

Human Resource Development Policy of

UDAYANKUR SEBA SANGSTHA (USS)



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1. Introduction:

These policies have been developed with consideration for the UDAYANKUR SEBA SANGSTHA (USS) and the people who work in it. In exercise of the power and authority conferred by the Constitution Executive Committee of USS the Executive Director of the organization is pleased to make certain provisions relating to the job responsibilities and duties of USS personnel. This guide is necessarily concerned with the details of under rule 3(1) of the Foreign Donation (Voluntary Activities) Regulation 1978.

Hearty thanks to those who have cooperate for devising this Policy. Specially the staff members of the organization for their participatory exercise in developing a fruitful HR policy.

The Human Resources Unit, together with the appropriate managers, is responsible for interpreting, implementing, monitoring, and ensuring compliance with these policies. Related operating procedures and policy exceptions are the responsibility of the Human Resources department.

Policies are reviewed every four years. Any employee or employing unit is encouraged to provide input regarding existing policies or new policies for consideration. Policy questions should be directed either to immediate supervisor or to the Executive Director.

This policy will be applicable with the availability of resource of organization and donor and project requirements.

2. What does USS mean?

Udayankur Seba Sangstha started its journey in 1997 with awareness raising program on poverty, health, education, gender equity, discrimination among the boys and girls, sanitation in the poor community. It is realized that in the prevailing social system the rural poor are being overlooked, they remain out of reach of the so-called development programs. We strongly believe that without wholehearted participation of target group and their empowerment, none of the development initiatives could be fulfilled. Thus USS is working in the northern part of Bangladesh and encourages the poor for changing their socio-economic condition on their own.

3. Vision, Mission and role of USS

Vision ; A Society citizens enjoyed equal opportunity and have human rights and living with dignity).

Mission : Creative social transformation through promoting, assisting and encouraging deprived and marginalized people to build institutions, capacities and processes towards prosperity, sustainability and democratic self governance.

Core Value: (Core Value six)

Participation, accountability transparency Efficiency, Justice and Dignity.

Role: USS primary role as facilitator, in supporting people to critically analyze the situation, identify the causes, define the solutions, formulate the alternative vision, plan for action and strategies to achieve desired results. Facilitation of an

emancipatory process that enhances their capacity and strengthens people's institutions and solidarity to address their urgent crisis as well as building alternative systems.

4. Strategic Objectives and Strategy of the organization

Strategic Objectives

- **To ensure food and livelihood security**
- **To promote child youth lead mobilization for social change**
- **To protect environment through climate resilience sustainable agriculture.**
- **To promote gender and social justice**
- **To establish democratic self governance & access to public services.**
- **To create enable environment on education governance.**
- **To promote justice for marginalized including persons with disability.**

1.1. Strategy/ theory of Change.

The **strategic concern** for USS is to address two types of issues; the urgent and immediate crisis as well as the policy and actions of remote forces that maintain structural deprivation. In this case USS will facilitate lobby & advocacy to the community people to ensuring their justice and make accountable governance. The exploitation through market mechanisms, denial of access to entitlement rights and services, and neo-liberal policies are the issues have structural dimensions and long term implications. Deprived and marginalized people are facing the different problems for instance, unemployment and poverty, violence against women & girls, youth & children and lack of quality education due to absence of education governance in primary and secondary schools.

Concerning **strategic options**, given the threats, opportunities and challenges in the context, and considering the value premise and societal aspirations of USS, choice of educative/facilitative approach with multiple strategy options would be appropriate.

Considering the capacity and resources, the educative/facilitative strategy is the combination of following components:

- I. Empowerment to the poor people through Capacity development.
- II. Strengthening people organization at community level.
- III. Campaign & Advocacy in local level to national level.
- IV. Partnership development in different organization.

5. Human resource Development Policy (HRDP)

This manual presents the standard Human Resource Policies and procedures of USS. It is intended for use by In-charge / Supervisor of all levels but truly belongs to all employees of USS. This policy constitutes a set of policies and guidelines for effective Human Resource Management and Human Resource Development in the organization. This Policy reflects the organizations mission, Human Resources Development procedures, sets forth the ethical, strategic and organizational parameters within which the organization interacts with its employed staff, and provides framework for logical and consistent management decisions

6. Purpose of this Policy:

1. Both the management and staff of USS Board can refer to the rules and guidelines for use in their human resource practices.
2. Employees USS are employed, developed, treated and compensated equally and fairly under a common set or terms & conditions and as per the guidelines.
3. Personnel practices are consistent with the spirit and intent of customary and local laws & regulations, and of other similar organizations, in the country.
4. No statement/policies in the manual can cover all possible situations that might be encountered.
5. This Policy cannot be shared with outside person(s) of organization(s) without authorization from the Executive Director.
6. The Executive Director is ensured with the final responsibility for interpretation, administration and application of the HRD policies.
7. This Policy will supersede all the previous policies, practices and terms & conditions of employment, which are found inconsistent to the new ones.
8. All section/ unit/ of USS shall at least keep a copy of this HRD Policy for use.
9. It is expected that all in charge / Supervisor and staff of USS will comply with the policies, rules and regulations state into HRD Policy and ensure its effective application.

7. How to update HRD Policy:

Revision of HRD Policy is done to make the policies in line with the change in environment, internal condition and need of the organization, therefore any revision or amendment of policies is an ongoing process. Staff members of USS are eligible to submit their reasonable views or suggestion for amendments for consideration through their in charge / Supervisor.

After every four (4) years this policy will be thoroughly reviewed and up dated. The Head of HRD in collaboration with Human Resource Development Policy Review Committee of USS will conduct the review and submit the proposed changes in the meeting of the USS implementing committee for discussion and Executive Committee will finalized it and approved by Secretary and President.

8. USS Management

USS has a 9 members Executive Committee elected by the General Body for a 2 years term. The Executive Committee, on behalf of the General body, looks into the policy issues and auditing of expenditure of the organization. The Executive Committee appoints the Executive Director who oversees management functions and program operation as the Chief Executive Officer of the organization. Headed by the Executive Director USS implementing committee will execute all program and project.

USS follows participatory management approaches. The organization believes management is not a power grid that stands at the top of our head as most people

think, rather it is like the oxygen cycle where all individuals are essential because the oxygen cycle starts malfunctioning if one part of it does not function well.

USS is very much concern about the quality of its services. It has a transparent financial management system to monitor and control expenditure and budget. The organization produces monthly Statement of Expenditure (SOE) against monthly budget and review project activities as and where require.

9. HRDP Management Guidelines

All USS senior staffs are expected to be familiar with organizational values, mission, objectives, culture and all strategic decisions, in so far as are possible, and should conform to those.

10 Employment Policy

USS employment policies are based on the following:

1. USS provides equal employment opportunity for all Bangladeshi citizens and also to provide equal opportunity for career development to all male and female staffs. USS emphasis person with disabilities (PWD) and marginalized.
2. The organization believes that each employee is entitled to be treated with courtesy, dignity and consideration.
3. At the time of employment the organization is trying to maintain the equality and equity between male and female staff.
4. Each employee is entitled to fair wages, job opportunities in return for good job skills, commitment, loyalty, personal interest and best efforts. Increments, Promotion and Training are based on the staff Performance Appraisal, organization's need and organization's financial situation.
5. The organization will apply each employment policy in a fair, uniform and consistent manner in accordance with its policies.
6. The organization will provide safe, healthy and pleasant working conditions for each employee.
7. Each employee has the responsibility to work safely and to maintain the facilities in a good condition.
8. Employees are expected to encourage each other to display positive attitude towards work.
9. The organization will demonstrate its commitment to protect the employee's rights so as to improve and increase employee's motivation.
10. Regular and contract employees of USS shall not be authorized to work as employees for other companies or organizations.

11. Employees will conduct themselves in manner to the best interest of the organization and without conflict of interest between employee and USS.
12. The employees will abide by the policies, rules and regulations of USS currently in force and any new policies, rules and regulations that may become effective in future.

11. Employment Categories

11.1 Regular Status: Staff who is employed for an open ended period as long as the need for them exists in the organization.

11.2 Long-term Contract Status: Staff who are employment for a specific period of time (not exceeding three years initially) on contract basis against a specified position. Such contract of employment maybe extended by mutual agreement before the end of the existing contract period. This type of contract will be accordance with specific letter of agreement; hence it must state specifically the terms and conditions, remuneration and benefits, tasks to be performed and duration.

11.3 Short-term Contract Status: Personnel who are hired on a contract basis for a short period usually less than 12 months for temporary work but have a specified position. The need for the appointment, scope for work, appointment procedures should be prepared before hand and forwarded to the Head of HRD/Admin for review. This type of contract will be accordance with specific letter of agreement; hence it must state specifically the terms and conditions, remuneration and benefits, tasks to be performed and duration.

11.4 Casual Status: Personnel who are employed on casual basis and are entitled to daily wage. The rate for a daily wage for casual staff will be equivalent to that of USS regular employees in the same grade. The daily wage amount is fixed based on the person's skills and abilities to perform the duties.

Executive Director authorizes to do so.

The employment status can be changed from regular to contract depending on the situation arising from organizational need.

12. Employment of Relatives

Hiring of close relatives of staff is not encouraged. However, with the Executive' Director's written approval, relatives of staff may be hired by the organization provided that:

- a) The relative has the required qualification
- b) Neither of related persons would be the line manager of the other.

A close relative is defined as any one of the parents, spouse, uncle, brother/sister in law.

13. Appointment authority

Appointment authority is defined as the right and responsibility to make decisions with respect to recruitment, training, remuneration & benefits, evaluation & promotions, HRD discipline of staff, separation in accordance with the policies and guidelines of this manual. This authority includes the responsibility to issue and sign all relevant correspondence with staff.

The Executive Director is the final appointment authority in USS and he reserves the right to override decisions of appointment authority within USS where necessary, for the good of organization.

14. Recruitment policies:

USS is committed to recruit suitable qualified and experienced Bangladeshi male and female citizens for all vacant positions with some special attention of some flexibility towards female candidate by the way of-

1. Effective and appropriate recruiting, screening and selection procedures are used;
2. Organization is trying to keep its commitment by recruiting 40% female staff in all levels
3. Selection standards are relevant to Education, Skills training, Experience, Knowledge and sensitivity necessary for successful job performance.
4. Some flexibility is introduced at the case of female candidate and some special interventions are taken place for them.
5. The hiring procedures confirm to the USS HRDP requirements and organization's financial situation.
6. USS intends to provide a method to hire, motive and retain good employees.
7. The organization also recognizes its obligation to provide orientation in the organization's operation and the job of the new employee so he/she can begin his/her in the best possible way.
8. No one who is below 18 years of age can be hired as an employee for USS regular, contract or temporary status.
9. No one who does not believed in gender equality and equity is not eligible as an employee.
10. Under no circumstances a regular or contract employee of any other organization is allowed to undertake regular or long-term contract employment in USS

11. All appointments in USS shall conform to its existing Position with Grade and Salary chart. If level and steps does not match with Salary chart, approval authority can fix salary as per budget.

15. Recruitment Procedures

Notification

Unit/Program office will inform the HRD of any vacant position so that the head of HRD can coordinate/notify the vacant position. Where needed, the head of HRD will review the available records and database file if there is any qualified and suitable candidate available from USS internal sources or prospective external candidates already identified earlier. The Executive Director should be informed in the event his/her approval is required. In special circumstances and to make a quick decision the head or HDR may propose any suitable staff within the USS for the position to the respective department head and the Executive Director.

For a new position each section/unit/department shall follow the following procedures:

New staff position should be discussed with Executive Director well in advance. The unit head, through head of HRD/Admin will submit a request to Executive Director for approval, with proper justification attached with a detailed job description. Upon Executive Director's approval, an advertisement, internal circulation, promotion will be made.

Advertisements:

As a usual procedure job vacancies in USS will be advertised through internal notices to the office and national newspapers. Advertisements should indicate the position, nature of appointment, location, major areas of responsibilities, terms & conditions such as salary, duration minimum educational level, work experience and special requirement. Based on the information provided by the Executive Director /Components head, the Admin /HRD will arrange advertisements for the vacant positions.

The Executive Director reserves the authority to waive the need of advertisements for any specific vacant position(s) and can decide, after consultation with the head of Admin. /HRD, to fill in the post(s) by internal selection, promotion and second men.

Job Applications:

Applications for the position of USS will be received by the head of Admin. /HRD. The concern unit/component, head of Admin /HRD will be responsible for primary short-listing of the candidates for the position of all grades. The head of Admin /HRD may suggest include or exclude applications in the short-listing process, if necessary.

16. Interview Process and Selection

Short listed applicants may be called for interviews and suitable testing. The process should be documented in the employee's personal file. No candidate, internal or external, is guaranteed an interview. The management based on the candidate's qualifications and suitability for the position will decide interviews.

Arrangement for the interviews to be held at the project level is the responsibility of the coordinator / Executive Director and at the office is the responsibility of head of HRD / Admin.

All the travel expenses or any loss due to interview are the responsibility of the applicant. The Executive Director at his discretion may waive this rule for any exceptional cases.

USS will adapt a systematic interview procedure and ability/written test as deemed appropriate.

Interview Board/Selection Committee: An interview Board/Selection Committee will be formed comprising the following personnel: Unit chief, Head of Admin and Executive Director

Interview process: The interview Board/Selection Committee may undertake some or all of the following tests or adapt any other devices in selection process:

- Written test
- Face to face interview
- Practical operation test
- Any other tests as deemed to be necessary for the post.

Upon completion of the test/interview the selection committee will prepare the "Proceedings of Recruitment" and for senior positions the proceedings must be submitted to the Executive Director for reference / approval.

17. Recruitment of Foreign Staff:

Recruiting any foreign staff Manager of Human Resource Department will follow all the formalities of NGO affairs bureau of Bangladesh. Executive Director of the organization will determine the salary for the foreign national based on Project and nature of work. The work for the foreign national will be contractual.

18. Finalization of Recruitment

Once a preliminary decision is made USS will verify certain information as provided in the job application (CV) such as educational degree, work experience, last employment status.

USS authority if not discussed during interviews, will also discuss the pre-requisite for USS employment such as joining date, probationary period, notice period, clearance/release from present employer and reference check with personal referees and with present employer.

The Executive Director is the final authority for selection and appointment of all employees of USS

19. Offer of Employment:

The selected candidate(s) will be offered the employment with USS. The offer of employment will state the major terms and conditions of employment with USS such as the name of position, nature of appointment, date of joining, salary status, probationary period and conditions of confirmation, binding of USS HR Policy. Any offer of employment must be contingent upon the final reference check with the present or last employer.

Appointment

The Appointing authority of USS will issue an Appointment letter to the selected candidate(s). The Appointment letter must include:

Job title, Grade/Step and salary

Nature of appointment (applicable for Contract employee)

Name of program, section or department

Effective date of appointment

Probationary period, conditions of confirmation and notice period

Ending date of employment (applicable for contract employee)

Leave and benefits

Any other terms and conditions

A current job description should be attached with the appointment letter. The Appointment letter and the job description will become valid only after signing by the Executive Director and the employee, in the space provided for the purpose.

Persons who are employed with another organization must provide clearance/release letter to USS at the time of joining USS. It is expected that USS employees at the time of appointment, should have read USS HRD Policy, Gender policy, Child protection policy, Administrative Policies and other relevant important documents and s/he will get PIN no and completed ID card collecting process.

20. RE-employment

All re-employment in USS are subject to approval by the Executive Director. Such request of any person may be considered only if there is a vacancy and subject to his/her favorable performance in the past and also if he/she meets the organizations current requirement. Re-employment will not be automatic and the applicant has to go through the recruitment process and complete with other candidates who have applied for the post.

An employee who was dismissed or terminated is not eligible for re-employment with USS.

21. Staffs transfer/cope: USS authority can transfer / cope any staff within the organization project/program as per requirement of organization with the bases of his /her performance.

22. Job Description

Job description is the basis of recruitment, placement, training, assignment, performance appraisal, salaries, promotion and other HR actions for the employees of USS. A job description must state the functions, duties, responsibilities of employees, reporting line and relationship with other in the organization. It shall be prepared based on the jobs key result area and include specific tasks regarding child rights and gender equality.

23. Personal Files and Records

USS shall have an up-to-date Personnel File in the name of its individual regular and contract staff starting from the date of their appointment. The personnel file will contain appropriate information and documents with regard to the employee. A separate file shall be maintained for all short time contract, consultants and casual persons.

A personnel file will contain:

a. Staff information

- I. Job advertisement copy
- II. Job Application
- III. CV
- IV. Interview and test related paper
- V. Offer Letter
- VI. Reference Letter
- VII. Confirmation Letter
- VIII. Academic transcript
- IX. Joining Letter
- X. Job description
- XI. Passport size photo two copy
- XII. Experience certificate (If any)
- XIII. National ID Card photocopy
- XIV. Any agreement
- XV. Maries certificate (If any)
- XVI. Driving License- both car & MC
- XVII. Salary information list
- XVIII. Insurance (If any)
- XIX. Others (If any)

24. Access to Personal File:

The Personal File treated as a confidential document. Administrative officer or assigned person, as delegated, will maintain/ update the personal files of the USS offices except the one that belongs to him/her. All personnel documents are confidential and therefore, access to employee's personal file is restricted to the employee's Program In charge and senior management.

On written request of an employee, Executive Director may allow the employee to see his/her personnel documents (with the exception of any confidential documents not to be shared with him/her; reasons must be described).

25. Ex-Employee's Personal File:

The personal files of ex-employees, subject to the final payment are made, will be destroyed after 3 years from the date of employee's separation. In such cases the concerned office will keep a record (note) of the destroyed files. In the event any dispute between USS and Employee, the concerned file cannot be destroyed until the dispute is solved.

USS office will ensure the proper maintenance of all documents with regard to the employees so that these can appropriately serve the purpose of audit/legal requirements and be used as reference for future action.

USS Resettlement policy is based on the philosophy that resettlement is intended to provide the new employee a financial incentive and to financially support him/her to settled at new posting palace.

Payment of Resettlement benefit for the new hires cannot be made in advance; that is, payment will be made only after the shifting of his/her personal effects and family members etc. and only during the first three months of employment.

26. Induction and Job Orientation

Statements of Policy

Induction is defined as the act of introducing a new employee to a job in the organization. It is essential to ensure that new employees get off to a good start. In short, Induction is the guided adjustment of the employees to the organization and his/her work environment. It aims to build a feeling of confidence in him/her and to create the pride in the organization he/she works for.

It is USS policy to induct and orient all new and existing regular or long term contract employees to become acquainted with their new position as quickly and as beneficially possible.

Objectives

The objectives of the Induction/Orientation of the employees are to:

- Have an understanding of USS mission, vision, values, philosophy, standard and approach.
- Get an understanding of USS activities and his/her job.
- Develop favorable attitude towards the organization, its policies and its employees.
- Install a feeling of belonging to and acceptance in the organization.
- Generate enthusiasm and high morale.
- Build relationships with colleagues and key staff in the organization.

Induction / Orientation Program

The procedures of Induction will vary depending on Level of employee, for example, head of unit/supervisor, implementer or support staff;

Type of job to be performed by the employee, for example; Program, School, Finance, Technical, Administrative or Consultant.

Whatever the level and the job of the employee, some important area of Induction/Orientation (short or detail as deemed appropriate for the position) must be included in the orientation program of the employee.

Administration of Induction Program:

Administration of Induction and Orientation Program in the office is the responsibility of the concerned section/program In-charge in consultation with the Executive Director and should cover the standard induction program (see below). For any specific position or situation the Executive Director or head of HRD/Admin may suggest (or they may be consulted) if felt necessary.

Contents of Induction/Orientation Program: A standard Induction Program in USS can include the following elements:

- Induction to colleagues
- Orientation to organization structures
- Provide important USS documents for study
- HRD Policy
- Administrative Policies
- Accounting procedures essential for them
- Unit/Department/Program specific documents
- Last annual Report (for senior staff)

Personnel Policies such as terms of employment, employee and organization's expectation, leave and benefits, HRD process, working conditions and facilities, HRD Rules & Regulations and Administrative rules.

Job specific orientation, which includes the detailed duties and responsibilities, working relationship with other staff of the office.

Meeting with key staff

Assign any specific task and provide guidance the above list covers all area of Induction Program and to be used for a senior level position. Many of the areas are

not applicable for junior level position, therefore, the concerned Supervisor/ in charge will choose the suitable area for the employee's Induction/Orientation Program.

Impact of Induction Program: At the end of the Induction period, staff member(s) will write their views/comments and gaps in the induct process and will send it to the HRD/Admin with a copy to their unit in charge.

27. Calendar Year

USS maintains July to June as its calendar year for the purposes of leave and all other working conditions. It is added here that calendar year will be maintained as per project design also.

28. Officials Working Hours

USS employees are required to work a minimum of 48 hours (8 hours a day including one hour lunch break) a week from Saturday to Thursday. Friday will be weekend day.

The Holiday shall be followed according to the holiday's list circulated by the USS.

29. Staff Attendance

It is the duty of all employees to report in time for work every official working day unless they are on leave, on tour or ill.

The attendance record from must be signed by all staff except Executive Director. The attendance sheet must be recorded/submitting to the Administration.

30. Telephone/Cell Phone & Internet

Personal local telephone calls should be restricted to urgent matters only and not extend to social dialogue. Cell phone & internet bill will be paid as per below-

Level- 1: Cell Phone bill Tk. 1200 per month with Tk. 500 internet bill
Level- 2: Cell Phone bill Tk. 1000 per month with Tk. 450 internet bill
Level- 3: Cell Phone bill Tk. 800 per month with Tk. 450 internet bill
Level- 4: Cell Phone bill Tk. 600 per month with Tk. 450 internet bill
Level- 5-6: Cell Phone bill Tk. 500 per month with TK.450 internet bill
Level- 7: Cell Phone bill Tk. 300 per month no internet bill
Level- 8-9: Cell Phone bill Tk. 200 per month no internet bill
Level- 10 or below: Tk. 100 per month no internet bill

USS authority can approve the cell phone bill of contractual staffs as per justification. Staff will not leave the office during working hours without approval of the Supervisor / in charge. In such cases the staff should also inform the Admin. Department and maintain movement register.

31 . HRD Administrative Rules and Regulations

Safety

- USS will provide a work place free from recognized health and safety hazards.
- USS will immediately report any unsafe conditions (if any) to the Head of Administration in the respective office.
- All injuries shall be reported immediately to the Supervisor / in charge and the head of HRD/Admin or in their absence to the Executive Director.

31.1 Health Insurance: All type of employee will be eligible for health insurance. An employee should deposit tk. 50 for health insurance coverage. Employee can avail this opportunities below terms & conditions-

- After confirmation & at least 01 year service length with USS.
- Health insurance should not exceeded tk. 12000 each year.
- It is applicable only hospitalization case
- It maintains proper procedure such as approval, bill submitting etc.
- After all approval by ED-USS

32. Official Assets

Any official assets assigned to the staff are the property of USS. The concerned staff will be held responsible for the loss, damage or misuse of the official assets.

33. Smoking and Drug free Workplace

USS ensures to the best of the organization's ability, that all employees working in the office will work in smoking and drugs-free environment. Employees found unlawfully manufacturing, distributing, dispensing or in possession of illegal drugs (controlled substances as listed by the Department of Narcotic) will be subject disciplinary action resulting in Dismissal.

34. Visitor

Visitors for official business are always welcome. The Receptionist/Secretary of the respective office wherein the visitors record their arrival and purpose of visit will maintain a visitor's register.

35. Record Keeping and Confidentiality

All USS alteration staff shall keep and maintain the records and documents for which they are responsible and will also protect the organizational projects coordinator/ Executive Director and confidentiality, any falsification or damage of official documents made by the employees will be dealt with disciplinary action.

36. Probation Period and Confirmation

36.1 Probation Period

All appointments of USS regular and contract employees must have a probation period from the date of employee's joining in USS. The probation period for the USS employees is four months. After completed the successfully probationary period he/she will regularize with level & grad of salary according his/her performance.

During the probation the concerned Supervisor/In charge will closely guide and observe the employee's job performance and conduct.

Notice period for the USS employees during probation are usually 30 days with the exception for few contract employees if stated in their appointment letter.

36.2 Expire of Probation

At the end of probation period the concern Supervisor/In charge will prepare a brief performance appraisal with regard to employee's performance level, conduct and suitability for the position and submit it to the Executive Director through head of HRD/Admin with recommendation for confirmation, extension of probation or termination.

At the end of successful completion of the probation period, Executive Director will issue a confirmation letter to the employee.

The probation period for USS employees may be extended by one additional period of 2 months only in the event it is deemed.

If the performance level of the employee on probation is not found to be up to the standard required by USS, he/she may be released from service with 7 days' notice, or otherwise, as stated in the appointment letter.

36.3 Benefits during Probation Period

During the probation period an employee shall be entitled to the following remuneration and benefits:

- Monthly salary and other approved benefits.
- Annual leave at the rate of 1 day for each completed month of service.
- On confirmation, employee will be eligible for all admissible benefits according to the USS HRDP Policy.

36.4 Salary Administration and Salary Structure

USS basic guidelines for salary and administration are:

1. On recommendation of the Salary Review Committee and after rectified by the Executive Director of USS shall determine salary rates for the organization.
2. USS will evaluate each job in terms of its relative responsibility level and value to the organization as a whole. USS will hire employees on probationary status expect the employees on temporary basis.
3. USS shall establish specify pay grade for each job accompanying salary range for all employees. The employee will remain in the step he/she occupies until he/she is awarded increment, promoted or the job classification changes.
4. Annual performance appraisals for an employee will be making each year in June/ as per project design. The annual salary increases, effective from 1st July each year/ as per project design.

37. Salary Related Records

USS will maintain and keep the employees salary related records such as leave, change of salary status, addition or deduction of salary, increment, promotion, performance appraisal.

38. Policy conformity

The salary administration policy shall be consistent with the policies guidelines stated in all other employment policies, especially Position and Grade structure and performance appraisal policies.

39. Salary Structure

USS will provide salaries to its regular and contract staff according to the USS Position, Grade and Salary chart. Salary levels for the staff are categorized by 11 classified level. The existing positions (job titles) of USS are assigned with grade in Annex of the HRD policy. The salary chart for USS employees (**Annex 03**) represents the salary level of the organization.

The features of the salary chart are stated below:

USS maintains a degree of fairness between the pay allocated to jobs having deferent levels of skill, responsibility and experience.

Employees' moves upwards in the USS will reflect the good performance, increased skills; work related knowledge and / or years of work with USS.

The salary structure will be reviewed after every three years must depending and the organization's fund position and the local market inflation.

40. Salary fixation

New Hires

The salary for the new hires will be fixed based on the position level, the applicant's qualification, skills, experiences and the budgetary provision.

Existing employees

Due to revising of salary structure, an employee's salary will be adjusted in such a way that the new salary shall not be less than his/her current salary.

41. Salary Increment

An employee will be awarded an Increment equivalent to 8% to 12% increase of his/her present basic salary by placing him/her at the next steps of his/her level as per the salary chart, based on performance appraisal. If not matching step of salary chart USS authority can approved special amount for matching.

42. Promotional Increases

A staff may be promoted on the basis of his/her performance appraisal. In such cases the staff shall be assigned with the appropriate Grade (but not more than one Grade). For a promotion to higher Grade staff will occupy the step of the upper grade in such a way that he/she receives an increased salary not less than his/her one step increment at the current grade.

43. General Increases

All regular and long term contracts USS staff will be automatically eligible for general increases as a result of revising the salary structure or general raise, where the changes effect their positions, grade and step.

44. Remuneration and Benefit Package

All regular and long term contract employees, irrespective of probationary or confirmed, will be compensated monthly for their services rendered to USS corresponding to the Grade/Step and Position he/she holds. Annex 03 is the current USS Position, Grades & Salary chart. Employees who are on short-term contract or on casual status will receive salaries as per their respective terms and conditions.

USS salary is defined as gross salary. The breakdown of the gross salary, as calculated by USS Finance Department, is availed with HRD/Admin Department.

Salary payments shall be paid between 22th to 27th of each month unless or otherwise instructed by the Executive Director.

An employee shall be paid his/her salary for any fractional period of a month as per the following formula:

Monthly salary X Days worked in that month.

30 (or 31 or 28)

Deductions from employee's salary shall be made automatically for the following reasons:

Unauthorized absence, leave without pay or suspension.

Damage to, or loss of goods expressly entrusted to the employee for custody, or for loss of money for which he/she is accountable, when such damage or loss is directly attributable to his/her negligence or default.

Recovery of over payment of salary, allowance or benefit.

Provident fund contribution (if any).

Deduction will be made through salary vouchers and will be the responsibility of the financial department. The Supervisor / in charge will provide information regarding salary deduction.

45. Staff Festival Bonus

One Festival Bonus will be paid to the confirmed staff of USS as per the under mentioned criteria during the calendar year at least before 15 to 20 days. If any staff not getting confirmation, his or her festival bonus will be paid by pro rata basis from joining date. This will be paid at time of the one major festival of Muslims, Hindu, Christian and Buddhist staff as following:

Muslims	Eid-ul-Fitr
Hindus	Durga Puja
Christians	Christmas
Buddhists	Buddha Prunima

Each festival bonus will be equivalent to one month's gross salary.

No advances on the festival bonus will be allowed under any circumstances.

If any staff has already received a festival bonus and immediately resigns or separated, USS will not take any action to recover the same.

46. Cost sharing.

Ensuring quality and monitoring of the projects, responsible persons from head office will be entitled Salary and benefits. Partial Utility support, entertainment & equipment, office rent and organizational development.

47. Provident Fund:

The Provident fund facilities shall be provided to the confirmed regular employees of the organization who shall contribute to the fund at the rate of 10% of their basic pay per month. A separate bank account will be maintained for this purpose.

If an employee leaves the organization:

Before completion of 2 years of his/her membership he/she will be eligible to receive his/her own contribution only;

After the completion of 2 years but prior to completion of 3 years, he/she will be eligible to receive his/her total contribution and 50% of the contribution from the organization. If organization can manage that capacity otherwise only his own fund will be returned.

After completion of 3 years, he/she will be eligible to receive his/her total contribution plus an equal amount from USS. If organization can manage that capacity otherwise only his own fund will be returned.

USS staff forum: For the benefit of the staff USS management will allow staff to form a forum by which they can save money voluntary basis and can organize other activity for the betterment of the organization.

48. Holidays

All regular and contract employees of USS irrespective of being on probation or confirmed, shall be instilled to observe the official holidays with full pay unless the conditions of work.

Head of Admin will prepare a yearly holiday list each year by taking into consideration the National Holidays as declared by the Govt. of Bangladesh. Once the holiday list is approved by the Executive Director list will be issued before the Calendar year slants, and become valid for the office.

In the event of no scope to communicate the decision for any such unanticipated announcement the staff may observe the announced holiday. No further day can be allowed in the event a holiday falls on a Friday. Some of the listed holidays are subject to moon appearance and Govt. announcement.

USS office will remain closed on Friday in a week. All staff shared is available to work on Holiday when requested.

Supporting staff may be asked by the management to work on holidays and in that case, this holiday shall be compensated by a cash payment of Tk. 150/= per day.

49. Leave-general Policy

All regular and long-term contract staff of USS shall be entitled to leave with full pay. Leave shall be granted in the form of full or half days.

Prior to taking leave, staff willful out the prescribed Leave Application Form a request approval of the concerned Supervisor /In-charge and submit a copy to the Administration Department for record and up date the leave register. The senior staff will get their leave approved by the Executive Director and it will submit a copy to the Admin department.

If the leave request is not approved or the leave is postponed, the reasons for refusal or to the Admin department postponement shall be recorded in the form. The leave application form shall be kept in general leave file and leaves are recorded in the leave register.

In the event an employee requires to extend the leave, the employee shall apply to his/her Supervisor / In-charge at the artiest and in so far as is possible the concerned Supervisor / In-charge of Administration Section will send a written reply to the employee's address (as he/she has given in the leave request form) either granting or refusing the requested extension of leave.

If the employee remains absent without authorization he/she shall be asked to explain in writing to the In-charge the reasons for the unauthorized absence. Failure to explain to the satisfaction of the employee may result into suspension of the employee as a measure of punishment, for a period not exceeding seven days. The employee shall not be entitled to any financial benefits for such period of unauthorized absence and suspension.

Each concern Supervisor / In-charge must report any unauthorized absence of more than two days to the admin for their information and future actions.

Official weekends and holidays will not be treated as the day of leave.

Leave records of an individual employee must be kept in the general leave files of the respective office. Administrative officer will prepare a six monthly and yearly leave statement for office record and for notice board of the concerned section.

50. Annual Leave

Annual leave will be 18 days for all USS staff. The USS annual leave period is from 1 July to 30th June for all staff. Any balance unused leave will automatically be lapsed after 30th June.

All confirmed employees would be credited in advanced for annual leave on 1st July of each calendar year. All employees shall apply at least 5 days in advance to avail annual Leave; however, for a single day or for emergency/unanticipated circumstances the requirement for applying in advance is not mandatory.

51. Medical Leave

A confirmed staff of USS is eligible for Medical leave only when he/she is sick and unable to continue work to attend work. The employee shall inform his/her In-charge as soon as possible on the first day of absence.

A maximum of 15 days Medical leave may be granted in a year, which cannot be accrued in advance.

Medical leave of consecutive 7 or more days should be supported by certificate issued by a legitimate Medical practitioner. In the event an employee needs leave more than 3 days for sickness he/she must inform the head of HRD & Admin, the same along with doctor's certificate indicating the expected date of joining. Program In-charge/Supervisor and head of Admin will closely monitor the Medical leave availed by the employees. Any abuse of Medical leave by the employee shall not be accepted by the USS and disciplinary action will be taken for such abuse.

In the event Medical leave is extended staff may apply for leave to be deducted from their annual leave entitlement.

52. Maternity Leave

An expectant female employee shall notify the In-charge/Supervisor, head of Admin in writing and apply for maternity leave at least six months prior to the expected delivery date. The concerned female employee will also inform the Supervisor /In-charge or head of Admin. After the child birth to regularize her leaves and updates her personal record.

Entitlement:

- Maximum 24 weeks (usually 10 weeks before and 14 weeks after delivery).
- Female employees are entitling to maternity leave in only two occasions during her tenure of service with USS. It is applicable only for 2 issues. During her leave period contract staff will be recruited for the post.

52.1 Paternity leave: Organization will provide 10 days paternity leave two times in his service life.

53. Special Leave

USS authority can sanction maximum 7 days special leave for all employees in a year separately or with any occasion.

54. Leave without pay

Leave without pay may be granted (with a limit) if an employee requests such leave and in the event no leave due to his/her.

Unconfirmed staff- Not exceeding 5 working days

Short terms contract staff- Not exceeding 5 working days

Confirmed staff- Not exceeding 20 working days in a year

Such leave cannot be availed with prior approval by the Executive Director and based on recommendation of the respective Supervisor / In-charge.

Absence without authorization shall be treated at leave without pay when the Executive Director is not satisfied with the employee's explanation.

An employee shall be entitled to all applicable benefits except gross salary while on leave without pay, for a maximum of one calendar month, subject to rejoining.

In exceptional case, a confirmed employee may request leave without pay for more than one month for a valid reason, and only the Executive Director may grant such leave. This concerned employee, in this case, shall not be entitled to gross salary or any other monthly allowance during the leave without pay period. If the employee take part any long term training which will be benefiting for the organization in that case executive director may approve leave with pay.

55. Probationary staffs Leave

All probationary staff, irrespective of regular or long-term contract, will be entitled to 1-day leave per month. This is intended to cover any and all types of annual, personal, sick, emergency etc. Leave beyond his/her credit will be considered as leave without pay. Any balance leave credited for employee during probation period will be treated as annual leave and added to his/her credited annual leave after confirmation.

56. Annual Increments

Annual Increments are awarded once a year effective 1st July/ as per project design based on employee's performance appraisal.

No unconfirmed staff will be eligible for annual increment. Probationary staff, if appointed before 1st April, will be eligible for increment at the time of confirmation of his/her employment in the following year.

Annual Increments are subject to satisfactory performance of staff throughout the year, and are not automatic. Therefore, if the performance appraisal of a staff is not satisfactory, she/he will not receive any increment.

The receipt of a warning letter usually results in the loss of annual increment depending on the reason for the letter and amount of improvement in the employee is observed after issuance of the letter. Supervisor / in charge will give importance to this point while making comment in the performance appraisal form.

Under very special circumstances a two-step Increment may be recommended for and employee's extra-ordinary performance and must be supported by the rationale.

57. Promotions

Promotions are only given for employees who will undertake/demonstrated higher responsibilities and possess the qualifications and skills required for the proposed position.

All promotions are subject to and existing vacancy in the organization if within budgetary levels.

All Promotion must be supported by a performance appraisal with rationale either in annual review or in other time. An interview or examination may also be arranged if deemed necessary.

While recommending / granting promotion, USS position, grade and salary chart must be referred to so as to ensure that the appropriate job title and salary is given in the new position.

Upon promotion a new job description will be provided to the employee.

58. Staff Training

Statement of Policy

USS is committed to provide training to a wide number of staff at all levels. And based on the results of how staff uses their training, further identify a selected number of staff that can then be trained in the areas of program and policy communications. USS will build a cadre of staff who are able to firstly understand the complexities of program work, and secondly USS staffs are able to transfer this understanding to a much wider audience than is currently undertaken.

Employee's capabilities continuously must be acquired, sharpened, and used. In this view USS recognizes staff training as the most important method of Human Resources Development in the Organization.

USS believes that appropriate forms of training and education contribute to Human Resources Development by the way of upgrading the job skills and benefit both employee and the organization.

Employees must be systematically trained if they are to do their jobs well. No matter how carefully staff has been selected or how much aptitude they may have for their jobs, systematic training is essential if they are to reach a satisfactory level of job performance. Moreover, a training program gives management an opportunity to explain carefully and clearly its policies, rules and regulations. It must be emphasized that training is not concerned only with new employees but also is necessary for the employees' career growth in the organization.

USS objects for the Staff Development and Training are below:

- To help the staffs learn how to perform their job or do it better and teach the new staff, counterparts and beneficiaries.
- To encourage staff to acquire new skills or to improve their existing skill and increase their job knowledge and efficiency.
- To provide appropriate training as per the need of the employee and within available resources of the organization.
- To identify the potential and suitable employees for further positions.
- To keep abreast of development in the USS's operation.

- To keep abreast of changes occurring outside USS this can be incorporated within the organization for quality performance and organization development.

59. Types of Training

USS will have various types of training which are stated below:

In-house Training

USS shall provide training to staff by using the skill and experience of any senior staff, in house trainers or consultants. In-house training will be designed and managed by the concerned section, or office or may be in collaboration with the HRD division. On the job training, classroom training or combination of both and any arranged special training is the examples of the in-house training.

External Training

This is especially valuable if the external training can provide expertise or sharing of experiences at is not available in the organization. For some employees external training may be utilized to enhance, update, or develop specific skill. USS employees who received external training will subsequently orient colleagues and counterparts. If any staff selected for aboard training or long course training he/she will bound to continue his/her service in USS at least 1 year. If not he/she will bound to deposit/refund all expenditure of that training in USS general fund.

60. Disposition

If a staff member's performance is found to be poor then he/she may be subject to any change of assignment, transfer, demotion, termination or any disciplinary actions if decided so. However, the required procedures must be followed if disciplinary action like dismissal is recommended.

All recommendations of disposition must be disposition with rationale and should be consistent with the employee's performance evaluation.

61. Career Growth

USS within its limited scope will create the opportunities and make appropriate investment for progressive career growth of staff in the organization. Career growth may involve staff promotion to higher grades with increased responsibilities or may involve lateral change in responsibilities with prospect of broadening the employee's career and promotion in future.

Opportunity for career growth and promotion will result only from vacant creation of new positions involving increased or different responsibilities as per the need of the organization.

62. Human Resources Information

All appropriate information about employees should be stored in central human resources data bank in the office. This includes all basic information about each employee, such as, academic and professional education, type of job performed before, training programs attended, general skills, professional skills, special skills, performance records, potential appraisals, accomplishments etc. This data is utilized whenever there is a need to identify employees for consideration for special job, additional training, or higher-level jobs, promotion, transfer and endorse.

USS will also keep its ex-employee's data who have resigned, terminate, dismissed, retired made redundant. The data includes past performance level, length of service, reasons of separation, mode and data of separation, final settlement etc.

The HRD/Admin Department will initially start the keep HR information gradually.

63. Conduct and Discipline.

All staff of USS should observe the rules of good moral conduct in their official as well as personal activities and not act at any time in way which may bring discredit to USS. Employees should be well-behaved, diligent, polite, dignified in manner and behavior and maintain a good respectable relation with other employees and also be friendly but professional in dealing with colleagues. An employee must be punctual in attendance and discharging his/her duties. An employee should be honest, sincere and well conversant with the USS rules and regulations and be loyal to the organization.

An employee shall not have a direct financial interest that conflict with the employee's duties and responsibilities. An employee should be particular in cleanness and tidiness. For the purpose of furthering a private interest, a USS employee shall not, directly or indirectly, use or allow the use of official information or disseminate/disclose official information, which may cause harm to the office and its administration. Undue advantage regarding the use of USS property directly or indirectly, or strictly prohibited. This includes all USS property from vehicles to telephones and office equipment's etc. Each employee has a duty to protect and preserve USS property, including vehicles, equipment, appliances, furniture and other items. An employee shall not engage himself/herself in criminal, immoral or disgraceful and other activities prejudicial to USS. An employee must do nothing that may cause emotional, physical or financial harm to the individuals, families or communities that USS is committed to helping. Breach of any of the ruled in this manual will make an employee liable to disciplinary action against him/her as per USS policies. Acts of undue/unnecessary, physical or psychological sexual harassment, by any employee towards other USS employees or others, will result in disciplinary action. Complaints of sexual harassment should be reported (in writing) to the immediate supervisor/in charge, HRD chief / Executive Director as deemed appropriate. When reports are lodged, an internal investigation will immediately be conducted. The Executive Director (depending on personnel involved) will take appropriate action based on the finding of the investigation. In cases where the person lodging a complaint is found to have falsified the complaint, disciplinary action will be taken against that employee.

64. Disciplinary Procedures:

64. 1 Statements of Policy

By accepting an appointment with USS and employee agrees to work in a responsible, disciplined harmonious and productive manner, to be loyal to the organization and to act in matter conducive to the accomplishment of the organization's objectives.

The objective of the disciplinary action should be to motivate the employee to improve performance and not to alienate him/her from the organization. Disciplinary actions should address behavior within the control of the employee and whenever possible provide guidance towards improved behavior.

Any act of misconduct shall be dealt with according to the disciplinary guidelines. Disciplinary action depending upon the gravity of offense shall be decided by the Supervisor/ in charge, HRD/Admin or Executive Director depending on the responsibility level.

64.2 Disciplinary Actions

A. Minor Offense: For a minor offense or for deterioration of employees' performance level, a meeting between the employee and his/her in charge/Supervisor or designate will be conducted to informally resolve the problem as soon as possible after it occurs. In some cases of minor offense where documentation is necessary, the in charge/Supervisor in consultation with head of HRD/Admin. Or Executive Director will issue a letter of advice to the employee concerned stating how the employees can improve his/her performance.

B. Minor Misconduct: After found guilty of minor misconduct but not deemed grounds for dismissal, the employee shall be subject to the following action:

On first offense, a warning letter will be issued describing the offense and / or that performance should improve over a specified time period.

On any further offense, or in the lack of improvement over specified period of time, the employee shall be issued a "Final Warning Letter".

Any occurrence of offense after final warning letter may result in the dismissal of the employee provided that the appropriate disciplinary procedure for dismissal is followed.

Usually the head of HRD / Admin will issue the warning letter, however, if necessary, Executive Director will issue the warning letter based on the evidence/written documents. The employee will receive the warning letter by signing and date on it. The word termination should not be incorporated or written in the warning letter.

A warning may result in the loss of increment for the year after considering the reason and gravity of the offense.

C. Misconduct:

An employee may be dismissed if he/she is found guilty of the charges of gross misconduct.

No order for dismissal of an employee shall be made unless. Allegation against the person is recorded in writing. The person is given a copy thereof and not less than 10 days time for submitting his/her written explanation to the authority who has issued the show cause letter.

The person is given a personal hearing if such a prayer is made and the management approves of such order.

65. Procedures

65.1 Investigations: The alleged offense shall be reported, in writing, immediately to the concerned in charge/Supervisor, head of HRD/Admin., Executive Director. The head of Admin./HRD chief or Executive Director if deemed necessary, will designate a person to investigate and prepare a written report on his/her findings.

65.2 Show cause/ Explanation: USS recognizes that all of its employees have their own right. Each employee has his/her own duties and responsibilities to perform to satisfaction of the management, and adhere to all office policies, rules and regulations. However, if an employee is convicted for an offense or is considered guilty of misconduct as per HRP Manual, USS shall be obligating to show cause him/her to ensure proper justice to him/her.

The Show Cause/Explanation letter is asking the employee to show cause why disciplinary action should not be taken against his/her for the offense of misconduct. The show cause letter must state the specific allegation and time frame within the employee's written explanation should reach the authority who has issued the show cause letter.

Where necessary, head of HRD/Admin should be consulted before issuing a show cause letter.

65.3 Suspension Pending Inquiry: An employee charged for miss conduct may be suspended pending inquiry into charges against him/her and unless the matter is pending before any court. The period of such suspension shall not exceed sixty days.

An employee, who is suspended, must be paid subsistence allowances equivalent to half of his/her salary.

An order of suspension shall be in writing and shall take effect immediately on delivery to the employee.

65. 4 Hearing/Board of Inquiry

On receipt of the employee's explanation, the head of Admin./HRD shall issue a notice of inquiry to the employee to hold a hearing of the case.

An inquiry board will be formed, comprised of maximum two or three senior USS confirmed staff members to adequately consider the explanation given by employee against whom the charges are brought in the show cause notice. To make the inquiry fair, every possible step shall be taken, especially in choosing the board members.

Any supervising staffs who issues/signs the charge-sheet, show cause notice of inquiry, suspension order or dismissal letter, or representative from HRD/Admin or who make the final decision of the matter, cannot be member of the inquiry Board.

The inquiry board shall call in the accused employee and read the charges against him/her as per show cause/explanation letter and state the employee's explanation.

The accused employee may reply to the questions and may ask additional remarks which should be recorded in writing, by the inquiry officers.

The accused employee has the right to say and ask anything else or to produce any witness.

The witness either from the employee or from the employer's side if any, should be examined or cross examined by the inquiry officers and by the accused employee.

The statements of the witness should be recorded in writing; the witness will sign the paper on which his/her statement was recorded.

The evidence in support of show cause letter and charge brought against the employee are to be noted, the evidence produced by the accused employee are also to be noted.

Upon completion of the hearing the inquiry board shall read out the entire hearing in presence of the accused employee after which the employee and the board members will have to sign on every page on the minutes of hearing.

The inquiry board then shall submit a full report to the Executive Director on the outcome of hearing along with their comments/recommendations.

If requested by the Executive Director, the head of HRD/Admin will review the documents for legal requirements.

65.5 Action

In awarding punishment the Executive Director shall take into account the gravity of misconduct, the previous record, if any, of the employee and any other extenuating or aggravating circumstances that may exist.

If on inquiry an employee, who was suspended, is found guilty of any charges alleged and is punished under the USS HRP manual the employee shall not be entitled to any wages except the subsistence allowance as HRD policy.

If the employee is found not guilty, he/she shall be deemed to have been on duty during the period of suspension pending inquiry, if any, and shall be entitled to his/he wages for such period of suspension and the subsistence allowance shall be adjusted accordingly.

In case of punishment, a copy of the order, inflicting such punishment shall be issued to the concerned employee.

On establishing the fact that an employee has committed a major misconduct he/she may be issued a notice of dismissal from the organization provided it is approved by the Executive Director.

No dismissal or suspension order can be issued retroactively.

If any employee refuses to accept any notice, letter, charge sheet, order or any other document addressed to him/her, it shall be deemed that such notice, letter, charge sheet, order or the document has been delivered to him/her if a copy of the same has been sent to the address of the employee as available in the office record, by registered post and copy of the same has been posted in the office notice board.

The procedure of disciplinary action must not be delayed, unless there is any valid reason.

65.6 Punishments

Within the schedule of powers and subject to these Rules and / or in force the head of HRD/ Admin. For Executive Director may at their discretion award any of the following punishments.

Verbal Warning:

Related in-charge/supervisor will have face to face verbal warning arising issues for 2 times.

Written Warning

Suspension as a measure of punishment for grave offenses, may be invoked for a period not exceed 7 days which the employee is not entitled to any financial benefits whatsoever.

Demotion

USS authority can give demotion of any staffs considering his/ her performances up to the satisfactory level.

66. Resignation

Regular, Contract and Probationary Employee of USS may resign from the service with one month's notice. Otherwise he/she will pay to USS general fund Taka equivalent to one month salary.

A confirmed employee, when resigns, shall be entitled to the following benefits:

- Unpaid salary and allowance up to the last day work. (A deduction of salary and allowances will be made if the employee as per policy of USS HRD gives the required notice.
- Employee's own contribution to Provident Fund, if any.

All resignation letters must be addressed to the Executive Director through the respective Supervisor/ in charge. On receipt of the resignation letter Executive Director or his/her designate will issue acceptance letter requesting to handover the charges, materials, equipments or outstanding obligations and to take clearance / release certificate from to the respective unit final payments is made.

67. Redundancy

In case when a post or a number of staff positions are deemed necessary to become redundant due to the work pattern, reducing the organizational activities, abolishing the position or otherwise for valid reasons, staff will be notified with 1 month written notice, in such case the staff concerned will be entitled to the following benefits.3 month gross salary, In case a redundant staff decided to resign immediately upon receiving the redundancy notice, no salary will be paid.

Upon salary and allowance up to the last day of work.

Employee's own contribution to Provident Fund, if any.

Organization's contribution to Provident Fund, if any.

All redundancy is subject to the Executive Director's prior approval.

68. Termination

Termination is used when removal of a staff member by other means is not deemed appropriate.

Termination is the prerogative of the Employer and this action can be taking even without any disciplinary reasons. A probationary employee may be terminated without notice.

A short-term contract service may be terminated by either party with or without notice as stated in the contract of employment. The reason for the termination must not be given in termination letter. Executive Director must authorize a termination of confirmed staff.

A terminated employee, depending on his/her employment status shall be entitled to the following benefits:

Confirmed employee:

Two month's gross salary in lieu of notice.

Unpaid salary and allowance up to the last day of work.

Employee's own contribution to Provident Fund (If any).

Organization's contribution to PF (if any).

Employee on Probation:

Unpaid salary and allowance up to the last day of work.

Employee on contract status:

The benefit will be as per the terms and conditions stated in the contract of employment.

69. Discharge

An employee may be discharged from service for reasons of physical or mental incapacity or for continued ill health or such other reasons not amounting to misconduct. A medical board comprising of two doctors must be formed to examine and make recommendations.

Probationary employees are terminated (without notice) and cannot be discharged.

The Executive Director must authorize all discharged.

The employees who are discharged on Medical grounds shall be entitled to:

One month's notice or gross salary in lieu thereof.

Unpaid salary and allowance up to the last work.

Employee's own contribution to Provident Fund, if any.

Organization's contribution to Provident Fund, if any.

70. Dismissal

An employee may be dismissed without prior notice or pay in lieu thereof or any compensation, after following the disciplinary procedures -

If he/she is convicted for an offense involving moral turpitude, or

If he/she is found guilty of misconduct.

The following acts and omissions shall be treated as misconduct:

- Willful insubordination or disobedience to any lawful or reasonable order of a supervisor;
- Theft, fraud or dishonesty with the employer's activity or property;
- Taking or giving bribes or any illegal gratification in connection with his/her employment under the employer;
- Habitual 'absence without leave' or absence without authorized leave for more than five days;

- Habitual late attendance;
- Habitual breach of any Government Law or office rule or regulation;
- Riotous or disorderly behavior or any act subversive of discipline;
- Habitual negligence or neglect of work;
- Falsifying, tampering with, damaging or causing loss of employee's records.

When an employee is dismissed he/she shall be entitled to the following benefits:

Unpaid salary and allowance up to the last day of work. (No salary other than the half already paid for the employee who was under suspension).

Employee's own contribution to Provident Fund, if any.

71. Clearance Certificate and Final Settlement

An employee, prior to his/her release from job through resignation or any action initiated by the organization, he/she must do a turnover of his/her responsibilities to his/her supervisor or to a staff as nominated by the USS office.

An employee who resigns, or is terminated, discharged, made redundant or dismissed must have a clearance certificate from the concerned unit/sections of USS and then submit copy of the same to the accounts section before receiving final payment.

The concerned unit/section/Admin will be held responsible for advising or making final payment without receiving the clearance certificates.

The clearance certificate along with the separation letter and advice for payment shall be kept in the employee's personal file.

The final settlement must be approved by the Executive Director in advance and shall be signed by the outgoing employee indicating that he/she agrees with settlement and nothing is due to him/her form. The final settlement statement, upon completion, shall be kept in the employee's personal file.

72. Service Certificate

USS employee, who resigns or is terminated, discharged, dismissed or made redundant are entitled to a service certificate. The Executive Director will sign off the service certificate.

73. Travel Allowance.

Any employee travel anywhere in Bangladesh s/he will take approval from his/her immediate supervisor before starting his/her journey. If any staff travel in aboard s/he will take approval from executive director.

Any employee traveling on duty or transfer within Bangladesh shall be entitled to get travel allowance for food, transport and if necessary to night halt then hotel rent.

74. Disbursement of travel allowance:

74.1 Perdiem

If any staff travel in outstation he/she will get Tk. 800 per day for Perdiem except transport fare.

This amount for 24 hours, if it cross 12 hours it will be treated as 1 day & cross 6 hours will be treated as half day.

Transport allowance:

a) Level 1 for traveling outstation s/he will be allowed to avail the 1st class /AC Bus train transport & Air (Air Bus). 1st class hotel rent will be payable

b) Level 2 for traveling outstation s/he will be allowed to avail the AC/1st class Bus/Train transport 1st class hotel rent will be payable.

c) Level 3-4 for traveling outstation s/ he will be allowed to avail the AC/1st class Bus/Train transport mid level hotel rent will be payable.

d) Level 5 to 6 for traveling outstation s/he will be allowed to avail the actual transport fare and actual accommodation (Mid level) cost.

e) Level 7 to 8 for traveling outstation s/he will be allowed to avail the actual transport fare and actual accommodation (General) cost.

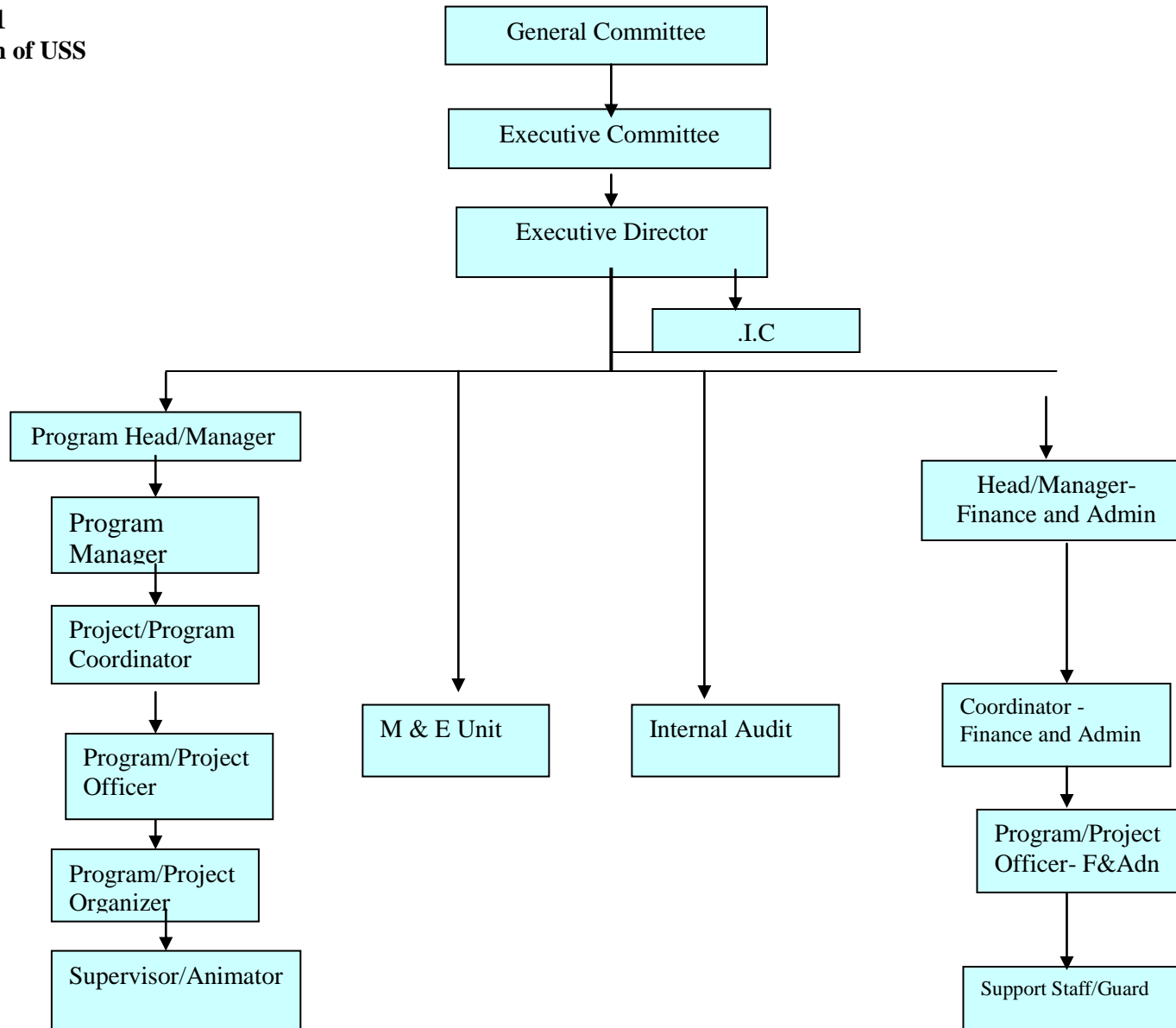
f) Level 9, 10 and 11 is entitled to get the 2nd class train, non Ac bus facility and hotel rent in the normal class will provide by the Office.

74.2 If any staff travel in aboard s/he will get actual transport and accommodation cost and avail per diem cost as bellows-

South Asia per day - 60 \$ (USD)

Europe and others region – Per day - 100 \$ (USD)

75. Annex-1
Organogram of USS



76. ANNEX-2

Udayankur Seba Sangstha (USS)
Salary Structure

Level	Job Title															
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
1	Executive Director	31500	34020	36742	39681	42855	46284	49987	53985	58304	62969	68006	73447	79322	85668	92522
2	Programme Head/Manager (Program/Finance)	22312	24097	26025	28107	30355	32784	35406	38239	41298	44602	48170	52024	56185	60680	65535
3	Project manager/Senior project coordinator (Program)	21750	23490	25369	27399	29591	31958	34515	37276	40258	43478	46957	50713	54770	59152	63884
4	Project/Program Coordinator (Program/Finance/Admin)	17062	18427	19901	21493	23213	25070	27075	29241	31581	34107	36836	39782	42965	46402	50114
5	Asst. Project Coordinator/Senior officer/senior Admin & Accounts officer	13518	14870	16357	17992	19792	21771	23948	26343	28977	31875	35062	38568	42425	46668	51335
6	Project/Program Officer(Program/Accounts/Admin)	10500	11550	12705	13976	15373	16910	18601	20462	22508	24758	27234	29958	32953	36249	39874
7	Asst. Project Officer (Program/Accounts/Admin)	9843	10827	11910	13101	14411	15852	17437	19181	21099	23209	25530	28083	30892	33981	37379
8	Project/Program Organizer/Trainer	5905	6614	7407	8296	9292	10407	11655	13054	14621	16375	18340	20541	23006	25766	28858
9	Supervisor/Animator/Facilitator	4593	5144	5761	6453	7227	8094	9066	10154	11372	12737	14265	15977	17894	20042	22447
10	Technician/Driver	3675	4116	4610	5163	5783	6477	7254	8124	9099	10191	11414	12784	14318	16036	17960
11	Support Staff/Guard	2363	2647	2964	3320	3718	4164	4664	5224	5851	6553	7339	8220	9206	10311	11548

Senior level

Mid-level

Facilitator

Staff Salary increment will be per year 8-12% on basic

House Rent: 60% of Basic Salary (Gross salary = Basic + 60% house rent + medical 1000)