

Dr. K. Zaman BNSB Eye Hospital

Human Resource Policy

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1. Introduction

1.1 About Dr. K. Zaman BNSB Eye Hospital

Dr. K. Zaman BNSB Eye Hospital is a Voluntary, Non-Governmental and no-profit Organisation which started its journey in 1982, believing in the oaths of preventing and curing blindness, and rehabilitating the incurable blind people of the country. The journey of BNSB is still on the run. The hospital incorporated in Bangladesh as NGO under certificate of registration number 2141 having its principal office at 193 Shehora Dhopakhola Road, Mymensingh-2200.

The key mission of Dr. K. Zaman BNSB Eye Hospital is to make people aware about prevention of blindness, provide specialized treatment for eye patient and Rehabilitate the blind and visually handicapped people. Now BNSB Eye Hospital, Mymensingh is the only recognized, specialized hospital for eye treatment with modern treatment facilities for 17.56 million people and among them 77% people live in rural area.

1.2 Key activities and Working Area

The health status of the people of Bangladesh is steadily improving day by day with the initiative of the Government of Bangladesh. But still there are a large number of people in the country who are suffering from various kinds of diseases. Eye health problem and blindness is one of the major issues in the country. The successful implementation of national eye care plan focusing on rural/underserved population can make Bangladesh free from blindness.


The key mission of Dr. K. Zaman BNSB Eye Hospitals are: Demand creation for eye care services, developing capacity. Increasing accessibility of hard to reach community in need of eye care, creating gender equality, Involvement of civil society, providing quality eye care, achieving sustainability, monitoring the implementation and evaluate the progress. The working area includes the people of Mymensingh region, Jamalpur, Kishoregonj, Netrokona, Tangail, and Sherpur districts.

1.3 Purpose of this manual

The purpose of this manual is to constitute the standard human resource policies and procedures of Dr. K. Zaman BNSB Eye Hospital. This manual should be read in conjunction with the Contract of the Employment. It is intended for the use by all levels of employees of Dr. K. Zaman BNSB Eye Hospital.

Each section of this manual is designed to clarify Organisation policies and procedures with regard to a certain area of performance, conduct or circumstances. However, not all events can be foreseen. As a result, in certain places this manual presents some statements of principle. The principles are meant as a common-sense of guide for supervisors who may confront a situation that is not adequately foreseen by this manual. Terms and conditions of physicians, consultants, surgeons, specialists and resource personnel appointed by the BNSB will be determined by the Hon'y General Secretary on case to case basis, depending on the nature and extent of service required.

Respective supervisor can try to remain true to the intent of BNSB's human resource policies, even in special cases where procedures may not offer specific guidance. Matters not covered by these Manual will be transacted and disposed of in a manner decided by the Hon'y General Secretary under general guidance of the CMC, till such time as Manual covering the subject are formulated.



1.4 Few Definitions

- 'Organisation' means Dr. K. Zaman BNSB Eye Hospital.
- 'Board Members (BM)' means 11 number of people consists of Board Members who formulate the policy of the organisation as and when required.
- 'Core Management Committee (CMC)' means the committee formed with 3 Members Core Management Committee comprised of The Hon'y General Secretary, Chief / Senior Consultant & Coordinator who look after the day to day management work and responsible to implement the policies taken by Board Members as stated in the Memorandum of Association of BNSB.
- 'Hon'y General Secretary (GS)' means the key person of the organisation appointed by the Board Member to perform day to day management work along with other CMC Member.
- "Appointing Authority" or 'Concerned Authority' means Core Management Committee. Hon'y GS is the ex officio and member of BM.
- Unit head means the Manager, Physician, Surgeon, Procurement, Marketing, Business, Accounts, Audit and Compliance.
- 'Employee' means all categories of employees of the organisation.
- 'Position' means position as per organogram as approved by the Board Member.
- 'Service' means discharge of commitment / responsibilities by an employee/staff towards the organisations part of condition of employment
- 'Period of service' means the period starting from the date of joining to the last working day with the organisation.

1.5 Process for updating this manual

The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as BNSB evolves and grows. Employees will be notified of any changes as they occur.

The policies and procedures included in this manual take effect from the date of approval in the Board meeting of the Hospital. However, this manual is intended to be a living document that is expected to change over time. Updates will be distributed by HR/Administration Unit of the organisation as and when required. However, important policy matters will continue to be addressed through directives of the office of the Hon'y General Secretary from time to time, and subsequently incorporated in the manual. It has been developed to act as a resource and reference for all employee as well as BNSB.

1.6 Categories of Employees

Classification of employees- All employees shall be classified into the following categories, namely:

- a) Permanent- A permanent employee is one who has been appointment on a permanent basis or who has satisfactorily completed the period of probation and has been confirmed in writing.
- b) Probationary – A probationary employee is one who has been provisionally employed against a permanent vacancy on probation.
- c) Temporary – A temporary employee is one who is employed for work which is of an essentially temporary nature likely to be completed within a specified period. However, if the said work is not completed within the stipulated period his/her employment can be extended for such period or periods until the work is complete
- d) Casual – A casual employee is one whose appointment is of casual nature
- e) Contractual – A contractual employee is one who has been employed on contract basis.
- f) Honorary –An honorary employee is one who holds an honorary post.



2. Recruitment and Selection

2.1 Recruitment objective

- a. Always to recruit the most appropriate and experienced members for any vacant position;
- b. To follow fair, transparent and standard process;
- c. To serve as equal opportunity employer;
- d. To attract skilled employee at every level of organisation
- e. To ensure highest standards of personal integrity and willingness to face challenges and to develop in changing environment.

2.2 Vacancies:

- a. Vacancies may occur when new positions are created or when the incumbent of an existing position is transferred to another position.
- b. Vacancies may be filled either through exclusively internal recruitment which can be made by inter unit transfer of employees or through external recruitment.
- c. Vacancies will be advertised through a variety of ways, such as through advertisement in newspapers, notices placed on bulletin boards, advertisement in the job site, website of the organisation etc.
- d. Any employee of BNSB with requisite qualifications and background can apply through proper channel for the advertised position irrespective of his/her present grade provided that he/she has completed at least one year of service with the organisation.
- e. Details of qualifications required, experience, nature and location of appointment, information about salary, competencies and other relevant information should be included in the job vacancy advertisement.

2.3 Job specification

For the recruitment purpose, a detailed job specification will be prepared by Admin in consultation with respective unit Head where work description for a certain job shall be listed and suggested by concern department/Unit with all credential clearly mentioned. The job specification will cover following aspects:

- i) Name of the post/designation
- ii) Qualification required
- iii) Working area/location
- iv) To whom the employee shall report
- v) Job responsibilities
- vi) Salary and benefits
- vii) Experience and skill
- viii) Age limit
- ix) Training (if any)



2.4 Staff Requisition and Approval

For employment of regular staff, recruitment will be done as per organogram of the organisation as approved by EC. In case of contract staff, recruitment depends on the need of the organisation and approval of the Hon'y General Secretary. Whenever any staff is required respective Unit Head will submit a requisition (**Appendix-1**) to the Admin justifying the need of recruitment and job specification. HR/Admin will validate the requisition and put their recommendation which will be forwarded to the Hon'y General Secretary for approval. For project staff / casual staff / consultants the Hon'y General Secretary can approve the requisition.

2.5 Source Selection:

It is the responsibility of CMC to decide about the source to be selected to find out a suitable candidate. Following selection method will be followed to find out a deserving candidate.

I. External Source:

a. Advertisement:

Advertisement can be done in the following ways. Such as (i) through publicity in one national newspaper (in Bengali or in English) (ii) advertisement in the online job site and (iii) advertisement in the notice board. Human Resources Department will proceed for advertisement after getting approval of recruitment. **Appendix-2** is given for job advertisement.

b. **Head Hunting:** Recruitment may also be made through head hunting company and informing others through correspondence, e-mail, discussion etc.

c. **Online Job Portal:** Recruitment may also be made through online job portal like bdjobs, chakri etc.

II. Internal source:

a. Searching can be done from the existing staff of the organisation to relocate / transfer existing staff to new role in order to avoid project delays and maximize on the capacity building and training that have been invested in existing staff. Also searching candidates from CV Bank of the organisation could be one of the ways to find out the candidate. In this situation interested person may be known or unknown, having approached the organisation for job and placed their CV earlier.

b. Reference of existing employee with sound and unharmed background that doesn't conflict with recruitment criteria. In this case the referral employee could be the primary guarantor.

2.6 Selection Methods:

All the CVs which are collected internally/externally within given time frame will be short listed. Short listing criteria vary for each position. Job Description and Job Specification which are given in Requisition Form is the reference for setting the short listing criteria. However, Supervisor or Department Head will guide Admin Office for any other short listing criteria if needed.

For special condition, such as (Management requirement, emergency recruitment etc.) from the table may be skipped as per the Department Head requirements.



2.6.1 Selection of Candidate

- a) No one who is below eighteen (18) years of age may be hired as employee either on regular or contract basis.
- b) Prior to interview, an application has to be submitted by all applicants mentioning the position applied.
- c) Appointing or posting of spouses/relative in the same unit will be discouraged.
- d) Educational qualifications may be relaxed in case of highly experienced candidates.
- e) A standard screening tool may be utilized for short-listing of candidates. Short listing will be done by Admin / External consultant in consultation with respective unit. If the organisation receives less than 5 applications in that case all the applicants should be interviewed and no short-listing is necessary.
- f) Prior to short listing of internal candidates for interview, their service records including performance records for last two years must be consulted with.

2.6.2 Considerations in Selection

1. Closing date for the submission of application will be at least 10days from the date of advertisement.
2. Prior to interview, application along with other documents must be submitted by all applicants as mentioned in the advertisement.
3. Having professional reference is preferred to know about the applicant.
4. Educational qualifications may be relaxed in case of highly experienced candidates.
5. As a general guideline, the number of candidates called for a written test should not exceed 10 (ten) per position. Similarly, in an ideal case, the number of candidates for viva should not be more than five per position;
6. Interviewees should be informed at least 5-7 days before the date of test / interview.
7. Tests will be administered with respect to the requirements of the job, and it should enable the interview board to identify strengths and weaknesses of the candidates.
8. Relative of the applicant cannot participate as member of the interview board. If the candidate is relative that member must disclose the fact to the chairman of the recruitment committee. Chairman will decide about participation in the interview.
9. In the event that a test is administered, all candidates both internal and external will be expected to participate the same test under the same conditions;20-50 Marks can be assigned for written test and the time not exceeding one hour. Written test may be exempted for senior management level position.
10. The interview board may ask candidate's salary expectations and document the response, but the board may only discuss salary and benefits package in general terms. The recruitment board may not discuss or negotiate specific compensation package during interview unless there is a senior level management requirement.
11. Final negotiation of salary and benefits of candidates will be done by Head of Admin after selection of the candidate based on the result of interview.

2.6.3 Approval of Appointment

After receiving recommendation from the recruitment committee Admin office will call the selected candidate for negotiation of salary and benefits. After negotiation, admin will prepare a list of candidates and present it to the Hon'y General Secretary for approval. Appointment letter signed by Hon'y General Secretary will be issued.

2.6.4 Appointment of Employee

Appointment of employee will be done through a formal appointment letter (Appendix-3) signed by the Hon'y General Secretary.

2.6.5 Joining Letter

At the day of joining employee will prepare a joining letter in prescribed format as given in Appendix-4. Admin office will preserve the letter in the personal file of employee for future reference. Person who is employed in another organisation must produce acceptance of resignation or release order at the date of joining in the organisation.

2.7 Probation Period

Policy

The 6-month probationary period is a time for both the employee and the organisation to assess suitability, fit and competency within a role. During this period the organisation commits to reviewing employee performance and at the end of this time ongoing permanent employment will be confirmed.

Procedure

- i. Use system to track and monitor probationary periods
- ii. At the end of the probation period, the employee will get confirmation via a formal letter.
- iii. The employee may be terminated during probation period without giving reasons at any time by the appointing authority if the performance of the employee is considered unsatisfactory and/or he/she is found guilty of misconduct.
- iv. The probation period could be extended further with approval of the Hon'y General Secretary if it is found that more time is needed to assess the suitability of the person for the position.
- v. During the period of probation, an employee shall be eligible for leave as per leave policy.
- vi. Probation period may exclude in case of highly experience, senior management position, contractual or temporary service.
- vii. Any employee under probation period shall not be eligible for any organisational benefits like bonus, increment, advance etc.

2.8 Confirmation

- a. New employee's performance will be assessed if the new employee is suitable for regular employment with the organisation.
- b. In this connection the Unit heads will take initiative to assess the performance and recommends for confirmation addressing to the Hon'y General Secretary.
- c. On successful completion of the probation period, the services of the employee shall be confirmed with effect from the date of joining. Confirmation letter duly signed by the Hon'y General Secretary will be given to employees within 7 days of completion of probation period. Format of confirmation letter is given in Appendix-5.
- d. After confirmation in regular cadre employment, concerned employee shall be eligible to receive all benefits as per the organisation policy.
- e. ID card will be issued for all employees irrespective of grade. Information to be collected in prescribed format given in Appendix-13.

2.9 Transfer

An employee may be transferred from one post to another provided he shall, except as result of punishment under these rules or at his own request in writing, not be transferred to a post carrying pay lower than the pay of post on which he holds a lien. Doctors and Technical personal may also be transferred to and from the base Hospitals to other eye hospital/ Primary eye care centre (PEC)/ Vision Centre. In such case the incumbent shall get the benefit of continuity of service in the joining organisation, his/her obligations contractual or otherwise shall vest with the joining organisation and the service rules of the joining organisation shall apply to him/her.

Joining time

Joining time may be granted to an employee to enable him/her to join a new post to which he/she is appointed on transfer or on promotion while on duty in his/her old post, or to join a new post on return from leave.

Period of joining time

The joining time admissible to an employee whose transfer does not involve a change of residence from one station to another is one day only, a holiday counting as day for the purpose, provided if there be more than one holiday he/she shall join immediately after the holiday.

In the case of transfer involving a change of residence from one station to another, a period of up to 5 days shall be allowed for preparation and to cover the actual journey. The controlling officer may, in the exigency of service, curtail or in any special case, extend the period of joining time admissible under this rule.

Pay during joining time

Joining time shall be regarded as on duty and the pay for this period shall be paid from the joining organisation.

An employee who does not join his/her post within the joining time, shall not be entitle to any pay or leave salary on the expiry of joining time. Unauthorized absence from duty shall be treated as misconduct under chapter XI of these rules and he/she shall be dealt with by the organisation where he/she has been transferred to.

Journey fare and travelling allowance

For journey on transfer involving a change of residence from one station to another employee shall be entitled to fare of journey and daily allowance as per travelling & daily allowance for himself/herself, wife and children (up to 2) if any, provided his/her transfer is for the interest of the organisation. A transfer at his/her request should not be treated as a transfer for the interest of the organisation.

Travelling expenses in connection with such transfer shall be borne by the joining organisation.



2.10 Personnel Confidential File (PCF)

Personal information will be filled up by newly joined employee in prescribed form given in **Appendix-6**. admin officer must maintain an up-to-date PCF that will include relevant documents like:

1. Job Advertisement with Benchmark
2. Job Application
3. interview scoring sheet
4. C.V. with photograph
5. National ID
6. Educational certificates and experience Certificate
7. Registration certificates with any Govt. Registered Authority
8. Any Training certificate and Diploma Certificates
9. Personal Details format
10. Appointment Letter
11. Joining letter
12. Confirmation letter
13. Appraisal format
14. Personnel Correspondence of individual employee

2.11 Re-Employment

- 1) Any ex- employee of the organisation can request for re-employment under the following conditions; when:
 - i. a vacancy exists;
 - ii. the ex-employee meets the qualifications and job requirements for the vacant position;
 - iii. The ex-employee's previous performance record is found favorable.
- 2) The categories of separation that will not be considered for re-employment in BNSB are: Termination, dismissal, forced resignation, protest resignation, retirement, loss of service lien, discharge, resigned during probationary period and staff demonstrating poor performance.
- 3) The categories of separation that will be considered for reemployment in the organisation e.g. retrenchment and resignation due to personal problem.



3. Employment Benefits

Statement of principle: the organisation is committed to maintain salaries and benefits that are fair to all employees and competitive in the local marketplace. Organisation management will ensure that the overall compensation package is sufficient to attract, recruit and retain high quality staff within the financial capabilities of the organisation.

3.1 Definitions of employee benefits

- a) **Employee benefits** are all forms of consideration given by employer to employee in exchange for service rendered by employee.
- b) **Short term employee benefits** are employee benefits that are due to be settled within twelve months after the end of the period in which employee renders the related services

3.2 Basis of Calculation

The standard salary calculation is based on 6 working days a week, covering 42 hours per week, 24 working days per month and 52 weeks in a year.

3.3 Financial Benefits

3.3.1 Pay Structure

- a) The organisation classifies its employees according to their designation on various grades. These grades shall be decided by the Hon'y General Secretary upon approval by majority of Board members. Administration Unit must keep a copy of these grades of employees. The organisation should pay salary on a monthly basis directly into the employee's bank account. Where banking facility is not available the organisation may pay on different mode as per approval of the Hon'y General Secretary.
- b) The pay structure for different grades and steps will follow approved pay scale which is subject to change with the approval of the Board Member. Pay scale will be preserved with confidentiality by Admin and Accounts Unit. All employees may be aware of various job classifications and accompanying pay grades, but generally only a few know where each employee falls on the scale: the employee, his or her immediate supervisor, Admin being responsible for human resource management and higher management.

3.3.2 Salary

- a) Salary is termed as a fixed regular payment, typically paid on a monthly basis which includes basic salary and other allowances as per pay structure Basic salary is the fixed amount of money that is paid in return for work executed. It is the initial rate of compensation and does not include allowances benefits or any other possible compensation.
- b) All regular cadre employee will be compensated as per **pay scale** as approved by the management from time to time for their services rendered to the organisation in relation to the grade and position they occupy. "**Pay scale**" means a scale showing the rates of pay for employees working at each level of an organisation.
- c) **Gross and net salary:** "Gross salary" is the total amount of money an employee gets in a month including all allowances and before any deduction is made. It also includes, overtime payment and bonuses. After all the deductions have been made what remains is the "net salary".

3.3.3 Allowances

Allowance is a fixed monetary amount paid by the employer to the employee, whether personal or for the performance of duties. These allowances are generally taxable unless a specific exemption is allowed by law. Different category of allowances as available in the organisation is discussed below which are subject to changes with approval of the Hon'y General Secretary.

3.3.3.1 House rent allowance

House Rent Allowance (HRA) is paid by the employer to the employee to meet the expenses in connection with rent of the accommodation. House rent allowance is entitled as per pay scale as approved by Management against applicable grade of employee. The house rent allowance is calculated as a certain proportion of basic salary of respective grade.

3.3.3.2 Medical allowance

An amount of money that is paid by the organisation to employees regularly for medical purposes. All permanent staff will receive a medical allowance per month irrespective of grade.

3.3.3.3 Conveyance allowance

A conveyance allowance is a means of transportation or the transferring of persons and things from one point to another that is paid by the employer to employee. All staff under pay scale will receive a conveyance allowance grade. No conveyance allowance will be provided to an employee if transport facility is provided by the organisation

3.3.3.4 Travelling Allowance (TA) and Daily Allowance (DA)

Travel expenses means the costs associated with travelling for the purpose of conducting official activities inside or outside Mymensingh or outside the country. Travel expenses outside Mymensingh include transport fare, accommodation and food cost.

3.3.3.5 Festival Allowances

Employees will be eligible for two festival allowances equivalent to two-month basic salary as per employee's grade which will be paid in two equal installments before each festival. The employee shall receive full festival allowances only if he has completed six months' period of services.

3.3.4 Personal Salary Advance

Accounts Unit should not allow personal salary advance to any staff.

3.4 Employee Income Tax

Income tax of employee will be deducted by the organisation as per income tax rules at the time of making payment of monthly salary and allowance. Tax will be deducted from the taxable amount and deposited into national exchequer in accordance with the provision of Income Tax Rules the organisation will provide a certificate of deduction to payee in due time.

3.5 Retirement benefit

Contributory Provident Fund

Each regular employee applying for and accepted as a member of the Provident fund will contribute 10% of their monthly Basic Salary to the Provident Fund which will be deducted from the payment of monthly salary. The organisation will make monthly contributions to the Provident Fund of an equal amount in the employee's name.

In case of retirement and resignation, the concerned regular employee will receive the total of his / her individual contributions and BNSB's contributions, plus a prorated share of accrued interest resulting from investments of Provident Fund. Confirmed employee will be entitled to receive the contribution of the organisation upon completion of 3 years from the date of implementation of PF Act and PF Rules of BNSB.

Gratuity

A. Admissibility - Gratuity shall be admissible to

- (i) All permanent employees for their services from 1st July, 1987 and in case of employees who joined the organisation after 1st July, 1987 from the dates of their appointment, who have rendered at least five years' continuous service in the organisation and have not been dismissed, discharged or removed from service as a measure of punishment.
- (ii) A permanent employee whose service is terminated before completion of 5 years' service on the following grounds, namely
 - (a) The post to which he/she is appointed is abolished or he/she is retrenched from service for reduction of strength;
 - (b) He/she is discharged from service on medical grounds;
 - (c) He/she has died while in service.

- B. Amount** - The amount of gratuity for the financial year shall be computed at the rate of one month's basic pay for each completed year of service or any part there of exceeding 180 days. Basic pay on the 30th June of the financial year shall be the basis for such computation.
- After completion of 5 years: @ one month's last drawn basic salary for every completed year of service.
 - After completion of 15 years: @ Two month's last drawn basic salary for every completed year of service.
- C. Nomination** -
- (i) Each employee shall make a nomination in the prescribed form conferring on one or more persons the right to receive the amount of gratuity in the event of his/her death before payment of gratuity.
 - (ii) If an employee nominates more than one person he/she shall specify in his/her nomination the share payable to each of the nominees in such manner as to cover the whole amount of gratuity.
 - (iii) An employee may, at any time, cancel a nomination by notice in writing and in doing so, he/she shall, along with such notice, send a fresh nomination made in accordance with the provisions of (i) & (ii) above.
- D. Payment of amount of gratuity in the event of death**- In the event of death of an employee before payment of gratuity, it shall be paid to his/her nominee or nominees in the manner specified by him/her in his/her nomination, and, in the absence of any nomination, to his/her legal heir or heirs.
- E. Gratuity Fund** - The organisation shall transfer its gratuity liabilities for the financial year from the annual budget to the gratuity fund account at the end of the financial year. The accrued interest on the gratuity fund shall revert to the organisation.



4. Attendance and Leave Policy

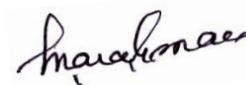
4.1 General Rule for Attendance

- a. Generally, the working days of BNSB will be 6 days in a week through Saturday to Thursday. Friday is weekly holidays. But the office can remain open at any day at the discretion of concerned authority of BNSB.
- b. Office hour timing will be fixed for admin staff only and four shift for medical staff only as below-

ADMIN STAFF (S)	9:00 AM – 4:00 PM
	8:00 AM – 2:00 PM
MEDICAL STAFF (S)	2:00 PM – 8:00 PM
(regular/ roaster duty)	8:00 PM – 8:00 AM

If necessary concerned authority can assign any employee to work beyond the office hour in the interest of the organisation. Provided that for work done on holiday the officers shall be given a day off from work and other employees shall be eligible for overtime allowance.

- c. Employees of the organisation shall be entitled to leave and holidays with full pay subject to fulfilment of conditions specified in this manual. All leave shall be granted in the form of half or full days except alternative leave.
- d. Biometric system of access control shall be used by all employees at the time of entering into the office. If it is not signed properly then the concerned employee will be treated as absent.
- e. Maximum 15 minutes' flexibility can be allowed in the office. If any employee enters into the office between 9:15am to 11.00 am then it will be considered as delay. One-day salary or one day earned leave will be deducted for every 3 days' delays in a month. However, this rule shall be relaxed for special cases like employees with new born baby.
- f. If an employee takes prior permission of concerned authority for the delays on account of official reason, then no deduction will be made.
- g. **Holidays:** The office shall remain closed as per list of Holidays as approved by Government and this will be declared at the beginning of the year.



4.2 Leave Policy and Procedures

4.2.1 Procedure for Leave Application and Entitlement

Leave application must be submitted by the applicant mentioning the type of leave and period of leave and other information as required in the leave application form. The application should be submitted to Manager Admin with and approval of Unit Head. Leave application of Unit Head will be approved by the Hon'y General Secretary and Leave application of Hon'y General Secretary will be approved by the Board of Members. Hon'y General Secretary's travel abroad has to be approved by the Chairman of Board Member. Except maternity leave, all kind of leave applications for 3 months or more must be approved by Board Member. Leave application form is given in

Appendix-8. Admin will preserve record of leave.

4.2.2 Types of Leave

Following leave facilities are available in the organisation. These are as follows:

- i. Earned leave
- ii. Casual leave
- iii. Medical leave
- iv. Maternity leave
- v. Paternity leave
- vi. Leave without pay
- vii. Encashment of Leave
- viii. National Holidays for Essential Service Staff
- ix. Leave for Temporary and Probationary Staff

i. **Earned Leave:**

All permanent employees shall earn leave with full pay at the rate of one eleventh of the period spent on duty and the leave so earned shall be credited to his / her leave account and the maximum accumulation shall be 90 days. The earned leave in excess of 90 days shall stand lapsed. Normally earned leave that may be taken in one spell shall not exceed 30 days. However, the controlling officer may under special circumstances, grant earned leave up-to 90 days at one time. Normally earned leave may grant on pro-rata basis to a confirmed employee with less than one-year service.

ii. **Casual Leave:**

- a) Casual leave can be availed by employee up to 12 days (on pro-rata basis in case of an employee with less than one-year service) in a year to meet up the need of urgency.
- b) It can be availed maximum 5 times a year and not more than 3 days at a time. Casual leave shall not be cumulative and cannot combined with other leave.

iii. **Medical Leave:**

- a) Medical leave can be availed by employee in case of medical grounds for 14 days in a year as per existing labour law of Bangladesh government.
- b) Medical leave must be supported by medical certificate if it is more than 3 days.
- c) Medical leave in excess of allowed days will be adjusted against earned leave balance.
- d) Medical leave can be availed during probation period proportionately based on the nature of employment.



iv. Maternity Leave:

- a) Female employee in regular cadre can avail maternity leave for a period of maximum 180 days with full pay provided that she has completed at least six months of service with the organisation. This leave can be extended for further 2 months without pay in case of special need of the concerned employee. In the case of temporary female staff can avail maternity leave for a period of maximum 180 days with 50% pay provided that she has completed at least six months of service with the organisation
- b) Maternity leave can be availed 2 times during the period with the organisation.
- c) Application for maternity leave will be submitted by the concerned employee at least eight weeks before commencement of the leave period.
- d) If any female employee adopts a child in that case she is entitled to maternity leave for 180 days.

v. Paternity Leave:

Any male employee who has been regular with the organisation can avail paternity leave for 3 days with pay. This leave can be availed maximum 2 times during the period with organisation

vi. Leave without pay

When there is a necessary leave requirement but that does not cover any of the above criteria may request for this category of leave. Leave without pay may or may not count towards long service leave depending on the conditions of employment. Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

vii. Encashment of Leave

If at any time earned leave to the credit of an employee is likely to lapse due to the same being not granted by the controlling officer in spite of official request within the year, such leave i.e. the leave which is likely to lapse, may be encashed and payment shall be made to the employee proportionate to the total basic pay drawn by him/her in the month prior to such encashment.

viii. National Holidays for Essential Service Staff

The service of Cook, Guard, Driver and Courier are declared as "ESSENTIAL SERVICE" and are entitled to enjoy all National Holidays. However, they may be asked by the management to work during these holidays, and in that case this leave will be compensated by a cash payment.

ix. Leave for Temporary and Probationary Staff

All Temporary and probationary employee will receive on day per month of service as leave. This is intended to cover any and all types of leave (Casual, medical, annual, earned, etc.) and no further leave will be granted. If the employee need to take any further leave, it will be considered leave without pay.



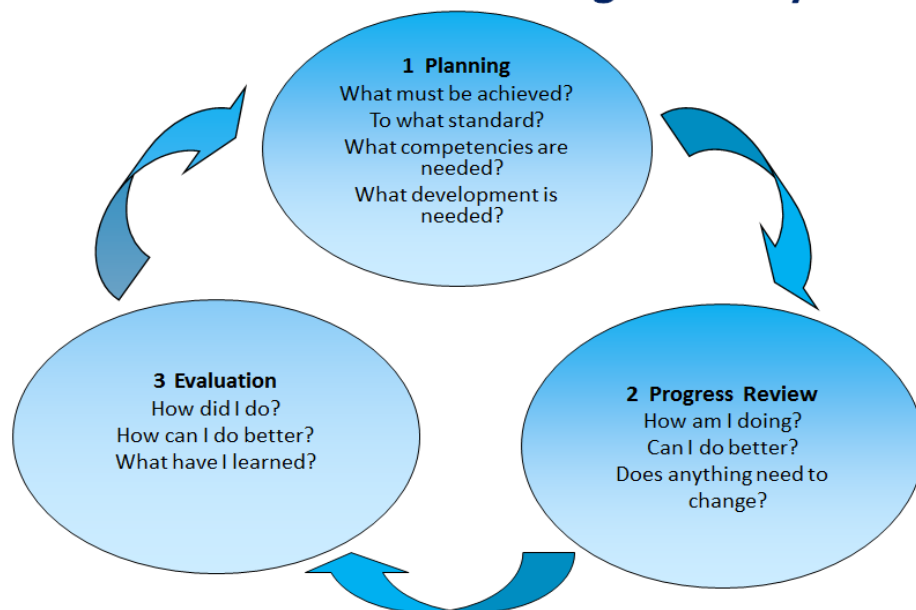
5. Performance Management System (PMS)

5.1 What is PMS?

Performance Management System is a systematic process by which an individual employee's performance is planned, organized, monitored, appraised, guided, and rewarded. The system does not merely represent an annual event rather it represents a systematic year-round process. The role of performance management is to ensure that an individual employee performs to the best of his/her abilities and realizing own potential and thus fulfill individual and organisational objectives.

Performance Management System is viewed as a cycle having different inter-linked components, each of those having sub-components. The system starts with establishing mutual goal setting at the initial stage of the performance year. Secondly, the system ensures ongoing performance monitoring and feedback, and encourages two way communications between supervisor and supervisee. Finally, the performance cycle ends with evaluation of performance. The various stages of Performance Management Cycle are shown below:

The Performance Management Cycle



Maqsood

5.2 Purpose of the Staff Appraisal Process

The Annual Staff Appraisal (ASA) serves two main purposes:

- a. Salary review: ASA serves as the basis for the annual salary review.
- b. Staff development: ASA is an essential tool for staff development. This process should serve to clarify performance expectations between supervisors and subordinate staff. Employees should clearly understand areas which need to be improved. Supervisors also should clearly describe the support they may offer to help employees strengthen their performance. The ASA is the most important record of these understandings.

5.3 Performance Planning / Individual Operational Plan

Performance planning / Individual Operating Plan (IOP) a clearly defined plan of action, which are mutually discussed and agreed upon by the supervisor and the supervisee at the beginning of the year. Expectations must be discussed between supervisors and supervisee to achieve a clear understanding of critical areas of performance.

5.4 Annual Staff Appraisal (ASA)

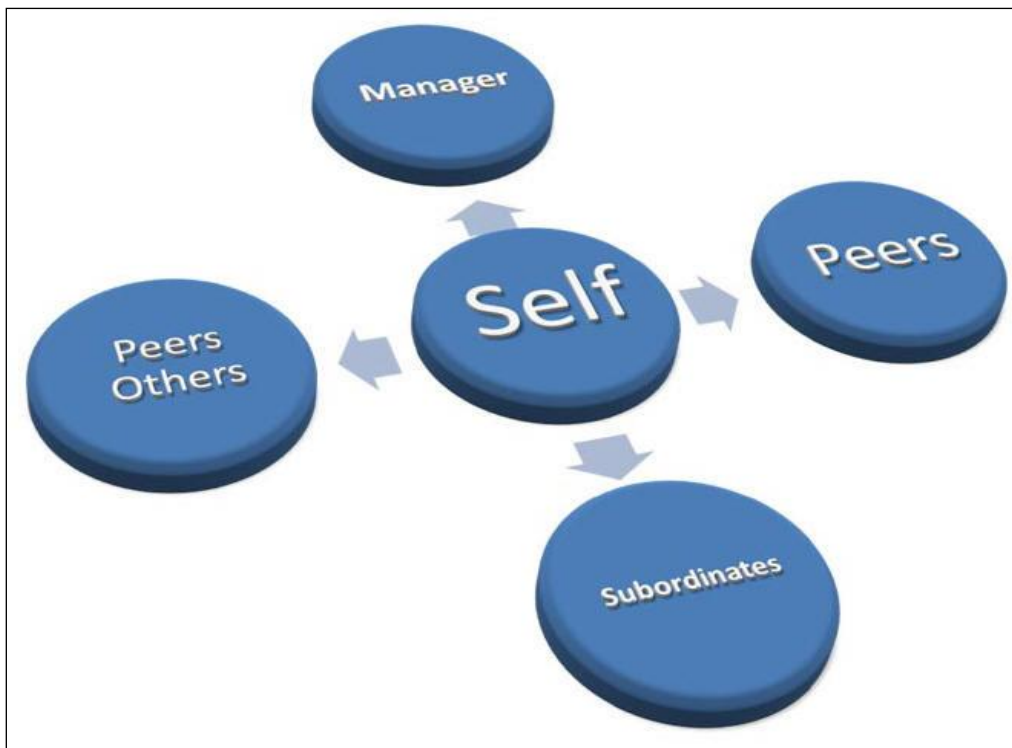
- i) At the end of each year Annual Staff Appraisal should be conducted. Both supervisee and supervisors should better understand the expectations of each other and be better prepared for the coming year.
- ii) Unit Heads, Head of Finance, Head of Surgeon/consultant and Hon'y General Secretary will assess the level of competency of supervisee as per instruction given in the prescribed form in **Appendix-9**. In determining the level of performance and competency of supervisee, 360-degree feedback should also be taken into account as described in this chapter.
- iii) Unit Heads, Head of Finance, Head of Surgeon/consultant and Hon'y General Secretary should identify the development needs of the employee based on the evaluation of performance and prepare training plan for the next year. This plan for development has to be agreed between these two parties and approved by supervisor, Department Head of the Unit.
- iv) Annual staff appraisal of all staff must be completed with 15 days remaining of the close of the year by the respective and the assessor and the result of appraisal must be submitted to HR/Admin along with comments and recommendation. Admin will start compilation and discuss with Accounts for budget availability as there is a financial impact as a result of performance increment and bonus proposed as performance reward
- v) Hon'y General Secretary should review and approve and sign all the appraisal of employees beyond the calendar year. If necessary, can revise the recommendation based on previous track record and direct communication with respective employee.

5.5 Performance Monitoring

- 1) **Regular feedback, coaching and mentoring:** Supervisors should regularly review and discuss performance with the employee. These discussions need not be documented, but frequent feedback helps an employee recognize and maintain areas of good performance and improve any weak areas.
- 2) **Training:** Training describes any activity which encourages professional growth and development among employees. Supervisors should be careful to provide the necessary support through feedback and coaching to ensure that the employee receives the maximum benefit.
- 3) **Responsibilities of Primary Evaluator:** The responsibility for finalizing the annual performance appraisal lies with the primary evaluator. However, an accurate, fair and objective performance appraisal requires inputs from a number of sources. Before finalizing the ASA the supervisor should discuss with the employee any special accomplishments which should be included in the evaluation.

- 4) **Peer review (360-degree Feedback):** The Primary Evaluator should collect input from secondary sources before completing the appraisal process. Peer review may also include persons in other projects or units with whom the employee has frequent interaction or colleagues in other projects who may have a view on the employee's performance.

360 Degree Feedback

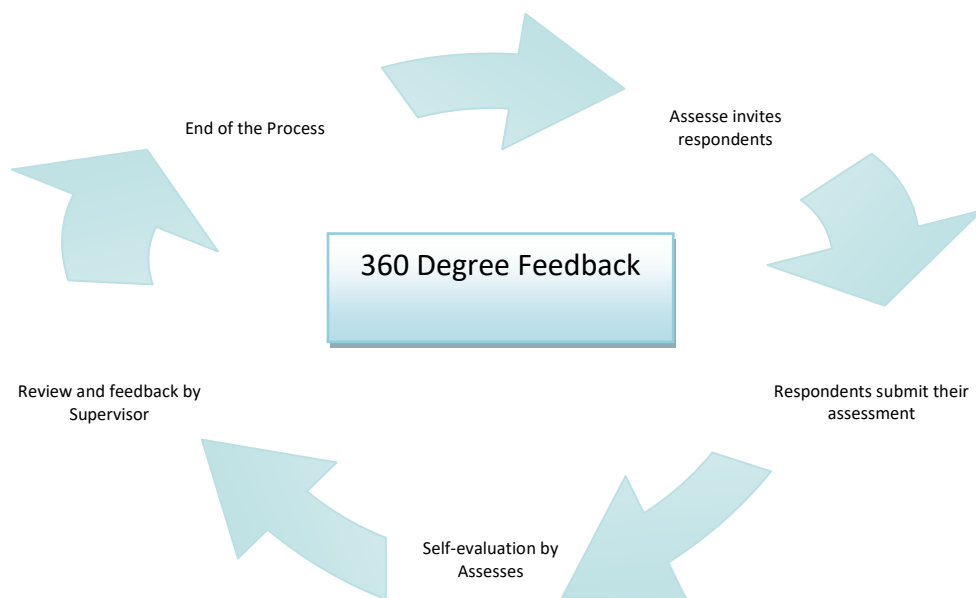


Process of 360-degree feedback:

- Employee will invite the respondent with a form **(Appendix-10)** to provide assessment about him /her.
- Respondents will submit their assessment.
- Employee will do self-assessment
- Final Report will be prepared by Supervisor after compilation of all feedback
- Finally, feedback of Supervisor will be given to employees who will show the gaps in competency level and plan for improvement. Diagramed presentation of 360-degree feedback is given below.

Handwritten signature

Process flow of 360-degree feedback



- 5) **Responsibilities of Employee:** Each employee must share the responsibility of contributing to and learning from the annual performance appraisal process. Employees must try to understand the expectations of their supervisors and the types of performance which merit positive recognition.
- 6) **Responsibility of HR/Admin:** HR/Admin will finally review the contents of the ASA form and provide with necessary inputs to appraiser. Additional comments will be made by Admin before the employee has signed the form.
- 7) **Performance Ratings:** BNSB uses five scale ratings for performance, as follows:
 - i) **Outstanding Performance (Achievement level 100% +)**
Employee performance is outstanding when it exceeds the expectation. This may include one of the following:
 - Exceeds the set target
 - Employee meets or exceeds expectations in spite of challenging circumstances.
 - Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) coaching others, or iii) creating results that pave the way for others and/or are used as a role model.
 - ii) **Very Good Performance (Achievement level 90% - 100%)**
Employee performance is very good and completely satisfactory. The next step for this employee would be to exceed targets, and/or influence others to improve their performance. Employee requires little guidance to perform at a high level.
 - iii) **Good Performance (Achievement level 75%- 90%)**
Employee performance is good, but still has room for improvements. Employee requires occasional guidance and training for performance to be completely satisfactory.
 - iv) **Average (Achievement level 50% - 75%)**
Employee has potential, but performance is average. Employee may be new to the job or task and is developing. Employee requires frequent guidance / supervision.
 - v) **Below Average (Achievement level below 50%)**
Employee performance is poor and requires significant improvement. Employee may actually be doing things that negatively affect others' performance.

5.6 Recognition and Reward

Significantly Exceeds Requirements (SER): The employee consistently demonstrates superior performance. Initiative and outputs are above the stated requirements. The employee is extremely competent and knowledgeable individual who consistently exceeds requirements. The rating should be reserved for truly outstanding performance. Employees rate SER will receive Three Step increment.

Fully Meets Requirements (FMR): The employee consistently demonstrates excellent performance. Initiative and outputs are dependable and high quality as per the stated requirements. The employee is very competent, knowledgeable individual who consistently meets all the requirements of the position. Employees rated FMR will receive Two-Step increments.

Meets Most Requirements (MMR): The employee demonstrates good performance in most areas, but needs improvement in one or more aspects relevant to the Job's responsibilities. Initiative and outputs are generally good as per the stated requirements. The employee is competent and knowledgeable in most aspects of his/her work but needs to improve in one or more critical areas of the job. Employees rated MMR will receive One-Step increment.

Below Requirements (BR): These employees need to improvement in several critical areas to satisfactorily achieve his or her job. Initiative, outputs and quality are below stated requirement. The employee has demonstrated the necessary competence on knowledge but still needs to further developing critical skills to perform adequately. Employees rated BR will not receive merit increment.

Salary Increment:

Level of Performance	Appraisal Score	Reward Type
1	Below Average	will be kept on probation and a warning letter will be issued- consecutive 3 months performance at this level shall lead to separation
2	Average	employee shall not be entitled to any salary increment
3	Good	10% increment in basic salary
4	Very Good	15% increment in basic salary
5	Outstanding	20% increment in basic salary / Promotion. Promotions subject to fulfillment of promotion policy

Admin will prepare the proposal of increment and Accounts will check availability of budget of the organisation. In preparing the proposal Admin and Accounts will discuss with respective Unit Head and Unit supervisor for revision if required. Finally, revised proposal will be submitted to Hon'y General Secretary by 31 December and it has to be approved by Hon'y General Secretary in consultation with Treasurer and Chairperson of Board Members. After necessary approval, increment will be effective from 1 January of the year.



5.7 Promotion Policy

Confirmed regular employees may be given Promotion from one grade to another grade. Any promoted employee may be reverted to the previous post or grade for unsatisfactory performance.

Decision for promotion will be given based on the following factors:

- a) Achievement of outstanding result as per performance assessment
- b) Length of service
- c) Educational qualification
- d) Total Working experience and finally
- e) If there is vacant position which can be filled out

Hon'y General Secretary will take the decision for promotion based on the followings:

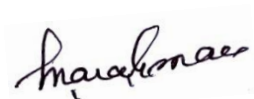
- a) Recommendation from the Annual Staff Appraisal process and availability of the vacant position as per approved organogram.
- b) Academic Qualification and Experiences for the Permanent Employees of BNSBs (as approved in the 74th Co-ordination Committee Meeting held on 16.10.2008). Details given in *Appendix-15*

5.8 Job Rotation

The management of the organisation reserves full authority to rotate jobs when needed after completion of the Annual Staff Appraisal. Admin in consultation with the line supervisor will arrange the job rotation. Job rotation should be finally approved by Hon'y General Secretary.

5.9 Evaluation by Board of Members

BM reserves the right to check and evaluate the annual staff appraisal at any point of time if they think necessary.



6. Cessation of Employment

6.1 Ground of Cessation

Employment with the organisation will be ceased in the following circumstances.

- i) Normal Retirement
- ii) Resignation
- iii) Discharge
- iv) Dismissal
- v) Death
- vi) Termination
- vii) Temporary Suspension

6.2 Procedure of Cessation

i. Normal Retirement:

Normal retirement age in the organisation is 62 years of continuous service. An employee will notify Admin 6 months before the retirement. Concerned employee will get the retirement benefits as per policy such as Provident Fund and Gratuity Fund along with other dues like salary, allowances, bonus, and leave encashment. Final settlement will complete within one month of retirement.

ii. Resignation:

- A resignation is a personal decision to exit an organisation. It can take place for various reasons such as better opportunity in terms of salary, career advancement, migration, work life balance, working environment etc. Confirmed employee must submit his / her resignation letter with 30 days' notice before the resignation is effective.
- Resignation letter of employee has to be submitted to the Hon'y General Secretary through Head of the Unit and Admin.
- 30 days' period will be counted from the day of the notice submission until the last working day unless the last day is a holiday. In that case the day immediately preceding the holiday will be counted as last working day.
- Balance of earned leave can be adjusted against notice period.
- In case of short fall of days in the notice period salary will be deducted from the final settlement against the number of day's remains shorter than 30 days.
- Final settlement will be calculated by Accounts when Accounts will be satisfied that:
 - a) Leave balance is confirmed by Admin before calculating leave encashment amount
 - b) Notice in lieu of salary has been deducted where applicable
 - c) Gratuity balance has been duly calculated as per policy
 - d) Bonus is calculated proportionately
- Final settlement amount will be paid after receiving the clearance from the Hon'y General Secretary. Clearance form is given in **Appendix 14**.
- If any employee wants to withdraw the resignation, he /she can do it within 7 days after submission of notice. In this regard formal application with proper justification of withdrawal of resignation to be submitted to the Hon'y General Secretary and he will take decision of acceptance or rejection at his own discretion.
- Exit interview will be conducted by Admin as mentioned in this chapter later.



iii. Discharge:

According to section 22 of the Bangladesh Labor Law a worker may be discharged from service on the ground of physical/mental incapacity to the extent that he/she is not able to continue working. No notice is required in order to discharge a worker.

For the compensation in the case of discharge of employee, If the service period of the worker is not less than 1(one) year; at the rate of 30(thirty) days wages for every completed year of service or gratuity (if any), whichever is higher.

iv. Dismissal:

Dismissal (also refers to firing or sacking) is the termination of employment by an employer against the will of the employee. The management of the organisation can dismiss an employee as part of disciplinary action against allegation of misconduct or dishonesty as mentioned in the Code of Conducts.

Decision for the dismissal must be communicated in writing through a letter signed by the Hon'y General Secretary. In case of dismissal concerned employee will get the benefit of salary.

v. Death in service:

Separation from BNSB can take place if any employee dies for whatever reason during the employment with BNSB. Following benefits will be paid in case of death in service:

- Salary until last working day
- Leave encashment as per policy
- Proportionate bonus

vi. Termination:

The management reserves the rights to terminate any employee through without assigning any reason with 30 days' notice or one-month salary in lieu of notice along with other benefits as per entitlement.

vii. Temporary Suspension

Suspension means temporarily prevent from continuing the job. Suspension period will not exceed 90 days. Suspension order can be issued by appointing authority in case of breach of code of conduct as mentioned in this manual. During the period of suspension employee will get a living allowance which is comprised of maximum 50% of basic and other allowances in full. The suspended employee will not perform any job but will attend the office as per official rules. Suspension order can be withdrawn if it is proved that the accused is innocent. He / she will get the balance of 50% and from the withdrawal date and will get the full payment of salary from onward as per regular procedure.

6.3 Termination during Probation Period

Notice for termination can be given during probation period if the concerned employee cannot perform up to the mark. In that case salary up to last working days will be paid.




6.4 Exit Interview

- Exit interview is applicable in case of normal retirement and separation by resignation.
- Exit interview is conducted with departing employees, just before they leave.
- From the employer's perspective, the primary aim of the exit interview is to learn reasons for the person's departure, on the basis that criticism is a helpful driver for organisational improvement.
- From the departing employee perspective, an exit interview is a chance to give some constructive feedback, and to leave on a positive note, with good relations and mutual respect. Recrimination, blame, revenge and spite are destructive feelings and behaviors, so it should be avoided during the interview session. Therefore, the exit interview is an opportunity to shake hands and leave friends, not enemies.
- Exit interview will be conducted by Admin. Admin will try to find out the reason for leaving. In this connection Admin will take feedback on the above mentioned areas which will be analyzed for future decision.
- Exit interview form is given in Appendix-12.

6.5 Release Procedure

- a) After acceptance of resignation, concerned employee will be provided a letter by Admin with a deadline for handing over the charge to the designated person as mentioned in the letter (a copy to supervisor to be given).
- b) A list of the files, documents, manual, books and records, office equipment and its condition, stationary and any other miscellaneous items to be prepared by respective employee which will be handed over to the supervisor.
- c) Employee should surrender the ID card or any office pad/name card to Admin.
- d) Clearance/no objection should be obtained in the prescribed form from respective section before final payment to the employee.
- e) After completion of the above steps the Accounts and Finance will calculate the total dues based on information provided by Admin and disburse the dues to the concerned employee through A/C payee cheque.



7. Code of Conducts and Relevant Policies

7.1 Definition of Code of Conduct, the purpose

Code of conduct are “principles, values, standards, or rules of behavior that guide the decisions, procedures and systems of an organisation in a way that (a) contributes to the welfare of its key stakeholders, and (b) respects the rights of all constituents affected by its operations.”

7.2 Who Must Follow the Code?

The Code of Conduct applies to all level of employees of the organization whether regular or contractual. This policy affirms the organisation’s belief in responsible social and ethical behavior from all employees. The code of conduct clarifies the standards of behavior that organisation expects from all employees.

7.3 Rules

7.3.1 General Rules

Code of Conduct policy applies to all employees and provides the framework of principles for conducting business, dealing with other employees, Clients and suppliers. The Code of Conduct does not replace legislation and if any part of it is in conflict, then legislation takes precedence. This policy is based on the following general rules:

- I. Act and maintain a high standard of integrity and professionalism
- II. Be responsible and scrupulous in the proper use of Company information, funds, equipment and facilities
- III. Be considerate and respectful of the environment and others. No employee is allowed to disregard the gender policy
- IV. Exercise fairness, equality, courtesy, consideration and sensitivity in dealing with other employees, clients and suppliers
- V. Perform duties with skill, honesty, care and diligence. Abide by policies, procedures and lawful directions that relate to the employment with the organisation.
- VI. Avoid the perception that any business transaction may be influenced by offering or accepting gifts. Under no circumstances may employees offer or accept money.
- VII. Without prior approval of concerned authority, no employee will publish or disclose any information in front of media or any other people.

The management expects co-operation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards. Any employee in breach of this policy may be subject to disciplinary action, including termination. Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from the Admin Manager or the office of the Hon’y General Secretary.

7.3.2 Dress Code for support staff and drivers

The organisation’s objective in establishing a safe and comfortable environment includes setting some standards for workplace dress code. This is to enable all people to project a professional image that is in keeping with the needs of BNSB. Office employees are expected to dress business casual during work hours. All office employees must dress in a neat and well-presented manner at all times.

7.3.3 Rules regarding involvement in personal assignment or business

- i. Employee is not allowed to be engaged in doing assignment or business with any government organisation or work temporarily under any person without prior consent of concerned authority.
- ii. If any employee expresses interest in engaging himself / herself in any other organisation in payment of remuneration, he/ she must submit an application to the Hon’y General Secretary in writing. Hon’y GS can approve the request considering operational and business policy of the organisation Contractual and regular employee can engage only in the business or professions of its own without affecting the official work of the organisation

7.3.4 Rules regarding temporary suspension

As a result of investigation of allegation by the organisation if it is proved that any employee was found guilty of misconduct or if any verdict is passed by the court against the staff in that case the management can suspend temporarily.

7.3.5 Rules regarding gifts / personal loan

Staff of the organisation is not allowed to take any gift / personal loan or any kind of undue advantage from subordinate or from the person involved in the supply of goods or services of organisation. Loan can be taken only from the authorized institution engaged in this purpose.

7.3.6 Rules regarding misconduct

Following list of acts will be considered as misconduct by employee:

- i. Disregarding any lawful official order from superior;
- ii. Involved in theft of any asset of the organisation dishonesty, conduct fraudulent activities;
- iii. Habitually late attendance and ignoring tendency towards job responsibilities
- iv. Intentional act of non-compliance with the terms and condition of appointment or any policy of the organisation;
- v. Any act of indiscipline or unethical behavior;
- vi. Damaging or bring any harms to the property of the organisation and unauthorized possession of any official documents
- vii. Failure to protect any asset / official document by any person responsible for security of those asset/ documents
- viii. Giving false information regarding name, age, father's name, qualification, previous service etc. in the letter of application
- ix. Any act of sexual harassment as mentioned in the Gender Policy.

7.4 Child Protection Policy

Dr. K. Zaman BNSB Eye Hospital is committed to the safety and well-being of all children and to zero tolerance of child abuse. Our Directors and employees have agreed to the following principles and practices in relation to the work of Dr. K. Zaman BNSB Eye Hospital and we have committed to use our best endeavours to ensure that we will conform to these principles and practices.

7.4.1 Child Protection Principles

- A. Any form of child abuses and exploitation is unacceptable and will not be tolerated.
- B. All children, everywhere, will be treated with respect regardless of ethnicity, gender, religion, disability, social status or political persuasion.
- C. Compliance with all relevant International and local legislation, including labour laws in relation to child labour.

7.4.2 Child Protection Practices

- A. Dr. K. Zaman BNSB Eye Hospital does not employ or involve children in our programs, and all program participants are at least 18 years of age.
- B. If our program interacts at all with children, we will ensure that we:

- i. Respect cultural differences.
- ii. Maintain and promote a safe environment for children to participate in the programs of in-country partners.
- iii. Empower children, their families and communities to be knowledgeable about their rights, to know what is acceptable and unacceptable and to know what they can do when there are problems.
- iv. Engage in open communication between children, young people, parents, staff and volunteers and to have children and young people participate in the decisions that affect them.
- v. Interact with children in such a way so as to facilitate transparency and accountability to other adults.
- vi. Appoint teams rather than individuals to work with unaccompanied children where feasible in the circumstances.
- vii. Refrain from using language or behaviour towards children that is demeaning, harassing, culturally inappropriate or sexually provocative.
- viii. Refrain from physical punishment or discipline of children in the course of rendering aid.
- ix. Do not hire children for domestic tasks or other labour inappropriate for their developmental stage, which places them at risk of injury or prevents them from accessing education.
- x. Never engage children in any form of sexual activity or acts.

C. All staff members will immediately report to the Hon'y General Secretary of Dr. K. Zaman BNSB Eye Hospital any concerns/allegations of child abuse.

D. Dr. K. Zaman BNSB Eye Hospital will comply with local traditions and cultural expectations when photographing/filming children and ensure all images are honest representations of the context and the facts. In particular, Dr. K. Zaman BNSB Eye

Hospital:

- i. Does not use images in such a way as to reveal identifying information about a child.
 - ii. Appropriately uses technology around children, including computers, mobile phones, video and cameras, and never engages in exploitative, harassing or pornographic activities.
 - iii. Ensures all images present children in a dignified and respectful manner, adequately clothed and not in sexually suggestive poses.
- E. All Dr. K. Zaman BNSB Eye Hospital staff have current working with children clearance before any international project visits.

7.5 IT, Internet & Email Policies

Internet Use

The internet is provided by the organisation for operational use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staffs need to be aware that some forms of internet conduct may lead to criminal prosecution.



Email Use

To protect the organisation from the potential effects of the misuse and abuse of email, the following instructions are for all users:

- i. Email facilities are provided for official correspondence and communication
- ii. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
- iii. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.
- iv. When using email, a person must not pretend to be another person or use another person's computer without permission.
- v. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

Discrimination, Sexual Harassment and Bullying

The organisation is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behavior that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal. For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfavorably because of a personal characteristic that is protected under modern human resource manuals.

Indirect Discrimination occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example, a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behavior that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Employees must report any behavior that constitutes sexual harassment, bullying or discrimination to their manager. Employees will not be victimized or treated unfairly for raising an issue or making a complaint.

7.6 Disciplinary Action / Punishment

If any employee violates any of the rules mentioned above willingly or unwillingly or by any means he / she will be held responsible for the misconduct and be punishable in any one or more of the following manner.

- i. Warning letter
- ii. Withheld increment up to a certain time
- iii. Recovery of the amount pertaining to damages made to the organisation.
- iv. Downgrading the existing scale / position / downsizing the salary keeping in the existing scale
- v. Dismissal / firing from the job
- vi. Temporary Suspension up to 90 days

7.6.1 Procedure for Disciplinary Action / Punishment

- i. The aggrieved staff / survivor must submit a complaint in writing at the office of the Hon'y GS.
- ii. After receiving the complaint, a 'show cause' letter will be issued by Admin to the person charged with misconduct upon instruction from the Hon'y GS.
- iii. The accused must submit his / her response to Admin with proper justification within 7 days of the receipt of the show cause letter. If no reply is received within the mentioned time the allegation will be deemed to have been accepted by the accused and necessary action will be taken accordingly.
- iv. After submission of explanation to Admin it will be forwarded to CMC. If necessary, an investigation may be conducted by the immediate superior of accused or by other members as required to investigate the allegation as per decision of CMC.
- v. After submission of investigation reported will take decision about disciplinary action.
- vi. Concerned authority will take decision within 21 days of receipt of the investigation report and communicate in writing to the accused person. Concerned authority can refer to the decision related to the similar nature of allegation if required.

7.6.2 Procedure for Appeal

- i. Any person charged with allegation and aggrieved with the decision of disciplinary action already communicated to him/her, can file an appeal before Board Members through the Hon'y GS within 15 days of receipt of the official letter.
- ii. The Hon'y GS will forward the letter to BM with his / her comments regarding the decision and BM will take a review of the decision and pass their judgment within two months of the receipt of the appeal.
- iii. If the decision by BM is passed against the accused in that case, he / she can apply to BM within 15 days of the decision for reconsideration.
- iv. Communication between BM and the accused will be channelized through Hon'y GS.

7.6.3 Sexual Harassment Protection Policy

Disciplinary Committee shall handle the sexual harassment issue and will take complaints, investigate the matters and take appropriate decision.

7.7 Policy on Safeguarding against Terrorism Financing

Dr. K. Zaman BNSB Eye Hospital is committed to taking all reasonable efforts to ensure that the funds it spends are not being directed towards terrorist activities or are used in a fraudulent or corrupt manner.

7.7.1 Anti-terrorism financing Principles

- i. Dr. K. Zaman BNSB Eye Hospital will comply with all Australian laws, including laws relating to anti-terrorism financing or money laundering (*specifically Anti-Terrorism Act 2001 (Cth), Criminal Code Act 1995 (Cth) and Charter of the United Nations Act (Cth)*).
- ii. Dr. K. Zaman BNSB Eye Hospital will use its best endeavours to ensure that all expenditure of funds and implementation of program activities will not breach any Australian laws, including laws relating to anti-terrorism financing or money laundering.
- iii. Dr. K. Zaman BNSB Eye Hospital will comply with the laws of the countries in which we are operating, including laws relating to anti-terrorism financing or money laundering.
- iv. Dr. K. Zaman BNSB Eye Hospital will take all reasonable steps to understand the level of risk it may be exposed to in relation to terrorism financing or money laundering and, where risk is evident, ensure that appropriate precautions are in place.

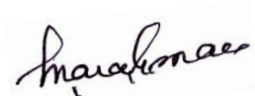
7.7.2 Anti-terrorism financing Practices

- i. All transfers shall be made through regulated financial institutions to known beneficiaries.
- ii. Dr. K. Zaman BNSB Eye Hospital shall maintain detailed records of all payments.
- iii. Dr. K. Zaman BNSB Eye Hospital shall monitor and evaluate the activities carried out in each of its offices to ensure that grants are expended on the purpose for which they are given.
- iv. Dr. K. Zaman BNSB Eye Hospital will conduct an audit of all of its offices each year.
- v. Any suspicious activity will be notified to the Hon'y General Secretary of Dr. K. Zaman BNSB Eye Hospital immediately.

7.7.3 Safety and Security Guideline

The principles and guidelines set out below are intended to help employees to assess and ensure safety and security of its own life and property of BNSB belongs to them while performing duties inside and outside the premises of BNSB. Guidelines are as follows:

- All employees must keep employee ID while going out from home or office.
- A First Aid box will maintain at the organisation office by Admin Unit for primary care of employee in case of any injury.
- Fire extinguisher covering the floor space should be preserved at the organisation office.
- At the time of travel, employees will not interact with strangers and take any food from strangers.
- Avoid such situation that would lead to security threat. Such as not to travel at midnight or very early morning in a hired taxi / auto rickshaw alone.
- All employees must follow Traffic Rules while driving its own vehicle or official vehicle.
- Drivers should have a clear eye vision. Eye test should be conducted before appointing a driver.
- Admin Unit should conduct an awareness program about the above guidelines among the employees after joining the organisation.



8. Gender Policy

8.1 Aims and Objectives:

- To create and sustain an enabling environment within BNSB for all persons to work on equal terms and on the basis of dignity, irrespective of their sex, class, cast, religion, personal or political beliefs, orientations, social identities or disabilities.
- To ensure equal rights and opportunities for all staff members and their equal, unhindered participation in all activities of the organisation.
- To undertake affirmative action within the organisation to correct the historically created disadvantages of certain sectors, including women.
- To create conducive conditions and environment for changing and improving the status of women within the organisation and of historically disadvantaged persons in society.
- To institutionalize women's rights and initiatives.

8.2 Points to Ponder:

Dr. K. Zaman BNSB will:

- Encourage an egalitarian, open and participatory working environment and discourage any signs of a culture of silence and fear.
- Incorporate sensitivity with respect to gender and difference or disadvantage as one of the components of the staff performance indicators.
- Periodically and at a minimum annually monitor gender-sensitive practices in other organisations which could be adopted progressively in BNSB.
- Ensure an environment free from harassment in particular on the grounds of gender or any form of disadvantage.
- Appoint a "Gender Advisory Committee" to deal with sexual harassment and related issues. It will develop procedures to be followed to protect both complainants and the accused until the fact-finding inquiry is over. Counseling support will be part of the process and strict confidentiality will be maintained.
- Make each member within the organisation (regardless of rank and seniority) accountable for her/his actions if these are contrary to the measures laid down by the Gender Policy.
- Complaints should be heard in confidence by a member (s) of the Gender Advisory Committee in whom the complainant has trust or by any person appointed for this purpose from outside BNSB.

8.3 Recruitment and Promotion:

To encourage, develop and retain women, and historically and physically disadvantaged staff members in their careers BNSB will:

- Provide facilities, terms and conditions in a flexible way so as to encourage them to secure employment and to return to employment without detriment when they take breaks from work for reasons such as maternity, study leaves, or specific to health related issues.
- Constitute recruitment boards, wherever possible, with equal numbers of men and women, who are gender-sensitive.

- Give preference to a woman candidate over a male candidate, or to a person from a religious/ethnic or linguistic minority, or to a person with disabilities, when both are equally qualified for the same post.
- Examine interview practices to ensure that interviewers encourage rather than discourage women candidates or others who have experienced historical or physical disadvantage, and closely monitor gender and other forms of prejudice or bias during interviews.
- The promotion of women to senior positions will be encouraged. In positions where specialized knowledge or skills are not required, qualification and work experience may be relaxed for female candidates until women's education and employment opportunities are the same as for men and also for the physically and historically disadvantaged.

8.4 Financial and Other Material Facilities:

Female and Male staff members holding the same position and having same length of experience would be entitled to equal pay, house rent, travel allowances, increment, retirement benefit fund, food allowance, medical facilities, communication facilities etc.

8.5 Affirmative action:

To encourage and promote women staff members and historically and physically disadvantaged persons', to advance within the organisation, BNSB will:

- Organize training in management, communication and assertiveness skills to encourage them to develop their careers in supervisory and management posts.
- Recognize the distinctive characteristics of women's style of management and leadership as equally effective as those of their male counterparts.
- Develop staff understanding and practice of gender equality and human rights by providing appropriate gender sensitive training and exposure to appropriate practices.
- Ensure that all employees have advisory roles on gender issues in policy in decision-making.
- Facilitate dialogue among staff on issues of gender relations through workshops and seminars.
- Allow spouses partner of staff to attend gender awareness raising courses and legal education programs so that families of employees can experience for themselves the results of gendered development and equality provisions.

8.6 Personal security:

To ensure that women staffs are adequately protected, BNSB will:

- Actively consider the security of women staff at work, particularly during night travel and evening work.
- Be flexible regarding hours of work for women staff during pregnancy, post-partum and lactation periods.
- Address the question of sexual harassment at work.

8.7 Counseling:

Counseling services should be made available to staff on all gender issues.

8.8 Definitions:

Sexual harassment will include: -

- making or attempting to make physical contact with someone abusing professional or administrative power.
- touching or hurting any part of body with the specific sexual intent
- sexually motivated approaches, gestures, comment, use of slang, ridicules during or beyond working hour

- generating or propagating rumor that indicates undue interest or interference with personal matters
- making or attempting to make physical contact with someone by threat, fear, false promise, allure or fraud
- harassing any person by e-mail, sms, or letter or other means of communication with specific sexual intent or using sexually motivated words
- causing restraint to personal relationship beyond the course of professional/official concern attempt to rape or rape.

8.9 Gender Advisory Committee:

The Gender Advisory Committee comprising of five members with the Hon'y GS as convener (3 females and 2 male) will be formed for the period of two years by the Board Members (BM). If the Hon'y GS or any member of the committee is involved in the matter alleged, in that case a convener or Committee member will be appointed by the BM. The complaints procedure will be a written procedure. If any complaint of sexual harassment is raised, the Gender Advisory Committee will conduct a fact-finding inquiry into the matter to ascertain whether there is a prima facie* basis warranting a full-fledged investigation by the investigation committee as formed under the service rules. If the Committee after its fact-finding inquiry reports that there is a genuine and sufficient basis of the allegation, then the investigation committee will proceed with full-fledged investigation.

* In the above paragraph "prima facie" means and includes that the allegation itself and/or the circumstantial evidence or other evidence give rise to a reasonable presumption of such harassment having occurred and the complaint is not mollified.

8.10 Minor Punishments

- Verbal Warning
- Written Warning
- Pecuniary Punishment

8.11 Severe Punishments

- Demotion or Restricting Promotion
- Forced Retirement with all the financial benefits (provident fund etc.)
- Dismissal without any financial or other benefits.

A handwritten signature in black ink, appearing to read 'M. A. K. M. A.', is located in the lower right quadrant of the page.

9. Appendix

9.1 Appendix-1: Employee Requisition

Dr. K. Zaman BNSB Eye Hospital

Employee Requisition.

Date:

Requesting Unit:

Reason for recruitment: Replacement / New recruitment (please tick where applicable)

Category of Staff: Regular / Contractual (please tick where applicable)

Estimated time of placement:

Job Specification:

1. Name of the post/designation
2. Qualification required
3. Working area/location
4. To whom the employee shall report
5. Job responsibilities
6. Project Title & duration
7. Salary and benefits
8. Experience and skill
9. Additional requirement (if any)

Remarks by Requester (if any)

Comments on budget provision by Accounts:

.....

Concerned Department

Coordinator

Hon'y General Secretary



9.2 Appendix-2: Job Advertisement Notice

Dr. K. Zaman BNSB Eye Hospital Job Advertisement Notice

Position:

No of Vacancy:

Job Description / Responsibility

- .1.....
- .2.....
- .3.....

Job Nature: Full-time / Contractual

Educational Requirements:

.....

Experience Requirements: Minimum years

Additional Job Requirements:

- Age ... to .. year(s)
- The applicants should have experience in the area of
- The applicants should have experience in
- Experience in will be an added advantage
- Should have good knowledge on Hospital/clinic/Healthcare activities & service.
- Fluency both in Bangla & English.
- Should have the ability to handle pressure.
- Should have good computer knowledge especially in Microsoft Office.

Salary Range: Negotiable

Job Location: Mymensingh but willing to travel to anywhere in Bangladesh as required.

Reference:

Please send your CV with an application to the address mentioned below:

Dr. K. Zaman BNSB Eye Hospital
193 Shehora Dhopakholo Road, Mymensingh-2200
Email: bnsbmym@gmail.com

(Please attach 02 copies PP size recent colored photograph, photocopy of National ID, Experience Certificate, and photocopy of Educational Qualification Certificates with CV).

Application Deadline:



9.3 Appendix-3: Appointment Letter

Dr. K. Zaman BNSB Eye Hospital

To

Date: _____

Subject: **Appointment Letter**

Dear: Mr. / Ms.

With reference to your application dated _____ and subsequent interview, BNSB is pleased to appoint you as _____ effective _____ under the following terms and conditions:

1. You will be on probation for a period of 6 (six) months from ----- the date of your joining.
2. You are placed in Grade ----- and your monthly salary will be as follows-

Basic Salary	Tk.	
Housing Allowance	Tk.	
Medical Allowance	Tk.	
Transport Allowance	Tk.	
Total	Tk.	

You will also receive all other admissible allowances/benefits as per organisational policy.

3. During the probationary period, your service may be terminated by either party on 24 (twenty-four) hours' notice, without assigning any reason whatsoever.
4. However, your probationary period, may be prolonged if it is deemed necessary.
5. After satisfactory completion of the probationary period (three months of continuous employment from the date of appointment), you will be assessed and confirmed in your position by letter based on the result of assessment.
6. BNSB reserves the right to deduct income tax at source from your payment as per the Income Tax Regulations of the Government of Bangladesh.
7. Increments and promotions are not automatically granted but shall be at the discretion of BNSB.
8. Your work week will be 42 hours a week, Saturday through Thursday.
9. Your place of posting shall be at
10. You might have to travel outside if required. In that case you will get TA/DA allowances as per policy.
11. No TA will be given for office up down.



12. Your duties as _____ will be as per the attached job description which is subject to future revision, if necessary. Further, you may have to do other works as assigned
13. To further the interests of the organisation you may be required to work anywhere in Bangladesh, as the organisation so desires. You may be asked to perform other assignments reasonably associated with, but not listed in your present job descriptions. Such assignments may include work related to the organisation emergency/disaster response operations.
14. You shall be entitled to leave as per leave policy
15. The acceptance of your joining in the organisation is contingent upon submission of original copy of release order from the last employer.
16. You will be bound by the terms and conditions, policies, rules and regulations of the organisation that are currently in force and any new terms and conditions, policies, rules and regulations that may be effective in future.
17. If the above terms and conditions are acceptable to you, please sign and date all copies of this Appointment Letter in the space provided below, and retain the original for your records.

I have read this Letter of Appointment and I willingly agree to accept the terms and conditions, as offered.

Accepted

Signature of Employer

Signature of Employee
Name & Date:



9.4 Appendix-4: Joining Letter

Date:

To
The Hon'y General Secretary
Dr. K. Zaman BNSB Eye Hospital
193 Shehora Dhopakhola Road,
Mymensingh-2200

Sub: **Joining letter**

Dear Sir / Madam,


With reference to the appointment letter dated I have joined your esteem organisation today at am at the office of Dr. K. Zaman BNSB Eye Hospital

This is for your information and record please.

Thanking You

Yours faithfully

(Name of Employee)

A handwritten signature in black ink, appearing to read 'M. Zaman', is written on a light-colored rectangular background.

9.5 Appendix-5: Confirmation Letter

Dr. K. Zaman BNSB Eye Hospital

Date:

To

Subject:

CONFIRMATION

Dear Mr. /Ms.

On satisfactory completion of your probationary period, Dr. K. Zaman BNSB Eye Hospital is pleased to confirm you as _____ effective _____ under the same terms and conditions as given in your Appointment Letter dated _____ wherein it states your effective date of joining on _____.

It is expected that you will extend your full cooperation for timely completion of activities of the organisation. the organisation looks forward to your continued efforts to make the organisation an effective organisation.

Sincerely,

Hon'y General Secretary

CC: a) Admin Department
b) Accounts Department



9.6 Appendix-6: Personal Details

Dr. K. Zaman BNSB Eye Hospital

Personal History Form

Employee #. Project: Department:

Mr./Mrs./Miss. _____	Surname	First Name	Middle Name
----------------------	---------	------------	-------------

PLEASE TYPE OR FILL IN WITH BLOCK CAPITAL



1.a Mother's Name:	1.c Spouse Name		
1.b Father's Name:			
2. Present Address			
3. Premanent Address			
Mobile no.	Mobile No.		
4. Date of Birth	5. Place of Birth	6. Home District	7. Nationality
8. Religion	9. Sex	10. Height & Weight	11. Blood Group
12. Marital Status: Single <input type="checkbox"/> Married <input type="checkbox"/> Date_____ Divorced <input type="checkbox"/> Date: _____			

13. Dependents (including parents, children who ae dependent on you)

Name	Date of Birth	Relationship

14. Have you any relatives working in BNSB: Yes No

If 'Yes', state name, relationship and place. Attach separate page if necessary.

Name	Relationship	Office

Handwritten signature

19. Driving: Do you have a driving license?
 Yes _____ No _____ License Number _____ Valid upto _____

20 What are your hobbies? _____
 List your extra curricular activities? _____

21. Past Employment History:

Name and address of Organization	Position held	Period		Salary	Reason of leaving
		From (Date)	To (Date)		

Total Length of service : Year _____, Month _____, Day _____

22. Have you any objection to our making enquiries from your previous employer?
 Yes No

23. Reference:

List two persons not related to you, who are familiar with your character, qualifications and competence; whom we may contact at any time:

Full Name	Full Address	Business or occupation

24 I certify that the statement made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that my misrepresentation or material omission made on a personal history form or other document requested by the organization renders a staff member liable to dismissal.

Place:
 Date:

Signature of Employee



9.7 Appendix-7: Leave Application Form

Dr. K. Zaman BNSB Eye Hospital

Leave Application Form

Name of Applicant:

Telephone Number (if any):

Contact address:

Type of Leave	From	To	Number of Days	Remarks/Causes of Leave

Signature of the Applicant

Leave Position (Official use only)

Status of Leave	Annual Leave/ Sick Leave/ Any Other Leave
Leave due	
Enjoyed	
Credit	

Recommended by

Approved/Not Approved

Signature of Authority



9.8 Appendix-8: Annual Staff Appraisal (ASA) Form

ANNUAL STAFF APPRAISAL (ASA)

Name of the Employee:	Position:
Name of the Supervisor:	Grade:
Date of Appraisal:	Period:

ASSESSMENT ON INDIVIDUAL GOAL ACHIEVEMENT

INDIVIDUAL GOALS	RATING				
	OUTSTANDING	VERY GOOD	GOOD	AVERGAE	BELOW AVERAGE
1.					
2.					
3.					

ASSESSMENT ON COMPETENCY LEVEL (please use tick mark where applicable)

CRITERIA	APPLICABLE FOR	OUTSTANDING	VERY GOOD	GOOD	AVERGAE	BELOW AVERAGE
LEADERSHIP SKILL	Grade 3 to 7					
INDIVIDUAL PLANNING SKILLS	Grade 3 to 7					
CONCEPTUAL ABILITY	Grade 3 to 7					
PROBLEM SOLVING & DECISION MAKING	G4 to G7					
GENDER SENSITIVITY	ALL					
TEAM WORK	ALL					
COACHING AND FEEDBACK SKILLS:	G4 to G7					
PUNCTUALITY	ALL					
VERBAL AND WRITTEN COMMUNICATION	ALL					

ASSESSMENT BASED ON 360 DEGREE FEEDBACKS (Applicable for Grade V and above):

--

OVERALL RATING BY SUPERVISOR:

OUTSTANDING	EXCELLENT	VERY GOOD	AVERGAE	BELOW AVERAGE
-------------	-----------	-----------	---------	---------------



TRAINING NEED / COMMENTS BY SUPERVISOR

Signature of the Supervisor

Date:

Supervisor's Evaluation by Supervisee on Implementation of Performance Management Process

Supervisee must evaluate the supervisor's implementation of performance management process in terms of the following criteria:

Were you satisfied with your manager's implementation of the performance management process throughout the year?

Yes No

If no, please suggest below how your performance could have been more effective?

Signature of the supervisee:

Date:

Signature of Hon'y General Secretary

Date:

INSTRUCTIONS FOR RATING

PERFORMANCE RATING DEFINITIONS

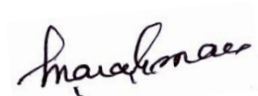
- i) **Outstanding Performance (Achievement level 100% +):** Employee performance is outstanding when it exceeds the expectation. This may include one of the following:
 - Exceeds the set target
 - Employee meets or exceeds expectations in spite of unusually challenging circumstances
 - Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) coaching others, or iii) creating results that pave the way for others and/or are used as a role model.

- ii) **Very Good Performance (Achievement level 90% - 100%):** Employee performance is excellent and completely satisfactory. The next step for this employee would be to exceed targets, and/or influence others to improve their performance. Employee requires little guidance to perform at a high level.

- iii) **Good Performance (Achievement level 75%- 90%):** Employee performance is good, but still has room for growth. Employee requires occasional guidance for performance to be completely satisfactory.

- iv) **Average (Achievement level 50% -75 %):** Employee shows potential, but performance is average. Employee may be new to the job or task and is developing. Employee requires frequent guidance.

- v) **Below Average (Achievement level below 50%):** Employee performance is poor and requires significant improvement in the short-term. Employee may actually be doing things that negatively affect others' performance



9.9 Appendix-9: Peer Review Form

PEER REVIEW (360° FEEDBACK)

Name of the Peer Reviewer:	ID #	Position
Name of the Employee:	ID #	Position
Name of Supervisor :	Period Under Appraisal	

PERFORMANCE OF JOB RESPONSIBILITIES/REFLECTION OF CORE COMPETENCIES

(Peers, please provide your comments in a very concise manner with examples of behaviors with regard to job responsibilities/core competencies and core values, and return this to the concerned supervisor confidentially)

Strengths:

Areas for Improvements:

Signature of the Peer Reviewer
Date:



9.11 Appendix-11: Exist Questionnaire

Dr. K. Zaman BNSB Eye Hospital EXIT QUESTIONNAIRE

(To be completed by an employee. Completing this questionnaire is mandatory for the staffs who are resigned and whose resignation is accepted.

Emp. ID # _____ Office _____ Grade/Step _____

Project/Dept. _____ Designation _____

Joining Date: _____

Effective date of resignation _____

(Please tick the boxes as you find most appropriate)

1. Why are you resigning?

a) **Family Problems**

- i) Sickness of Parents
- ii) Only earning member of the family. Requires posting nearby home.
- iii) Family pressure (such as for marriage / family business)
- iv) Others, please specify.....

a) **Professional Problems**

- i) Feel there is no scope for advancement
- ii) Rejected for promotion/new position
- iii) Better job opportunity/ higher salary/ benefits
[a] Govt. [b] Overseas [c] Other NGO/Agency
- iv) Others, please specify.....

a) **Personal Reasons**

- i) Going for advanced studies
- ii) Didn't get along with supervisor/other staff
- iii) Not happy with the work/work pressure
- iv) Marriage/ Pregnancy
- v) I do not wish to disclose the reason

2. Was there anything BNSB could have done to prevent your resignation? YES/NO.
If yes (Please Clarify)

3. Is there anything you would like to say, in general, about your time in BNSB office?
YES/ NO. If Yes (Please Clarify)

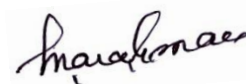
Signature of Employee _____

Date _____

Signature of Admin _____

Date _____

NOTE: (All information contained on this form will be kept strictly confidential, will be kept in the personnel file, and will be used only as a management tool to better identify reasons for resignations)



9.12 Appendix-12: Experience / Clearance Certificate

TO WHOM IT MAY CONCERN:

This is to certify that Mr. / Ms. _____, S/O / or D/O Mr. _____

_____, Post Office _____,

Thana _____, District _____ has worked for

BNSB as _____ from _____ to _____

Mr./ Ms. _____ has no obligation towards the organisation. Dr. K. Zaman BNSB Eye Hospital has also cleared all the dues as per terms and conditions of appointment.

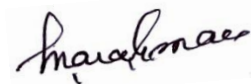
On behalf of
Dr. K. Zaman BNSB Eye Hospital
(Signature/Designation)



9.13 Appendix-13: Information for ID Card

Information for ID card

Name of the employee	
Designation	
Blood Group	
Unit/ Department	
Date of Joining	
Type of employment	
Mobile No.	
Marital Status	
Permanent Address	
Mailing Address	



9.14 Appendix-14: Employee Clearance Form

Employee Clearance Form

To be filled up by employee:

Name of the employee:

Designation:

Department:

Joining date Resig. date

Last date of working:

To be filled up concerned Department

Comments: _____

Signature of Department Head

To be filled up by Admin

a) Leave balance in days:	<input type="text"/>		
b) ID Card is handed over:	Yes	No	N/A
c) Visiting card is handed over:	Yes	No	N/A
d) Laptop is handed over:	Yes	No	N/A
e) Mobile phone is handed over:	Yes	No	N/A
f) Short fall of notice period (if any):	<input type="text"/>		

Signature of HR/Admin officer

To be filled up by Library In Charge

Books handed over:

Yes	No	N/A
-----	----	-----

Signature of Library Incharge

Accounts Clearance

a) Salary due to employee:	TK.	<input type="text"/>
b) Proportionate bonus due to employee	TK.	<input type="text"/>
c) Unadjusted I.O.U. balance:	TK.	<input type="text"/>
d) Unadjusted program advance:	TK.	<input type="text"/>
e) Unadjusted PF loan:	TK.	<input type="text"/>
f) Notice in lieu of salary:	TK.	<input type="text"/>
g) Gratuity balance due to employee:	TK.	<input type="text"/>
h) Any arrear adjustment		<input type="text"/>
Total payable / (receivable)	TK.	<input type="text"/>

Signature of Accounts officer

Signature of Finance Head

Approval of Executive Director



9.15 Appendix-15 Employee Promotion Policy

BANGLADESH NATIONAL SOCIETY FOR THE BLIND (BNSB) Academic Qualification and Experiences for the Permanent Employees of BNSBs (as approved in the 74th Co-ordination Committee Meeting held on 16.10.2008)

EXISTING GRADE	PROPOSED GRADE	PROPOSED DESIGNATION	ACADEMIC QUALIFICATION	EXPERIENCE
	0	<ul style="list-style-type: none"> Chief Consultant 	Diploma in Community Ophthalmology or Equivalent; Specialized training in any field of Ophthalmology or FCPS (Ophth.) of equivalent	8 years work experience as Consultant in Ophthalmology. At least 2 publication in the recognized journal. Must have leadership quality. Exposures to attend National and International meetings, seminars and workshop.
0	I	<ul style="list-style-type: none"> SENIOR CONSULTANT 	Diploma in Community Ophthalmology or Equivalent; Specialized training in any field of Ophthalmology or FCPS (Ophth.) of equivalent.	5 years work experience as Consultant in Ophthalmology
I	II	<ul style="list-style-type: none"> CONSULTANT 	Diploma in Community Ophthalmology or equivalent; Specialized training in any field of Ophthalmology or with FCPS (Ophth.) or equivalent	5 years satisfactory service in the post of Junior Consultant and passing the test given by the appointing authority or on completion of 2 years satisfactory service after obtaining higher qualification such as FCPS, MS and passing the test given by the appointing authority
II	III	<ul style="list-style-type: none"> JUNIOR CONSULTANT MANAGER ADMINISTRATION 	<p>Junior Consultant: Diploma in Community Ophthalmology or equivalent. Specialized training in any field of Ophthalmology or with FCPS (Ophth.) or equivalent.</p> <p>Manager-Administration: Must have a MBA/Post Graduation degree in Management/Social Science. Ability to operate computer and commonly used software. Good command in English and Bangla both in writing and speaking. Must have ability to report writing and publication work, manpower planning, to help in policy making, resources development, orga of training programme, coordination prc etc. Should have leadership quality and must have ability to work in a team.</p>	<p>Junior Consultant: 3 years work experiences as Assistant Surgeon in Ophthalmology.</p> <p>Manager Administration: At least 4 years working experience in the related field with any well-reputed organization preferably in a hospital.</p>
III	IV	<ul style="list-style-type: none"> ASSISTANT SURGEON SENIOR ACCOUNTANT 	<p>Asstt. Surgeon: MBBS; DCO (Course Complete)</p> <p>Senior Accountant: C.A. (Course Completed with 2-year 5 years Experiences in the experience) or M.Com. Accounting with 5- accounts. year experience or equivalent. Must have good Computer knowledge. Good knowledge in English and Bangla.</p>	<p>Asstt. Surgeon: 1-year residency training in Ophthalmology and 1-year work experience.</p> <p>Senior Accountant: 5 years Experiences in the field of accounts.</p>
IIIA	V	<ul style="list-style-type: none"> ACCOUNTANT HOSPITAL SUPERVISOR PUBLIC RELATION OFFICER STORE OFFICER CAMP CO- 	<p>Accountant: B.Com. Must have good Computer knowledge. Good knowledge in English and Bangla.</p> <p>Hospital supervisor: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognized institution. One or more specialized training in any field of</p>	<p>Accountant: 5 years work experiences as accountant.</p> <p>Hospital Supervisor: 5 years work experience as In-charge.</p>

		ORDINATOR	<p>Ophthalmology.</p> <p>Public Relation Officer: Post Graduation Degree. Must have good Computer knowledge. Good knowledge in English and Bangla.</p> <p>Store Officer: Must have Bachelor Degree in Commerce. Must have good Computer knowledge.</p> <p>Camp Coordinator: Bachelor Degree. Must have good Computer knowledge. Good knowledge in English and Bangla.</p>	<p>Public Relation officer: 2 years experience in Public Relations and Networking with different organization.</p> <p>Store officer: 10 years work experience in Store Management.</p> <p>Camp Coordinator: 3 years work experience in organizing different community development programme.</p>
IV	VI	<ul style="list-style-type: none"> • ALL IN CHARGE(OT/O PD/ LAB) • ASSISTANT ACCOUNTANT • ASSISTANT STORE OFFICER • ASSISTANT ADMINISTRATIVE OFFICER 	<p>Paramedic In-charge: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognizes institute. One or more specialized training in any field of Ophthalmology.</p> <p>Assistant Accountant: Bachelor Degree in Commerce. Must have good Computer knowledge. Good knowledge in English and Bangla.</p> <p>Assistant Store Officer: Bachelor Degree in Commerce. Must have good Computer knowledge. Good knowledge in English and Bangla.</p> <p>Assistant Administrative Officer: Bachelor degree. Must have good Computer knowledge. Good knowledge in English and Bangla.</p>	<p>Paramedic In-charge Minimum 3 years work experience as Senior Ophthalmic Paramedic</p> <p>Assistant Accountant: 2 years work experience in the field of accounts.</p> <p>Assistant Store Officer: 3 years work experience in store management.</p> <p>Assistant Administrative Officer: 3 years work experience in administrative work.</p>
	VII	<ul style="list-style-type: none"> • SENIOR PARAMEDIC • REFRACTIONIST • LABORATORY TECHNICIAN. 	<p>Senior Ophthalmic Paramedic: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognized institution. One specialized training in any field of Ophthalmology.</p> <p>Refractionist: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognized institution and twelve weeks Paramedic Advance Course (PAC) on Refraction.</p> <p>Laboratory Technician: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognized institution and four months basic course on Laboratory Technician and Ocular Microbiology.</p>	<p>Senior Ophthalmic Paramedic: 10 years work experience as Ophthalmic Paramedic.</p> <p>Laboratory Technician: 5years work experience as Ophthalmic Paramedic in Laboratory</p>
V	VIII	<ul style="list-style-type: none"> • PARAMEDIC • OFFICE ASSISTANT • ACCOUNTS ASSISTANT • COUNCELLOR • REGISTRATION ASSISTANT 	<p>Ophthalmic Paramedic: Successfully completed 1-year Ophthalmic Paramedical training course from CEITC or any other recognized institution.</p> <p>Councillor: Bachelor Degree. Must have good Computer knowledge. Must have good knowledge in English and Bangla.</p> <p>Office Assistant:</p>	<p>Office Assistant: 2 years work experience.</p>

			<p>Bachelor Degree. Must have good Computer knowledge.</p> <p>Accounts Assistant: Bachelor Degree. Must have good Computer knowledge.</p> <p>Registration Assistant: Bachelor Degree. Must have good Computer knowledge.</p>	<p>Accounts Assistant: 2 years work experience.</p>
VI	IX	<ul style="list-style-type: none"> • JUNIOR PARAMEDIC • ELECTRICIAN • DRIVER 	<p>Junior Paramedic: Ophthalmic Paramedical training course completes or obtains basic ophthalmic training in respective base Eye Hospital.</p> <p>Driver: S.S.C. Must have heavy professional driving license.</p> <p>Electrician: S.S.C. Basic Training on electricity related works,</p>	<p>Driver: 3 years experience.</p> <p>Electrician: 3 years work experience in relevant field.</p>
VII	X	<ul style="list-style-type: none"> • OFFICE PEON • SECURITY GUARD • COOK 	<p>Office peon: SSC.</p> <p>Security guard: Class eight.</p> <p>Cook: Class eight</p>	<p>Office peon: 2 years.</p> <p>Security guard: 2 years.</p> <p>Cook: 2 years in the Cooking in well-reputed organization.</p>
VIII	XI	<ul style="list-style-type: none"> • MALE/FEMALE HELPER • CLEANER • COOK HELPER 	<p>Male/Female Helper: Class eight.</p> <p>cleaner: Class eight.</p> <p>cook Helper: Class eight.</p>	<p>Male/Female Helper: 2 years</p> <p>cleaner: 2 years</p> <p>cook Helper: 2 years</p>

