



TRANSPARENCY
INTERNATIONAL
BANGLADESH

Social movement against corruption

HUMAN RESOURCE MANUAL

FEBRUARY 2025



...NOW

INTRODUCTION

Over the past years, Transparency International Bangladesh (TIB) has significantly grown both programmatically and institutionally. We have the distinction of being the largest chapter of TI in the world implementing multi-dimensional and robust programs. This means that we are handling larger and newer resources, projects, staffs, partners and vendors. With this growth the policies and procedures related to Human Resource Management have required updating and amendments to ensure the high standards of transparency and accountability that TIB is known for, and is expected to be. Our main objective is to ensure that our Human Resource Management procedure and all actions, decisions and activities related to it represents high standard of efficiency and effectiveness.

What follows here is the amended, updated version and combination of TIB Human Resources Manual approved by the Board of Trustees of TIB at its 123rd meeting held on February 12, 2025. All relevant members of the staff at all levels and locations are expected to be conversant with the provisions of this manual and to fully comply with the same. The board and management hope that the policy will be fully enforced without any exception so that the underlying responsibility and accountability framework are strictly observed.



Dr. Iftekharuzzaman
Executive Director

HUMAN RESOURCE MANUAL

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SOME RELEVANT DEFINITIONS USED IN THE MANUAL

1. **Appointing Authority** means the BOT; the Executive Director of the TIB appoints in the name of the board as per delegation. The appointments to the posts of Director and Executive Director remains with the Board.
2. **Allowance** means additional payments made to employee in excess of their basic salary.
3. **Advisor/Consultant** means such individuals(s), either Bangladeshi or foreign, appointed on specific terms & conditions as determined by the Board of Trustees on a special contract for rendering consultancy or some advisory or technical function.
4. **Adviser Executive Management** means engaged by TIB to provide advisory services under specific terms of references.
5. **Board of Trustees** means the body that established TIB under a Trust deed. It is the decisions making body of the Trust, but delegates day to day management decisions to Executive Director of TIB.
6. **Basic Salary** means the scale pay, excluding benefits and allowances, which have been sanctioned by the appointed authority for a post held by an employee.
7. **Chairperson** means Chairperson of the Board of Trustee.
8. **Competent Authority** means BOT/Executive Director/Directors or any other officer designated by the BOT/EMT to exercise the powers under these rules.
9. **Duty** means service of an employee including leave authorized by competent authority.
10. **Deputy Executive Director (DED)** means the Deputy Executive Director of TIB appointed by the Board
11. **Executive Director** means the Executive Director of TIB either engaged or appointed by the Board of Trustees.
12. **EMT: Executive Management Team**, the highest decision-making body of TIB after the Board of Trustees
13. **Employee** means a staff or officer of the TIB whether probationary or confirmed.
14. **Holiday** means a day closed to by an order of TIB including national holidays.
15. **Post** means a sanctioned post in the organization including its project.
16. **Salary** means the amount, inclusive of the benefits and allowances, drawn monthly by an employee as the pay and allowance that has been sanctioned for the post held by the employee.
17. **TIB/Organization** means Transparency International Bangladesh Chapter.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Transparency International Bangladesh (TIB) is an independent, non-government, non-partisan and non-profit organization with a **vision** of Bangladesh in which government, politics, business, civil society and the daily lives of the people shall be free from corruption.

In the context of the international movement against corruption, TIB is the national chapter in Bangladesh of the Berlin-based Transparency International (TI), and accordingly, TIB partners and cooperates with TI and its chapters worldwide. However, TIB is not a subordinate body of TI.

TIB is committed to **values** of democracy, justice, rule of law, transparency, accountability, integrity and impartiality.

TIB's **mission** is to catalyze and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Bangladesh and establishing an efficient and transparent system of governance, politics and business. (*Source: Governance Manual and Code of Ethics, TIB, 2016*)

The present Human Resource Manual is based on the above vision, values and mission of TIB. It provides the framework of guiding principles and practices aimed at ensuring the highest standards of efficiency, integrity, accountability and transparency in managing TIB. The HR Manual is a living document, subject to amendment with the approval of the Board/Executive Director. Its practical value and importance lies in the availability of resources and commitment of TIB in applying these standards in its work.

Where the provisions of this HR Manual are inconsistent with the laws of the land or the Trust Deed of TIB, the provisions of law or Trust Deed, as applicable, shall, prevail over provisions contained herein.

The present manual presents the standard Human Resource Policies and Procedures of TIB. These procedures and rules shall apply to all employees of TIB subject to availability of resources. The provisions of this manual shall be applicable to project(s) provided financial implications are covered within the project(s) funds available from project and other approved sources. The Board of Trustees of TIB shall have the right to bring required and relevant changes in any of the provisions if necessary.

Copy of this manual will be maintained in English and can be translate in Bengali. Where a dispute arises, the English version shall prevail.

1.2 Responsibilities of the Employee and behavioral norms

1.2.1 Empowerment/Accountability TIB seeks to entrust its staff, particularly “frontline” staff who are closest to communities, with more autonomy and decision making power. Along with this decision making authority come greater accountability. This should be reflected in functions and organization of TIB.

1.2.2 Stewardship is defined as the responsible acquisition, deployment, and control of human, material, and financial resources. All employees are encouraged to identify how they can become a more effective stewards of TIB's resources, thus contributing to greater organizational cost-effectiveness. The concept of Stewardship will be reflected in performance evaluation of staff of all level.

1.2.3 TIB Staff members are expected to demonstrate transparent behavior in their work. In both internal and external relations, those who have access to information are expected to be open, sharing it freely and generously with other members, unless it is contrary to the interest of TIB.

1.2.4 Learning Environment All staffs are responsible for ensuring a workplace environment that is non-hierarchical and which allows everyone to perform to the best of their ability. On-the-job learning will be seen as a process that continues throughout an entire career. Constructive self-criticism, both individual and collective, will be encouraged as a means to deeper, more profound institutional learning.

1.2.5 Gender and Diversity The richness of diversity found in the socioeconomic and cultural environment of Bangladesh, encompassing gender, race, ethnicity, religion, age and disability will be reflected in our staff and partners at all levels. TIB will strive to understand how the particular condition of each individual or social group shape their ability to excel, creating tailored opportunities for each to thrive, consistent with TIB mission.

1.3 Purpose and applicability

1.3.1 The policies contained herein serve as guidelines for its employees in regard to implementation of human resources matters.

1.3.2 The manual guides management how to manage employees and what decision to make in a particular situation that affect them, and what decision to be made to bring out their best potentials.

1.3.3 All employees will be treated fairly and consistently. The policies shall apply equally for all irrespective of levels.

1.4 Professional Code of Conduct

1.4.1 Employees of TIB shall maintain highest standards of professional behavior and integrity at work.

1.4.2 No one is allowed individually or collectively to get involved in any action or behavior in such a way that may create a conflict between individual or group interest and that of the organization. Each will foster team work maintaining appropriate work place behavior.

1.4.3 All employees shall behave in such manner that promotes team spirits in a cohesive, congenial and mutually supportive work environment.

1.4.4 TIB shall strictly adhere to relevant policies, i.e. Code of Ethics, Policy on Sexual Harassment Complaint & Redress and Safeguarding Policy etc. to prevent and redress any act of harassment, persecution or discriminatory practice(s).

1.4.5 Any act of insubordination, negligence of duties and violation of Code of Ethics shall be viewed as seriously and will warrant strict disciplinary action.

1.4.6 The employees of the TIB shall not be engaged with any active partisan politics. They shall not be involved in any activity that can be detrimental to the interest of the organization or the country.

1.4.7 All employees shall deal with the colleagues at all levels, counterparts, associates and external entities including vendors honestly and diligently.

1.4.8 All will help create a healthy and safe work environment within the organization.

1.4.9 Each employee must safeguard all properties and assets including goodwill and image of the Organization.

1.4.10 The employees of the TIB including service staff and support staff shall ensure decent attire in the workplace.

1.5 Classification of Employees

TIB Staff are classified into the following groups:

1.5.1 Core Staff

Core staffs are those who are so designated by the Board and whose employment is not related to or dependent upon any project.

1.5.2 Project Staff

Project staffs are those who are employed to work on a particular project and whose employment letters specify the project in which they are employed.

1.5.3 Regular contractual staff

Regular staffs are staffs who are employed against sanctioned posts, whose contracts are open ended or up to the end of the project and whose entitlement includes but not limited to: (i) Salary in incremental scale, (ii) Terminal benefits, (iii) Casual leave, (iv) Sick leave, (v) Earned leave, (vi) Festival bonus, (iv) COLA and other applicable benefits.

1.5.4 Short-term Contractual staff

A short-term contractual staff may be (i) a bridge staff or a (ii) need based staff. Short-term contractual staffs are not required to serve a probationary period.

1.5.4.1 Bridge staff: A bridge staff is hired against a sanctioned post for a limited period not exceeding 6 months to fill up a temporary vacancy due to leave, separation, delay in recruitment, non-availability of suitable candidate etc. Such employees are full time employees and get gross salary of the sanctioned position with no entitlement to benefits like (i) terminal benefits (ii) earned leave, and (iii) maternity leave (iv) paternity leave etc.

1.5.4.2 Need-based staff: Need-based staff may be hired on a temporary basis to address specific, time-bound requirements including research, documentation, word processing, data entry, or data collection tasks. These staff members shall be engaged on a daily or monthly consolidated remuneration basis, as applicable. Need-based staff may be employed for a maximum of two consecutive terms, with each term not exceeding six months, and a mandatory gap of at least one day between

each tenure under the same recruitment process. However, due to the specialised nature of their job Finance Assistants may be employed for more than two consecutive terms, provided that each term remains within the six-month limit, with one-day gap between the terms. Need-based staff will not be entitled to service benefits like (i) terminal benefits calculated based on salary (ii) earned leave and (iii) maternity leave (iv) paternity leave (v) Festival bonus.

1.5.5 Post retirement contractual staff: All staff members after completion of 65 years of age shall retire. Following retirement in due process, highly skilled staff in the position of Coordinator and above may be appointed on contract basis subject to the approval of the Board provided that the retiring staff is evaluated to have: i) made excellent contributions with proven expertise and commitment; and ii) physical and intellectual capability to continue to deliver effectively. The terms and tenure of such post-retirement contractual appointment at the level of Director and above will be determined by the Board; while that of Coordinator level will be determined by ED subject to the approval of the Board.

1.5.6 Service Staff & Contractual staff (if applicable)

1.5.6.1 A Service Staff is monthly wage rate employee employed to do manual work. They include cleaner, cook and attendant of Baby Corner. Such staffs work on daily basis of 8 hours or 4 hours.

1.5.6.1.a. For Service Staff employed on 8 hours a day basis, the 8 hours are counted exclusive of lunch and prayer break. Such Service Staff may serve more than one shift in which case total working hours will remain within 8 hours.

1.5.6.1.b. Service staffs are entitled to (i) wages at fixed rates, (ii) two festival allowances as per clause 3.17 each equivalent to one month's wages of one shift .

1.5.6.1.c. Contractual Staff (if applicable) and Service staff should be entitled to End of service benefit (EOSB) for entire service period from the date of joining to the TIB and the provision will be made monthly on pro rata basis (day/month/year).

1.5.6.1.d. At the time of separation or end of the project, service staff will get the EOSB as per following rates.

- For continuous service of 3 years or more: BDT 5,000 per year of service on pro rata basis.
- For continuous service of 2 years but less than 3 years: BDT 3,000 per year on pro rata basis.
- For service of less than two years: BDT 2,000 per year on pro rata basis.

1.5.6.2 For part-time Service Staff appointed on the basis of up to 4 hours a day, wages and other benefits will be determined accordingly following the same principles as 1.5.6.1.b.

1.5.6.3 Part-time Service Staff will be entitled to 12 (twelve) days leave for a contract period of 6 (six) months.

1.5.6.4 Final settlements for part-time Service Staff will be conducted at the end of each six-month contract period. These settlements will include all outstanding dues and entitlements as per the contract terms.

1.5.6.4 The part-time Service Staff members may be re-employed after a minimum gap of one day following the end of their current contracts.

1.5.7 Consultant

Consultants are not TIB employees. A consultant is appointed for a short time to do work of specialized nature. Consultants are entitled to (i) a fixed daily/weekly/monthly rate of fee or a fixed amount for the entire assignment /deliverables (ii) transport/reimbursement of transport cost for travel other than regular travel to and from office (iii) per diem only for field trips, (iv) other reimbursable cost

necessary to perform the work such as meeting cost, venue cost for focus group discussion etc. Consultants will not be entitled to any salary, fringe benefits or leave. A consultant cannot use TIB's identity.

1.6 Grades of Employee:

Grade	Generic Designation
Grade – I	Office Assistant
Grade – II	Assistant Coordinator/Area Coordinator / Research Associate
Grade – III	Deputy Coordinator/Cluster Coordinator/Fellow/ Data Manager/Data Analyst
Grade – IV	Coordinator/ Senior Fellow/Data protection Officer
Grade – V	Director
Grade - VI	Deputy Executive Director
Grade – VII	Executive Director

1.7 Commencement of Service

1.7.1 The service of a staff shall commence from the date of his/her joining, on submission of a joining letter.

1.7.2. Joining shall normally take place in the forenoon (12 pm). However, in case of joining in the afternoon his/her service shall be commenced and the salary and benefits shall be counted from the next day.

1.7.3 Joining shall be preceded by issuance of letter of appointment consisting of job title, job description and terms of appointment.

1.8 Probation Period

1.8.1 All regular contractual staff for a period of one year and above will be on probation for 6 months. For any contractual staff for a period of less than one year shall be on probation for a period of two months. Interns will be guided by the internship policy.

1.8.2 During the probationary period, new employees shall be evaluated on their performance, their personal attributes, observance of code of Ethics of TIB and other applicable policies of TIB.

1.8.3 A staff on probation will not be entitled to any official foreign training or foreign travel. A staff of such category willing to travel abroad for the purpose of attending training, workshop or event arranged on his/her own may be allowed to do so in exceptional cases. The period of absence for this purpose will be treated as leave. A probationary staff will however be entitled to participate in domestic training/workshop or undertake travel within the country subject to the nomination/approval of the supervisor not below the level of Coordinator. Where foreign travel of a staff on probation is considered extremely essential, the Executive Director may, on the recommendations of the concerned Director and the Director of Finance & Admin., approve such travel.

1.9 Termination period

19.1 TIB may terminate service contract of any member of the regular staff /confirmed staff at any time without showing any reason subject to a notice period of 120 days or payment of 120 days' (equivalent 4 months) basic salary in lieu of notice period. During the probation period such termination is subject to 7 days' notice or payment of 7 days' basic salary in lieu of notice period.

1.9.2 Termination period for staff other than regular contractual ones will be as follows:

Service length:	Termination Notice period
<3 mm	2 days' notice or payment gross salary in lieu of notice period
3 – 6> mm	7 days' notice or payment gross salary in lieu of notice period
6 -12> mm	15 days' notice or payment gross salary in lieu of notice period
12 mm & above	1 month notice or payment gross salary in lieu of notice period

1.10 Resignation period

1.10.1 Any member of the regular staff /confirmed staff, after joining TIB may terminate the service contract to a notice period of one month or payment of 30 days' (equivalent 1 months) gross salary in lieu of notice period. During probation notice period for such termination is 7 days.

1.10.2 Other than regular contractual employee can leave the organization by giving notice for a period specified in serial 1.9.2.

1.10.3 Deduction of payment for shorter notice period shall be made on the basis of the number of calendar days of the deficit.

1.11 Confirmation

1.11.1 After completion of probation period, evaluation of performance of the probationer shall be conducted in the due process subject to the approval of the Executive Director. Subject to satisfactory performance during probation period, an employee shall be confirmed his/her position. HR will issue a confirmation letter to the employee within 15 days after expiry of the probation period based on division head recommendation/based on "Probation Assessment Report" of Concerned Director.

1.11.2 If within thirty days after the end of the probationary period the appointing authority does not issue a confirmation letter and does not inform the employee in writing, of a change in the status of employment, the employee may represent to the authority for decision in this regard.

1.11.3 In case of unsatisfactory performance, the appointing authority may extend the probation period for a period of three months. Intimation of such extension be given before expiry of the current period of probation.

1.12 Re-designation

1.12.1 The Executive Director in consultation with the EMT and subject to approval of the Board may change the designation of TIB staff at the same level, if necessary.

1.13 Transfer

1.13.1 Staff joining TIB services shall be bound to obey transfer orders to serve in any office of TIB situated in any part of Bangladesh.

1.13.2 Before joining the new office the staff must fill in the transfer form (Handover/Takeover) and take release from the present office.

1.13.3 When transferred, earlier supervisor shall assess the performance of her/his supervisees and send it to the new supervisor.

1.13.4 Unless otherwise determined by Executive Director, all decisions of transfer shall be notified at least thirty (30) days before the effective date.

1.13.5 Up to the level of Coordinator, Concern Divisional Director and above Coordinator, ED/DED will be the approval authority for Transfer within Division/Department/Unit.

1.14 Formal handling over charges on transfer

1.14.1 On transfer the staff shall handover charges formally to the successor replacing her/ him or to any other authority as may be instructed.

1.14.2 Transfer of charge must be in writing and all records, files, documents assets, etc. under the jurisdiction of the transferee must be handed over to the successor or any other competent authority as may be directed.

1.14.3 A prescribed form (Handover/Takeover) shall be used for this purpose.

1.14.4 Staff shall ensure attendance sheet clearance for himself and supervisee (If applicable) at the charge handover period.

1.15 Joining period on transfer

1.15.1 Joining period on transfer is the time period required by a staff to enable her/him to join her/his new place of posting.

1.15.2 Joining period on transfer shall be maximum 3 working days from the date of release from the office.

1.16 Inability to join within the stipulated time

1.16.1 Failure by a staff to join her/ his duties within the stipulated joining period it may tantamount to indiscipline, if there is no valid reason for such delay.

1.17 Temporary Duty Transfer

1.17.1 As deemed necessary by management, any TIB employee may be asked to accept a temporary duty transfer to any field office or other location in Bangladesh. However, such “temporary duty” transfer shall normally be less than three months unless otherwise determined by Executive Director.

1.18 Re-Appointment of former staff

1.18.1. A former Staff may be re-employed upon vacancy and by way of competitive recruitment process after having fulfilled all requirements.

1.18.2 If s/he is selected, s/he will receive a new EIN. A new personnel file shall be opened but the older one shall be kept handy for ready reference.

1.18.3 An employee who was terminated, dismissed or discharged, shall not be eligible for re-employment.

1.19 Full-time employment

1.19.1 TIB staff members are employed on full-time basis, therefore without prior consent of the Executive Director, no staff shall take up employment with or without pay or join any position on an honorary basis or be involved in any full-time or part time consultancy. This however shall not apply to studies/ training for capacity enhancement subject to prior approval and on condition that this would not hamper his/her performance.

1.20 Honorary membership with other organizations

1.20.1 Employees holding any honorary position with any other organization/s shall inform the HR Unit and the respective Divisional Director at the time of joining the organization.

1.20.2 Employees willing to join in the Management Board/Honorary Board of any other organizations shall take permission from TIB management.

1.20.3 Any employee of TIB cannot be a member of any political organization or any other organization associated with or affiliated thereto.

1.21 Undertaking outside Assignment/ External Assignments/ Consultancy opportunities

- a) Staff shall be eligible for undertake an outside assignment/ consultancies for a period not exceeding 10 working days in a year, regardless of the number of assignments.
- b) The authority shall be notified well in advance about the assignment/consultancy providing detailed information about nature of work (TOR), name and description of the assignment provider, payment terms, duration, place of assignment etc. Written approval shall be taken from Executive Director
- c) The assignment/ consultancy must be relevant to TIB's work or ensure improvement of the staff skill which is required for performance of TIB's work (such as facilitation or data analysis skill).
- d) The staff must take earned leave during the period of assignment. If earned is not available, the staff shall apply for leave without pay. The staff may combine his/her weekend/ holiday with leave. During leave without pay the staff will not be entitled to any salary or benefits.
- e) The staff must ensure that TIB resources are not utilized for such assignment.
- f) The staff will be entitled to accept the compensation/ fees/ reimbursement of actual expenses.

- g) The above rules will not apply where TIB assigns a staff to do some work for or at any other organization.

1.22 Policy implementation and monitoring

1.22.1 It is the responsibility of employees at all level to adhere with the policies set forth in the manual as they apply in a particular situation.

1.22.2 Supervisors are responsible to monitor policy applications.

1.22.3 Violation of HR policies, in any form or degree, will entail disciplinary action.

1.23 Manual amendment process

1.23.1 The Executive Director is authorized to interpret and clarify any provisions of this policy and develop/design/amend process, procedures, forms and formats required for smooth implementation of policy.

1.23.2 The Executive Director is authorized to modify/add provisions to clauses related to, or fix/re-vise rates in the entitlement of reimbursable expenses such as travel rates, per diem, hotel expenses, vehicle/ mileage entitlement etc. or amend applicability of reimbursable benefits.

1.23.3 Any amendment in salary, benefits, gratuity, provident fund, earned leave encashment, retirement benefits and COLA shall be made by the Board. If any change is needed in these areas, Director Finance and Admin will propose to modify existing policies through Executive Director and upon approval of the Board of Trustees, they will be amended. HR will communicate the changes to the employees as and when they occur.

CHAPTER 2: RECRUITMENT AND SELECTION

2.1 Principles

2.1.1 TIB is committed to hire skilled and competent people at all levels. The management believes that individuals with talent can significantly contribute to the achievement of its goals.

2.1.2 All recruitment should be through competitive selection process

2.1.3 Each vacant position will be open for both internal & external candidates and shall be accordingly notified. If an internal candidate posted in the field is invited for an interview, s/he will have to come on her/his own leave which will not extend beyond 3 days. Internal candidates will not be given any preferential treatment or special consideration and must compete evenly with external candidates for a given position.

2.1.4 TIB attempts to make sure that equality of opportunity is an integral part of the whole recruitment process. No discrimination will be made on considerations of individual race, color, age, religion, sex, or disability during the selection process.

2.1.5 Existing TIB staffs are eligible to apply for higher vacant position if they fulfill the requirements.

2.1.6 Appropriate age limits for different positions shall be determined by the management which may be updated/amended from time to time depending on specific requirements of respective positions and circumstances.

2.2 Hiring principles

2.2.1 Only Bangladeshi citizens of 18 to 60 years of age are eligible for recruitment as regular contractual staff. Person of more than 60 years old cannot be recruited as regular contractual staff. Retirement age for regular contractual staff shall be 65. People over 65 years of age can be recruited only as Short Term Contractual staff or highly skilled contractual staff subject to exception provided in section 1.5.5 (post retirement contractual staff).

TIB may, any time, ask any individual staff or a group or category of staff to undergo medical fitness examination especially for staff who are responsible for manual work and whose physical and mental soundness is important for safety and security of other staff.

2.2.2 An individual who was convicted by the court for criminal offence involving moral turpitude will not be recruited.

2.2.3 TIB shall develop a five-year human resource plan based on its strategic plan. As per annual work plan the HR Unit will prepare a Human Resource plan and recruitment action plan. Recruitment needs identified and advertisement of vacancies be made as far as possible once in a year.

2.2.4 Human Resource requirement be evaluated six-monthly.

2.2.5 All recruitment efforts will be coordinated by Human Resources Unit on the basis of requisition from respective division or unit subject to budgetary provision.

2.2.6 Whenever situation demands, the organization can hire people on contract or daily basis. The Executive Director/Deputy Executive Director can decide such hiring subject to availability of funds.

2.2.7 At the outset, HR and Divisional or Unit heads will make sure that a job description is prepared for recruitment purpose. The job description will clearly mention job summary, duties and responsibility, reporting, job requirements of a position. A copy of the job description will be kept in HR. HR will assist line manager to prepare job descriptions.

2.2.8 TIB shall not hire members of a Trustee or staff's family, i.e., a spouse, parent, child, sibling, first cousins, first nephew and nieces, uncles and aunts or first in-laws without specific authorization through a unanimous decision of the Board. Short listed candidates invited for an interview, shall be asked to fill up a form disclosing information whether any of their relatives are working in TIB, or are members of the Board of Trustees.

2.2.9 In exceptional cases, if a candidate is found qualified, an interview committee shall be formed by the Executive Director or Board as the case may be.

2.2.10 If any former staff of TIB (including short-term and interns) is found to be involved or has been found to have been involved or there is reason to believe that s/he is/has been involved in any kind of smear campaign against TIB, online or offline, that has damaged or has the potential to damage TIB's reputation, s/he will not be considered eligible for recruitment in any position whatsoever in TIB or any form of engagement with TIB in the future.

2.3 Principles on Gender Relation

2.3.1 TIB shall strive to ensure gender equality through following the principle of gender equity without compromising principles of merit and efficiency.

2.3.2 In case of equally competent female and male candidates, subject to fulfillment of other requirements, female candidates shall be given preference for recruitment.

2.3.3 In case employees working at TIB, enter into matrimonial relations with one another, one of them shall have to leave the organization.

2.3.4 In case of new recruitment, if a couple appeared for interview for two different posts, only one will be selected subject to fulfilling other conditions of the employment.

2.4 Job Analysis Information

2.4.1 HR Unit shall analyze the job information before it goes for recruitment.

2.4.2 HR Unit shall keep a file in which a description of each job and its desired qualifications shall be written down indicating the following information:

- a) Sound physical and mental attributes
- b) Aptitude and adaptability
- c) Education or training necessary
- d) Working experience.
- e) Other qualifications as may be necessary

2.5 Job Description (JD)

2.5.1. TIB shall have written job descriptions for the all the positions using a similar format. Board be informed of such JD time to time.

2.5.2. The JD shall be reviewed periodically by the respective supervisor with intimation to HR.

2.5.3. The JD of TIB shall include:

- i. A summary statement
- ii. Title of the job
- iii. Relationships, Reporting (vertical and horizontal)
- iv. Specific duties, Responsibilities, Authority

2.6 Vacancy Announcement

2.6.1 When a position falls vacant in a division/unit due to departure of a staff or in case a new post is created in sync with Human Resource budget, the following provision shall apply:

- i. The vacancy announcement shall be circulated externally through newspaper (national and/or local, as applicable), internet advertisement and TIB's website, the reference of which shall be shared internally to facilitate applications by internal candidates.
- ii. Internal staff who are interested and who fulfil the requisite criteria must have prior approval of respective divisional/unit head.
- iii. In case suitable candidates are not found, vacancy announcement shall be made in the same process for the second time. If the second vacancy announcement also fails to ensure suitable candidates, head-hunt method can be adopted subject to confirmation of competence through written test/viva, as appropriate, in the due process.
- iv. Normally a minimum of two weeks' time shall be given for receiving applications from the candidates unless exceptionally determined by Executive Director/Deputy Executive Director. For short time contractual staff minimum one week shall be given for receiving application.

2.7 Short list of applications

2.7.1 HR Unit shall make a short list of all CVs through careful review and in consultation with Divisional Heads based on the organizational need, applicants' qualifications, skills, knowledge, experience and suitability for the position. A committee can be formed to shortlist the CV where necessary.

2.7.2 Final shortlisting should be done through the automated HRMS or by one staff at a higher level or by an external in case of technical positions as appropriate. For director ED/DED will conduct shortlisting, for DED, it will be done by ED, for ED, it will be done by incumbent ED in consultation with Board Chairperson.

Final shortlisting should be done by CCC recruitment committee for service staff at CCC level.

2.7.3 The Executive Director/Deputy Executive Director shall finally review and approve the list of candidates for interview.

2.7.4 In case of equally competent candidates and subject to the fulfillment of the requirements decided by the EMT) TIB shall give preference to its in-house candidates. However, in this case the employee's personal file, past performance record and results of annual evaluation shall be taken into consideration.

2.7.5 If any Division and/or any project have disproportionately less female staff, the TIB Management shall take possible affirmative actions to bring gender equality and equal representation.

2.7.6 The call for interview shall be communicated by email, SMS and phone at least 3 calendar days ahead of the interview date. The same shall apply in case of written tests.

2.8 Test/Interview and selection

TIB shall undertake any or all of the following tests or adapt any other appropriate devices in the selection process.

2.8.1 Interview Board shall be formed at the initiative of HR Unit comprising of at least three members with the approval of the Executive Director/Deputy Executive Director or Board as the case may be. Preferably, efforts shall be made to make the Interview Board gender balanced. The Board shall not be influenced by any kind of request to do any favor for a particular type of candidates.

2.8.2 Taking test

- a) Written test, unless exception is made for special circumstances.
Qualifying written score for oral test would be minimum 40%. The number of candidates for viva would be determined by the Management based on the number of vacant positions.
- b) Face to face interview (viva)
Unless exception is made for special circumstances, qualifying viva score for final selection would be minimum 60%
- c) Practical skills test (where applicable)
- d) Group discussion and or presentation (if needed)
- e) Medical test (If needed)
Medical test expenses will bear by selected candidate and after joining cost will reimburse upon submission supporting documents and bills.

2.8.3 Recruitment & Selection; On the basis of written vs oral test number

- a) Final selection of candidate/s shall be made on the scores received in the viva/oral tests.
- b) In case of internal candidate/s, the scores of the concerned Director/Unit Head shall not be counted.

2.8.4 There shall be a provision of keeping a waiting/panel list valid for minimum six to maximum twelve months.

2.8.5 TIB's existing staff transfer to another project

If any existing TIB staff are interested to move within TIB to another division/project with same position-grade/steps, his/her credentials will be reviewed by TIB Management following which s/he would be asked to face the Selection Board directly for oral test (viva) along

with shortlisted external candidates. Given that the candidate is an internal who had joined TIB after qualifying at a written test, s/he will not be required to take another written test.

2.9 Documentation for Recruitment & Selection

The HR Unit shall preserve all documentation in connection with the recruitment and appointment of all staff, including the mode of application, date of appointment, qualification and experience documents and personal information of staff.

2.10 Employment Record

- I. Documents relating to the employment and service with TIB shall be kept in a separate file for each employee, referred to as Personnel File in the custody of Human Resources Unit or any other authorized person as appropriate and necessary. The File shall contain, amongst other things, HR staff requisition, Job Advertisement, detailed vacancy notice, Application, all certificates, interview related documents, Reference documents, NID, and employment relevant documents.
- II. In addition to a fully functional HRMS, TIB may consider preserving hard copies the Personnel File where unavoidable.
- III. The Executive Director, Deputy Executive Director, Directors and Unit heads, where applicable, shall have ready access to the personnel records/personnel file.

2.11 Some Benchmarks

Recruitment and promotion of regular staff in the position of Assistant Coordinator and above shall be guided by the following rules:

2.11.1 The minimum qualification will be a Master's degree. A Bachelor's degree may be accepted for minimum qualification for specialized positions such as IT, MIS, Web Administrator, Data Visualization, Audio- Visual production, Motion graphics and Audit/Accounts.

2.11.1.1 B. Sc. in Engineering or Computer Science with specialization on relevant subjects from reputed universities

2.11.1.2 Recognized accounting degree (CA, CMA, CPA etc)

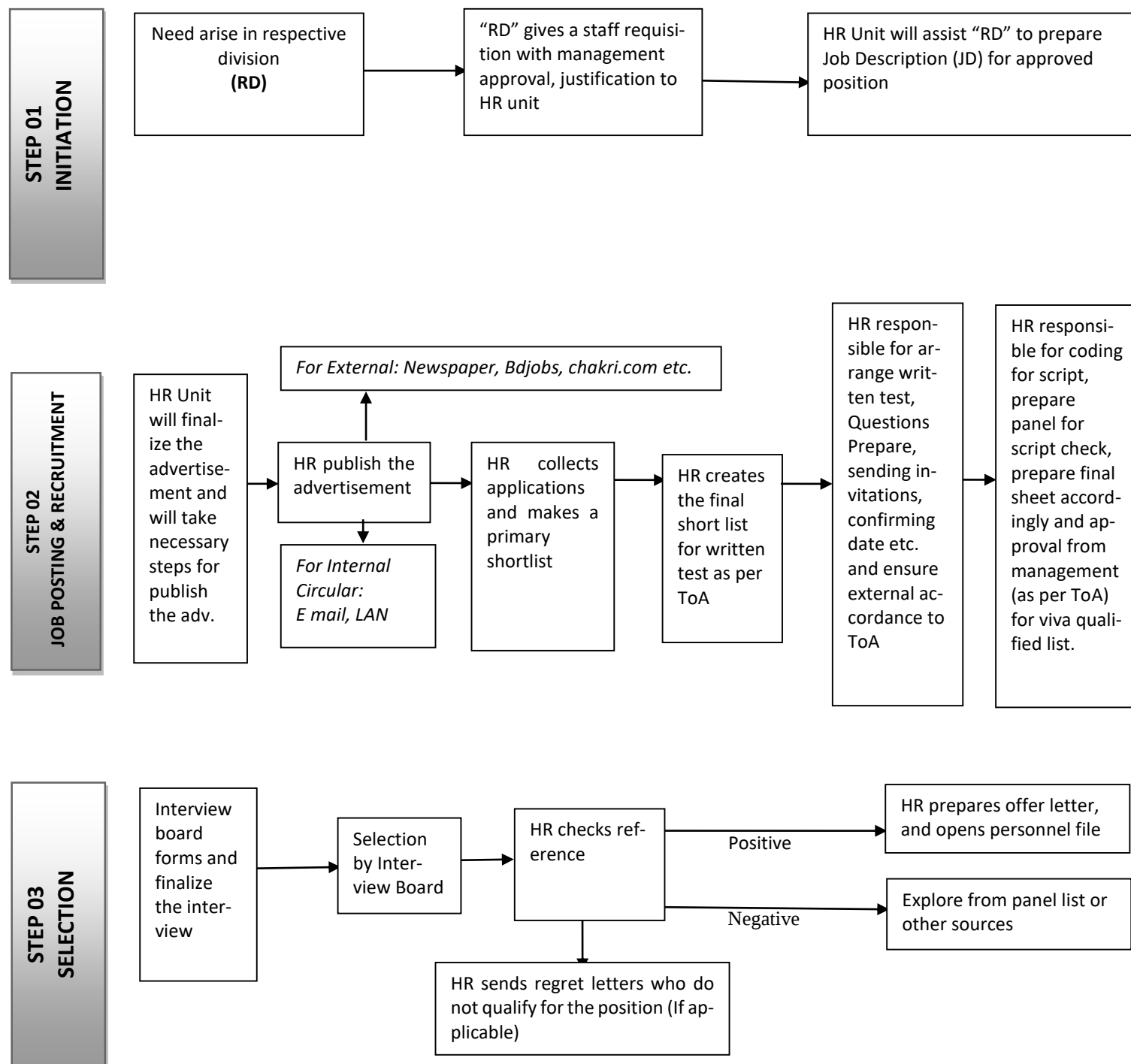
2.11.2 Where possible and appropriate, TIB shall reserve certain positions to be filled by only women candidates, subject to fulfillment of merit and other criteria.

2.11.3 All appointments, transfers, separation (termination, dismissal, redundancy etc.) related letters shall be signed by the Executive Director or any other person authorized by Executive Director or according to Table of Authority (ToA: Adopted 84th Board Meeting/01/07/2015)

2.11.4 Academic grade: GPA/ CGPA vs Divisions:

Division/ class	SSC/HSC (on scale of 5)	Bachelor/ Masters (on scale of 4)
Third Division equivalent	Below grade 2	Below grade 2.5
First Division equivalent	Equal or above grade 3	Equal or above grade 3.5

3.9.5 RECRUITMENT & SELECTION PROCEDURE FOR TIB



CHAPTER 3: STAFF SALARY AND BENEFITS

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CHAPTER 4: TRAINING, STAFF DEVELOPMENT AND INTERNSHIP

4.1 Objective

TIB encourages and supports employee training and development opportunities within available resources. The intent is to enhance employee's technical skills specific to the requirement of TIB and prepare them to shoulder higher responsibilities and take challenges ahead.

The main objective of training is to make sure that employees job related knowledge is enhanced and they can perform their job better. Employee training is also viewed as a means for improving morale and confidence.

4.2 Basic Principles

4.2.1 Training as shared responsibility: Employee training and development is viewed as a shared responsibility. Both the concerned employee and her/his line manager will discuss and go through different aspects of training before a decision is taken.

4.2.2 Need based and result oriented: Employee training and development must have relevance to specific position needs and her/his future career prospect. It should be result oriented in the sense that employees, after return from training will use their learning for the better performance in the organization.

4.2.3 Budget: All training should have prior budget provisions and it should be cost effective. Training plan should consider available financial resources for employee development.

4.2.4 Funded training Programmes can be availed provided these are consistent with above.

4.2.5 Training: Sponsored by TIB or external stakeholder

- a. If the cost of training borne by TIB or sponsored by others on behalf of TIB exceeds BDT 200,000 including but not limited to travel expenses, training fees, per diem/out-of-pocket expenses (if applicable), lodging, visa fees, health insurance, etc., the employee must sign a bond committing to serve TIB for a period of 1 year upon completion of the training.
- b. If the total cost of training exceeds BDT 500,000, the employee must sign a bond committing to serve TIB for a period of 2 years upon completion of the training.
- c. If actual costs are not available or are undetermined, TIB reserves the right to estimate and determine the bond amount and period.
- d. If an employee departs from TIB during the period as outlined in the bond agreement, the bond amount related to the training programme shall be recovered in full. This shall apply in respect of all of the above.

4.3 Responsibility

4.3.1 Employee: Employee can identify her/his training needs and opportunities in line with his/her job responsibilities and career goals with TIB.

4.3.2 Supervisor: Line Managers are responsible for assessing the training needs and identifying appropriate training opportunity. This shall be done through strengths, weakness and performance review of the employee as per need of TIB. Supervisor/Line Managers shall have the responsibility for new recruits/transferred/promoted employee(s) on-the-job training.

4.3.3 Training and HR Unit: The training unit is responsible for providing information and necessary support in regard to need based training activity. It is also the responsibility of HR Department to coordinate with in-country and overseas training institutes and resource persons in regard to exploring training opportunities. Every effort will be made to make training cost-effective and job-oriented. Such exercise shall lead to an annual training plan consistent with the plan of action for the respective project cycle of TIB.

4.3.4 Organization: TIB will give support to employees with necessary information and financial support. Executive Director and Training unit will help supervisors to conduct training need assessment.

4.4 Type of Training

Both in-country and outside training will be organized according to identified priority needs. TIB encourages on the job training, as well as employee's job-related skill, management and leadership development training which are of general nature. All training request will be coordinated by Training unit once the training nomination form is initiated by respective division and approved duly. With the support of Training unit and Finance & Administration Division, HR unit will ensure necessary indemnity bond between the employees and TIB for long duration/costly training.

4.5 Evaluation

4.5.1 Reporting: Every employee having attended any training shall be under obligation to submit a written report/ presentation stating inter alia applicability of the training in TIB.

4.5.2 TIB expects that all employees who receive training utilize learning of training Programmes at the work place. It is the responsibility of respective supervisors to evaluate training outcome or impact. Whether employee's job performance has improved or not will be assessed by using proper evaluating tools. Training unit will facilitate in the evaluation process.

4.6 Induction and Orientation

4.6.1 Induction means an introduction of a newly joined employee to his or her job as well as to the organization.

4.6.2 Due emphasis will be given to inform the employee about her or his job, the employment conditions, and the surroundings on the first week, preferably on the first day of joining of a new employee. The objectives of induction are to welcome the incumbent, orient about the organization and to make her/him feel that s/he is part of the organization.

4.6.3 The Human Resources unit will arrange preliminary induction session on the terms of employment, TIB's compensation and benefits package, personnel policies and procedures in general.

4.6.4 The new employee will be provided with the required information about the organization's rules and regulations that might affect her/him. The organization's history, philosophy, core values, vision, goals and objective, Programme objectives, Programme coverage etc. will also be briefed in a befitting manner.

4.6.5 The supervisor will introduce the incumbent with the co-workers, explain her/his job responsibilities, show her/his in and around, explain any additional privilege and share as much information that the new employee might need.

4.6.6 It is the responsibility of the immediate supervisor to ensure that the newly joined staffs are oriented on both matters relating to individual projects/units as well as on the general issues.

4.7 Career planning for the staff: "The longest journey begins with the first step"

The HR and Training unit shall explore and support the career development initiatives of the employee

for various units/division and assist to implement it properly. This shall be in consultation with line managers and employees.

4.8 TIB Internship

TIB's Internship Programme is aimed at facilitating exposure, awareness and sensitization of the Interns to the key issues and challenges in the areas of TIB's work, and to TIB's approach and Programmes in addressing the same. TIB Internship is also designed as a learning opportunity for would-be professionals on specific aspects of TIB's on-going activities such as research, grassroots level citizens' engagement, advocacy & campaign and organizational effectiveness.

4.8.1 TIB Intern

A learner – usually a post-graduate student - who is granted an affiliation with TIB for hands-on experience of work for a limited period with no salaries or benefits other than the allowance indicated hereinafter is called TIB Intern. The Internship in TIB may or may not be related to a Degree Programme that the Intern may be enrolled in at the time of Internship.

4.8.2 Qualification

Students enrolled in final year Masters or equivalent level or post-Masters studies in a recognized university, or who have completed such studies but are not currently employed in a full-time job, may apply directly or through appropriate authority of the University for a position of Internship in TIB. Candidates must be within the age limit of 27 years and should have good academic record – at least one first division/class or equivalent results and no third division or class throughout academic career. Good knowledge of problems of governance in Bangladesh, communication skill in both Bangla and English and computer literacy would be of advantage.

4.8.3 Application & Selection Process

A substantive application should be submitted to the Coordinator-HR&OD explaining the reason(s) for choosing TIB for Internship, and indicating specific area in which the applicant is willing to work as a TIB Intern. The application should attach with full curriculum vitae, two passport size photographs, and names and contact addresses of at least two referees. The position of Internship in TIB is offered only after satisfactory evaluation of the applicant's qualification, potential and interest. TIB's judgment and decision are final in this regard, and TIB reserves the right to accept or reject any application with or without offering explanations. Request for Interns may come from line managers and application from intended Interns may be circulated to line manager to examine their suitability.

4.8.4 Terms of Contract

Once a candidate is selected for internship a letter of contract signed by an authorized official of TIB will be countersigned by the Intern, implying that the terms and conditions detailed herein will be applicable. In addition, specific job description and other terms, if any, that may be applicable on a case by case basis will be separately provided in the letter of contract or as attachment to the same. The Intern shall carry out such duties and responsibilities as are specified in the Internship contract. S/he will also be agreeable to discharge any other related responsibilities as may be assigned by the appropriate authority of TIB.

4.8.5 Supervision

The Intern will work under the supervision of a senior member of the TIB staff who will be regarded as the Intern's Line Manager, and to whom the Intern will report.

4.8.6 Tenure

The tenure of TIB Internship is usually 10 weeks, and no more than 6 months' subject to the discretion of the TIB authority.

4.8.7 Placement

The place of Internship will be normally at the TIB office in Dhaka or any of its project areas outside Dhaka.

4.8.8 Working hours and Leave

Working hours, weekend and holidays for the Intern shall be the same as for TIB staff. Applicable Leave entitlements will on pro-rata basis following leave policy.

4.8.9 Allowance

Interns are not entitled to salaries and benefits. However, Tk. 12,000 will be paid as gross monthly allowance to cover conveyance and incidental expenses. In connection with the given assignment field visits are required, the cost of travel, accommodation will be covered by TIB as per relevant provisions of HR Manual.

4.8.10 Office & Related Facilities

To the extent possible, TIB will try to provide logistic support such as workstation, telephone and internet use, supply of stationery and other facilities, that may be required for proper discharge of assigned tasks by the Intern.

4.8.11 Reporting, Evaluation & Certificate

One week before the end of the tenure of Internship, the Intern will submit a detailed report to the Supervisor/Line Manager narrating and analyzing the outcome of the internship. On the basis of this report and overall evaluation of the Intern's work during the tenure of internship, TIB will issue a Certificate to the Intern indicating quality of performance.

4.8.12 Future Prospects in TIB

In case vacancies are created for regular appointment, and subject to fulfillment of necessary qualification and experiences, Interns will be eligible to apply for TIB jobs during the Internship period or thereafter. However, such applications will be treated at par with other qualified applicants for the same position, and working as intern would not automatically be considered as a justification for priority.

4.8.13

Termination

Both parties - TIB and the Intern - may terminate the Internship contract by providing 7 days' notice. However, TIB will have the right to terminate the Internship without any notice period if the Intern is:

- a) Convicted of any offence involving moral turpitude, or
- b) Found guilty of misconduct.

CHAPTER 5: LEAVE AND HOLIDAYS

5.1 General Condition

5.1.1 It is expected that all employees through their work shall uphold commitment to the mission and vision of TIB.

5.2 Office Hours

5.2.1 A regular workday begins at 9:00 am and ends at 5:00 pm, with one-hour break for lunch. Each workweek consists of 35 working hours, beginning on Sunday at 9:00 am and ending on Thursday at 5:00 pm. However, Staff on Level I working hours will be 40 hours in a week starting at 8:30 a.m. to 5:30 p.m. on each working day with one-hour lunch period.

5.2.2 During the working days of the month of Ramadan, office hours shall be determined by the management.

5.2.3 During working hours' staff shall not leave the office without information to or approval of the supervisor, as deemed appropriate.

5.2.4 Pregnant women and lactating mothers, if necessary may be allowed for flexible working time as agreed with their supervisor.

5.2.5 In the event of any natural disaster or civil commotion (for example-cyclone, mob violence, hartal etc.) which poses a direct safety/security threat to an employee especially female, the supervisor at his/her discretion may allow necessary relaxation basis on management decision in their timely attendance in duty station.

5.2.6 Working hours in CCC offices will be same as the Head Office provided that the ED may determine otherwise based on specific local need.

5.3 Holidays

5.3.1 Friday and Saturday will be weekly holidays. It may otherwise be determined by the management.

5.3.2 TIB shall observe Govt. declared public holidays and other holidays as decided by the Executive order of the Govt. unless otherwise decided by the competent authority to meet exigencies of circumstances.

5.3.3 Due to urgency and importance of the work, time-to-time employees shall be required to work extra time during a workday, or on holidays. The Line Manager/Director of a Division is the responsible authority of his/her unit's work and s/he must know the reason of the employee's extra timework. It is expected that the Line Manager/Director shall monitor work plan so that unless there is any special or urgent work, an employee especially female employee is not normally required to work beyond office hours or in a weekend/holiday.

5.3.4 If an employee has to work at night, the management shall take care for the safe return of all employees especially woman (by arranging office transport, subject to availability) from the duty station.

5.3.5 In any unavoidable circumstances (Civic unrest on any other condition beyond management control) if the office remains closed the employee shall make up the lost hour or day as decided by the management. In such circumstances when the office remains open, if any employee is unable to attend office, the lost hour shall be compensated.

Depending on circumstances arising from beyond management control, like the Covid crisis, provision

from Work from Home may be introduced subject to the approval of ED in consultation with the EMT.

5.4 Attendance

5.4.1 The employees shall be punctual which shall be one of the criteria for evaluation of their performance. Indiscipline in this regard is a violation of code of conduct and may warrant disciplinary action.

5.4.2 Flexibility will be permissible from 09:00+ am to 09:15 am with appropriate adjustments. Half day EL will be deducted for every three days of delayed attendance after 09:15 am.

5.4.3 At the time they arrive in the office all employees shall ensure the Attendance daily, unless they are on leave, on tour or ill, attending a meeting/conference or training outside this office. Attendance register could be maintained manually and/or electronically as available.

5.5 Leave Policy

General Principles:

5.5.1 All staff shall enjoy their admissible leave with approval of the competent authority.

5.5.2 Depending on the organizational need, management may refuse or cancel leave already granted or change the nature of leave or recall an employee before the expiry of his/her leave.

5.5.3 All leave records shall be properly maintained.

5.5.4 No leave shall be granted to an employee who is under suspension.

5.5.5 It is TIB's policy to record and calculate the earned leave, sick leave and casual leave based on the calendar year.

5.5.6 Leave can be requested and granted in the form of half or full day (half-day leave requires four hours in the day).

5.5.7 Earned leave and casual leave can be taken together. Casual leave can be suffix or prefixed with weekends and/or holidays, but cannot be combined both ways except exceptional cases approved by Executive Director.

5.5.8 Probationary staff will be entitled to earned leave, casual leave and sick leave as due.

5.5.9 At the time of staff separation any excess leave availed by him/her compare to entitlement must be adjusted with final payment.

5.5.10 Officially sanctioned extended public holidays for various festivals by bridging the day(s) in between public holidays and weekends cannot be combined with other personally entitled leave back and forth.

5.6 Categories of leave

The following categories of leave may be admissible to regular and project staff of TIB in the project calendar year depending on employment status, confirmation and as specified in the concerned section:

5.6.1 Earned Leave

i) A regular staff is entitled to 20 (twenty) days of Earned Leave (EL) in a calendar year.

- ii) A maximum of 60 (Sixty) unused Earned leave may be carried over by an employee to the succeeding year.
- iii) A maximum of 50% (10 days) leave earned in a calendar year can be encashed. Such encashment will be on the total EL balance for the calendar year. For example, If the EL balance is 14 days then 10 days will be encashable, and the rest 4 days will be carried forward as non-cashable.
- iv) Encashment will be on the basis of basic salary as of 31 December of the year of leave earning. A staff may opt for non-encashment of his/her leave in which case the leave will be added to his/her accumulated balance of up to 60 days in the whole period of employment in TIB. Leave once opted for non-encashment cannot be encashed later.
- v) An employee wanting to take earned leave of five (5) or more working days should apply sufficiently in advance.

5.6.2 Sick Leave

- i) All confirmed and probationary staff shall be entitled to avail up to 14 (fourteen) days of sick leave in a calendar year with full pay and benefits.
- ii) Sick leave will be calculated based on calendar days.
- iii) Sick leave for 3 consecutive days or more must be supported by medical documents/certificates issued by a registered medical practitioner.
- iv) Employee must inform his/her supervisor about his/her sickness without delay. If the sickness continues beyond three days, employees must keep their immediate supervisors/Director informed of their condition on a regular basis.
- v) Employee must apply for sick leave through HRMS system and submit doctor's certificate and other necessary documentation on resuming his duties.
- vi) Probationary staff can avail sick leave earned till his/her service period.

5.6.3 Casual Leave

- i) Regular contractual staff are entitled to 10 (ten) days of paid casual leave per calendar year. Approval for CL can be taken either on the day on which the leave is applied for or within 3 days of the leave.
- ii) This leave shall not be granted for more than 3 (three) consecutive days at a time except in exceptional cases approved by Executive Director.
- iii) Unused casual leave cannot be carried forward.
- iv) Part-time/short-term employees are entitled to enjoy casual leave on a pro-rata basis. However, they will not be entitled to avail any leave other than casual leave.
- v) Probationary staff can avail casual leave earned till his/her service period.

5.6.4 Maternity Leave

- i) A female employee on regular/project position shall be entitled to maternity leave with pay for a period of total 180 calendar days consecutively before and after child birth. Commencement of maternity leave shall depend on medical advice of the physician.

ii) During her service in TIB a female employee shall be entitled to maternity leave only twice. A female employee with one child before joining TIB shall be entitled to maternity leave with pay only once. A female employee with two or more children before joining TIB, shall not be entitled to any maternity leave.

iii) In case a new mother (employee) or baby is at risk after the end of maternity leave period she may request in writing for leave without pay along with a doctor's certificate indicating the special circumstances.

iv) TIB will not knowingly employ a woman during six weeks immediately preceding the date of delivery.

v) A pregnant employee must notify upon confirmation of her conception and apply at least 6 (six) weeks before the expected date from which she is interested to go on Maternity Leave.

(vi) If a pregnant member of the staff requires shorter than normal daily working hours, she may take leave in multiples of hours following the due process, which will be adjusted against her earned leave. Any leave application must be for multiple of four hours (half day) which can be spread over a number of days (no one day's leave can be less than one hour).

(vii) In case of adoption of a child a woman employee will get up to 3 months' leave with pay to establish relationship with the child. In such case the following rule will apply:

At the start of the leave, the age of the adopted child shall be less than six months.

The number of children of the mother including the adopted ones shall not be more than two.

Leave entitlement will be three months or the period between the day of adoption and the day the child turns six, whichever of these two is shorter.

5.6.4.1 Service condition during maternity period

i) Supervisor(s) shall ensure less travel of women employees during pregnancy depending on her physical condition.

ii) A women employee shall not be dismissed or terminated during the period of pregnancy unless an offences constituting moral turpitude or serious misconduct is proved as per disciplinary procedures.

iii) A new mother, who has a child up to 2 years, may be allowed breast-feeding time at her residence subject to an upper limit of 90 minutes in conjunction with lunch-time.

5.6.5 Special Leave for Paternity Purpose

i) All TIB employees, other than the temporary/short-term ones, shall for the reasons of full time care of the new born child and/or wife, be eligible for special leave of 10 calendar days with pay. Such leave shall be taken in a stretch.

ii) Such special leave is applicable for maximum two delivery cases of his spouse.

iii) The paternity leave will be applicable for fatherhood of no more than two children during or beyond the service period in TIB. The paternity leave may be taken for up to 10 consecutive days irrespective of weekends or holidays counted from any date after the birth of the child until one month.

5.6.6 Accrued Compensatory Leave

Members of the regular contractual staff, short-term staff and interns of TIB will be entitled to Ac-

crued Compensatory Leave (ACL) for working during weekends or holidays to meet authorized deadlines under the following terms & conditions.

5.6.6.1 Approval to work on weekend or holiday and approval of the accrual of ACL will be given by the supervisor at the level of Area Coordinator in consultation along Coordinator in the Field Offices and Supervisor in consultation along Unit/Divisional Head in the Head Office.

5.6.6.2 To be entitled for an ACL, an application for approval to work at weekend/holiday should provide the following information:

- a. Specific work/target to be completed, number of hours needed and the deadline;
- b. Evidence of consistency with the work plan; and
- c. Credible explanation of why work is indispensable on a weekend/holiday.

5.6.6.3 Except as provided in clause 4 below ACL can be claimed for a half day or full day only when an employee had to work for a minimum of 4 hours or 8 hours, respectively, on a week-end or a holiday. The maximum number of ACL for a head office based employee under this category will be no more than 10 days per year.

5.6.6.4 (a) The minimum requirement of 8 hours work for a day's ACL can be relaxed for a field-based employee who is required to work routinely at weekends/holidays throughout the year. The field-based employees will be entitled to a maximum of 15 days ACL per year. However, for the field-based staff not requiring to work on weekend/holidays clause 5.5.6.3 will be applicable for ACL.

5.6.6.4 (b) Short-term staff and interns, whether based at the Head office or in the field, are entitled to up to 5 days of ACL for a six-month contract period. If a staff member is required to work beyond the allotted 5 days during holidays or weekends, they will be compensated with one day's equivalent salary for each full day worked and half a day's equivalent salary for each half day worked.

5.6.6.5 Working extra hours on a regular working day and/or short-time work at weekends and holidays will not justify ACL.

5.6.6.6. ACL must be availed/utilized within 3 months of accrual, following which any outstanding ACL will be lapsed. No more than 3 days of ACL can be taken at a time, which can, however, be taken in combination with other categories of authorized leave.

5.6.6.7 ACL cannot be encashed. ACL and overtime cannot be claimed together.

5.6.6.8 ACL will not be applicable in staff capacity building, e.g. training, workshop or seminar within or outside the country.

5.6.6.9 ACL will accrue for attending in-country Seminar, workshop, staff meeting etc which are organized by TIB as a part of project implementation or by its partners and are attended by invitation or nomination.

5.6.7 Rest and Recreation Leave

- i. After every three years of service (without break), a confirmed employee shall be entitled to have 15 calendar days Rest and Recreation leave. No allowance other than regular salary and benefits shall be applicable for such leave. A staff shall enjoy this leave within one year of entitlement.
- ii. Rest and Recreation Leave cannot be combined with any other leave but can be combined with weekend and holidays.

5.6.8 Quarantine Leave

An employee who has acquired an infectious disease and needs to stay away from office for safety of

his colleagues will be entitled to quarantine leave up to a maximum of 3 continuous days (including holidays/weekend) for conjunctivitis, and 14 continuous days (including holidays/weekend) for other diseases on the recommendation of the physician. If an employee needs additional leave on this account, such additional leave will be charged to casual or earned leave. For the purpose of this clause infectious diseases will include pox, diphtheria, measles, mumps, jaundice, TB etc.

5.6.9 Study Leave

Study leave is granted to staff who, on his/her own initiative, secures funds for studying for a specified period in an area which is considered relevant to his/her work in TIB. A regular member of staff having served TIB for 3 years or more may be allowed leave to pursue higher study at own arrangement having no cost involvement of the organization. Maximum of two years of such leave may be approved by the Executive Director on recommendation of the concerned Director provided the proposed study is considered beneficial to the organization. TIB does not pay any salary or benefits for the period of leave.

5. 6.9.1 The study leave will be subject to the following rules:

- a. The period of leave shall be up to a maximum of 24 months. In exceptional cases, the Executive Director may extend the leave by a month.
- b. The leave will be without pay, that is, the staff on leave will not receive any salary or benefit for the leave period
- c. Festival allowance: The staff will be entitled to festival allowance on pro rata basis for the portion of the year (January -December) he/she served before going on leave.
- d. If the staff so desires, he/she may continue his/her PF membership without disruption by depositing both employer and employee's contribution.
- e. The salary of the staff will freeze at the grade and step he/she was on the day before commencement of the leave.
- f. TIB reserve the right to terminate the employee for cause following relevant HR Policy during or after the study leave. In case of separation before serving the required period, the provision at 2 (d) below will apply.
- g. Staff will be exempted from the requirement of serving TIB only if the position is abolished due to restructuring of the organization/ project.
- h. Staff have no option of taking intermittent leave for studies at home or abroad.

5. 6.9.2 Upon return from study leave the salary and benefits of a staff will be as follows:

- a. The staff will receive salary in the same grade and step as s/he received on the day immediately preceding the day of leave commencement.

b. For the purpose of fixing the next increment date of the staff, the period of leave will be considered as period of service break. Accordingly, next increment of the staff will be on the date calculated by adding the days of study leave (= period of service break) to the date on which he/she would have got increment if he/she had not been on leave. [Example: a staff proceeds on leave on 14 October 2012 and resumes duty after leave on 15 July 2013. Had he/she not been on leave the staff would have earned an increment on 01 April 2013. The staff's next revised increment date (instead of 01 April 2013) will be on 31 December 2013 calculated as follows:

Increment date if the staff had not been on leave (a)		01 April 2013
Date leave commences (b)	14 October 2012	
Date of rejoining after leave	15 July 2013	
Days of leave (d=c-b+1)		274 days
Next increment date (e=a+d)		31 Dec 2013

c. The staff will get festival allowance on pro rata basis for the portion of the year (April-March) he serves after his/her joining after leave. [This is in conformity with Festival allowance policy according to which a staff on leave without pay for more than a month will get the allowance on pro rata basis.]

d. An employee who is granted Study Leave shall be required to serve TIB on his/her return from the study leave a period equivalent to that of such leave or pay gross salary in lieu on pro-rata basis against any period for which she/he fails to serve. In case an employee resigns before returning from study leave she/he will be under obligation to pay to TIB an amount equivalent to gross salary for the period of study leave availed.

e. For the purpose of gratuity, a period of less than six months' leave will be ignored, that is, benefit will accrue as if he/she had been in service during the period of leave while Leave of six months or more will be treated as break of service for one year and thereby reducing total service life by one year. [This is in alignment with the gratuity policy that broken service of less than six months is ignored and service of six months and above is rounded off to one year.]

5. 6.9.3 Maximum number of study leaves at a time:

- At any point of time the maximum number of TIB staff who may be granted study leave shall not be more than 4 (four)
- No division shall have more than two (02) staff on study leave at a time; no unit shall grant study leave to more than one (01) staff at a time.
- No member of the staff will be granted study leave more than once in a period of 05 years

5.6.10 Leave on account of accident/long sickness

For long sicknesses of more than 14 days or injury due to an accident, a regular staff will be entitled to leave with pay for a maximum of one month in a calendar year, including hospitalisation, if applicable. Such leave in both cases, intermittently or at a stretch, will be subject to proper documentation from a registered doctor/hospital.

5.6.11 Leave on Account of Miscarriage/Abortion

A female staff having her pregnancy terminated through miscarriage/ abortion will be entitled up to one month's leave with pay subject to doctor's recommendation. This leave will not be available for a staff who had two live children before such accident took place.

5.6.12 Leave on account of giving birth to a still Child

A female staff giving birth to a still child will be entitled to leave with pay (i) for the days she enjoyed maternity leave before the child birth, and (ii) for up to two months after the child birth subject to the recommendation of the physician. This leave will not be available for a staff who had two live children before such accident took place.

5.7 General Procedure of Applying for and Availing of Leave

- i) An employee who desires leave shall apply to the competent authority through proper channel where applicable in the HRMS while on leave.
- ii) For any planned leave an employee shall normally apply one week in advance. In case of sickness or emergency the approval shall be obtained afterward but intimation is required.
- iii) Application for extension of leave shall be submitted by the employee to the competent authority before the expiry of the granted leave.
- iv) An employee who remains absent for any period in excess of sanctioned leave without approval or intimation shall be liable to disciplinary action.
- v) For calculation of leave, salary for deduction or payment purpose the standard working days in a month will be considered 30 days for those staff.

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

6.1 Principles

An assessment of employee's performances will be made once in a year by using standard tools and procedures.

Performance appraisal should give both supervisor and employee an opportunity to establish two-way communication against mutual expectations on job performance. It should help supervisors and the supervised to identify and provide feedback to each other. Feedback may be given in order to:

- o Remove performance gaps.
- o Improve further for future growth and challenges, and
- o Recognize and appreciate superior performance.

For new staff initial assessment shall be done on completion of her/his probation period. In case of transfer, supervisor shall assess the performance of her/his supervisees and send it to the HR unit, which shall send it to the new supervisor after due consideration.

6.2 Performance management process

Supervisors should consider that performance management is not an annual event rather it is year round activity. The process looks at the following important steps:

6.2.1 Determine, agree and share what is expected from the employee in terms of accomplishment of objectives and job performances in this context of his/her job description. This is usually set at the beginning of a performance year.

6.2.2 Sit together with employee to review and monitor the progress level of objectives or job performances and revise objectives if situation demands so. The period of such review may be a month for a poor to average performer, while longer period say 3 months may be needed for better performer. This review session may be formal or informal depending on circumstances. However, supervisor and the supervised employee should take notes on the outcome that may be used for future reference.

6.2.3 Complete annual appraisal in a formal way by using prescribed format and guidelines. The appraisal focuses on the following aspects:

- a) Evaluate to what extent and how an employee has completed assigned duties and responsibilities as well as pre-determined targets within a specified time frame. In this context the aptitude of the employee shall be given due consideration.
- b) Identify what should happen in future so that the individual can perform better and set a work plan for future for personal and professional development and better contribute to the achievement of organizational goals.
- c) How to recognize superior performance so as to motivate the employee.

6.3. Performance rating

While evaluating employee performances, the following categories will be applied:

Score	Result
1 to 50	Unsatisfactory
51 to below 71	Moderate
71 to below 86	Meets Requirements

86 to below 96
96 to 100

Exceeds Requirements
High Achiever (Recognition)

6.4. What to evaluate and who

6.4.1 Supervisor's evaluation: Supervisor will evaluate employee's overall job performances considering the following:

1. Performance according to assigned job
2. Professional, Interpersonal, Leadership and General Conduct

6.4.2 Self-evaluation: If the employee disagrees with the rating of supervisor, self-evaluation will be required. Following will be considered:

1. Performance according to assigned job
2. Professional, Interpersonal, Leadership and General Conduct

6.4.3 Evaluation by supervisee/junior (applicable for staff members of grade V and above): The supervisee/junior shall evaluate his/her supervisor considering the following:

1. Supervision and decision-making
2. Cooperation and coordination. Provided cooperation and assistance in all circumstances.
3. Interpersonal relationship and team building

6.4.4 Peer evaluation: It shall be done considering the following:

1. Cooperation and coordination in carrying out each other's responsibilities
2. Nature of interpersonal relationship and team building
3. Overall attitude and behavior

6.5 Appraisal Form and Timeline

6.5.1 Separate appraisal forms shall be used for supervisor, self, supervisee/junior and peer evaluation.

6.5.2 The duration of appraisal period is usually one year (January-December), however, considering the need as recommended by respective Director/Divisional Head and approved by Executive Director, appraisal may be conducted in six month's or any other period. Usually performance appraisal exercise will be carried out in the 12th month of project financial year. However, the staff members who joined in TIB on or before 1st July of the year and successfully completed the probationary period by 31st December of the year will be evaluated through annual performance appraisal process.

6.5.3 All confirmed employees are subject to annual appraisal process.

6.6 Time period for Performance Appraisal Submission

6.6.1 Appraisal must be completed and shall submit to HR&OD unit within the stipulated time/date to be determined by EMT.

6.6.2 It shall be the responsibility of the assessee to initiate the appraisal process. Assessor shall be duty bound to complete the assessment within the stipulated time. If anyone fails to submit within stipulated time, 25% of Basic Salary deduction for a month will be applicable regarding violation of TIB compliance.

6.7 Performance Appraisal disagreement handling

6.7.1 If there is any disagreement between the assessor and the assessee (below the level of the Directors) in respect of scores or comments in the Performance Appraisal, the assessment shall be forwarded to the Director/Coordinator/EMT as appropriate for settlement.

6.8 Appraisal Outcome

6.8.1 Annual increment of pay is not awarded automatically; it will be linked with performance.

6.8.2 TIB management will decide what action will be taken in terms of salary rise following annual appraisal. Approval of salary rise will depend on budget and other pertinent factors. However, as a general guide, the following steps may be considered:

Result	Increment/s
Unsatisfactory	No Increment
Moderate	Half Increment
Meets Requirements	One Increment
Exceeds Requirements	One & Half Increment
High Achiever	One & Half Increment plus Recognition

6.9 Appraisal Copy

Appraisal record shall be preserved in the employee's personal file, and maintained by the HR unit to which supervisors shall access.

6.10 Special Reward for Outstanding Performance

An employee shall be awarded special reward for his/her outstanding performance as approved by the Executive Director in consultation with the Board of Trustees.

(a) Training: High performers may be selected for local or international training

(b) Appreciation Letter: Issuing appreciation letter shall be considered as another form of non-financial incentive. Such letter shall be issued by Executive Director for levels I – IX and X upwards by the Board.

(c) International Visit: High performers may also be nominated, if available, for attending international relevant workshop.

CHAPTER 7: DISCIPLINARY ACTION AND SEPARATION

7.1 Objective

Disciplinary action is warrant for misconduct, violation of code of Ethics and the activities detriment to the interest of the organization. Disciplinary actions are not intended and should not be used to alienate the employee from the organization.

7.1.1 Whenever disciplinary action is required; it is important that the penalty imposed be commenced with the offence.

7.1.2 When the disciplinary action is warranted the employee may be subject to the following actions, subject to due praise in issuing show leave notice and inquiry if considered necessary.

- i) Verbal Advice: Supervisor may advise the employee concerned verbally for not committing such offence in future.
- ii) Written Warning: A warning letter may be issued to an employee for an offense (misconduct) which does not warrant dismissal.

7.1.3 The employee shall be issued a confidential letter describing the offence and warning that repetition of such offence shall bring dismissal.

7.1.4 Warning letter shall be issued by the ED/DED which shall be preceded by show cause notice.

7.2 Termination

7.2.1 TIB may terminate service contract of any member of the regular staff/confirmed staff at any time without showing any reason subject to a notice period of 120 days or payment of 120 days (equivalent 4 months) basic salary in lieu of notice period. During the probation period such termination is subject to 7 days' notice or payment of 7 days' basic salary in lieu of notice period. This benefit will be given before the expiry of the fifteenth working day from termination date.

7.2.2 Although TIB is not bound to state any reason in the termination letter but sufficient ground should be recorded in a separate termination file to be kept in the custody of HR as a confidential document.

7.2.3 The terminated employee will receive admissible dues at separation.

7.2.4 Termination letter will be issued by the Executive Director.

7.3 Termination Benefits

The terminated employee (confirmed) shall be entitled to the following benefits:

- i. Unpaid salary and allowances up to the last day of work;
- ii. Encashment for the unused balance earned leave, if any;
- iii. Payment of 120 days' basic salary in lieu of notice in case of without notice by the organization.
- iv. Total contribution to provident fund from his/her own & TIB's with pro-rated interest;
- v. Gratuity;
- vi. Any other benefits as admissible in the context of the termination as determined by

- the authority
- vii. When a probationary employee is terminated, he/she will receive only unpaid salary and allowances up to last day of work and encashment for unused balance earned leave, if any.

7.4 Misconduct Defined

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

- a) Violation of TIB's values and code of ethics.
- b) Willful insubordination or disobedience to any reasonable order of the supervisor(s).
- c) Theft, fraud or dishonesty in connection with the property of TIB.
- d) Taking or giving bribes or any illegal gratification in connection with his/her work.
- e) Habitual "Absence without Leave" or absence without authorized leave.
- f) Habitual late attendance.
- g) Breach of any terms and conditions of service rules or employment or any rules applicable to TIB or any rules made under there.
- h) Riotous, disorderly or indecent behavior of the employee.
- i) Habitual negligence or neglect of work.
- j) Willful damage to work in process or to any property of TIB.
- k) Tampering with records and registers of TIB.
- l) Unauthorized removal of records and registers of TIB.
- m) Failure to observe the safety and security of the office article and records and registers of TIB property kept in charge of the employee.
- n) Use of drugs, intoxicating substances narcotics. Drinking of alcohol, smoking at office;
- o) Sexual harassment and violation of safeguarding policy other provisions of Gender Policy.
- p) Filing a false allegation against any staff member.

7.5 Show Cause

7.5.1 When a complaint is received against an employee that is serious in nature and that falls under misconduct as defined in this manual, a charge sheet shall be prepared and an employee shall be issued a show cause letter asking, why disciplinary action will not be taken against him/her.

7.5.2 On receipt of show cause letter, the employee shall explain his/her response in writing within 7 calendar days.

7.5.3 The show cause letter must mention the specific charges, the letter will be issued by concerned Supervisor in consultation with HR/Relevant Director.

7.6 Investigation

On receipt the reply from the employee or expiry of the time period given, Executive Director may constitute a committee with appropriate level of officers with no conflict of interest for appropriate investigation and report.

7.7 Punishment

7.7.1 Based on report of the enquiry committee, Executive Director will decide whether the accused will be dismissed/terminated/asked to resign or reprimanded in other ways.

7.7.2 Dismissal/termination/Reprimanded letter is to be issued with the written consent of Executive Director.

7.7.3 Payment in case of Dismissal:

- i) Unpaid salary and allowances to the last day of service;
- ii) Encashment for the unused balance earned leave, if any;
- iii) Total contribution to provident fund from his/her own & TIB's with pro-rated interest; and
- iv) Gratuity, if applicable.

7.8 Procedure of Suspension

7.8.1 An employee charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of suspension shall not exceed sixty (60) days.

7.8.2 The suspended employee shall be paid 50% of his/her basic salary and he/she shall get other allowances in full (e.g. house rent, medical allowances, transport allowances) during the period of suspension. This payment is not reimbursable, even if dismissal occurs.

7.8.3 The employee should be issued a Suspension Order, which shall take effect immediately on delivery.

7.8.4 If the employee is not found guilty, he/she shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.

7.8.5 A suspended employee cannot attend to the office or sign any official documents and should not have access to the same. In case such comment is needed for his/her defense access may be given subject to specific permission of Executive Director.

7.9 Grievance Procedures

7.9.1 TIB tries to provide prompt and orderly resolution of all types of grievances relating to employment conditions.

7.9.2 Any employee may submit personal grievances within 15 days of the occurrence of the incident.

7.9.3 Employees will submit written and signed complaint to Executive Director in person or a designated box/ e-mail. Executive Director shall consider and dispose of the complaint within 30 days.

7.10 Retrenchment

7.11.1 Retrenchment is used when an employee must be removed because their positions no longer exist or of his/her service is no longer required. The employee shall be given one month's notice in writing indicating the reason for retrenchment, or one-month gross salary in lieu of notice.

7.11 Benefits of Retrenched Staff

A confirmed employee shall be entitled to receive following benefits in case of retrenchment:

- i) Unpaid salary and allowances up to the last day of work;
- ii) Encashment for the unused balance earned leave, if any;
- iii) Payment of one month's basic salary in lieu of notice in case of without notice by the organization.
- iv) Total contribution to provident fund from his/her own & TIB's with pro-rated interest;
- v) Gratuity;
- iv) Accrued Bonus and End of Contract benefits.
- v) Any other admissible benefit when available.

7.12 Release

- i) Staff terminated, dismissed and resigned (confirmed staff), shall take clearance from the place of posting and take release from the head office;
- ii) Field based service staff may take release from the concerned field office.

Annexure 1: Code of Ethics

Adopted 23.02.05



CODE OF ETHICS

I. Introduction

1.1. Transparency International Bangladesh (hereinafter “TIB”) is an independent, non-government, non-partisan and non-profit organization with a *vision* of Bangladesh in which government, politics, business, civil society and the daily lives of the people shall be free from corruption.

1.2. In the context of the international movement against corruption, TIB is the national chapter in Bangladesh of the Berlin-based Transparency International (TI), and accordingly, TIB partners and cooperates with TI and its chapters worldwide.

1.3. TIB is committed to *values* of democracy, justice, rule of law, transparency, accountability, integrity and impartiality.

1.4. TIB’s *mission* is to catalyze and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Bangladesh and establishing an efficient and transparent system of governance, politics and business.

1.4. This Code of Ethics is based on the above vision, values and mission of TIB. It provides the framework of guiding principles and practices aimed at ensuring highest standards of integrity and transparency in the work of TIB. The Manual is a living document. Its practical value and importance lies in the ability and commitment of everyone involved with TIB – members of the Board of Trustees, staff members, Committees of Concerned Citizens, Volunteers - in applying these codes in their work.

II. Guiding Principles

- i. We commit ourselves to working individually and collectively with all stakeholders to catalyze and strengthen a social movement for a Bangladesh in which government, politics, business, civil society and the daily lives of the people would be free of corruption;

- ii. We hate and condemn corruption and bribery, and undertake to refrain from the same. We also commit to fight corruption vigorously and courageously wherever it has been reliably identified. We do so without any fear or favour.
- iii. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other in TIB and beyond. We endeavour to our fullest capacity to perform our duties and fulfill our commitments honestly, faithfully and efficiently.
- iv. We are committed to be politically non-partisan, and fully independent in our judgment and approach.
- v. We have highest regards and commitment to core values of democracy, pluralism, fundamental human rights, justice, and rule of law. We firmly believe that corruption and bribery erode these values – weaken democracy and democratic institutions; deprive citizens of basic human rights; breed injustice; undermine rule of law; increases poverty and social conflict. Corruption and bribery also undermine economic development; distorts market and fair competition, increases exploitation; prevents good governance, accountability and transparency; and creates social and political instability and insecurity. It is our moral as well as professional commitment and responsibility to fight corruption.
- vi. Our struggle is against corruption and its power-base and network. We do not take any a priori position for or against any particular institution per se - private or public - be that government or any department thereof. We want to, and we will help and strengthen government and other efforts to establish a corruption free society. Our goal is to expand the anti-corruption constituency in Bangladesh and to serve the interest of everyone who wants to see a corruption-free Bangladesh.
- vii. We strive to take positions that are based on sound, objective, dispassionate and fully professional analysis and high and sound standards of research.
- viii. We commit to providing accurate and timely reports of our activities to our stakeholders, provide freest possible public access to whatever information we have through our reports, publications and other forms of communication including our website.
- ix. In our personnel and recruitment policies we will strive for balanced and diverse representation of everyone and every sections of the society irrespective of age, gender, faith and identity.

- x. We will accept only such funding that does not in any manner compromise our ability to address issues freely, independently, thoroughly and objectively free from any form of interference or influence.

III As National Chapter of Transparency International

- i. As the national chapter in Bangladesh of the Berlin-based Transparency International (TI) we are committed to work in collaboration with TI-Secretariat and other national chapters in fulfilling our shared vision of a world where governments, politics, business, civil society and the daily lives of the peoples are free of corruption.
- ii. We will actively participate in all relevant initiatives taken by TI-Secretariat and other chapters as and when appropriate and possible, and extend all possible cooperation to each other in the interest of the worldwide movement against corruption.
- iii. We will keep TI-Secretariat and our chapter colleagues informed of our work, and endeavour to respond to all requests from TI-Secretariat and other national chapters fairly, fully and expeditiously.

IV. Staff Relations

- i. We will treat each other with respect, recognition and consideration, with special emphasis on gender equality and equality of each other irrespective of faith, identity, status, professional category and any other criteria.
- ii. We will communicate and consult with each other openly, honestly and collegially and in a manner that assists each of us to fulfill our duties and responsibilities faithfully, efficiently and with commitment.
- iii. We will respect the privacy and private lives of our colleagues when dealing with personal information.
- iv. We are committed to ensure fullest possible participation of all staff members irrespective of status and position in planning and implementation of our work.
- v. We undertake to ensure adequate consultation with any staff member before making any decision that may impact upon that staff member.

V. Member Relations

- i. We are committed to consider members of TIB as a key source of strength and support of TIB. We will do everything possible to facilitate suitable participation of members in TIB work. It is our commitment to create conditions in which members will develop stronger sense of ownership of TIB and its programs.

- ii. We will keep TIB members informed of our work, and endeavour to respond to all requests and questions from them fairly, fully and expeditiously.

VI. Conflict of Interest

- i. In our work conflict may arise between our personal and/or group interests and the interests of TIB. We will disclose and discuss such conflict and resolve in a transparent manner, in the interest of TIB and the cause of anti-corruption movement.
- ii. We are committed to fair, objective and impartial recruitment, hiring and procurement policies. All appointments will be made on merit basis and only after due consideration of all applications received following internal and external announcements. All promotions, salary increments and other benefits of the members of the staff will be based on evaluation of performance on the basis of transparent and pre-informed criteria.
- iii. We resolve that family members, and friends and organizations with which we or our families or friends are associated, will not be accorded preferential treatment in recruitment hiring and procurement.
- iv. We will not hire or contract with members of our immediate family, i.e., a spouse, parent, child, or sibling without specific authorization through an unanimous decision of the Board.
- v. Should conflict of interest arise between personal or any other interests and that of TIB, we shall disclose such conflict fully and transparently, and in the interest of TIB shall accept any decision taken by the authority to resolve the same.

VII. Gifts and Entertainment

- i. We will avoid giving or accepting gifts, favours and gratitudes in connection with official duties.
- ii. We will not accept directly or indirectly any discount, gift, entertainment, or favours that may influence or perceived to influence the exercise of our function or the performance of our duties or our judgment.
- iii. All gifts will be reported to the supervising officer and recorded on a document that is available to all TIB staff.

VIII. Extra-TIB Activities

- i. We will not engage in any activity or transaction or acquire any position or function, whether paid or unpaid, that is incompatible with or detracts from the proper performance of our duties, and that may bring TIB as a whole into disrepute.

- ii. We will so arrange our private affairs as not to engage in any activity that might impair the credibility of TIB by giving the impression that TIB is fostering individuals, public or private institutions whose behaviour is perceived as not being in accordance with TIB's values.
- iii. We will not use TIB's business relationships to solicit or obtain favours or improper benefits in private life.
- iv. We will not allow our political beliefs, affiliations and/or activities to unduly influence or interfere with the political neutrality that is the hallmark of TIB.
- v. We will not allow our actions and decisions in the course of our work to be improperly influenced by the prospect of future employment with others or any other future material interest.

IX. Confidentiality and Transparency

- i. We will treat information obtained in the service of TI with confidentiality, when its nature calls for it or when this is explicitly requested, and will not use any such information or materials to further a private interest. We undertake to remain faithful to this commitment after our separation from TIB.
- ii. We will be as open as possible about all decisions and actions we take, taking into account the above mentioned needs for confidentiality.

X. Financial Independence and Transparency

- i. We will not accept funds that might impair the independence of TIB to pursue its goals. We will accept funds only from donors who share our anti-corruption values and goals. We will seek to diversify sources of our funding and to develop capacities for self-reliance.
- ii. We will not accept resources granted under condition or structured such that TIB refrains from independent action; pursues activities inconsistent with its mission, or refrains from pursuing activities consistent with its mission.
- iii. We will provide and publish audited financial statements in easily accessible form.
- iv. We will publish annually our sources of funds and account accurately and promptly to all donors in accordance with the terms of their grants.

XI. Implementation and Amendment

- i. This Code of Ethics shall be effective from 23 February 2005 and made available to all concerned with TIB – all Board members, all members of the staff, all CCC members

and volunteers. It should be available for everyone in printed form as well as on TIB Website.

- ii. The Board and management will actively encourage regular internal dialogues on ethic, provide guidance for staff and ensure that internal systems, policies and procedures are consistent with this Code.
- iii. The Code of Ethics will be annexed to all contracts of appointment and signed along with it.
- iv. There will be periodic, at least an annual, review of compliance with the Code and evaluation of its impact on the culture of integrity in TIB. Review can also take place at the request of any Board member, staff member or any other stakeholder. The review will be conducted by Ethics Subcommittee of the Board and/or by Ethics Committee of the staff. Besides evaluation and suitable corrective measures that may range from training, consultations and advice through disciplinary action, the reviews will recommend amendments to the Code which shall be discussed with all stakeholders, and must be approved by the Board of Trustees of TIB.

Certified that this is the original copy of the Code of Ethics of Transparency International Bangladesh, adopted by the Board of Trustees on 23 February 2005.

Samson H. Chowdhury
Chairman, Board of Trustees
Transparency International Bangladesh

Annexure 2: Staff Requisition form (Project Staff)



MIDAS Centre (4th & 5th floors)
House # 05, Road # 16 (New) 27 (Old)
Dhanmondi, Dhaka-1209, Bangladesh
Tel +880 2 9124788, 9124789, 9124792, Fax: 9124915
E-mail: info@ti-bangladesh.org, Website: www.ti-bangladesh.org
Facebook: www.facebook.com/TIBangladesh

Staff Requisition Form

To HR Unit:

Date:

Requested by:

Name:

Position:

Division:

Number of staff Appointment:

Designation:

Responsibilities:

Remuneration:

Grade & Step:

Other allowance:

Duration:

Effective from:

To: End of Project "BIBEC"

Official duty station:

Division/ Sector/ Unit:

Budget Source:

Remarks: (Justifications for the requested):

N.B. THIS FORM MUST BE CLEARED BY FINANCE			
Respective Officer/Person	Respective Director	Director-Finance	Executive Director/ Deputy Executive Director

HR Form # 1

*Transparency International Bangladesh is the accredited
National Chapter of Transparency International, Berlin.*

Corruption increases deprivation and injustice. Let's fight it together.

Annexure 3: R & R Application Form

HR/F/18/02



Application for Rest & Recreation Leave (15 days including weekend and Govt. holidays, if applicable)

(The application should reach HR Unit at least 5 days before the desired date of commencement of the leave from Unit/ Divisional Head)

1. Name of employee: _____ EIN: _____
2. Designation: _____
3. Place of posting: _____
4. Date of joining: _____
5. Date of application: _____
6. Leave period:
Start Date: [Click here to enter a date.](#)
End Date: [Click here to enter a date.](#)
7. Number of times you avail this leave: 1st Time ☐ 2nd Time ☐ 3rd Time ☐
8. Name of Supervisor: _____
9. Supervisor's Designation: _____
10. Supervisor's comment about alternate arrangement during the desired leave period: _____

Signature of Employee

Signature of Supervisor

Signature of Unit/Divisional Head

HR Unit:

Received by HR on _____ by _____

Verified by HR on _____ by _____

Approval of DED/ED:

HR Unit:

HRMS updated by HR on _____ by _____

N.B.

- Rest and Recreation Leave shall be taken at a time. The leave period cannot be broken. A staff may taken leave less than 15 days.
- Rest and Recreation Leave cannot be combined with any other leave but can be combined with weekend and holidays

Annexure 4: Accidental/Long Sickness Leave Application form

HR/F/17/02



Application for Accident/Long Sickness Leave

1. Name of employee: _____ EIN: _____
2. Designation: _____
3. Place of posting: _____
4. Date of joining: _____
5. Date of application: _____
6. Leave period:

Start Date: [Click here to enter a date.](#)

End Date: [Click here to enter a date.](#)
7. Reason for leave: _____
8. Have you taken this leave under this policy during this year?

Yes ☐ NO ☐ If Yes, when was the last such leave taken? _____ duration _____ days
9. Name of Supervisor & Designation: _____
10. Supporting document list:
 - a) _____
 - b) _____
 - c) _____
 - d) _____
 - e) _____

Signature of Employee

Signature of Supervisor

Divisional Head
(Not below Director level)

HR Unit:

Received by HR on _____ by _____

Verified by HR on _____ by _____

Approval of DED/ED:

HR Unit:

HRMS updated by HR on _____ by _____

N.B.

- Supporting documents should submit along application

Annexure 5: Children Education Allowance Form



কর্মীদের সন্তানদের শিক্ষা ভাতা প্রাপ্তির আবেদনের ফর্ম

কর্মীর নাম :
পদবী :
কর্মস্থল :
টিআইবিতে নিয়োগের তারিখ :
মোট সন্তানের সংখ্যা : জন।

আবেদনকৃত ১ম সন্তানের নাম :
মাতা / পিতার নাম :
জন্ম তারিখ :
শিক্ষা প্রতিষ্ঠানের নাম ও ঠিকানা :

বয়সঃ

ছবি

শিক্ষা প্রতিষ্ঠানে ভর্তির তারিখ :
বর্তমানে কোন শ্রেণীতে অধ্যয়নরত :

আবেদনকৃত ২য় সন্তানের নাম :
মাতা/ পিতার নাম :
জন্ম তারিখ :
শিক্ষা প্রতিষ্ঠানের নাম ও ঠিকানা :

বয়সঃ

শিক্ষা প্রতিষ্ঠানে ভর্তির তারিখ :
বর্তমানে কোন শ্রেণীতে অধ্যয়নরত :

কর্মীর স্বাক্ষর ও আবেদনের তারিখ:

সুপারভাইজার এর সুপারিশ ও স্বাক্ষর:

অনুমোদন:

Annexure 6: Staff Clearance Sheet



Clearance Form

Date:

Employee Name:

Designation:

TIB-EIN:

Place of Posting:

Date of Joining:

Sl. No.	Head of the Department/Unit	Item to be checked	Status of Dues	Signature	Designation
1	Employees Department	Official documents & equipments			
2	Stores	Issue of Materials if any			
3	Library	Issue of books or any other Materials if any			
4	Finance/Accounts	Cash and Advance			
5	I T Support	IT equipments, E_mail closed etc.			
6	Administration	Identity Card, SIM Card, Insurance Card, Official key. Camera, etc.			
7	Leave				
8	Training (for indemnity of Training/study leave)				
9	Motorcycle				
10	Laptop				
11	Mobile set				
12	Access control for Dhaka Office				

Signature and date of Employee:

Name, signature and date of Supervisor:

Signature and received date of HR Person:

Annexure 07: Consultancy disclosure form

Transparency International Bangladesh

Information on involvement TIB staff in consultancy and/or similar roles outside TIB

1. Name:
2. Designation in TIB:
3. Information on consultancy and/or other involvement(s) outside TIB:

#	Item	Information	For official use only
3.1	Name of organization(s) other than TIB in which involved in any capacity (add space if necessary)	a) b) c)	
3.2	Date(s) of TIB's approval and number of days of leave taken, if applicable	a) b) c)	
3.3	Designation(s)	a) b) c)	
3.4	Name(s)/title(s) of assignment	a) b) c)	
3.5	Specific task(s)/deliverable(s) (pl use extra paper if needed)	a) b) c)	
3.6	Period(s) of involvement (from ... to)	a) b) c)	
3.7	No of person-days	a) b) c)	
3.8	Paid or honorary	a) b) c)	
3.9	What steps have you taken to ensure full compliance of relevant rules?		

Annexure 08: End of Probation Period Assessment form



End of Probation Period Assessment Form

Name of employee being assessed :		Date of joining :	11-Dec-22
Designation :		EIN :	
Grade :		Step :	
Probation ends on :	10-Jun-23 ☐	Place of posting :	
1st Extended probation ends on (if applicable) :	9-Sep-23 ☐	After 1st extension confirmation date will be (if applicable) :	

Job specific assessment (As appropriate)

Sl#	Assessment criteria/items	Applicability*		Assessment scale					Points Earned
		A	NA	1	2	3	4	5	
1	Accurately performs in all key areas of his/her role								0
2	Demonstrates technical competence, job knowledge and ability to add value beyond the core job function.								0
3	Understands the strategic direction and goals of the organisation and makes concrete contributions to achieve the same								0
4	Demonstrates oral, written and interpersonal communication skills								0
5	Collaborates with colleagues to support team and organisational goals								0
6	Respects diversity and difference of opinion and thought								0
7	Has a willingness to learn from feedback								0
8	Demonstrates gender sensitivity								0
Total # of applicability→		0		Total Assessment point→					0

A= Applicable; NA = Non-Applicable

Summary Score/points	
No of Assessment items	8
No of Applicable items	0
Total assessment point	0
Weighted percentage (see below)*	0.00
Result	#N/A

Weighted percentage	Result
60% and above	Confirmation
40% - 59%	Extension of probationary period
39% or below	Termination

Supervisor's comments, if any.

HUMAN RESOURCE MANUAL

Name & Signature of Supervisor

Date: _____

Comment by the Supervisor's Supervisor at next level

- ☐ I AGREE with the appraisal made by the Supervisor / Appraising Officer.
- ☐ I DISAGREE with the appraisal made by my Supervisor / Appraising Officer and have following comments.
- ☐ Comments, if any.

Name & Signature of Supervisor's Supervisor

Date:

Comment by the Director

- ☐ I AGREE with the appraisal made by the Supervisor / Appraising Officer.
- ☐ I DISAGREE with the appraisal made by my Supervisor / Appraising Officer and have following comments.
- ☐ Comments, if any.

Name & Signature of Director

Date:

Comment by the Executive Director/ Deputy Executive Director

- ☐ I AGREE with the appraisal made by the Supervisor / Appraising Officer / Area Manager / Departmental Head.
- ☐ I DISAGREE with the appraisal made by my Supervisor / Appraising Officer / Area Manager / Departmental Head and have following comments.
- ☐ Comments, if any.

Name & Signature of Executive Director/ Deputy Executive Director Date:

HR Department (For records only)
☐ Confirmed with effect from: _____
☐ Probation period may be extended for a further period of <u> 0 </u> months.
☐ Comments, if any.
Name & Signature of HR Head Date:

Guideline on 'End of Probation Period Assessment'
1. The process shall begin at least one month before the probation period comes to an end.
2. Supervisor shall initiate the process, fill the FORM and forward it to the HR Department through the Supervisor's supervisor within 3 weeks for subsequent action. The Supervisor's supervisor may provide his / her comments agreeing or disagreeing with the Appraising Officer.
3. HR Department shall, on receipt of the filled in form, prepare a case for decision of the Executive Director. The ED shall consider the weighted assessment points, overall assessment by the Supervisor / Appraising Officer and any other comments by the Supervisor's supervisor.
4. The final result of the process, in case of negative outcome, shall be communicated to the employee by supervisor's supervisor before the period of probation comes to an end.

Annexure 09: Annual Performance Appraisal form



Annual Performance Appraisal Form

A: General Section

EIN of Staff	EIN of Assessor

Employee's Name	
Designation	
Grade	
Division	
Unit	
Place Of Posting	
Length of Service	
Assessor's Name	
Assessor's Designation	
Last appraisal score	
Number of Increment received	
Last increment amount	
Present gross salary	
Step	

Summary of Appraisal Result	
Result of Appraisal	#N/A
Applicable Increment	#N/A

- ☐ Evaluated by Assessor
☐ Self Evaluation

Date of joining in TIB	
Date of joining in present position (internal) / Date of joining after Study Leave	#N/A
Appraisal period started on	
Appraisal period ended on	31-Dec-22

Disciplinary Record (if any)

Total Show cause letter received	
Total enquiries/investigation initiated	
Total Warning letter received	
Total Fine/ deduction amount	
Total Cautionary Letter received	
Total counselling received regarding task delivery/performance issue	
Other disciplinary action taken	

Attendance Status

Total unauthorised absent days	
--------------------------------	--

B: Key Performance Indicators (Operational) : Total 60 Marks.

SL #	Indicators	Deliverables	Task Weightage	Achieved %	Achieved score	Remarks
1					0.00	

2					0.00	
3					0.00	
4					0.00	
5					0.00	
6					0.00	
7					0.00	
8					0.00	
9					0.00	
10					0.00	
Total Score			0.00		0.00	

C: Key Performance Indicators (Qualitative) :Total 20 Marks. (As appropriate)

SL #	Indicators	Weightage	Achieved %	Achieved score	Remarks
1	Job understanding (clearly understands what s/he is required to do, works within organisational regulations, procedures and culture).			0.00	
2	Application of knowledge (demonstrates and applies his/her knowledge and skills to perform his/her role and complete a task effectively, without compromising quality).			0.00	
3	Priority setting (recognises and acts upon programmatic and organisational priorities; is able to meet deadlines successfully; sees the "big picture" and acts correspondingly).			0.00	

4	Decision-making (adequately assesses the situation; makes sound judgments; uses relevant information to support decisions; is able to distinguish between useful and irrelevant information when making a decision; capable of reviewing of alternative solutions and choosing the most suitable one).			0.00	
5	Communication (speaks and writes well; recognises and understands the perspectives of other people; receives feedback and learns from it; able to articulate and present information clearly and coherently to the audience).			0.00	
6	Teamwork (collaborates, shares and builds knowledge with others across the organisation; proactively offering assistance and being helpful where needed; balances individual and team goals).			0.00	
7	Result-driven delivery (able to establish practices and methodologies for efficient work; able to align tasks and priorities with the set goals; able to plan and manage budget and resources; able to measure and capture outcome.)			0.00	
8	Leadership (uses personal knowledge and professional experience to envision the future, anticipate change, capitalise on opportunities and develop innovative options that strengthen the strategic direction of the organisation; efficiently organises staff, stakeholders and the workflow; takes responsibility for decisions made and understands the context and consequences; resilient and continuously works to improve; manages crises responsibly; encourages, mentors, motivates; leads by example in terms of trust and credibility).			0.00	
				0.00	
				0.00	
Tota		0.00		0.00	

D: Key Behavior Indicators :Total 20 Marks.

SL #	Indicators	Weightage	Achieved %	Weighted score	Remarks
1	Mannerisms and decorum			0.00	
2	Gender sensitivity			0.00	
3	Fairness, empathy, inclusiveness			0.00	
4	Integrity and ethical conduct			0.00	
5	Holds self and others accountable for meeting commitments			0.00	
6	Responsiveness and flexibility			0.00	
Total Score		0.00		0.00	

E: Area(s) of improvement (if applicable):

1	
2	
3	

F: Assessee - Agrees/Disagree

☐ I AGREE with the Assessor's appraisal

☐ I DISAGREE with the Assessor's appraisal

Operational Assessment	60%	0.00	Result
Qualitative Assessment	20%	0.00	
Behavioral Assessment	20%	0.00	
Total Score/Result		0.00	#N/A
Increment (if applicable)			#N/A

Score	Result
1 to 50	Unsatisfactory
51 to 70	Moderate
71 to 85	Meets Requirements
86 to 95	Exceeds Requirements
96 to 100	High Achiever (Recognition)

G: Overall comments of the Assessee:

H: Overall comments of the Assessor:

I: Overall comments of the Assessor's Supervisor and/or the Supervisor at the next level:

I ☐ Agree / ☐ Disagree

I ☐ Agree / ☐ Disagree

I ☐ Agree / ☐ Disagree

Signature of Assessee

Date: _____

Assessor's Signature

Date: _____

Assessor's Supervisor/Supervisor at next level

Date: _____

Comments: If overall score is below 50 and above 85, the appraisal will be forwarded to the Director of the concerned Division or above where applicable, for review.

I ☐ Agree / ☐ Disagree

Approved by ED / DED/ Director

Date: _____

Task Agreement Form for Next Year

EIN of Staff	EIN of Supervisor

Staff Name	
Staff Designation	
Grade	
Division	
Unit	
Place Of Posting	
Assessor's Name	
Assessor's Designation	

Date of Joining	#N/A
Task Agreement from	1/1/2023
Task Agreement to	12/31/2023

SL #	Indicators	Deliverables
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		

Signature of Assessee
Date: _____

Signature of Assessor
Date: _____

Peer Evaluation Form

EIN of Staff	EIN of Peer Staff

Staff Name	
Staff Designation	
Grade	
Division	
Unit	
Peer's Name	
Peer's Designation	

Date of Joining	
-----------------	--

What is the level of interaction?

- ☐ Functions supplement each other's job performance – high degree of interaction.
- ☐ Occasional interaction is required in the discharge of each other's job duties – medium interaction.
- ☐ Jobs are mutually exclusive, we do not cross each other's ways –no interaction.

1. Cooperation and coordination in carrying out each other's responsibilities. My colleague:

- ☐ Always extends cooperation and assistance in all circumstances.
- ☐ Extends cooperation and assistance when only asked for.
- ☐ Extends cooperation only on the advice of his/her superiors.
- ☐ Only extends cooperation and assistance when both stand to benefit.
- ☐ A very competitive person – believes that cooperation and assistance create competition.

2. Nature of interpersonal relationship and team building. My colleague:

- ☐ Shows respect towards all colleagues in the team. S/he has capacity to attract and motivate others. Sometimes takes leadership roles.
- ☐ Is an active member of the team. S/he shows respect to others but lacks the ability to communicate.
- ☐ Is a silent member who respects others but only contributes when asked for.
- ☐ Lacks team spirit. S/he prefers to work independently and hardly interacts with others.

3. Overall attitude and behavior. My colleague:

- ☐ Nurtures a degree of respect for TIB's core values, ethics, its rules and procedures and work ethics.
- ☐ Generally respects TIB's core values and its rules. Attitude towards work, work values and ethics are generally acceptable.
- ☐ Though committed to TIB's values and rules, but essentially guided by self-interest.
- ☐ Sometimes shows indifference to TIB's core values and rules. At times exhibits indifference to work, work values and ethics.
- ☐ Displays mostly negative attitude towards work, team members & TIB's core values.

4. Any other comments:

--

Signature of Peer Staff

Date: _____

Junior Evaluation Form

EIN of Staff	EIN of Junior Staff

Staff Name	
Staff Designation	
Grade	
Division	
Unit	
Junior's Name	
Junior's Designation	

Date of Joining	
-----------------	--

- What is the level of interaction?
- ☐ Functions supplement each other's job performance – high degree of interaction.
 - ☐ Occasional interaction is required in the discharge of each other's job duties – medium interaction.
 - ☐ Jobs are mutually exclusive, we do not cross each other's ways –no interaction.

1. Supervision and decision-making. My colleague:

- ☐ Possesses quick decision-making capacity.
- ☐ Provided proactive and timely guidance and assistance.
- ☐ Provided guidance and assistance when needed or requested for.
- ☐ Does not make timely interventions and lacks effective supervisory skills.

2. Cooperation and coordination. Provided cooperation and assistance in all circumstances.

- ☐ Generally extended cooperation and assistance when asked.
- ☐ Extended cooperation only when his/her superiors advised.
- ☐ Only extended cooperation and assistance at the last moment – when I almost failed.
- ☐ Never extended cooperation and assistance. Instead, s/he always blamed me for non-performance.

3. Interpersonal relationship and team building. My colleague:

- ☐ Shows respect to all and recognizes & rewards good performance and creates a positive working environment.
- ☐ Has respect for all members in the team and values our contribution. Relationship is purely functional.
- ☐ Is task-oriented who recognizes & rewards good performance only. Team spirit operates around tasks.
- ☐ S/he is less sensitive to team members.
- ☐ Fails to appreciate and respect others.
- ☐ Lacks mentoring spirit. Team members operate independently.

4. Any other comments:

Signature of Junior Staff

Date: _____

END