
- b. The AD-HRM will issue the appointment letters of all contractual positions.
- c. For project staff and volunteer staff this policy will also be applicable.

Daily Basis Appointment

For the special necessity of the organization, daily basis appointment can be done. Their daily allowance will be paid through master roll. The office chief can appoint the daily basis staff subjects to the availability of budget.

Recruitment Process

a. Proceeding of recruitment

Sector Coordinators and Managers will give the list of vacant positions to Human Resource Management Section. Head•HRM will give the written report to AD-HRM and as per the recommendation of AD•HRM the recruitment process will be proceeded For the recruitment of micro finance program staff Regional Program Coordinator will discuss with Head•HRM and can start the recruitment process.

b. Advertisement

- i. For the regular employment the advertisement should be published in the local or national daily newspaper(s) or online firm. The grow the centre of respect inventions can be distributed leaflet for the advertisement
- ii. From the applicant the organization can ask to deposit BDT100-500 (Non-refundable) as interview fee.
- iii. The age of the applicant at least 22 years and maximum 40 years.
- iv. The HRM section will finalize the advertisement through discussion with Executive Director.
- v. Preferences of women and marginal people will be mentioned in the advertisement. Smokes drunker or any kind of alcohol consumes and any lobbying indicates the unfitness will also be mentioned in the advertisement.

C. Staff Selection Process

- i. Though the applicant profiles are called in any means but during the interview day the applicant with a profile can participate directly in a walk-in interview. After passing the all steps the eligible applicant can be selected primarily. Whereas application requesting for Executive Director post (If applicable) and in that cases the process must be received by EC or nominated person or committee by EC. Subjects to the approval of EC, the Executive Director position can be filled through the promotion system within the organization.
- ii. There will be three committees for selection process. As like-Committee -1, Committee-2 and Committee-3. Each committee will be consisting of two or three members. Same person cannot be member more than one committee.
- iii. Committee 1 will perform the following steps:
 - (1) Determination of Body Mass Index (BMI)
 - (2) Testing ration of height and weight blood pressure

(4) If the applicant fails to meet up the BMI then he will not be allowed for written test.

iii. The committee-2 will follow the following process

1. Manage sitting arrangement for all participants and fill up the staff selection format-I (June, 2018) and reject who are disqualified applicants.
2. Inform briefly about the organization, specific post, other facilities to the participants.
3. Bio data have to be collected accordingly to the staff select format-2 (June participants, 2018) from the
4. Taking sign in attendance sheet on staff select format-3 (June, 2018)
5. Questions have to be prepared based on staff select format-4 (June, 2018) and taking written test mark on 60 and examine the answer sheet accordingly.
6. In written test who achieve minimum 15, will be eligible for viva voce test and make a list of them.

iv. Committee- 3 will follow the following process:

- (1) Among the primarily selected participant by committee -2, as per staff selection format-6 (June, 2018) the viva voce will be conducted
- (2) Small group containing 4-6 participants will be formed.
- (3) For each group would be given a topic on development matter for the group discussion.
- (4) At the time of their discussion the following matters must follow: (4).1 Attitude and expression
(4).2 Motivating to others by expression.
(4).3 Agreed to others through logic. (4).4 Voice
(4).5 Depth of his/her knowledge.
- (5) On the basis of performance of '(4)' mark will be given from lowest one to highest five maintaining staff selection format-5 (June, 2018).
- (6) later on committee I and 2 will calculate and primarily finalize the participant by following the staff selection format-7 (June, 2018).
- (7) The result of the interview will not be published on the same day of interview. After approval from central HRM, the result will be declared and then the Primary Selection Letter can be issued.
 - i. Assistant Coordinator to upper positions, Director will form the committee through discussion with Executive Director and for other position the AD-HRM will form the committee through discussion with Director. If any relative of staff will participate in the interview then he will not be in the committee. In this case, the applicant will declare that he has the relative in the organization and it will be needed to prior approval from the Executive Director.
 - ii. Committee members cannot receive any call from within and outside of organization except AD-HRM, Director and Executive Director during the interview process.
 - iii. For the recruitment, advertisement can be published in national and local newspapers and also in online. Within the organization to recruit the relevant position/positions can be filled through internal circular. Recruitment process will be completed as per circular from Assistant Director-Human Resources Management. One committee will complete all recruitment process to recruit employee within the organization.

- iv. Any relative of staff cannot participate in the recruitment exam who eats in same household. In any exception, by submitting appropriate reasons, Executive Director can approve it. In case of relative and household staff, conflict of interest will have to be declared. In this case the relatives (brother/ sister, cousins, niece/ nephew, brother/sister-in-law and uncle and aunt) will declare the conflict of interest related to relatives.
- v. At least 50% woman staff have to be recruited in all staff selection process, as the organization can establish male-female equity within short time.
- vi. As the same way the effort has to be recruited at least 30% staff from religious and ethnic minority communities to establish diversity.
- vii. From support staff to Credit and Development Officer or equivalent to these positions, all process of recruitments will be complete by Regional Program Coordinator/Regional Team Leader. In this case, a representative from Principal Office will be presenting the recruitment process. All the recruitment minutes will be approved by Executive Director.
- viii. Subjects to the approval from Executive Director, recruitment can be conducted through one to one interview.
The recruitment fee will be deposited during receiving the Primary Selection Letter as per following table:

Sl	Name of Position	Recruitment fee (BOT)
1	Credit and Development Officer/ Branch Accountant/Paramedics	1500/-
2	Branch Manager/Front Line Officer/Field Officer	20-00/-
3	Area Manager/Program Officer	3000/-
4	RPC/PM/PC/Coordinator	5000/-
5	Head	6000/-
6	Assistant Director to Deputy Director	70-00/-
7	Director	10000/-
8	Executive Director	12000/-

c. Conditions of Appointment

- The following terms and conditions will be applicable for the regular and contractual appointment. The Human Resource Management Section will ensure either the conditions are followed or not.
- i. Bio-database per the supplied format by Human Resource Management Section. Three recent passport size color photos.
 - ii. All original academic certificates will be submitted to the organization (these certificates will be preserved in the organization, if any damage occurs, organization will take the responsibility and certificates will be returned if staff leave the organization as per rules) during receiving the Primary Selection Letter. The copy of each certificate will be kept in personnel file after attesting by RPC/RTL or any senior staff.
 - iv. Copies of color National ID card of own, legal guardian and witnesses.
 - v. An undated blank bank cheque will be submitted who will directly be involved. If the staff will be involved with the misappropriation then this cheque will be used for filing case. If the staff will leave the organization through following rules and regulations then the cheque will be returned to the staff. It is mentioned here that without receiving the blank cheque, responsibilities will not be shouldered to that staff.

- vi. Acknowledgement from staff mentioning that all the information provided are true.
- vii. Original citizen certificate
- viii. Clearance certificate from the previous organization (if any).
- ix. The legal guardian of the staff will submit the **Angikarnama** (agreement) in prescribed format. If the legal guardian will die, then the respective staff will send again new Agreement to the central HRM section within 15 days with his/her own responsibility. Otherwise, it will be considered as mis-conduct. The legal guardian will sign the **Angikarnama** in GUS office.
- x. The applicant will submit the Motor Cycle Driving License from Bangladesh Road Transport Authority (BRTA) in case of upper position of Credit Development Officer/ Program Organizer or equivalent positions.
- xi. Credit and Development Officer/Program Organizer or the equivalent positions may Join with bi-cycle.
- xii. Security related information checking: On the basis of information given by staff in the bio-data, all data will be checked by a prescribed format and then if there will be found any fake information or staff hide any Information then it will be treated as misconduct and s/he will be dismissed without notice or the legal actions will be taken against the him/her.

Name of staff		Designation			
SI	Points to be checked	Filed by staff		Checked by organizational staff	
		Yes		No	
1	Father/ husband name of the applicant				
2	Name of mother of applicant				
3	Permanent address of applicant				
4	Present address of applicant				
5	All certificates attested by RTI/RPC or any senior staff				
6	Applicant submitted all original academic certificates				
7	Address is correct given in the bio data				
8	Citizenship is correct				
9	Character certificate is correct				
10	His/ her name is in the primary school where s/he studied				
11	His/her name is in the high school where s/he studied				
12	His/her name is in the college where s/he studied				
13	Applicant married/ unmarried				
14	If married then husband/wife name and mobile no. are correct				
15	Applicant is involved with direct politics				
16	If applicant is involved with politics then which party				
17	Applicant is involved with corruption or terrorism				

- 18 Applicant has political influence In the community
- 19 Applicant is value oriented and out of criticism with family status
- 20 Applicant plays card or gambling in the community
- 21 Academic qualification is correct and the certificates are his/ her own
- 22 Case filed is was filed against him/ her ors/he was sentenced by the court
- 23 Either applicant was in GUS if yes was there any money misappropriation against
- 24 Joined with bi-cycle (If applicable)
- 25 Any relative of applicant is involved with politics
- 26 Smoker , **taking** tobacco related products or drunker
- 27 Good relation with other family members
- 28 Applicant is still student
- 29 Applicant has need of job
- 30 No negative Impression of applicant in the community
- 31 Applicant has the loan in bank or in community people
- 32 Mobile no. of the applicant is correct
- 33 NID is same as per submitted NID
- 34 Guarantor put signature In Angikarnama in **office**
- 35 Picture of guarantor is correct
- 36 Address and mobile no. of guarantor are correct
- 37 Signature of guarantor is correct
- 38 NID is same as per submit NID of guarantor
- 39 Address and mobile no. of identifier of •guarantor are correct
- 40 Relation of applicant with guarantor is correct
- 41 Guarantor has the ability to be the guarantor
- 42 Mobile no. of guarantor is correct
- 43 Witness 1: Signature, mobile no. and address are correct
- 44 Witness 2: Signature, mobile no. and address **are correct**
- 45 Signature of identifier of guarantor incorrect
- 46 Mobile no. of identifier of guarantor Incorrect
- 47 Position of identifier of guarantor is correct

49	Signature and mobile no. of Class 1 Magistrate/Upazilla Nirbahi Officer/ 1" class Gazette Officer				
50	Job can be offer to the applicant				

so	Specimen signatures of Guarantor, witness and identifier will betaken	Signatures
a	Specimen signatures of Guarantor	
b	Specimen signatures of witness:1	
C	Specimen signatures of witness:2	
e	Specimen signatures of identifier	

Manager-Admin or Area Manager will ensure the spot check of above mentioned information. If all points are OK then s/he will recommend that the applicant can be eligible for giving job with signature seal and date and will send directly to central HRM section. Then AO-HRM will check through telephone at least 25% and put signature, seal and date. After that, if any information will be found fake then the verifier and AD-HRM will be made liable.

- (13) Deputy Director-Admin & SR will issue organizational ID card for all staff while his/her card will be issued by Director. Except these, issued the cards by any other staff will be treated as illegal. Identify card no. will be the no. of respective personnel file.

Health check up of new staff:

- New staff will be under medical check up in a designated pathology centre by the organization.
- Staff those are suffering by Hb+ skin disease STD and other non-curable diseases will not be recruited.
- After appointment, if these disease are diagnosed then three months without pay leave will be approved and after three months if s/he cures then s/he can be allowed for joining. If not then s/he will be separated with three months basic salary.
- Registered doctor certificate mentioning fit for the field work will be required along with the Pathology report.

S. Staff Appraisal Policy

- Probationary period for all the regular positions will be 6 months. If the staff performance will be satisfactory through the two way appraisal within six months then 1" supervisor of the staff will recommend to the HRM Section for the confirmation.
- AD-HRM will Issue confirmation letters up to Head subjects to approval of all necessary documents and from Assistant Director 10 upper position, Executive Director will issue the confirmation letter and the Chair-EC will issue the confirmation letter of Executive Director.
- First three months will be extended. If during six months the staff performance cannot reach to the satisfactory level. After nine months the performance will be satisfactory level then the staff will be separated by seven days salary or seven days prior notice.
- If any un-adjustment during probationary between staff and organization then both parties can settle the separation for 15 days' notice or 15 days' salary.

Annual Appraisal

- On the basis of two way appraisal the next development steps will be identified. On the other hand the annual increment will be considered on the basis of last year performance. But it is noted here that, there is no relation between appraisal and increment. On the basis of increment letter due date the appraisal will be conducted at least one month before.

- HRM Section will declare the policy of appraisal. If needed the section will arrange the staff training.

- etwo-wayrather than one way. 1" supervisor will conduct the appraisal through a prescribed format getting the opinions from junior, peer and senior positions of the staff.
- b. As the development organization the service depends on the grass root staff so the opinions of the junior staff will be given emphasized.
 - c. For staff appraisal the prescribed format will be supplied by HRM Section.
 - d. For the improvement of the staff the senior colleagues can conduct the special and two-way appraisal apart from annual appraisal if necessary.
 - c. AD•HRM will provide increment letter up to heads subjects to the approval of all documents from Director. Executive Director will issue increment letter up to Deputy Director. The Chairperson-EC will issue the increment letters of Director and Executive Director.
 - f. It is mandatory to take approval from Executive Director in case of increment of two or more than two steps.
 - g. If the performance of any staff is not satisfactory after increment then his/her grade and step may be reduced.

6. Promotion

- a. GUS believes that if any staff will show the better performance in the existing position then that staff should be considered for the promotion to next position. So that if any upper position will be vacant then promotion process will be arranged
- b. Promotion can be given on opinion and recommendation of supervisor based on skill of staff.
- c. To prepare the promotion panel the HRM Section will issue a circular to all the offices mentioning that the place of interview, date and time, name of the position and eligibility for the participation in interview.
- d. After discussion with Director, AD•HRM will form committee consisting three members where one senior coordinator/ coordinator will be the committee chief. The committee chief will prepare the question paper confidentially.
- e. The committee will prepare minutes about the interview process and place to AO-HRM. Then s/he will submit the minutes to Director then Director will arrange the promotion or will prepare a promotion panel through discussion with Executive Director
- f. One on One training must be completed before promotion process. If any staff will be placed in In-Charge 10 the upper position temporarily then one on one training will also be necessary.
- g. Up to head level AD-HRM will issue the promotion letter. Executive Director will issue the promotion letter to the other positions.
- h. Except promotion interview or analysis of performance no promotions will be completed

7. Principles of Supportive Supervision for Managers

- a. As a manager the basic responsibility is to get the job done as per standard and quality by the colleagues under appropriate supervision. Always manager should think that the organizational interest and values will beget the superiority rather than personal interest or emotion. The principles to colleagues not only should be supervised them but manager thinks if manager will assist them then the rights of manager will be supposed to supervise the colleagues.
- B. As a 1" supervisors/he will sit with his/her colleagues in a week for the discussion of their terms of reference. The discussion should be face to face if not possible it should be through telephone. Through this way manager will give the direction for the solution of problems of the colleagues.

- a. This discussion should be documented in a minutes. Up to Coordinator level the minutes should be sent to Director by 3 days after discussion
- b. During the discussion meeting if any work is planned then it should be a date line so that this will be the indicator of accountability for the completion of the work(s). There will be a passive learning process in every work. Last of all the organizational maintenance and development as well as professional development of colleagues should be ensured.
- c. Before taking disciplinary action against the colleagues manager should be sure that the colleagues were trained or warned earlier. For taking disciplinary action manager will never be emotional. At any means in presence of other or through phone manager will not blame or show any sentiment to the colleagues. But to keep the discipline nothing will be untouched and in this case the Zero Tolerance Principle will be followed.
- d. Manager will give the assignment to his/her colleagues and he will observe that colleagues are taking this assignment as the self training process or not. How they will train themselves always manager will suggest them and he will examine that either they are following his/her suggestions or not. 2ndly manager will arrange for them One to One Training Process 3rdly manager will advise them to write an issue based report and he will assist so that they can be improved in the report writing skill. After completion of these three processes if needed then manager will refer them for the class room training. Finally manager's success will be justified on the basis of how many colleagues have been trained by him/her supervision not on the basis how many colleagues have been ruled by him/her. Though this is the integral part of staff development so managers should take the disciplinary action often.
- e. Manager will not be reactive rather will be proactive. Here 'reactive' means manager will do his/her work after getting order from others and 'proactive' means s/he will do the work through his/her own attempt.
- f. Manager will give the importance to the organizational loyalty of the colleagues. Manager will also consider that personally how they practice the social values. S/he will always check colleagues either they are following the professional standard or not.
- g. Manager believes that the mentality and personality of each individual are separate and according to that the behavior will not be same for all the colleagues. Manager will not neglect the family and health problems of the colleagues.

8. Organizational Professional Standards

- i. **Sound Health Fresh Mind**
It is needed to take light exercise, balance diet and maintaining balance of physical and mental works for keeping sound health. Making the work delightful for refreshing the mind and that can integrate between organizational and self-plan.
- ii. **Universal Knowledge and Continuous learning**
Though working in a specific area but keeping updated the knowledge in science and technology in the global perspective and it should keep ourselves in the learning process
- iii. **Review everyday and planning**
Everyday sitting in the quiet environment and reviewing the whole day's work and from those work The learning will be defined. Then it will be easy to make plan for the next day.
- iv. **Courtesy and Personality**
The personality will be reflected through showing courtesy to others, kind consideration to emotion of others, knowledge, cleanliness and neat and clean dress.
- v. **Advance information and preparation**
To get appointment of others it should be given information earlier. Not only that when participation any discussion or meeting then it should be prepared for the participation.
- vi. **Supportive Supervision and Training to Colleagues**
All times it is needed to ensure the supportive supervision to the colleagues. The success should depend on the success of the colleagues. Maintaining a passive training process for the colleagues should be a continuing process
- vii. **Communication skill**
As per ability one will try to maintain the communication with the family, friends and other relatives. Nevertheless it should not limit the communication If anyone is not very much busy.

ENVIRONMENT AND DIVERSITY

GUS believes in ecological perseverance and balance. Therefore, it gives due importance to the local knowledge of culture and tradition. As it wants to keep those diversities in fact for the next generation, it thinks globally and acts locally in this context.

9. Safeguarding policy for children and vulnerable adult

10.1 Introduction

As a right based organization, GUS believes that each and every child as well as vulnerable and disadvantaged people have right to live. It is, therefore, the responsibility of GUS to take necessary initiatives within the organization and communities. Every place under the organization will be safe and secured for children as well as all vulnerable and disadvantaged people. Every personnel of GUS are supposed to be the pathfinder to build a safe and secured society for them. GUS does believe that every staff's moral and professional responsibilities are to protect them with ensuring dignity for the vulnerable groups in every tire of the society.

Principles

This Safeguarding Policy is prepared based on Keeping Children Safe International Safeguarding Standards; the Convention on the Rights of Persons with Disabilities (UN CRPD) and its related UN conventions; the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), adopted in 1979, the UN Convention on the Rights of the Child, 1989 (and its optional protocols); the UN Statement for the Elimination of Sexual Abuse and Exploitation and all child-related UN conventions; the national child protection and vulnerable adults legislation of Bangladesh and international good humanitarian practice.

- All children and vulnerable adults have equal rights to protection from harm.
- All have a duty of care to children, vulnerable adults with whom they work, are in contact with, or who are affected by their work and operations.
- The partners of the organization will also follow this policy.
- All the programs will be taken keeping in mind the protection of children and vulnerable adults.

10.4. Objectives of the policy

- To protect the children and vulnerable from any physical, mental and other types harassments at all level of the organization.
- To create awareness and inspiration among the staff of the organization on the safety, security and dignity of children and vulnerable groups of the society.
- To create awareness and inspiration among all the participants of different programs about this.

10.5 Definitions and Terms

10.5.1 Safeguarding: Safeguarding is the responsibility that organization has to make sure their staff, operations, and programs do no harm to children and vulnerable adults in any way for now and in future. If harmful issues occur then the organization takes over this and solve it.

10.5.2 Child: According to the UN Convention on the Rights of the child, any person below the age of 18, will be treated as child.

10.5.3 Vulnerable Adult/ Adult at risk: Any person aged 18 or over, and if

The adult has particular care, support or special needs and as a result abuse occurs when a vulnerable adult/ adult like man, women, under taking care at risk is mistreated, neglected or harmed by another person who holds a position of trust and/or

At a specific situation if anybody does not enjoy the rights (like security, shelter, water, food and others) or dependable on other person or institution like:

- a. If lives in refugee camps or under the rehabilitation program of NGOs and due to no ability to control the situation then they are under exploitation and misbehavior and/or
- b. An adult lives in unknown country or place and/or
- c. If the adult due to work or social relation or due to agreement are controlled, forced to do, exploited or influenced by an agency

10.6 Definition of harmfulness

Physical Assault: Physical harmfulness by any accused persons, children or adults. These are hit, assaulting using poison, killing through keeping under water, setting fire in the body. These are also physical assault if parents or attendants prolong any diseases or symptoms or due to ill interest prolong the sickness willfully.

Sexual abuse: Forcing or enticing a child or vulnerable adult to take part in sexual activities that s/he does not fully understand and has little choice in consenting to. This may include but is not limited to, rape, oral sex, penetration, or non penetrative acts such as masturbation, kissing rubbing and touching. It may also include involving children in looking at, or producing sexual images, watching sexual activities and encouraging children to behave in sexually inappropriate ways.

10.6.3-Sexual exploitation: A form of sexual abuse that involves children or vulnerable adults being engaged in any sexual activity in exchange for money, gifts, food, accommodation, affection, status, or anything else that they or their family needs. It happens by forcing or using the children.

Like making friendship with the children, vulnerable adults and beneficiaries, getting confidence of them and in a stage they are forced to be involved with drug. In this situation an imbalance of power prevails among affected population and accused persons where the willingness or unwillingness of them is limited. It is one kind of exploitation of gambling and they also forget that to do these there needs to be their opinions. The sexual exploitation occurs in different ways. Accused persons can do it through giving money, using emotions or by physical controlling or giving force among

the staff or in a team it may occur. It happens in a community or adjacent community. Sometimes it happens also by a gang or accused group specially who are involved with human trafficking.

Sexual Harassment: Unwelcome, dual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where an unexpected or attacking working atmosphere exists. Through this behavior the females are sexually harassed by men. But in different country laws agree that the exploitation can be by men or women.

Neglect and negligent behavior: Allowing for context, resources and circumstances to show neglect and negligent treatment to a child, inability for meeting the basic physical and mental rights of the children continuously, which tends to a child for stunted of the physical growth along with mental and ethical growths. It is not ensured the appropriate supervision, protection from the harmfulness, nutrition and shelter, safe life and safe working environment. Taking drug or alcohol which affects the child who has not yet born, not good treatment of differently able children or being indifferent to the children are under neglected behaviors to the children.

Mental abuse: Persistent emotional maltreatment that impacts mental wellbeing and mental health. Emotionally abusive acts include restriction of movement, degrading, humiliating, bullying (including cyber bullying) and threatening, scaring, discriminating, ridiculing or other non-physical forms of hostile or rejecting treatment.

Commercial exploitation: Exploiting a child or a vulnerable adult in work or other activities for the benefit of others resulting in stunting the physical and mental growth, ethical and social growth. It includes cheating, exploitation and forced labor.

Employees: All staff from local and national level, volunteer and interns.

Staff are:

- All local and national staff
- All volunteers and probationary staff

Associates:

- Vendors and consultant
- EC/GC members
- All partners and community people
- Guests and visitors

Prevention

Risk assessment/risk mitigation : A risk assessment of all GUS Trust operations, programs and project activities will be conducted (e.g. health risk, security risk, negative impact etc.). Risk mitigation strategies will be developed which minimize the risk to children, and vulnerable adults and incorporated into the design, delivery and evaluation of programs, operations and activities which involve impact upon children.

Safe recruitment : GUS will ensure that it applies the highest standards in its recruitment and vetting policies across the organization. Candidates are checked for their suitability for working with children and their understanding of safeguarding.

Safety check: Protection checks, such as disclosure of previous convictions or police checks (if disclosure is unavailable), forms an important part of our recruitment policy and covers all those representatives that we have an employment relationship with. If police checks are impossible, other checks are to practice and noted. Checking evidence of identity and the authenticity of qualifications, Requesting self- declarations about previous convictions, and a minimum requirement of at least two reference scarce arrived out In all cases. **Education/ training:** All staff and associates receive safeguarding policy and training to help them understand why It is necessary to safeguard and protect children and vulnerable adults. Children and families will be informed on GUS commitment to safeguarding and what to do if they have concerns about a child.

10.8.S Safe program design: Organization will design Its program keeping in mind that the programs/projects/activities will not put the children and vulnerable adults at risk. The aims of the organization will make the safe guard of the children and vulnerable adults. The policy will be the cross- cutting issue of all the programs/projects. **Communications - use of Images and children's information:** In our use of information and visual images both photographs and stills and video, our overriding principle is to maintain respect and dignity in our portrayal of children, families and communities. Our communications policy/guidelines details our procedures.

Social media (if applicable): The organization has its own social media policy and there is clearly mentioned about not to post any status which is undignified others.

Responsibility

It is approved by EC.

0 Partners

Agreements with partners will include a statement that partners who do not have a safeguarding policy will either abide by GUS policy or develop their own as a condition of the partnership.

Reporting/responding to complaints

GUS will receive disclosures from children with sensitivity and will strive not to re- traumatize children in their handling of complaints. If a child or young person informs they are being, or have been, abused:

- Listen to and accept what the child or vulnerable adult says but do not press for information.
- Let the child or vulnerable adult know what we are going to do next and that we will let them know what happens
- Do not investigate and do not inform, question or confront the alleged abuser.
- Record carefully what we have heard on the reporting form.

Identifying information about children or vulnerable adults will be shared on a 'need to know' basis only. Deliberate false allegations are a serious disciplinary offence and will be investigated. If anybody comes to complaints then it should be taken seriously.

Complainant and all witnesses will assist the investigation committee appointed by the organization. There will be a guideline to guide the investigation process

Effectivity, monitoring and revision

Safeguard issues are included in the risk register and also quarterly and annual reporting process of the organization. The senior management and the EC will monitor the process that the safeguarding policy is in place.

Introduction:

Since its inception, the GUS has been working relentlessly to realize gender equality and to bring an end to gender discrimination inside the organization and at the same time in the community. It takes it as a crosscutting issue in every program and project. One of the major objectives of the organization is to ensure balanced and sustainable development for marginalized people specially women and children living in the coastal areas. GUS therefore, has been working for developing a gender sensitive and women friendly working environment.

The organization works to end discrimination among male and female colleagues and to end all sorts of gender based violence to ensure women empowerment. For continuing this practice, it has formulated 'Protection from Sexual Harassment, Exploitation and Abuse Policy' according to the Supreme Court's directives delivered on May 14, 2009.

Rationale:

To establish gender equity at all levels which was pointed out in different international laws and instruments including Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), International Covenant on Economic, Social and Cultural Rights. For this, there should have a system to establish equality among male and female in the society. But our society's culture and practice are that man and women are different so their role and responsibilities are different. And it is happening traditionally and historically. Therefore, women have been identified slowly but surely as subservient to men socially. Social custom, belief, inheritance, even the socio-economic cultural and religious norms are cherishing the same things in same way. Hence, discrimination and inequality still exist between men and women in the society. In this circumstance, GUS has decided to formulate 'Protection from Sexual Harassment, Exploitation and Abuse Policy' to continue strengthening this practice as women friendly environment within the organization. It believes that the policy will help decline women exploitation, harassment and end violence against women by implementing formulated policy which will also help women to get empowered.

Aim:

The aim of this policy is to create equal dignity among men and women as well as to create anti-sexual harassment environment for women and beneficiaries. And it helps to establish such atmosphere by eliminating gender discrimination. Another goal of the policy is to create proper workplace where safety, security and equal opportunity for women will be ensured.

Objectives:

The core objective of the policy is to implement organization's gender policy effectively and to ensure gender sensitive work environment within the organization. Other objectives of the policy are:

- 11.4.1 To create equal dignity and to create atmosphere congenial for women inside the organization, positive and protective working environment for women, friendly co-existence of men and women, awareness about sexual harassment among the men and women;
- 11.4.2 To ensure female colleagues to get legal support under the policy
- 11.4.3 To build awareness among the colleagues concerning women rights, dignity and gender equality as well
- 11.4.4 To ensure equality among men and women within the organization and to identify it as a cross cutting issue in each project and program which would be reflected
- 11.4.S To take necessary steps to establish women's involvement at all levels inside the organization such as; making plan of action and decision making process To apply zero tolerance to sexual harassment/torture To introduce two types of punishments-major and minor To create awareness about punishment of sexual harassment

Definition

According to UN Secretariat's message on discrimination, harassment, including sexual harassment, and abuse of authority, it defines "sexual harassment" as any unwelcome sexual advance, request for sexual favor, verbal or physical conduct or gesture of a sexual nature, or any other behavior of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. According to directives from Supreme Court of Bangladesh Sexual Harassment women staff and target people includes-

- 11.5.1 Unwelcome sexually determined behavior (whether directly or by Implication) as physical contact and advances;
- 11.5.2. Attempts or efforts to establish physical relation having sexual implication by abuse of administrative, authoritative or professional power
- 11.5.3. Verbal representation relation to sexual exploitation and abuse;
- 11.5.4. Demand or request for sexual favors;
- 11.5.5 . Showing pornography;
- 11.5.6. Sexually colored remark or gesture;
- 11.5.7. Indecent gesture, teasing through abusive language, stalking, joking having sexual implication.
- 11.5.8. Insult through letters, telephone calls, cell phone calls, SMS, pottering, notice, cartoon, writing on bench, chair, table, notice boards, and walls of office, factory, classroom, washroom having sexual implication;
- 11.5.9. Taking still or video photographs for the purpose of blackmailing and character assassination;
- 11.5.10. Preventing participation in sports, cultural, organizational and academic activities on the ground of sex and/or for the purpose of sexual harassment;
- 11.5.11. Making love proposal and exerting pressure or posing threats in case of refusal to love proposal;
- 11.5.13. Attempt to establish sexual relation by intimidation, deception or false assurance.

Such above mentioned conducts can be humiliating and may constitute a health and safety problem at workplaces, it is discriminatory when the women staff/target people have reasonable grounds to believe that their complaints would be disadvantage them in connection with their employment/ working in various ways or when it creates a hostile environment at workplaces then these conducts will be treated as discretionary behaviors to women.

Area:

Employees and beneficiaries of the organization are included under the policy.

Implementation of the strategies:

Taking different types of implementation strategies to ensure women friendly and sexual harassment/torture free surrounding, - which will bring the organization one step forward as well as women empowerment. Also taking steps against the individuals accuse offences and to ensure exemplary punishment to offenders.

The Implementation strategies are given below:

- To initiate/update organization's all kinds of policy, strategic plan, directives/circulars that would be gender sensitive;
- To fix responsibilities for gender focal person and to empower her to discharge the responsibilities;
- To find out victims among female colleagues/target people by regular monitoring and evaluation system. And to ensure fear and free atmosphere for woman for submitting complaints and to give them solutions as well;
- To aware employees about the policy and ensure its implementation at practice level;
- 11.7.6 To take necessary steps according to the policy on investigation into any alleged incidence
- 11.7.7 To circulate widely the policy at all branches and project offices and also to aware the staff;
- 11.7.8 To include the policy in organizations induction process for new employee;
- 11.7.9 To discuss the policy in every monthly coordination meeting.

Concern Authority:

Concerned Authority means an authority of any educational Institution or work place in both public and private sectors, which is authorized under the relevant disciplinary rules to take action in case of misconduct.

Formation of Complaint Receiving Committee:

It will be formed according to the Supreme Court's directives delivered on May 14, 2009.

It will have five members and majority of the members will be women. The head of the complaint committee

should be a woman;

It should have at least two members from outside of the organization concerned, preferably from organizations working on gender issues and sexual abuse.

Members of the committee are:

One from holding the position of Head- Gender and Training in the organization (female) One from holding the

position of Regional Team Leader in the organization (female)

One from holding the position of Assistant Director in the organization

Two will come from outside of the organizations working for stopping violence against women (female);

- 11.9.S. The members will work on an honorary basis and they will be given only conveyance allowance according to organization's policy when attending meeting.

Functioning procedure of complaint receiving committee

The Committee will sit regularly once a quarter;

Presence of at least head of the committee and minimum 2 other members would be considered as quorum for the meeting;

Considering the importance and necessity of the complaints the committee will call its meeting in any time and will take measures;

The committee takes the complaints into account through the organization's regular gender relation review meeting and takes necessary measure;

The committee investigates the complaints submitted to any members of the committee, if found true, following the rules of the organization the committee will take measure within 30 working days; 6 In case of minor issue the committee will resolve the matter with the consent of both parties. For other cases committee will conduct investigation over the issue;

The committee will send notice to both parties using registered postage. Moreover, the committee is mandated to sending to the witnesses, conduct hearing of the complaints, gathering information and evidence and to review the related papers. In such kind of complaints in addition to the verbal evidence the situation would be given importance. The committee will decide- what kind of evidence would be accepted;

The committee is accountable to the executive director for such kind of actions. In case of complaints against executive director the committee will discuss with the chairperson of the executive board;

The committee will publish annual report on implementation of the policy and submit to the government authority.

Mechanism of Receiving Complaints

According to the definition of sexual harassment if any woman staff/beneficiary became affected or victimized she will file the complaints to the authority in line with the following procedure:

Digital Process: after experiencing any harassment / violence the victim (staff/beneficiary) can submit complaints using phone/fax/sms/e-mail to any member of the committee who is comfortable to the **victim to communicate**;

11.11.2. Verbal process: the complaints could be placed to the supervisor, project head, gender focal person, assistant director (HRM), director and/or executive director, gender relation review meeting, central gender relation meeting by victim in person or lawyer on behalf of the victim;

11.3 Written: The victim can send written complaint to the committee through by hand, by courier, by post office. All the complaint received by the above ways will be addressed. But to ensure the punishment of the accused person(s), written complaint is mandatory.

Timeframe of complaints submission:

In case of any sexual harassment/violence, the complaint has to be placed to the designated committee using any process as mentioned above within 30 working days from the occurrence. But if there is any acceptable cause the complaints could be accepted within more 15 working days later.

Protection and Privacy:

The organization will ensure the full security of complainant. Without permission of complainant(s) her/ their names will not be disclosed. During investigation process, no any irrelevant questions will not be put before the complainant.

If any complaint is proved false then the disciplinary actions will be taken against the complainant(s). Due to complaint if anybody is hindered for professional growth or any other harmfulness then she can send complaint to Executive Director or Chair-EC. Not only that if anybody assumes due to complaint(s) the professional growth was hindered or any harmfulness then she can send complaint(s) to Executive Director or Chair-EC before final settlement with her after leaving the organization. In case of member participants this time will be 15 days.

Investigation Report:

Under the leadership of the head of the committee, an investigation committee will be formed consisting minimum *three* members after receiving complaint within 30 days. After the investigation, the committee will take/collect oral evidence from relevant persons and witnesses as written documents. Then the committee will submit a report with the recommendations to concern authority (Executive Director) based on written speeches, relevant interrogations, observations and opinions by 30 working days. If any complaint is raised against the Executive Director, the report will be submitted to chairperson of the organization. The period of 30 days may be extended up to 40 days if needs. If any question is raised about impartiality, new investigation committee may be formed by following proper procedure for reinvestigation.

If it is proved that a false complaint has been filed intentionally then a report will be submitted to the concerned authority recommending appropriate action for the complainant(s). The complaint committee will take decisions on the basis of the view expressed by the majority of its members.

Punishment:

The concerned authority may suspend temporarily the accused person on the receipt of the recommendation of the complaint committee. If the accused is found guilty of sexual harassment, the concerned authority shall treat it as misconduct and take proper action according to the disciplinary rules of the organization. The punitive measures will be taken in this regard as given below:

If the committee finds the complaints true, it will recommend punishment according to the policy;

If the complaint is partially proved, necessary actions will be taken according to the disciplinary rules of the organization such as show cause notice, Issuing warning notice, financial punishment, transfer etc.

If the accusation against a person is proved as serious offence, he will be terminated according to the disciplinary rules of the organization.

If the complaint is found as an offence under any penal law shall refer the matter to the appropriate court or tribunal;

If the complaint is found false and the complaint was filed intentionally, the complainant will be punished accordingly. Also he will be handed over to law and enforcement agency.

If It is proved that a false complaint has been filed intentionally then a report will be submitted to the concerned authority recommending appropriate action for the complainant/s. The complaint committee will take decisions on the basis of the view expressed by the majority of its members.

Punishment:

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If the accusation against a person is proved as a serious offence, he will be terminated according to the disciplinary rules of the organization.

If the complaint is found as an offence under any penal law shall refer the matter to the appropriate court or tribunal;

If the complaint is found false and the complaint was filed intentionally, the complainant will be punished accordingly. Also he will be handed over to law and enforcement agency.

Conclusion

GUS is working to ensure the gender friendly work atmosphere in all the levels of the organization. To follow the zero tolerance for gender violence all the policies including Protection from Sexual Harassment, Exploitation and Abuse Policy will take the active roles. Using this policy, the organizational dignity will be upheld.

12. Communication Policy

Objectives: The objectives of the communication policy of GUS developed for the staff and other stakeholders (particularly the partner organizations and beneficiaries) are as follows,

- a. To emphasize oral and in-person communication to increase mutual understanding.
- b. To emphasize team building at all offices particularly within respective projects and working area.
- c. To develop an effective and supportive supervision environment.
- d. To enable the management and its governance rapid responsive.
- e. To discourage unnecessary communication that creates pressure and uncomfortable situation in the working relationship.

Open Communication but decisions through determined channel and supervisor

- a. All communication mediums are open for everyone to be able to communicate with anyone in the organization. However, decisions need to be made through supportive supervision in order to ensure the right of the supervisors to express their opinion and to avoid biased decisions. This will train up the supervisors and increase self-realization.
- b. GUS has its own Complaint Response Mechanism and the Whistle Blowing Policy to address the complaints and grievance inside the organization. According to that all complaints are encouraged to submit to the closest layer instead of submitting to a higher layer. Dissatisfaction could be raised on any decision or judgment, but the closest layer should be given the opportunity to address the complaint first.
- c. Sometimes complaints are improperly shared through phone call, sms or anonymous letters instead of proper submission. This type of communication might not be considered as a complaint.

Complaint to Donor partner

- a. Any communication to the donor partner or other external organization as a complaint submission by any staff might be considered as creating illegal pressure on the organization.
- b. The expected responsibility of the donor partner or external organization is to forward the complaint to the highest authority of the organization in case of this kind of communication received.
- c. Any third party investigation or evaluation without the organization's prior approval will not be accepted. Government's law enforcing agencies will be exception.

Communication between Donor partner representative and PIU

In some cases field level staff of donor partners closely work with the Project Implementation Unit (PIU) of the organization. The following clauses are intended to increase the responsibility and accountability of the PIU staff:

- a. The communication between staffs of PIU and donor partners should be limited into the project activities for the sake of progress monitoring.
- b. Suggestions and advices from the donor partners are welcome and it is expected to be limited within the project and given only to the respective Project Manager (PM). The PM has the right to express a different opinion and in that case the donor partner should communicate with the focal person or a concern official verbally or in written if necessary.
- c. On behalf of the organization only the respective PM, Project Accountant and Monitoring Officer are entitled for oral or phone communication with the donor partner. For any written communication with the donor partners they must have a prior and proper written approval of the concern official or Focal Person

12.S. No written communication in the same office, exceptions

For the sake of team building and greater mutual understanding among the colleagues, the organization discourages written communication in same office along with the communication via third or higher officials. The exceptions include:

- a. Any different opinion, implementation of what might undermine the organization's interest.
- b. In case of greater disciplinary situation like monetary misappropriation, illegal relationship between male and female colleague, violence against women and sexual harassment.

Written communication is the last step, no unnecessary cc

- a. The encourages (1) verbal communication on what is possible to resolve in-person, (2) phone communication on the issues possible to resolve over phone, (3) written or email communication only in the cases what are not possible to resolve in verbal or phone communication.
- b. No cc to others in emails is encouraged if not firmly necessary to inform the issue.
- c. Written work instructions could be given by emails only when verbal and phone communication is not possible. Copying others should be avoided on the first place as it creates pressure on others.
- d. Copying others in confidential written communication, particularly mentioning failures in copied mails is equivalent to defaming by what a staff could be mentally upset.

When general comments are unexpected, be confirmed before documentation or prove

- a. Some staffs pursue general comments in the meetings without providing evidential and confirmed information. No written communication should be pursued nor any decision taken on this kind of general comments unless it is inquired and proved. Negative issues should be properly inquired and confirmed and if necessary it should be solved by Complaint Response Mechanism of the organization. Providing descriptions or rumors will be considered as disciplinary issue.

Defaming and Imaginary persuasion are disciplinary Issues

- a. Some staffs talk negative things about colleagues derived from jealousy and doubt and some of them are rumors and imaginary that defame them. Any staff seeing this is going against the organization's interest should flag this through any medium of communication towards higher authority. It should be taken to even higher level if not addressed by the lower level.
- b. Disciplinary actions could be taken against anyone spreading the rumor instead of making proper communication. Because letting the rumor spread or provoking them is considered as defaming and disciplinary issues.
- c. Termination might take place if any involvement in this purpose is found.

Complaint and negative writing: Why patience is needed?

- a. Hold back for at least 3 hours before writing your complaint. Keep patience, reconsider the issue, take some advice from colleagues and uphold the organization's interest during this period of 3 hours.
- b. It is advised not to write negative and instant reaction. Take at least one day or enough time to be stable to reply to this kind of communication.
- c. Please remember, your complaint or pursuing should be rational. If possible make verbal communication directly with the concerned person and remove the tension.

Courtesy in phone calls

- a. During phone conversation, first inquire if the respondent has time to talk. If not, call later.
- b. In case of the higher officials, make an appointment first by sms or phone call.

13. Filing Management Policy

- a. **In or exit file**
No file will be opened as 'in' or 'exit' file. If there will such type of files and all the external and internal relation letters will be in the same file and as a result if any letter will have to be found out then it will take time.
- b. **Subject wise file**
File will be opened according to the different subjects. In those files the subject wise document will be preserved. There will have to maintain maximum 20 files.
- c. **Reports, books and magazine**
Reports, books and magazine should be preserved in a box according to the issues.
- d. **Paper on the table**
There will not be kept any letter of paper on the desk. The desk should always be clean. Other should be discouraged to keep the paper on the desk because it will hamper the concentration of present table.
- e. **Incoming Tray**
Everyone will use two trays in his/Mr desk. One will be incoming tray and another will be pending tray. In the incoming tray there will be letters coming from others and in the pending tray there will be papers which action still have pending. For long term pending work or on going work a separate A-4 size folder can be used. In the folder on the above corner of right side the subject can be written.
- f. **File list**
The file list will be changed in the notice board. File list and subject will be mentioned.
- g. **System offiling**
After completion of any pending task the letter or document will be preserved in the respective file. Unnecessary papers will be kept in waste paper basket and if one page is unused then it will be preserved for reused.
- h. **Cleaning once In a week**
At any day of the week all the unnecessary papers will be cleaned out. This may be in the afternoon of Thursday.
- i. **Letter identification and taking steps**
If any letters come from outside then administration section will open the letter and will use the 'received seal' and will give the signature. Then those will be sent to Director. Deputy Director will mark the letter through red pen and will send to respective staff, section or project. If the letter will be late to reach to the respective person then the message will be transmitted through phone or radio. In case of external letter, the envelop will be attached with the letter. In case of Internal letter the envelop will be preserved for further use.
- j. **Neat and clean desk**
All desks should be neat and clean. Anybody cannot leave the office keeping the paper or letter on the desk. A neat and clean desk creates the work environment and it will influence the mental condition. On the other hand, unclean desk influence negatively on the mind and concentration.
- k. **When it should not to write letters**
No letter will be written except financial or administrative issues. The assignment should be completed through discussion or short note. Within the organization the note can be written in Bangla.
- l. **Note file for decision making**
Every section or office will keep note file for financial and administrative related issues and these note files will be maintained by the office or section head.

14. Complaint and Response Mechanism Policy

- a. Anyone has the right to raise or submit complaint against GUS management, activities or its employees from any strata. The organization, GUS is committed to accept, respond to and do the needful of those complaints. " GUS Complaints and Response Mechanism Policy " is a description of procedures on how the organization will respond to those complaints. The complaints can be submitted through any channel; written, over telephone, email verbally or by using complaint boxes that are setup at the field offices. Complaints can also be submitted to against any office head. Addresses of all Board of Trustee (BOT) members, Executive Director (ED) and employees are available in every office, should anyone wish to submit a complaint. BoT will only receive complaints against ED through email only.
- C. A complaint should be responded and resolved within Seven (7) days or the complainant will let know the date of settlement otherwise. It, however, should not be taken more than 30 days
- d. Any complaint should not be left without responding and identity of the complainant should be kept anonymity.
- e. According to this policy, complaints are the following- quality of GUS work and services implementation, behavior of staff, a breach of the GUS policies, guidelines, manuals and code of conduct during implementation, organization's vision, system of holding accountable to the beneficiary and stakeholders, etc.

Complaint could include the following:

A violation of the GUS policies, guidelines, manuals and code of conduct. A concern about the behavior of staff or the quality of the program Implementation. Staff members involves In any cheating or abusing of power, corruption and misusing of financial or resources of the organization for any personal gain. Any service implementation that has a direct impact to the people affected by crisis.

14.1.S Any activity that has a direct impact to the people affected by crisis or environment.

Sexual harassment or provide any assistance in exchange of any sexual acts

Bribery.

The complainant cannot apply to GUS if their complaints are subjected to current investigation by any legal authority of the state. Such issues will be dealt with under the relevant regulatory regime. And, any dispute related to contractual job will not be considered as complaint.

Who can complain: Individual program participants or a community with whom we work, people's organizations, local civil society, local government body, government, official other development partners and any organizational staff.

Branch Manager will be the primary responsible for disposal complaint locally. Regional Team leader is responsible for his/her region and Assistant Director - A&SR for central management. Complaints relating to Assistant Director- A&SR should be fallen with the Director and complaints relating to the Executive Director should be fallen with the Chairperson of BoT through email only.

Sensitive and alarming complaints: The complaints related to sexual harassment, exploitation or abuse and financial corruption would be dealt by the Assistant Director- A&SR accompanying with the Assistant Director- Gender and Training. Identity of the complainant should be kept anonymity.

If it is proved any remissness of staff at any stage in dealing complaints, s/he will be brought under disciplinary action, even it could lead to dismissal.

The safety and confidentiality of the complaint and source will be maintained except if it is not required by the state law and order authority, and if it hamper the organizational dignity then we will refrain disclosing the source of the complaint after having the approval from the Executive Director.

If an employee complains against any employee, s/he has to identify him/herself. If anyone remains anonymous and use fake email ID and address, the organization is not bound to respond to that complaint. If it is identified later on that the anonymous is an employee of this organization, s/he will be brought under disciplinary action.

If anyone outside the organization complains anonymous, the organization is not bound to respond to that complaint too.

If the complainant does not feel happy about the result of the disposal, then s/he/they can appeal directly to the Director or the Executive Director. If the complaint is about the Executive Director, then it will be fallen to the EC Chairperson. Complaints that do not fall within the scope of the organization could be referred to. However, The organization could respond to a complaint submitted by a beneficiary that does fall with other organization.

2 The responsible person of GUS will record the complaint in the register then inform the relevant organization about the complaint received. The person will also let the complainant know about the latest progress of the complaint s/he/they made. If the other organization, that we referred to the complaint, does not respond to accordingly, then we will come to a decision of not communicating again with the organization after obtaining an approval from the Executive Director in this regard. We will let the complainant know about our decision.

Protection and confidentiality:

Here It is noted that the organization shall ensure full protection of the complainant. By no means the name of the complainant shall be disclosed but could do it only taking the approval from the complainant. While discuss, never squeeze the complainant in a way that pretend to defame or harass him/her.

If any complaint is proved false, fabricated or intentionally registered then administrative action shall be taken against the complainant under the HR Policy Manual, 2019.

If the complainant encounter any professional, personal or any other loss for submitting a complaint, according to the Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy.

14.1.2.4 After leaving this organization, if a staff feels s/he has been a victim professionally or otherwise for submitting a complaint related to Sexual Exploitation and Abuse (SEA), according to Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy. But it must be done before his/her settlement of final payment. If the person is a program participant, member or stakeholder, s/he should do it within 15 days of his/her victimization.

15. Anti-Corruption Policy

Objectives

- a. To restrict the scopes and opportunities of corruption in different sectors, all programs and activities of GUS. This policy will cover all GUS offices including the Principal Office, all branches, program-project offices.
- b. To ensure honesty and morality in all GUS activities. GUS practices Zero Tolerance regarding corruption and it has strong position against corruption.
- c. GUS respects all the government laws, policies, rules-regulations on bribery and corruption. GUS is committed to guide, obey by the existing government laws.

Definition

Corruption: Any administrative or financial activities just for personal gain and gain implemented/done violating organization rules and policies will be treated as corruption. Providing any unlawful benefits, providing any scopes-opportunities to gain benefits to any individual, organizations for personal interest, which is also violation of organizations rules and policies, is also corruption. Intention, initiation of such activities will also be treated as corruption. Nepotism, biasness just for personal interest, activities enveloped with personal intentions, discrimination to anyone or to any organization just for personal consideration of benefits, ego will also be treated corruption. Creating an environment in favor of corruption, where the scopes, opportunities and risks of corruption can be created, where nepotism, discrimination, biasness can take place is also corruption. Individuals, groups and organizations implementing activities with GUS support will also be covered with this same policy.

So far identified organizational activities vulnerable to corruption

- a. Purchasing commodities and services and providing grants from and to individuals and organizations
- c. Receiving and providing gifts from and to individuals and organizations
- d. Collecting savings and loan installments and providing loans

Initiative to address these vulnerabilities

Introduction of this Anti-Corruption Policy

- a. Organizing a workshop to identify other serious risks
- b. Organizing special training for senior staff

15.S Scope of this policy

This policy is applicable to all regular, contractual temporary staff, volunteer, honorary staff.

Hospitalities and Gifts

Providing hospitalities and gifts to anyone or to any organizations receiving hospitalities and gifts from anyone or from any organizations with a pure and honest intention will not become under this policy. The following activities will not be treated corruption:

- a. Receiving or providing gifts to anyone or to any organization with the approval of the supervisor, but giving or receiving cash money will not get exemption.
- b. Receiving or providing certificates or gifts for attending any meeting, training, seminar etc.

Prohibited Activities

- a. Making any transaction, providing gift or hospitalities and giving commitment of doing against which there are possibilities of getting immoral, illegal personal benefits.
- b. Receiving gifts, service or anything against commitment of providing him or them illegal facilities or services.
- c. Receiving cash or gifts from any vendor, or any person-organization with whom/which GUS has monetary relation.
- d. Providing special facilities to any colleague taking bribe, cash or gifts
- e. Any activities that breach this policy

Duties and Responsibilities of Staff

- a. All staff must read this policy, they should have clear understanding on this. They have to abide by this.
- b. If there is any corruption happened, if any environment for corruption is happened, if any space is created for corruption, if there is any doubt of corruption, staff should immediately inform management. Hiding any information about corruption even knowing that is also a corruption and it will be treated as violation of this policy.
- c. Management action can be taken against those who violate this.

Collection and Preservation of Information

- a. Information and documentation of all transaction, bills-vouchers should be collected and preserved properly
- b. Information of gift received from outside should be preserved
- c. Counts, bills-vouchers, information of professional communication should be preserved.

Reducing risks of corruption

- d. Any staff or any stakeholder can inform management about any incidence of corruption. If any environment for corruption is happened if any space is created for corruption, if there is any doubt of corruption, GUS staff or stakeholder can communicate directly with management.
- e. To communicate with GUS e-mail, telephone or any other communications can be used.
- f. GUS complaint response mechanism policy, Right to Information policy can be used for smooth implementation of this policy.

Protection and confidentiality of whistle blowers Here it is noted that the organization shall ensure full protection of the complainant. By no means the name of the complainant shall be disclosed but could do it only taking the approval from the complainant. While discussing, never squeeze the complainant in a way that pretend to defame or harass him/her. If any complaint is proved false, fabricated or intentionally registered then administrative action shall be taken against the complainant under the HR policy manual. If the complainant encounter any professional, personal or any other loss for submitting a complaint, according to the Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy. After leaving this organization, if a staff feels s/he has been victim professionally or otherwise for submitting a complaint related to Sexual Exploitation and Abuse (SEA), according to Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy. But it must be done before his/her settlement of final payment. If the person is a program participant, member or stakeholder, s/he should do it within 15 days of his/her victimization.

16. Dress and Cleaning Policy

Every staff has to wear elegant, comfortable *and* cultured dress as your dress evaluate where you work and your organization as well.

- a. It is better to not wearing glossy, more colorful dress,
- b. Is the dress sustainable, appropriate for wearing in office and is the dress present you perfectly, these should consider during purchasing,
- c. You have to present wearing dress as your subordinate colleagues think you leader.
- d. When you participate in a meeting outside, you have to wear clean, cultured and tidy dress so that others people consider you and GUS positive. You have to wearing full sleeve shirt with in-mode especially when you participate in a meeting at DC Office UNO and other government and non- government offices.

It is forbidden to wear loose T-shirt and Jerkin in office. This is also forbidden to come office the dress usually you wear in residence even not for Summit meeting.

Those who are staying in office residence, will have 3 set of shirts, pants and under wears. Excess dress increase the expense and consume more time for cleaning.

Types/nature of dress:

- c. Wearing good quality of sweater, muffler and cap during winter season. Because work speed could be down if the wearing dress cannot prevent you from cold.
- d. Female staff can wear Salwar Kamij or Sarri. But Salwar Kamij is better than Sarri for field work.

- 16.1 Male staff can wear shoes or sandal having belt back side and cover front side. Besides, they can wear keds but using sponge sandal is prohibited in office.

Female staff can use flat or 1 to 1.15 inches heel (bottom of sandal will be plane/flat). But using high heel is prohibited.

Care of dress and shoes:

- a. The dresses must be ironed as needed, this is prohibited to wear crumpled dress in office.
- b. Clean regularly of using dresses, shoes and socks. Ink shoes twice in a month.
- c. Each dress you cannot be used not more than two consecutive days.

17. Security Management Policy and Neutral to Party Politics

17.1 Objectives

To ensure security of all offices, assets and for the staff.
Staff can be free from all sorts of political engagement.

17.2 Office Security

- 17.2.1 Without official purpose no visitor can be entered at office. Any stranger or any member of any organization are strongly prohibited to enter the office along with the belongings like luggage, any bags, carton box etc.
- 17.2.2 In case of emergency purpose, the relatives or friends of any staff is allowed to visit office subject to the proper needs and justifications. In that case, the visitors' belongings have to be checked before entering the office and has to be taken prior permission with positive approach for its checking.
- 17.2.3 Before leaving office, everybody has to be ensured switching off all electronic devices like light, fan, computer, air condition, etc properly.
- 17.2.4 Before leaving the office, the last person/staff of the office will make sure that the door and windows of all rooms are properly closed and locked and also ensure the security of the vehicles like four wheel cars, motorcycle, bi-cycle and others.
- 17.2.5 A per financial policy, two persons of the organization will go jointly to the bank for withdrawing large quantity of money.
- 17.2.6 All offices will be ensured the updated (non-expired) fire extinguisher machine. There will be two kinds of machine for putting out fire, one is for general fire and other one for electric short circuit fire. Every staff has to be well aware about the usage of the fire extinguisher machine.
- 17.2.7 All offices will be ensured fixing CCTV camera for its safety and security.
- 17.2.8 Emergency phone no of police station and fire brigade office will be hanged at notice board of every office.
- 17.2.9 If any accident is happened due the lack of responsibilities of the security guard, then he/she will be responsible for bearing the cost of all the losses and damages.

Staff Security:

It is mandatory to wear helmet both rider and pillion for riding motorcycle. Without valid driving license it is prohibited to ride motorcycle. If any staff drives motorcycle without valid driving license and hereby fall on police case then the driver will be responsible for this and office will not take any responsibility in this regard. The maximum speed limit of the motorcycle will be 40 km/hr.

- 17.3.3 In respect of driving jeep/car/micro bus, the driver must be used seat belt during driving. He/she have valid driving license. The maximum speed limit of the Jeep/car/micro bus will be 60 km/hr. The driver cannot speak or use mobile phone during driving.
- 17.3.4 If any staff falls in a serious sickness or accident then instantly he/she has to be taken to the hospital or clinic and has to be arranged an effective treatment for the patient and later on would be informed the office chief.
- 17.3.5 In case of taking fire at office, it is mandatory to leave the office immediately. During emergency leaving no one should try to take the personal belongings.
- 17.3.6 Before starting the travel, the concern staff will pre-inform the name and nature of transport to the respective supervisor even after arrival at the place/area. Pre-information about the weather condition has to be taken before starting the ferry (launch) journey during rainy season.
- 17.3.7 Do not run here and there during the time of earth quake. Take shelter under or beside the great beam of the building. Everybody has to be followed the govt. instructions or pre-cautions during earth quake.
- 17.3.8 Female staff cannot be travelled alone by bus, micro-bus, auto & CNG taxi etc. it is applicable for field level staff. All the time every staff must keep official ID card among with them.

Security of Foreign Guests:

If any foreign guest visit Bangladesh as a guest of GUS then GUS will ensure all sorts of security with a cooperation of the guest.

GUS will provide an ID card to the guest and will also brief him/her about the security policy.

A written Declaration of Commitment (DoC) has to be collected from the foreign guest(s) that he/she/they will not do or engage in any illegal activities according to Bangladesh law and if it does then GUS will not take any responsibility of this even also not be liable for this.

Security of Property and Assets of Organization:

- 17.5.1 The concern staff/user will ensure the safe-security of the devices or materials which will be given by the office for official use. If the devices or materials is hereby lost or theft then office will not take its responsibility and the cost will be covered by the concern staff.
- 17.5.2 Office will not provide any security of the personal belongings of any staff and guests. The concern staff or guest will have to ensure the security especially for valuable materials and devices.

To be aware from Terrorism

It has to be kept distance and avoid those person(s) who does promote terrorism in the name of religion.

For every staff it is mandatory to inform the Assistant Director-Admin & SR and also to the Executive Director if s/he finds someone is engaged or about to engage with the activity of terrorism and other illegal activities.

To free from Party politics:

It has to be attentive and updated about the country and International politics.

17.7.2 It is mandatory for not to engage directly with the party politics and any political activities by any

17.7.3 staff. Apart from keeping away from the politics, no one will be engaged with any political conflict for any election and its activities.

18. Social Media Using Policy

General Topics / Announcements: With the spread of information and communication technology the use and organizational levels. In Bangladesh, 80% of internet users are reported to use social media. At the same time, it has been observed that most of the employees or GUS are using this social media and at various times and they are posting or publishing information about different activities. In this context, it becomes important to formulate a policy to ensure the proper use of social media among the employees of the organization.

Definition

There are some websites or mobile applications using which we exchange information. Internet connection is needed to use all or these websites. Usually these websites or applications are called social media.

Mentionable social media are: Facebook, Twitter, Skype, Viber etc.

Objectives

- a. Ensuring effective use in organization
- b. Defining dos and don'ts in social media for employees
- c. Ensuring required security and confidentiality in social media

GUS position on Social Media

GUS believes that the use of social media is a personal matter for an employee. However, its publicity, especially on Facebook and Twitter, has had a huge impact on the public. For that reason, any posting may cause the organization to suffer. But since the GUS believes in continuous human resources development and regularly investing money, talent and labor on it, so GUS considers it important to advise its employees on the good and the bad. That is why GUS discourages the use of social media by damaging the personal, family and professional lives of its employees, especially Facebook.

Pros and cons of Social Media

Pros	Cons
a. Helps to keep in touch with relatives & friends b. GUS regularly conducts various awareness campaigns and advocacy activities. An employee of GUS can spread those values through social media. c. These mediums can play a helping role in the learning on various subjects.	a. Use of social media often becomes an addiction, becomes hard to abstain from it. Someone become obsessive with being populist. b. Tendency to raise thyself, propagate self-publicity starts. Then people forget about the time requirements for their personal/professional and family development. c. Wastes work and rest time d. Creates risk of engaging in various immoral, unsafe, extremism. e. Decreases time spending time with family members.

GUS believes that healthy person should divide his/her a 24 hours day as 8 hours of work, 8 hours of rest and left 8 hours for family, recreation & developing self-knowledge base. name also should be allotted for sociality. But it should be remembered that Internet based communication medium is not only one medium for communication, rather than face-to-face conversation has the most important contribution in strengthening the relationship. If first or second supervisor of any employee sends friend request in social media must be accepted.

18.8 Do and don't as an employee of GUS

Dos	Don'ts
a. Publish activities of organization with photos b. Communicate & idea sharing c. Bring up social issues/problems d. Promoting public awareness e. Changing password every month f. Know and maintain risk & security issues of social media use.	a. No Face book using in office time b. Can't be involved in a debate on a political facts, religious or ethnic group cultures. c. Nothing can be posted which goes against values, rules of organization. d. No subject or image can be published that hurts the religious sentiments or a community. e. No religious propaganda can be written or published f. No political ideals, images or propaganda can be written or published. g. Nothing can be written or published that offends marginalized population. h. No gender discriminative or controversial content can be published. i. Nothing that can cause public discontent or unpleasant attitude can be published. j. No complaint or Indignation can be made against the organization or the management in social media. The organization has an international quality policy to deal with such complaints. k. No confidential information of the Company may be disclosed through social media. GUS Rokon information disclosure policy for publishing information. l. An employee cannot have more than one Facebook account m. If supervisor of any employee sends friend request in social media must be accepted and no colleague can be ungrounded in facebook. n. Official activities/ programs/ campaigns can be posted during office hours but not more than one. Since this post will be considered as the public post of the organization, one should be careful about its language, pictures etc. Can consult with senior officers should be if necessary. o. One should't spread Personal anger/ outrage/ hate should't spread through social media. p. The restrictions imposed under the Government's Digital Security Act, 2018 will also be covered.

Ensuring security is important

Our accounts in Facebook or other medium can be hacked easily. Others can take control of our account with different tactics. Others can run dangerous or embarrassing propaganda from our account by taking control of our account. As a result, we can be in danger. In this case the following things must be considered by the GUS staff on an urgent basis:

- a. Should get a good idea about the security of Facebook or any other media.
- b. Passwords must be changed regularly, this password cannot be given to anyone.
- c. You must know everyone everything on Facebook, who can see your posts Facebook, who can write in your wall or who can tag you with their post. Learning them, one must take action accordingly.
- d. Links provided by strangers or strange links should not be clicked.
- e. No stranger or unfaithful (whose behavior and character or details is completely unknown) shouldn't be friended.
- f. Computer & mobile antivirus should be updated regularly.

Circumference of this policy

- a. This policy applies equally to all permanent, temporary, contractual, voluntary, unpaid employees of the GUS
- b. The company will not be responsible for any posts, comments or anything else on social media.
- c. If an employee violates this policy, disciplinary actions can be taken against him/her by the management

19. Information Disclosure Policy:

- a. GUS is to keep Information open to everyone and to provide information according to the Right to Information Act 2009
- b. The purpose of this policy is to inform the beneficiaries of the organization, employees and the parties concerned to disclose the information of the organization. In order to publish information, provide information and get information, this policy will be helpful for all parties. Implementing the information disclosure policy means to follow the principles and standards of the HAP in compliance with the "Right to Information Act 2009" and accountability.
- c. Priority of policy: This policy will be prominent if any policies of the organization are contrary to the principles of this policy. Again, if there is any contradiction between "Right to Information Act 2009" with that policy, then the Right to Information Act 2009 will be applicable.
- d. Anyone can apply to get this information through any kind of media as oral, written, visiting or discussion with anyone of organization. Within 7 working days information will be provided through which he/she wants it. If with the required information there has been a link with third party, then it will take 30 working days to provide the information. For this, if needed any expenditure, the person will carry the expenditure who wants the information. The authority of GUS will fix the expenditure rate. Authority will let them know the fixed rate of expenditure, information providing time within 3 days.
- e. Willingly published all type of information will have been opened to all in website of www.gus.org.bd and in all offices. Those are: background of organization, statutory documents (NGOAB, BIN and TIN and others), aim of organization, structure of organization, worker and e-mail of Trusty Board member, Telephone number, explanation active structure, development plan in project area, under implement project proposal, contract deed, budget and yearly working plan, process of beneficiary selection and classification, advancement report against working plan, training calendar, content of meetings, meeting report, circular, economic report, publication Audit report, policy of complain management, policy of information publication, Human resources management policy, salary structure and advantages, account and observe policy, micro credit policy, operation manual, yearly report and the number and list of beneficiaries
- f. But under trailer the personal information of worker will provide only to state if they want. Interview of worker and visit activity related issues if it's not being "official" then the organization is not bound to provide those information. Information of member or third party which has been preserved in the organization, then the organization is not bound to provide those information to any one if the member or third party does not permit.
- g. The branch office, project office and regional offices will act as the Information unit and the office chief /he will also be the information officer of that office. Or information can be found and available directly to the Chief Information Officer of the Head Office. If any employee lingers to give information or not, then they will face disciplinary measures.

- h. Each registering unit will have one register open so that a record of the information and information provided will be reserved and the head of the concerned office will send a monthly report directly to the Chief Information Officer. The Chief Information Officer will create an integrated data report for the organization and publish the report as self-proclaimed information.
- i. If any discrepancy occurs at any stage, anyone who directs the Chief Information Officer/ Deputy Director Admin & SR

20 . Green Policy

Objectives of Green Policy

- a. GUS believes in sustainable development. From this believe, this policy has been developed to reduce carbon footprint in the atmosphere.
- b. To reduce expenses through probable recycling system and utilization of resources at every level.
- c. To foster sustainable and environment friendly thought in all staff.

Conveyance/Communication

- a. All travelling will be economy for all staff of organization.
- b. To walk on foot task should complete without using any vehicle in Kurigram District. No fuel depended vehicle cannot be used within 3 K.M at branch level. But it is not applicable in the case of banking.
- c. To organize meeting/ training In a venue where participants are more.

Accommodation

- a. We must use environment friendly hotel/guest house in case of staying outside at night.

Report/Circular sprinting

- a. No documents will not be printed without budget, administrative measures, donor report, salary sheet, bank transfer letter, external audit report and group (Shomity) collection sheet. Taking written approval from Director, if any other documents need to be printed.
- b. Official circular, policies, manuals (Electronic copy) will be preserved in the Desktop computer, laptop, pen drive etc. Besides that aforesaid document will be in GUS Website.
- c. All photocopy and printing will print both sides.
- d. Writing font size will be 11. For organization, English font will be Calibri and Bangla font will be Rinky M J. Single Line Space has to be used everywhere. Writing margin will be O.S at the page top, down, right and left. As per recommendation of donor, font size and margin has to be maintained.

20.S Electricity gas and water savings

- a. Light should not keep on unnecessary in room.
- b. During out of room, fan, light, air condition's switch should be off and must stop unnecessary use
- c. Without necessity, printer, photocopier, desktop computer, laptop and ICT equipment have to be switched off.
- d. After using bathroom, light has to be switched off. It is being encouraged not to use electricity if light is available in the bathroom.
- e. Air condition has not be used from October to March and In rainy season.
- r. Gas stove has not be on unnecessary In kitchen room.
- g. During generator connection, no more than one light could be used
- h. Water tap should be used In necessary and stop it properly
- i. Car engine must be stopped during traffic jam and signal.
- j. It is being encouraged to use lift or escalator during overtop but stair should be used during get down

Recycling

- a. Opposite page of using paper has to be used on drafting.
 - b. Opposite page of upper has to be used on printing.
- Instruction will bestow candidate to write both side in page during written examination.

- c. Any kind of wastage of office and kitchen room, using bottle, cane, packet, pen etc must be kept in bin.
- d. Fertilizer can be made through paper burning and other wastage like leaves.

Other Conditions

- a. No use of plastic bottle in office.
- b. Nobody carry and use poly bag in office premise. It is being encouraged to use cloth and Jute bag during shopping.
- c. Every staff will use personal glass, plate. She/he will ensure cleaning these by own.
- d. It is being encouraged to use local product. Abstain from purchasing excess food or product. Use Chemical and pesticide free (Organic) food and abstain from wastage food.

21. Whistle Blowing Policy

Objectives

- a. To build a good organization and this responsibility is not only down to the management or individual but also everyone.
- b. To develop employees with good ethics.
- c. The organization is not only responsible to uphold everyone's rights but also the employee.
- d. We should not only take our responsibility but also the organization.
- e. The employee should not be individualistic rather pluralistic and will always believe in the principle, "Do the wellbeing for everybody, this will also bring wellbeing for you." This principle is applicable to all offices and groups.

This policy shall only be applicable at the time when any incident happens or would be happened. Any whistle blowing statement shall not be accepted or responded if any employee says it after leaving the organization or says it in other branch offices.

This policy shall also be applicable to all in the office even if the whistle blower might not have working relation with the person.

- 21.1 If it is found any employee doing the following things or about to do any suspicious things then the whistle blower shall inform directly to the Deputy Director-A&SR, AD-GT & CR, Director or the Executive Director using any suitable channel-
- a. If an employee does anything or about to do any suspicious activity that is against the organizational policy or hampers the organizational status or violate the zero-tolerance policy and perform anti-state and anti-social activity as well.
 - b. If an employee visits to other colleagues or stakeholders home regularly or engages in private or unethical relationship or build extra-marital affairs or does any immoral activity.
 - c. Does activity against the organizational policy.
 - d. Does damage to office property or embezzlement of property.

If it is proved, an employee/ employee who was/were with the same employee/ group/office and did not blow the whistle on the above-mentioned issues, the management shall consider, he/she/they knew but did not perform their duty. Disciplinary action will be taken for all in this regard.

Protection and confidentiality

Here it is noted that the organization shall ensure full protection of the complainant. By no means the name of the complainant shall be disclosed but could do it only taking the approval from the complainant. While discuss never squeeze the complainant in a way that pretend to defame or harass him/ her. If any complaint is proved false, fabricated or intentionally registered then administrative action shall be taken against the complainant under the HR Policy Manual 2019.

If the complainant encounter any professional personal or any other loss for submitting a complaint, according to the Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy.

After leaving this organization, if a staff feels s/he has been a victim professionally or otherwise for submitting a complaint related to Sexual Exploitation and Abuse (SEA), according to Complaint and Response Mechanism (CRM) policy, s/he too could inform or write the matter to the Executive Director or Executive Board for a remedy. But it must be done before his/her settlement of final payment. If the person is a program participant, member or stakeholder, s/he should do it within 15 days of his/her victimization.

22. Policy on Personal Information Security Definition

In this policy 'Personal Information' will refer to the information of the member beneficiaries, employees, partners and other stakeholders that is submitted to GUS through different forms, agreements email or any other way during program or project implementation, service delivery or other purpose and that is preserved by GUS in printed or electronic files or in other format.

Scope of Personal Information

Personal information is basically the Information by which an individual could be identified. This include:

- a. Name address, phone number;
- b. Information about land and property, bank account, job or business Information i.e. salary, designation, income, tax Identification number, tax information;
- c. Photos
- d. Citizenship information i.e. National ID number, birth registration number, passport;
- e. Political identity;
- f. Physical and health information i.e. age, height, blood group, description of diseases;
- g. Family information i.e. names of father, mother, children, guardian and their information;
- h. Education information;
- i. Digital information including email address location data, IP address, any digital account ID and password;
- j. Any other information which is collected by form fill-up or during any service delivery, verbal or written; and original and copies of them.

Information which are not used to identify an individual will not be considered as personal Information. For example, registration number of business identity, website address statistics of an area where individuals are included.

Security of personal information

Security of personal information will refer to taking initiatives to provide protection of the personal information from its careless or intentional use that could cause any financial or social damage of that individual.

Objective of this policy

-
- a. To ensure the highest security of the personal information preserved at all branch, regional and principal office of the organization.
- b. To establish this security of personal information as a recognized human right and to practice it in the organization.
- c. To Inform all concerned through this policy that GUS is committed to ensure security of personal information.

Method of developing this policy

The definition and scope is derived from analyzing different national and international laws and practices. Member participants and steamed from different level of the organization are directly consulted with about the existing and potential harms of the Insecurity of the personal information. The types of personal information are identified and enlisted here.

Principal Policy

Cabinets or shelves with lock will be used to preserve the printed copies of the personal information files while the digital information will be kept in computers or tabs with passwords. Passwords and keys of the locks will be preserved by the office in charge and no outsider will have any access to those keys. GUS will establish facilities for long-term preservation of the printed copies of information. For example, facilities to keep the documents free from rats or insects and moist. For the digital copies the computers should be kept virus free and a copy will be preserved in an external drive for long term preservation. Personal Information or any part of It will not be handed over to anyone except the owner. With the proper permission of the owner a nominated person might have been given only the expected part of the information with a condition of its safe return to GUS office within a timeframe. In the case of minors, permission from their authorized guardians will be needed. Personal information might have to be handed over to any designated authority by the order of the law enforcing agency or the court. In that case, GUS will inform the owner of the information beforehand. GUS will try to be not involved. Example: organize the handover in presence of the owner and not to provide information of other persons whose information is asked for.

- 22.6.5 GUS will take necessary actions to ensure the personal information protection by complying with the applicable legislation of Bangladesh and will inform the person prior to providing the information. GUS will also inform the owner of the information that it is his/her right and GUS is committed to protect it. or member Personal Information will not be included in the organization's Information Disclosure Policy. That means, information disclosure will not mean disclosing the personal information. However, if it is necessary to disclose any personal information, GUS will disclose this through the appropriate authority. In this case the owner of the information will be notified and will be asked to present in person. The HR department of the organization will be able to see and examine the personal file of the staff -participant for the operational purpose. Prior approval of the Executive Director or the Director in the absence of ED will be needed if other departments of the organization need access to personal information. In that case the owner of the information will be notified.

External organization (e.g. Audit firm) will be able to access to the personal file for audit or regulatory purpose. However, they will not be allowed to copy any information without prior approval of the authority. Executive Director will be able to approve this after notifying the owner of the information. The owner of the information will be able to access to his/her file and will be able to copy it at any time. S/he won't need any prior approval for this. S/he will be able to receive any of his/her own information by communicating with the in-charge of the office where his/her information is preserved. However, s/he to submit an undertaking that GUS will not be responsible for protecting the information will need the approval of the designated person of the office if s/he wants to take the entire file away and s/he will need any more once it is taken away. GUS will take necessary action according to the HR policy if any staff or member-participant violates this policy. GUS will go to law enforcing agency if it is violated by any outsider.

23. Steps for team building and its dynamics

- a. No disrespect or humiliation any staff in front of others.
- b. Each team leader will conduct meeting with the team members and identifying problems and their
- c. Appraising if anybody can show his/her working competency in person. If it is openly then it can influence other staff negatively. On the other hand, team leader will not scold him/her in person and it is the duty of team leader to keep the dignity of all staff.
- d. Observing the improvement of staff after giving input and if the improvement is not satisfactory then team leader will warn him/her and for further improvement the deadline will be set.
- e. No any misbehavior with staff before end of day, week end or any long leave so that his/her leave can be enjoyable to him/her.
- f. Team leader will take information of all staff about his/her personal problems, physical and mental problem any family problems. If these will exist then the team leader will help them for solution.
- g. Cannot be stopped anyone if s/he will want to communicate with the Principal Office.
- h. If any problems with the staff then s/he firstly will inform his/her 1st supervisor and then 2nd supervisor.
- i. Keeping in mind that, after a meeting the all the staff are delightful and motivated for re-energizing.
- j. To get two positive and negative points for programs and management, feedback will be taken through open secret method. Team leader will observe all things neutrally and giving priority to the organizational interest.
- k. It will be kept in mind that anybody can inform anything to management but management will take the policy that "Open/Cross Communication but Line Decision". If it is necessary to take decision by any supervisor then s/he will convince the line managers.

- l. Any gift with an equivalent to BOT 2,500 .00 (Two thousand Five hundred) can be given for any family (marriage of staff or his/her son/daughter). This amount can be paid through cash.
- m. A crest made by organization will be given if job duration of any staff in the organization will be more than five years. Keeping in mind at the moment of giving crest that/ he was efficient in his/her job, sincere and committed to the organization. After primarily selected, it will be needed to take approval from Director or Executive Director for giving the crest.

24. Conditions of duty

Working hours and weekly leave

a. Office time and Weekly holiday

SI	Office name	Office time	Weekend
1	Branch Office	0800-1600	Friday and Saturday
2	Kurigram GUS Training Centre or any Project Implementation Unit	0900-1700	Do
3	UROC	0830-1630	Friday
4	Principal Office	0900-1700	Friday and Saturday

- b. Lunch break will be from 1300 to 1400 hours.
- c. If necessary without hampering the family affairs the staff can have to work for extra time. In this case 1st supervisor may arrange the compensation leave and this leave will not be deducted from the annual leave.

Working hours for support staff

- a. 42 hours in every week
- b. Cleaner each roster 8 hours and three times changed in a day
- b. Driver As per management decision.
- c. If necessary without hampering the family affairs the staff can have to work for extra time. In this case 1st supervisor may arrange the compensation leave and this will leave will not be deducted from annual leave. Common Service Organizer will enjoy one week leave after every two months but this leave will not be deducted from annual leave.

Working hours in Ramadan

The working hours of Ramadan will be settled by the management decision.

Security and Administrative Rules (If those are not followed then It will be treated as misconduct.)

- a. All the GUS office staff have to be free from the betel-nut and betel leaf, aromatic tobacco, smoking, soft and hard drinks free zones. Nobody can smoke within the office of the organization.
- b. No employee of the organization can play gambling or playing cards.
- c. Every staff must use helmet when s/he will drive motorbike. 2nd man sitting on the running motorbike will also use helmet. During the use of jeep or micro the driver and passenger(s) will also use the seatbelt. The driver cannot talk through mobile phone during driving.
- d. Any unauthorized person will not be allowed at motorbike or jeep or micro as passenger. Besides, any male staff cannot take with any female staff and any female staff cannot take any male staff during riding motorbike.
- e. All the sector heads will ensure cleanliness of his/her and colleagues' working place and desks as per the GUS Filing Policy.
- f. All staff of GUS will wear elegant and acceptable dress.
- g. All the sector heads or office chief will ensure the papers preservation of his/her colleagues
- h. Without any written approval of GUS management, nobody can use official asset personally.
- i. If failing of date time
- j. Deceiving others
- k. Opinion build up against any decision(s) of the organization
- l. Reading newspaper and using social media during office time
- m. Drafting of any staff by other staff
- n. Not submitting the declaration of conflict of interest related to relative(s)
- o. Not taking Tiffin in 11 am (if staying in office) and lunch will not be taken in office dining
- p. Organizing any farewell event when any project closes or any staff leaves the organization
- q. If BMI is not at the standard level
- r. Not disconnecting the phone or intercom after two subsequent ringing

24. Organizational Structure, Salary, Allowances, Benefits and leave

Organizational Structure

The organizational structure is changeable on the basis of duty and mobility. Human resources can be changed keeping the basic organizational structure for work plan to implement every year. Basically It depends on two aspects firstly type of work and 2ndly availability of the human resource.

Salary structure and determination of other benefits

- a. For the interest of the organizational development a specific salary structure will be defined. This structure will be changeable. The salary structure will be reviewed time to time and on the basis of necessity and this reviewed structure will have to be approved by the Board of Trustee.
- b. Apart from the change of salary structure the staff will be under yearly increment process.
- c. One day salary will be calculated gross monthly salary dividing by the number of days of respective month.
- d. Increment will be effective from the joining date or promotion date.
- e. No advance salary will be paid

Festival Bonus, Gratuity, Provident Fund, Medical Allowance, Accidental Allowance, Child Care Taking allowance and Travelling allowance

.1 Festival Bonus

- a. All regular staff will be entitled 100% of basic salary as festival bonus. During probationary period, festival bonus will be calculated on the basis of working days. Before 10 days of occasion, festival bonus will be given as one installment but Muslim staff will get 2 basics in two EIDs.
- b. In case contractual staff/project staff will be entitled the festival bonus subjects to the availability in the project budget.

Gratuity

- a. The Gratuity calculation of all regular staff will be done as per allow in table:

Job duration	Gratuity calculation
1. If the staff will leave the organization before three years	1. No entitlement of gratuity
2. If any staff will leave by above three years and up to five years	2. 1.5 basics of last salary with multiplying with the Job duration
3. If any staff will leave by above five years and up to fifteen years	3. 2 basics of last salary their multiplying with the job duration
4. If any staff will leave by above fifteen years	4. 3 basics of last salary through multiplying with the job duration

- a. Every regular staff will get gratuity if s/he leaves the organization. But if the job duration in the organization will not be three years. Duration will be calculated from the joining date.
- b. In case of project staff, the calculation will be done on the basis of accumulated amount in each project. For these staff the above clause (b) will not be applicable. But before three years' job then s/he will not be entitled of the fund.
- c. Dismissed staff or if any staff will breach the agreement with the organization then the gratuity will not be entitled.
- d. No loan will be entitled from this fund.
- e. In case of the staff who took gratuity fund already then their taken amount of gratuity will be adjusted with the received amount. Service life will be minimum 15 years.

Provident Fund

- a. The provident fund is an independent contributory fund. This fund will be led by a Board of Trustee. This trustee will be responsible for taking all the decisions related to fund.
- b. All the regular and confirmed staff will be considered as the member of provident fund and from them 10% of basic salary will be deducted for depositing in provident fund and on the other hand organization will contribute 10% to this fund in favor of respective staff.

- c. If any staff will leave the organization or will be separated then s/he will get the own and organizational portion. In this case, job duration will be 3 years or more than 3 years GUS.
- d. If any staff will be dismissed or will leave the organization before three years then s/he will only be entitled the own part. The duration will be based on the date of confirmation. If any staff will breach the agreement with the organization then the organizational part will be forfeited.
- e. There will be a separate provident fund policy.
- f. After end of the year on the basis of annual audit report the profit will be distributed proportionately to all the members.
- g. The provident fund will not be entitled for contractual staff.
- h. **Loan from Provident Fund**
Any member of the fund may apply in prescribed format to the board for getting loan for the purpose of medical cost, land purchase, house building or repairing, education support for children and marriage of daughter. The member can be able to be entitled for loan the amount of 50% as per the balance of last month. Forgetting more than 50% it will be taken approval from the Executive Director. But all the loans will be approved by Executive Director.

Medical Allowances and accidental allowances

- f. The medical allowance will be applicable for own family. Here, family means husband/wife and children. The duration of entitlement will be calculated from January to December for each year.
- g. According to the position the medical allowance will be applicable as per following table:

SI	Position	Medical Facility (BOT) (For each year)
1	Common Service organizer	5000
2	Credit and Development Officer/Program Organizer/Paramedics	6500
3	Assistant Manager/ Branch Accountant	6500
4	Manager/Branch Manager	8000
5	Assistant Coordinator/Area Manager	10000
6	Coordinator/RPC	15000
7	Senior Coordinator	20000
8	Head	25000
9	Assistant Director	30000
10	Deputy Director	35000
11	Director	40000
12	Executive Director	50000

- h. Any committee members or any staff can not recommend rather this amount. But the Executive Director can approve more amounts exceeding the entitled amount.
- i. The entitlement of allowance will not be same. In that case, the entitlement of the Common Service Organizer, Credit and Development Officer above positions will be following:
 - d. 1 (1) No medical allowance up to 6 month of job duration
 - (2) 75% of entitlement with the Job duration of 6-12 months
 - (3) Job duration more than 1 year, entitlement will be 100%.
- d. 2 The positions above Credit and Development Officer are recruited directly, then they will not be entitled the medical allowance before three years of job duration in the organization. After three years the staff can claim for 100% allowance.
- j. The project staff will not be under this policy if there will be no budget in the project.
- f. The photocopy of prescription and original copies of all invoices will be submitted. No bill is allowed in the raw papers. If committee has the doubt in any invoice or the staff cannot give satisfactory answer then committee can deduct the claimed amount.
- g. Medical allowance will be entitlement any kind of treatment or operation except the ratification of body, face

- h. If anybody suffers from any non-curable disease within one year of joining then s/he will not be entitled medical allowance.
- i. To settle the medical bills, there will be a committee (comprising head to upper level), which will approve the medical bill. The committee will be reportable to the Director. The committee will check the bill and will arrange for payment. The staff will receive the allowance from that office in which his salary is paid. Every two years the committee will be changed and the Director will form the committee.
- j. The Branch accountant will verify the bills with signature and the through recommendation of respective supervisor the bills will be sent to the committee. If committee will need to check then they will do it and then the committee will approve the bills.
- k. Medicines for life saving and prolonged disease {like blood pressure, diabetics and asthma or breathing problems} will be received on by the staff but not other family members. In this case, the staff can take medicine with a one prescription for six months and after six months there will be necessary to visit doctor again.
- l. After checking by committee if there will be any discrepancy, then the bill receiver will return back 50% of received bill and 25% of each 'checked by' and 'recommended by' professional
- m. The all bills for Principal Office staff will be checked and approved by committee. The Director will approve the bills of committee members.
- n. An amount of advance can be taken for serious operation within the entitlement subjects to the approval from Director. But no advance will be approved for treatment of other diseases.
- o. The committee will register the bills record just after receiving. By 15 days of receiving the committee will resolve the claims. The bills of current year can be claimed by January of next year. After that no bill will be received for previous year.
- p. The committee will submit an analytical medical support report to the Director and they will also discuss in a meeting about the report.
- q. All the costs of medical support for on-duty accident will be borne by the organization. In this case director will approved for taking advance.
- r. A member of committee will keep record of medical support by staff in an x sheet through a prescribed format.

Accident/Death Allowance

- a. If any staff will lose the working ability through an accident then s/he can be entitled 5 year basic of last pay scale along with other admissible facilities.
- b. Due to normal death during the job, s/he can be entitled 5 year basic of last pay scale along with other admissible facilities.
- c. Any death by accident or by any person then s/he can be entitled 10 year basic of last pay scale along with other admissible facilities.

Child care taking allowance

- a. This allowance will be entitled only for widow or widower so that by this allowance a caretaker for children can be managed.
- b. For each child Tk. 500/- per month will be allowed. At least two children and up to three years the allowance will be entitled
- c. The children must be under immunization program for getting this allowance and card will be submitted with application.

Traveling Allowance

Traveling allowance in the country

Workingarea	Breakfast	lunch	Night	Condition s		
Inter district or out of working area	200/-	350/-	350/-	- If any staff leaves the office after 8.30 a.m. return the office before 7.00a.m. then s/he will not be entitlement for breakfast allowance. - If any staff leaves the office after 2.00 p.m. return the office before 12.00 p.m. then s/he will not be entitlement for lunch allowance. - If any staff leaves the office after 9.00 p.m. return the office before 7.300 p.m. then s/he will not be entitlement for dinner allowance.		
Any office of the organization	Any staff must take food during staying in the office	Office will bear food cost for guest as following rate				
		Name of the office		Breakfast	lunch	Dinner
		Branch		50/-	100/-	100/-
		Regional Office/CfMTC/CxMTC/Principal Office/PIU		60/-	110/-	110/-
		For Principal Office		100/-	200/-	200/-

- b. In the case of project employee, respective employee will pay cash amount against the food cost to respective office and he will take amount from his/her base office through submitting food allowance (green copy) bill and proper approval.
- c. if senior staff (Senior Coordinator to Executive Director) of the organization entertains with another guest (like donor representative/MRA/ NGO Bureau /CDF/ other organization's officers), s/he will submit all original bill/vouchers including guest entertainment cost. In this cases/he will not be entitlement morning/lunch/dinner allowance.
- d. Food allowance will not be entitlement if organizer bears any kind of food cost for seminar/meeting/workshop/training.
- e. Executive Director, Director or Deputy Director may take food along with branch staff during branch visit. Then the cost of food will be beard from the respective branch.
- f. Employee of branch will not be entitlement travel allowance within their base station. Branch's staff must use bicycle. In the special case, management can take special arrangement and who are entitlement for motor cycle, they will not get travel allowance in the base station.
- g. During travelling, accommodation cost will be maximum BOT. 750 as hotel rent. If hotel rent above BOT 1500, approval must be taken from Director. Employee will submit original voucher in all time. If anybody takes self-opportunity during traveling, then s/he will not under this facility.
- h. In the case of woman staff, if she travels along with her baby (under age of 3 years) and caretaker, she will get travel, food and accommodation cost and also cost of caretaker. In this case, she will submit original bill/vouchers.
- i. If woman member of EC/GC travels (member of group of the organization) along with husband/son for official purpose, she will get all travelling and other allowance along with her husband/son's expenditures.
- I. If any staff goes to out of base station for duty from leave or enjoy leave after duty then s/he will get one way facilities.
- k. Approval must be taken from Director/Executive Director for using air or micro bus. The jeep or car will follow its policy.
- l. If daily allowance is equal to monthly salary or more than monthly salary or stay at outside more than 20 days in a month, management will re-define the decision in this regard

Allowance of outside of the country

(1).Daily food allowance (If organizer does not bear)

- a. For India and Nepal during the journey the daily allowance will be USD 25 (morning USD 5, noon and night USD10 respectively).
- b. Other country of South and East Asia, this allowance will be USD 35 (morning USD 5, noon and night USD 15 respectively) apart from traveling cost.
- c. For Europe and America during the journey the daily allowance will be USD 50 (morning USD10, noon and night USD20 respectively).

(2).Hotel Charge

If training or seminar is not residential, original bill must be submitted and hotel charge is as follows:

- a. In South and East Asia country, hotel charge will be maximum limit USD 60 for every night.
- b. In Europe and America, hotel charge will be maximum limit USD 200 for every night.

(3).Pocket allowance/Transit allowance:

If organizer bears all expenditure for training/meeting/seminar/workshop, pocket allowance/transit allowance will not be applicable But pocket/transit allowance will be given as follows;

- c. In South and East Asia country, it will be limit USD 10 per day.
- d. In Europe and America, It will be limit USD is per day.

(4).local Conveyance:

Daily travel allowance can be charged submitting the original invoice as per planning of travel for the official and visiting the office of networking organization at locally.

- a. Travel allowance will be allowed USD 20 for traveler and for the Executive Director, it will be USD. 50 by the submission of actual travel bills in South and East Asia daily.
- b. Travel allowance will be allowed USD 40 for traveler and for the Executive Director, it will be USD. 80 by the submission of actual travel bills in Europe and America daily.

(5). Communication:

Bill can be submitted based on actual Invoices of internet and telephone bill following.

- a. In south and East Asia for one week or less than maximum limit will be USD. 10.
- b. In Europe and America for one week or less than, maximum limit will be USD. 20.
- c. Through approval from Executive Director, staff can use Rabi internet

(6). Office will cover the cost of roaming bill subjects to the approval from Executive Director

Can be continued to bear the cost of Visa, travel tax etc. from the organizer. If needed, organizer will not bear the cost, then Written information is required from organizer

(8).If organizer receives any kind of cost from participant, organization will bear only the actual cost. In this case original bill will be collected from organizer and submitted to office.

(9). Dinner or refreshment cost can be spent for network/ relation development. Organization will bear the relevant expenditure by Submitting original bill/ vouchers.

(10). Taking approval from Executive Director is mandatory if any staff has any abroad visit for official purpose. EC Chairperson will approve for the overseas visit of Executive Director

(11). A report must be submitted within 4 days after coming from abroad. bill will not be adjusted without report.

Transfer allowance

The transfer allowance will be borne by the organization. In that case the vehicle will be normal public transport. In case of transfer along with family then the furniture and other material transportation cost will be allowed. In case of transfer in -Upazillas the allowance will not be entitled.

Voucher of the expenditure

The bill vouchers of all expenses or travel ticket (more than tk. 500/-) hotel rent invoices will be submitted to the accounts section. If any voucher will not be attached then the amount of equivalent to voucher will not be claim

Allowance or any facility received from other organization

- a. If any staff will represent the organization to other organization In any meeting/ seminar/workshop/ training etc, or provide any technical support and then if that organization will give any daily allowance or any kind of allowance then after coming back to the office s/he will inform about the allowance to his/her 1st supervisor. In case of abroad journey it will also be applicable
- b. After getting Information it will be decided how much amount will be to the staff and how much will be to the organizational fund.
- c. If anybody will not inform the allowance and later on if it can be informed then double amount of money will be fined and the disciplinary action will be taken against the staff.

Leave

Annual leave

- a. As per following table the annual leave for different level of staff.

SL	Office Name	Annual leave (Day)						
		Field level			Regional level			Principal Office
		Own Upazila	Own District	Outside District	Own Upazila	Own District	Outside District	
1	Branch office	15	18	30	Not applicable			
2	Regional Office/MTCs	Not Applicable			15	118	124	
3	Principal Office	Not applicable						24

- b. The probationary staff will get one day annual leave per month with pay.
- c. The annual leave will be earned after completion of respective month.
- d. After end of the year maximum 10 days balanced day will be carried over to the next year annual leave.
- e. 1st supervisor can approve up to 6 days annual leave. For 7-10 days annual leave it will need to take written permission from the Assistant Director-Human Resource Management. For 11 days or more than 11 days annual leave it will have to be approved from Director. No annual leave will be approved if leave will not be earned. The leave will be without pay if not any balance of earned leave. Any advance leave cannot be enjoyed.
- f. Outside divisional staff can enjoy 8 days leave with pay for each two months. Friday and Saturday will be included in this type of leave. But supervisor will consider before approval that this leave will be before or after two months of festival vacation.
- g. The supervisor through discussion with focal will approve this leave. The respective supervisor will consider either there will be any dollar visit or date line of donor reports. These will not be deducted from annual leave but to be recorded in the leave register.
- h. Principal Office staff and the staff is residing office area with family, these leave will not be applicable for them.
- i. Human Resource Management section will declare the holiday list for next year before 15 days of ending the year
- j. If any staff will enjoy leave from Thursday to Sunday then the Friday and Saturday will not be treated as leave. But if any staff will enjoy the leave from Sunday to Thursday then the last Friday and Saturday will be treated as leave. Furthermore if any staff will enjoy leave including with public holiday then the public holiday will be treated as leave. But any one will not enjoy leave keeping the public holiday in the middle of the leave. The above rules will not be applicable for leave without pay as per clause 25.4.3
- k. If any staff reports office after 09:10 hours then for each three day late one day salary will be deducted from the salary of same month.
- l. Before taking leave the official works will be given priority.
- m. Adjacent to public holiday or long vacation of the organization, no annual leave will be allowed and for this any supervisor will not put the request.

- n. During leave or weekend if any staff will not perform the assignment given by the supervisor then that will be under misconduct
- o. During leave or weekend if any staff will not respond and provide information asked by the stakeholders then that will be under misconduct.

Medical leave

- c. Per year medical leave can be earned 14 days.
- d. During the medical leave if there will be organizational holiday, public holiday and Friday then those will also be treated as medical leave.
- e. 1st supervisor will approve two days of medical leave and more than two day sit will need the medical certificate. In this case the 1st supervisor will approve the leave.
- f. In special case Director can approve medical leave.
- g. Taking leave over phone from home:
 - 1) Any staff cannot take sick leave over phone from residence.
 - 2) If anybody does it, 3 days salary will be deducted for 1st time and 7 days salary will be deducted for 2nd times or deduction of salary for total absent days.

leave without pay

In case of without pay no salary will be paid but other admissible benefits will be applicable. One day leave will be calculated as per rule mentioned previously and salary will be deducted from monthly salary. The leave without pay can only be approved by Director.

Maternity leave

- a. For a regular female staff when the job duration will be one year then maternity leave for 180 days and maximum two times will be approved with pay. If job duration is less than one year then maternity leave will be without pay. The following conditions will be applicable. Maternity leave will be six months. Maternity leave will be first 3 months fully with pay and next 3 months will be only one basic and house rent equal. After 3 months of maternity leave, staff may attend. In this case she will get all facilities. She must submit an application in favor of Assistant Director-Human Resources Management along with fitness certificate of doctor.

An example is as follows:

First three months:

Grade/step	Basic	House	Conveyance	Entertainment	Communication	Take home amount
					675	12154
C-5	6752			1013		

2nd three months

Grade/step	Basic	House	Conveyance	Entertainment	Communication	Take home amount
C-5	6752	2701	Not entitled	Not entitled	Not entitled	9453

- b. Before three months of Expected Date of Delivery (EDD) along with doctor certificate the staff will apply to Assistant Director-HRM through the recommendations of 1st supervisor and Sector Heads/Regional Program Coordinator/Project Coordinator. Assistant Director-HRM will approve the leave after full verification of all information.
- c. If applicant will be Credit and Development Officer/Program Organizer then Branch Manager will arrange her groups so that she needs less time for meeting conduction than other staff. More than one year job duration the staff will get traveling allowance for last two months @BOT 500/- subjects to the submission of actual traveling bill vouchers. This allowance is applicable only two times in the job duration.
- d. Less than one year job the maternity leave will be without pay.
- e. As per the decision of staff this maternity leave will be before or after delivery.
- f. After joining to the office after maternity leave the staff will get the following benefits for feeding her child.
 - (1) Every day one hour will be given leave for feeding her child up to two year age of child. This time will be approved by 1st supervisor.
 - (2) An attendant will be allowed with the child during office time and for food cost of attendant BOT 500/- will be approved from office. Any staff can bring her child up to the age of 48 Months

- (3) In case of attending meeting, workshop, training this will be applicable and in that case the actual cost of attendant of traveling and daily allowance will be beard by the organization.

Toys for BCT 2000/- will be given to the child and those toys will be under the supervision of office.

25.4. Paternity leave

After one year job of any male staff will enjoy six days paternity leave with pay and two times during his job period. If less than one year job then this leave will be without pay. This leave will be approved by respective 1st supervisor. With this leave no any annual leave will be allowed.

Education leave

- a. For regular staff after 24 months of job period, the education leave will be entitled. The education leave will not be applicable for contractual staff.
- b. After 24 months of job and up to 36 month the leave will be without pay.
- c. If the job duration will be more than three years then the education leave will be with pay and for two times this leave will be applicable. The staff will perform an agreement After the adjustment of annual leave maximum thirty days will be approved.
- d. In case of female staff three times with the duration of thirty days will be allowed for education leave.
- e. After adjustment of annual leave with education leave then any annual leave will be without leave.
- f. After enjoying the education leave If any staff will leave the organization by three years then the salary of total days of education leave will be returned. For this the staff will perform an agreement with the organization.
- g. admin and SR will approve the education leave.
- a. If the examination date will be postponed then the staff can join the office and salary will be given from the date of joining.

Forced leave

- h. For serious misconduct of staff the forced leave is allowed for the rectification and can come to office with fresh mind.
- i. Through the discussion with Deputy Director and other related professional, Director will approve the forced leave.
- j. After completion of forced leave and if the post is vacant and the staff will be assumed rectified then the staff will be recruited again. If these are not possible then the staff will be separated from the organization.
- k. During the forced leave no other admissible benefits from the organization will be allowed.
- l. After force leave, the staff will submit an application and then through recommendations from respective supervisor and Director, the Executive Director give the approval.

26. Tax

As per the Tax Act of Bangladesh Government the tax will be deducted at source from the staff salary if applicable. The organization will deposit the tax return to the bank.

Condition in favor of gender equity

27.1 Rationality

- a. GUS believes that the women are behind in the professional development due to the social and cultural attitude. In this situation to develop gender relation the steps should be included in the Human Resource Management Policy.
- b. The steps are described in the different section of the Human Resource Management Policy but for easy reference it should be a separate section.

Recruitment and Promotion

- a. During the recruitment advertisement it should be considered that how to attract female in the recruitment. In the advertisement female preference will be mentioned.
- b. In case of promotion female will also be given preference. In case of female the possible development indicators should be given more emphasis rather than experience of female staff.

Acknowledgement about personal matter

Female staff of any level will be teased by other staff or if she will be exploited or if she will think that she will not get justice in her senior supervisor then she will place the matter to Assistant Director--GT&CR and Executive Director and in case of Executive Director to the EC directly or verbally or by written.

Condition for staff appraisal

It is mentioned in the appraisal format that

- c. Attitude to the gender sensitivity
- d. Behavior with the female colleagues.

Salient points for training inclusion

In every training, the inclusion of female staff will be the compulsory subject. For the inclusion of female in the training the following points will be considered:

Derequity will be the society's entitically true.

Gender inequity is the result of the present violent society

Way out the strategies to be self-sustained in the profession.

- c. Coping up of different unfavorable situation in the working place.

27.6. Assistance to professional life

27.6.1 Taking care of children

A female staff will be provided BOT 500/- per month for maximum two children so that she can keep an attendant for her children. The allowance will start from three months and will end by 36 months age of children. If any staff will join with less than three years age of children then she will get this allowance up to the age of three years of the child. For the proof of age the immunization card for the children will have to be shown.

Light work during sickness

The supervisor will give light work to female staff if she suffers from female problem. If necessary the supervisor will arrange public transport on the basis of availability in spite of bi-cycle or motor cycle.

Traveling allowance of child attendant

If any female staff will travel outside with her child then she can take an attendant for her child and the actual cost will be borne by the organization. But this allowance will not be more than the allowance of the staff. For the evidence of the age of the child the photocopy of vaccination card will be attached with the bill.

Training and continuous education

For the professional development of female staff of all levels the Human Resource Management Section will prepare a plan on priority basis. During the job in the organization the female staff will get one time more education leave than male staff.

Assistance for feeding to the child

For feeding her child the female staff will get one hour time during working period so that the work cannot be hampered up to 2 year of child age. The 1st supervisor will approve this facility. For getting this facility no traveling allowance will be provided

Central committee for development of gender relation

Through leading the senior female colleagues and ensuring all level participation a gender development committee will be formed. This committee will conduct meeting regularly. This committee will ensure the personal matters of female staff, professional development and will provide advice to the Executive Director about their participation in the strategic level of the organization.

Apart from this every four months there will be a meeting exclusively with the participation of female staff where the female staff related agenda will be discussed and the minutes will be sent to Executive Director directly.

Disciplinary action: Alternative of dismissal

If any female staff is accused for any unlawful activities and if it will be proved then for her rectification she will be given three-months forced leave once during her Job period rather than dismissal process. After three months if it seems that she has been rectified then she will again be recruited in another position

28. Training and Continuous Learning

Rationality and policy Basically GUS thinks that there are a lot of barriers for the development of the country. Not only that the national and International factors also affect situations. So the solution will also not be easy and a prescribed model may not work for the development. For that why GUS looks for its destination as per its experience. In the colonial structure and patriotic society, the values, expectation, attitude of the educated development workers are related to people centered or not it is questionable. For the above two reasons GUS always wants to create a continuous learning environment for the staff. The strategies are

- a. Thinking/ Theory --Work --Analysis of Experience---... Rethinking/Work and this way a continuous circle.
- b. Arrangement of meeting for the staff where the participants can get the chance to participate and debate.

- c. Exchange of experience through visit other organization and participating in network.
- d. Arrangement of continuous education by the development related books and magazines.
- e. Scope of work, research, experiment on exceptional thinking either it will prove wrong.

GUS also believes that if this continuous education will not be implemented then the organization will not be developed with new thinking and Initiatives and on the other hand new managers and coordinators will also not be developed. And this development will be essential for the vertical and horizontal expansion of the organization.

Responsibilities

The Human Resource Management Section will be responsible for organizing the training and continuous education. It will be ensured that except foundation training any staff should be provided at least three types of training courses. The Research and Development Section will evaluate this system and analyze their impact in the organization.

Foundation Training

After foundation course the staff will take responsibility. After joining in the organization every staff will be provided foundation training. The respective supervisor(s) will organize the foundation training course with the help of Human Resource Management Section.

The foundation course will include the following aspects:

- a. Objectives that are after training what will be the achievement about knowledge skill and attitude.
- b. Study of important manuals and reports
- c. Getting knowledge on concern working strategies
- d. Field visit and night staying in the field.
- e. Midterm and final reports as per training schedule

On the basis of report the new staff will give interview with the supervisor(s) and Human Resource Management section. After analysis the training report will be submitted. Then after recommendation from Human Resource Management Section it will be given personnel file after review by Director and Executive Director. This will help for the future staff appraisal.

Without receiving the foundation course, no staff will be shouldered the responsibilities.

Apart from this on the other topics the training courses will be organized inside or outside of the organization. In that case the following qualified staff will be selected.

- a. Have long term commitment to the organization
- b. Past evidence for the risk taking tendency for the development of poor people.
- c. To be able to multiply training to other staff.

On the job training

- a. To overcome any problem to get special skill the supervisor can organize a training under another experienced staff with the assistance of Human Resource Management section. For this before starting the training a schedule will be developed and this schedule will be distributed to trainee, trainer and Human Resource Management section.
- b. For this training if the staff will have to go outside of base office then the food and accommodation charge will be borne by the respective staff.
- c. For getting training from other organization, the staff will perform an agreement with the organization and it will be done before participation to the course.
- d. After receiving if the staff will leave the organization then as per following table the costs will be deducted from the final payment. The salary and other benefits will also be included with the costs

Time	% of total cost for deduction
To pay the organization of total costs if leaving by 6 months	75
To pay the organization of total costs if leaving by 12 months	50
To pay the organization of total costs if leaving by 24 months	25
To pay the organization of total costs if leaving after 24 months	0

Continuous education

- Human Resource Management section will send the study materials to the all level of staff. The staff will sit a monthly examination on these supplied study mater is. On the basis of these materials all the staff will sit for the test in each month.
- There will be marks system and 40\$ will be the pass marks. If any staff will obtain below pass mark then the disciplinary actions will be taken as per following table:

Sl. No of Exams	Type of disciplinary actions	Sl. No. of Exams	Type of disciplinary an actions
1 st time	Advice letter	5 th time	Salary deduction with the amount of BOT 2000
2 nd time	Advice letter	6 th time	Salary deduction with the amount of BOT 3000
3 rd time	Warning letter	7 th time	Degrading one step or decreasing salary
4 th time	Warning letter	8 th time	Separation from the position

- The obtained marks of each staff will be preserved in the respective personnel file so that those can be used for the annual appraisal.
- Every supervisor will ensure the continuous education of his/her staff. During the annual appraisal simultaneously the staff and the supervisor will be evaluated. The supervisor appraisal will basically depend on the development of the colleagues.

Training Conditions

participants will training cost for each training because this training as can help the development of organizational dimension on the other hand it can develop the staff For the external training an agreement may be performed between the staff and the organization. If that staff will leave the

organization or will be dismissed or separated then the

participant will return the training cost (Salary during training days, traveling and other cost) fully or partly on the basis of time duration.

- The agreement will also be performed If by the assistance of other organization the staff will join any workshop, education tour or education course in the country or abroad.
- If any staff will try to get scholarship from other organization for higher education then the staff will have to take prior approval from Executive Director.

Training Preservation and Multiplication

After getting the training course and before joining to the office work a training report will be submitted to the training section as per following way

- Good hand writing in an A-4 size paper
- Should have margin in the edge of the paper
- Daily schedule in a one page
- Curriculum description as per the prescribed format
 - Session serial and title.
 - Objectives of the session.
 - Methodology as per sub points.
 - Time as per the methodology.
 - Materials required for the session.
 - Special recommendation or instruction for each session.
 - Session guide for each session (Discussion points, materials, documentation, daily basis discussion and methodology)
 - All the supplied handout.
- The manual will be prepared so that way that through following this manual minimum knowledgeable staff can conduct the training.
- If the manual will not be submitted by a specific time of training course then the training bill or salary will be deducted or stopped.

- g. Every external training or study tour will be developed on the basis of staff need and organizational strategic planning. So, before joining to like this course how the skill can be multiplied it should have a specific plan.
- h. It is considered that after getting any Internal training, workshop, orientation if any staff will leave the organization then the costs will be deducted as per following table (the costs include event management, travel, salary of the days for attending training/ workshop/ orientation):

Time	% of costs for the event
To pay the organization of total costs if leaving by one year	75
To pay the organization of total costs if leaving by 2 years	50
To pay the organization of total costs if leaving by 3 years	25
To pay the organization of total costs if leaving after 3 years	0

Relation between staff appraisal and training

The training will be emphasized for each appraisal for the staff. In that case the following points should be considered

- The staff can be able to train others or not.
- The staff has trained other or not
 - The feedback from other colleagues about the skill for on the job training, counseling to other staff.
 - For the preservation of training the role of the staff
 - The degree of change after getting training.
 - The Human Resource Management section will review the appraisal format as per the above policy and the supervisor(s) will develop the staff.

29. Communication and Decision Making Process

20.1 Communication

- Generally a staff can communicate with senior management through 1st supervisor or line manager. But in special cases the staff can directly communicate with Sr. coordinator, Director or Executive Director subjects to prior appointment. This crosscutting communication will create an experience exchange tool.
- All coordinators and upper position can communicate with other organization for the professional and organizational development but for this it will have to take prior approval from the supervisor.
- If female staff seems that her rights and dignity have been offended then she directly communicates with Assistant Director-GT&CR, Director or Executive Director and in case of Executive Director with Chair-lady by any means. Such letter will not be opened by other staff.

Decision Making Process

- During the decision making by any level of staff s/he will think
 - The staff will be hampered by the decision for whom the decision will be taken.
 - Decision will be implemented by whom.

The decision maker will talk with the related staff and will feel their involvement and a wide participation will be ensured. But it does not mean that the decision maker will must take participation of others. Maximum cases this is the matter of accountability and expert and analysis.

Meetings

- The meetings will be the place of implementation review, revised plan of action and experience sharing and so that way the meeting will be learning place for the staff and the development strategies can be identified through experience.
- With the participation of every supervisor, office/ area/sector heads and other professionals the team leader will organize the meeting regularly. The meeting schedule will be declared annually and it will be sent to all the offices. The declared meeting schedule can not be changed without the permission of Deputy Director or Executive Director.

- d. If the decision will not be taken, by maximum participation and if the respective staff related to decision result then the decision may not be mandatory implemented. In that case the decision will be considered as proposals.

Process of Meeting Conduction

- a. As per the annual meeting schedule the supervisor and senior staff will act as meeting secretary. The main responsibilities of this secretary will be to inform the participants, the venue, date and time of the meeting, selection of moderator and documentation and preparation and distribution of minutes by 48 hours of meeting held.
In every meeting rotationally all the participants will act as moderator and documentation respectively. Emendation will circulate the minutes by 48 hours of the meeting held.
- b. In every meeting the previous meeting minutes will be reviewed. Then the meeting agenda will be called for and discussion will start with priority basis.

30. Charge hand over and taking responsibilities during absence

- a. If any staff will leave the office then through a written circular the responsibilities will be handed over to other colleague.
- b. Before giving the responsibilities, the staff will sit with the respective staff and will identify the list of activities during absence and one copy of this written document will be preserved.
- c. After coming the staff will get short brief from the Incharge and will take the charge.
- d. In absence of the staff if there is no other direction, the in charge staff will take all kinds of decision described in the terms of reference of the staff except taking disciplinary action. But in that case after coming of the staff the process will be taken approval.
- e. During absence if any staff will not give the responsibilities to other with written document then the disciplinary action will be taken against that staff.

31. Staff Separation and Disciplinary Action

Types and Separation

Resignation

- a. Any regular staff if no any other bindings he/she will resign from the position one month resignation notice period.
- b. In case of contractual staff; Project Head, Assistant Project Coordinator, Accounts Officer, Monitoring & Evaluation/Documentation Officer the notice period will be one month and for other staff it will be 7 days.
- c. Except the staff who are involved with financial matters; Project Head, Assistant Project Coordinator, Accounts Officer, Monitoring & Evaluation/ Documentation Officer can be effective the resignation acceptance date with the adjustment of annual leave subjects to the approval from Executive Director.
- d. The resignation acceptance will be effective on the date of receiving the resignation letter by HRM Section.
- e. The resigned staff will get the salary and benefits up to the last working day subjects to the clearance of respective base office.
- f. Up to the position of manager Assistant Director-HRM, up to Coordinator Director and upper position Executive Director will accept the resignation letter respectively. The Chair-EC will accept the resignation of Executive Director.
- g. Before acceptance of resignation letter, the staff will be communicated through any means to know why/he is going to leave the organization and this will be informed to Executive Director.
- h. Other Issues:
 - (1) If any staff will leave the organization before the accepted date of resignation letter then the salary of that staff will be opted from the submission month of resignation.
 - (2) Later on after settlement of all pending issues with the organization that staff will get all the dues.
 - (3) For the leaving of the organization without maintaining rules and regulation and for this if the organization will be looser then the organization can file a case for recovery of loss and other money due to breach of agreement against the staff and the guarantor.
 - (4) If any staff leaves the organization before accepting the resignation letter then the organization may lodge the case against the staff and guarantor.

- (1) If any staff is transferred then within three months of transfer his/her resignation will not be acceptable
- (2) During the suspension period, any staff will not submit resignation letter and his/her resignation letter will not be acceptable
- b. Up to the position of manager Assistant Director •HRM, up to Coordinator Director and upper position Executive Director will accept the resignation letter respectively. The Chair-EC will accept the resignation of Executive Director.
- c. If any staff will submit the resignation letter as per the Human Recourse Management Policy or as per the condition mentioned in the appointment letter then the salary of acceptance month will be given with the final payment or that staff.
- d. Up to the Assistant Director level the final payment will be approved by Director and for upper positions the final payment will be approved by Executive Director.
- I. All dues of final payment will be made through cross cheque.
- m. The final payment will be made from Principal Office from Branch Manager to upper positions.
- n. Exit interview: During the receiving of final payment cheque, the exit interview will be conducted. The Assistant Director -HRM will conduct exit interview for all positions. The accountant will arrange exit interview by phone of final payment from the field and by person of final payment from Principal Office. Assistant Director HRM will submit a month basis minutes of Exit interview to Director and Executive Director by 10th of each month
- o. Before acceptance of the resignation letter If any staff leaves the organization then It will be treated as unauthorized leave and then the organization can take disciplinary actions for unauthorized leave. Excess/Redundancy
 - a. If any project or program will be dissolved or squeezed and if no other suitable position of the staff of that program or project will not be vacant and if the potentiality will be lower than the staff will be redundant.
 - b. For the regular staff three months prior notice or three months basic salary will be given In case of contractual staff one month prior notice or one month salary will be provided.
 - c. Redundant staff will be entitled all the benefits and dues subjects to the clearance report from the base office.
 - d. This type of letter will be issued by the Executive Director.

Retirement

- a. The retirement year will be followed the rules of the government. But through the approval of EC the retirement age can be redefined for the need of the organization.
- b. The retirement benefits will be entitled with five year basic salary (at the rate of last pay scale) In that case the job duration In the organization will be 20 years In case of re- appointment, the latest joining date will be considered to calculate the Job duration.

31.1.4 Termination

- a. If any staff will not be under any above clause and if that staff will be risky or no any output from that staff then Executive Director will terminate that staff with three months prior notice or three months basic salary. But for the contractual staff this time will be 7-15 day notice or giving salary of 7-15 days.
- b. Terminated staff will get all the benefits and dues up to the last working day.

Disciplinary Actions, Dismissal and Suspension Process

Accused for misconduct (no need to form committee)

- a. No need to form any investigation committee, if any staff have any misappropriation, talk and provide false Information, has any unethical and un accepted relationship between male and female, any Information that harms to the organization, known to the staff but does not inform the management, meeting conduction without approval from office chief.
- b. Deputy Director- Admin and SR will suspend and issue a showcase letter getting written report from first and second supervisors.
- c. Deputy Director-Admin & SR will take dismissal process directly after getting written report from third person (who is not in line of supervisor or accuser staff).

- d. This process have to be completed highest 21 working days.
- e. Breaching of rules and regulation of the organization or in case of misappropriation, then the staff will be call for audit hearing and if audit committee seems no satisfactory Improvement will be possible then through the recommendations of audit committee the Executive Director will dismiss the staff. The organization may not cover the costs for participating at the audit hearing.
- s. For this if organization may take lawful actions against the staff.

- g. Dismissed staff will get the salary, suspension allowance and only provident fund own contribution up to last working date.

Accused for misconduct (Need to be formed committee)

For the following misconducts the suspension process will be applicable as per clause no.31.S.1

- f. Disobedient to the order of supervisor or upper management.
- g. Violation of any clause of this policy
- h. Habitue to join office lately or leaves office before the closing of office.
- i. Search another job and not to inform respective supervisor through written way.
- j. Oaring launch travelling male and female along stay in a cabin, if not relatives like, husband-wife brothers and sisters.
- k. Stealing of resource of the organization or member participants, loss of official documents and money or dishonest behaviors or to be involved against the interest of the organization.
- l. Taking or receiving bribe for illegal activities, partial behavior.
- m. Receiving/giving food, money (grant or bribe), commission, extortion money, gifts or other benefits for giving the privilege the community or community member.
- l. Tendency to be absent from the office without taking leave or absence In office for seven days without approval.
- j. Unlawful any governmental or office act(s).
- k. Inconsistent behavior which tends to break discipline, quarrel or castigate with others.
- l. Taking any added materials or involvement of business with the illegal materials or illegal transfer of these material
- m. Indiferous to the duties or responsibilities.
- n. Giving wrong information, hiding Information, d-e shaping the Information, loosing of office documents or giving to outside.
- o. The organization will take legal action or hand over to the law enforcement agency if any staff will do any of clauses from 'g' to 'n'.
- p. Proof of smoking,
- q. Telling alie or giving false information
- r. Other misconducts mentioned in the clause no. 24.4 of this policy.

Unlawful or unsocial activities and disciplinary process

Offence	Disciplinary process
a. Taking loan from other staff, target population, local community or other person. b. Regular visit to male or female residence or other local male or female residence beyond the official duties. C. Insulting or unaccepted behavior with the female colleagues or other female in the community	a. Verbal warning in first time, final warning in 2nd time and proceeding starting for dismissal in 3rd time. b. Written warning in first time and proceeding starting for dismissal in 2nd time. C. First time suspension and 2nd time proceeding starting for dismissal.

General misconduct and disciplinary process:

General Misconduct	Disciplinary process
a. Not giving important information to the management which was threat to the organization. b. Meeting conduction without taking approval from Office Chief. - C- Cannot tell the professional standard, filing management, supportive supervision policy, GUS values. d. During the long vacation of the organization or long leave taken by the staff if the staff will depart the office avoiding rules. e. Leaving of station at the day of leave without the verbal approval of supervisor and without writing movement register. f. Not night stay or keeping residence in the working place. - g- Not report submission or target achievement by the set date line of both sides h. Dishonor of staff in presence of others. I. Giving wrong information and losing the official documents. j. Not adjustment of advance by 48 hours after completion of works and 96 hours for abroad travelling. k. Not writing of minutes by 48 hours of meeting held.	a. In the clause of 'a'-b' on the basis of importance of the news directly suspension process or firstly verbal warning and 2ndly suspension process. b. In the clause of 'c'-k' firstly verbal warning, 2ndly written warning letter, 3rdly seven days salary deduction and 4thly suspension process.

Suspension, Investigation Committee and Compliant Resolution Suspension Process

- a. Regiprogram Coordinator/Regional Team Leader/Project Coordinator/Project Manager/Branch Manager suspend any staff of his/her region/project/branch and Regional Program Coordinator or Regional Team Leader can form an investigation committee. After getting the investigation report with recommendation s/he will send the report to Deputy Director-Admin & SR. Thens/he will take action against the accused staff through approval from Director.
- b. Other sectional staff can be suspended by Deputy Director-Admin & SR.
- c. Up to position of Head, Director can suspend the accused staff and s/he can form an Investigation committee. After getting the investigation report s/he will share with Executive Director and will take action.
- d. No any line management staff of accused person will be in the Investigation committee.
- e. During the suspension period, the staff will get 50% salary but other facilities will be continued. After that, if the suspension will be withdrawn then the rest 50% salary will be disbursed. On the other hand, if the complaint is proved then s/he will be dismissed then s/he will get 50% salary from the date of suspension to last date of job. But suspension due to money misappropriation, then s/he will not get any salary.
- f. During the suspension process the investigation committee will sit face to face interview with complainant and accused person and the committee will give the scope to defend him/ herself. The committee will issue the show cause letter and take the answer. They will study the answer. After completion the process the committee will give the report to Deputy Director-Admin & SR. The process will include
The committee will issue the show cause letter to the accused person by 1st week of suspension date, by 2nd week the accused person will reply the show cause letter and face to face discussion, by 3rd week the committee will finalize the report and submit to Deputy Director-Admin & SR. The committee will complete the process by maximum 28 days. In case of money misappropriation, the investigation report will be submitted by 15 days. If this process will not be followed then the disciplinary actions will be taken against the investigation committee.
- g. Up to Assistant Coordinator • Deputy Director-Admin & SR (after approval of all processes from Director), up to Coordinator, Director (approval of all processes from Executive Director) and for upper positions Executive Director will sign the dismissal letter.

- h. During the suspension period, if the accused person violates the rules and regulations of the organization, or hinders the official works, the non the basis of 1" and 2°*supervisor report s, Deputy Director-Admin & SR will issue the dismiss al letter after discussion with Director and Executive Director.

Separation

- a. In case of the probationary staff, the separation will be by 15 days prior notice or immediate notice with 15 days salary without any other admissible benefits.
- b. Up to Assistant Coordinator, Deputy Director-Admin & SR, up to Coordinator, Director and for the upper position Executive Director will issue the separation letter.

Authority for disciplinary action on the basis of level

- a. If any staff will be accused according to the clauses of 31.1 to 31.5.2 then respective 1" supervisor will take necessary action as per the directions mentioned in the clauses.
- b. If it is proved that 1" supervisor hides the serious mistakes of colleague(s) and he does not take any disciplinary action then both staff and supervisor will be accused and will be under disciplinary actions.

Disciplinary actions for observation staff

- a. If any staff will continuously neglect his/her duty, then s/he will be evaluated emergency basis and then s/he will be under observatory for 3 to 6 months.
- b. During this period the resignation letter will not be acceptable.
- c. No taking loan from provident fund or staff welfare fund.
- d. If no improvement by 3 or 6 months then after getting the report from 1" and 2"" supervisor, Executive Director will dismiss him/her instantly.

Case and Suspension

- a. If the organization will suspend any staff(s) and the case will be in trial against any staff(s) then from the date or case filing to settlement of case the staff will be in forced leave. During this leave the staff will not be entitled any salary and benefits from the organization.
- b. Organization can claim compensation from accused staff if honorable court provide verdict in favor of organization. If the verdict goes in favor of staff, then from the date of suspension to verdict, staff will get basic salary from the organization and withdraw the suspension letter. In this case respective staff will not be eligible for other facilities.
- c. During suspension or legal procedure of case, respective staff does job in other organization then s/he (they) will not get any benefits from the organization from the date of suspension.

32. Engage with network and position of another organization

- a. Any staff cannot involve any position which is similar with GUS objectives and activities of any such organization with full or partial or without salary, and cannot establish this kind of organization that could be treated as conflict of interest during the job period. If any confusion arise, the definition from Executive Director will be considered as final.
- b. Any staff can be involved for the interest of the organization with any other networks it will be needed for taking approval from Executive Director. Executive Director will fix who will represent for the interest of organization and with whom.

33. Agreement

- a. An agreement attached with fifty taka adhesive stamp with each staff will be performed.
- b. This agreement will have to be performed from the legal guardian of the staff who is able to be a guarantor. This agreement can be used as legal action against the respective staff and the guardian for the breach of discipline by the staff and recovery of money misappropriated by the staff. The eligible guardian who can sign the agreement is father/ husband/elder brother/uncle/maternal uncle/ father-in-law (in case of female staff)
- c. The guarantor will put his signature in office by person in front of Coordinator to upper position.
- d. If any existing guarantor will die then within 15 days the agreement will be completed with other guarantor and will send to Principal Office by his/her own responsibility. In this case he will also come to office in person for giving signature. If the respective staff will not do it with his/her own responsibility then the disciplinary actions will be taken against him/ her and his/her supervisor(s.)
- e. This agreement will be used for serious breach of rules and regulations of the organization and realizing the misappropriated money if any.
- r. One duplicate copy of this agreement will be preserved in the duplicate personnel file kept in the Office.

34. Code of Conduct

The staff and volunteer of the organization will sign the Code of Conduct during his/her joining in the organization and he will must obey the rules and regulations of the Code of Conduct.

35. Application for re-investigation

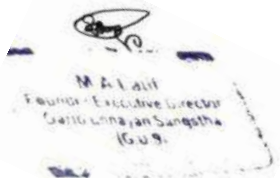
In relation to dismissal matter the staff can apply to the Executive Director or EC-Chair for reinvestigation of the process. For initiating this reinvestigation from the level of positions money will be deposited in officer as per following table:

SINo.	Position	Amount in BOT for application to Executive Director	Amount in BOT for application on to EC-Chair
B	From Branch Manager to Coordinator or equivalent positions	5000/-	10000/-
C	From Senior Coordinator to Header equivalent positions	7500/-	15000/-
D	Upper positions	10000/-	20000/-

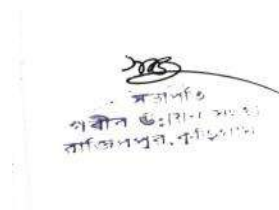
27. Experience Certificate

The experience certificate will be signed by the Executive Director. After final clearance with the organization any staff can apply for getting an experience certificate. The dismissal staff and the job duration below one year will not be applicable for getting the experience certificate. The fee for the allocation will be as per following table:

Position	Fee (BOT)
Common Service Organizer/Suport staff/Driver	1000/-
Credit and Development Officer/ Program Organizer/ Paramedics	1500/-
Branch Accountant/ Assistant Manager/Technical Officer	2000/-
Manager/Branch Manager/ Assistant Coordinator	2500/-
Project Coordinator/Project Manager/Coordinator to Head	3000/-
For upper positions	3500/-



Md. Abdul Latif
Executive Director
Garib Unnayan Sangstha (GUS).



Md. Sajedul Islam
Chairperson - Board of Trustee
Garib Unnayan Sangstha (GUS)

Garib Unnayan Sangstha (GUS) Full Member of Core Humanitarian Standard (CHS Alliance).

