

# HR POLICIES



## **Ashraf Foundation**

Jashore Road, Chougachha Bazar, Dist. Jashore, BANGLADESH


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## Acronyms and Abbreviation

AL	- Annual Leave
BP	-Basic Pay
CE	-Chief Executive
CL	-Casual Leave
CLA	-Cost of Living Adjustment
DAS	-Daily Attendance Sheet
DA	-Delegation of Authority
EC	-Executive Committee
EL	-Earned Leave
GC	-General Committee
GoB	-Govt. of Bangladesh
HO	-Head Office
HR	-Human Resource
MA	-Medical Allowance
ML	-Maternity Leave
NGO	-Non Govt. Organization
NGoB	-NGO Affairs Bureau Bangladesh
PL	-Paternity Leave
PO	-Project Office
SL	-Sick Leave
SML	-Senior Management Team

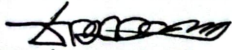
  
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আশ্রাক বাংলাদেশ

## Acknowledgement

This Human Resource Policy is developed to meet the organizational need for establishing a healthy work environment and developing a competent workforce within the organization. Special thanks are due to the staff members of Ashraf Foundation who managed their time and energy for sharing their practical experiences and opinion since the very beginning of the entire process of developing this policy.

Finally, "HR Policy of Ashraf Foundation, approval during the 172nd Executive Meeting held on 10-05-2025, is effect and must be implemented by all members of the organization effected by January 01, 2025.



M. Rasel Ashraf  
Executive Director  
Ashraf Foundation

**Ashraf Foundation** was established in the year 1991 by a group of young men and women aimed at help the poor and underprivileged peoples of the society to improve their overall socio-economic status. It is founded on a set of believes concerning the basic problems of the rural people like-illiteracy, ill health, unemployment, oppression/ civic inertia & environmental hazards. Peoples have their inherent power to solve their own problems, but they lack opportunity, resources & civic rights. The development philosophy of **Ashraf Foundation** is essentially humanist, holistic and people-centered approach that aim to empowering people through develop their potential inherent powers (intellectual, productive, physical & political/organizing) to enable them to take responsibility of their self-reliance and sustainable development.

Name of the organization	:	Ashraf Foundation
Address of Head Office	:	Jashore Road, Chougachha Bazar, Jashore, Bangladesh.
Contact Phone	:	Mobile: 01711-150419 & 01714-064115
E-mail	:	ashraffoundation18@gmail.com
Main Contact Person	:	M Rasel Ashraf, Executive Director
Year of Establishment	:	1991
Registration	:	<ul style="list-style-type: none"> <li>Social Welfare Department - No. Jashore -232/92 Date : 30-06-1992</li> <li>NGO Affairs Bureau - No. 1192 Date : 05-10-1997</li> </ul>

#### **a. Vision of AF:**

The vision of Ashraf Foundation is to develop a society, which is socially just, ecologically sound and more satisfying in human terms than growth obsessed society of today.

#### **b. Mission of AF:**

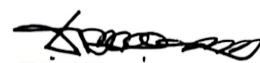
Mission of Ashraf Foundation is enabling the poor people through developing their potentials in such a way that they can identify their problems, its root causes and ensure participation in planning and resource management for their self-development.

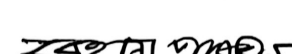
#### **c. Goal of AF:**

The goal of the organization is to improve quality of life of the poor and the community people so that they can take part in development process.

#### **d. Objectives:**

- To organize the target peoples into group to develop unity, solidarity among them and thus develop a collective strength and institutional bases so that can ensure their individual and collective development.
- To help them develop their consciousness and awareness about their position in the social system.
- To help them develop their self-image, self-confidences and creativity and thus make them fit for their desired changes.
- To rehabilitate the disable of the society through proper supports and services.
- To provide technical, training, and credit supports to group members for initiating income-generating activities towards improve their economic condition.
- To provide other support and services in the process of their socio-economic condition.

  
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- The target people can ensure the maximum and appropriate, utilization of the available local resources for their development.
- Aware people about drug abasement and anti-trafficking against women and children.

At the initial stage of the development process of the Human Resource Policy, workshop and meeting have been arranged among the staff members of the organization where all the participants actively give their opinion on how a concrete and comprehensive policy manual can be developed. At this stage the Policy Development Team share a policy structure among the staff members of Ashraf Foundation that ultimately helps them to contribute to the development process of this policy manual. Later on, a draft policy has been developed considering opinions and suggestion from them and this draft policy is shared among the in-house staff members at a sharing meeting held at the Head Office of Ashraf Foundation. Before passing the policy manual to the Executive Committee for approval purpose the senior staff members of the organization sit once again to have a clear picture of the policy manual and draw a conclusion on finalization of the same. The Human Resource Policy is then passed to the Executive Committee and is approved by the Executive Committee accordingly. This HR policy comes into existence through getting approval from the Executive Committee.

#### **Main features of policies:**


This Human Resource Policy is:


- Developed with the active participation of management and employees;
- Consistent with the govt. rules and regulations;
- Designed in consideration of flexibility to meet the changing conditions;
- The output of a careful analysis of all the available facts;

This policy not only outlines the policies regarding the employee performance, but it also indicates how policy shall be administered.

#### **Contributor to the Development of this Policy:**


- **Ashraf Foundation** staff and the Board members shared their opinion and experiences in the process of finalization of this policy

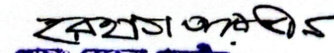
  
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## Introduction to the HR Policy

### 01.01 : Title of the Policy

This policy manual is called "Human Resource Policy of Ashraf Foundation, in short "HR Policy of AF".

### 01.02 : Applicability of the Policies

Policies written in this manual shall be applicable to the Executive Committee, all staffs and volunteers of Ashraf Foundation only.

### 01.03 : Purpose of Manual

It is the philosophy of the organization that Supervisors and Managers work better when they know what is expected of them. This policy is written into a usable guidebook for its managerial and supervisory staff, and all employees. This policy not only outlines the Ashraf Foundation policy toward the various phases of the employer-employee relationship, but it also indicates how policy is to be administered. Consequently, each manager and supervisor should be able to use this policy manual as a guideline when s/he needs to apply Ashraf Foundation policy in a given situation. Every employee should feel free to consult this manual to assist in the interpretation of Human Resources Policy.

### 01.04 : Authority and Distribution

Every employee of Ashraf Foundation has access to this policy manual.

### 01.05 : Supplements to the Policy Manual

01.05.01 : The policies, practices and guidelines in this Policy will remain in effect until changes are considered necessary. Every 02 years, this policy may be revised/reviewed.

01.05.02 : Any change to this policy or practice will be made only after consideration is given to the mutual advantages and benefits of employees of Ashraf Foundation.

01.05.03 : Any new supplement will update and/or revise present policy and practices.

01.05.04 : When any employee has any questions concerning the intent or procedures to follow in the supplements to this Policy Manual, s/he should communicate with his or her immediate supervisor.

### 01.06 : Management's Rights

01.06.01 : The Executive Committee and General Committee of Ashraf Foundation is the only authority which reserves the right to change, modify, suspend, interpret or cancel its policies and practices' at its sole discretion and without advance notice.

01.06.02 : Proper justification must be required for modification and alteration of any word, section & sub section stated in this policy manual.

01.06.03 : The Management deserves the right to modify the provisions of this policy based on specific justification, decision and approval of the concerned authority of Ashraf Foundation.

### 01.07 : Obligation

01.07.01: Without having authority, nobody deserves the right to bring any change to this policy manual.

01.07.02: Anyone may face legal obligation for any kind of misinterpretation of any word or section in this manual.

**01.08 : Effective Date of the HR Policy Manual**

01.08.01: This Human Resource Policy shall be effective from the day following the day of approval given on it by the Executive Committee of Ashraf Foundation and the employees of Ashraf Foundation shall be notified of the exact effective date of this policy.

01.08.02: The policies laid down in this manual shall supersede all previous instructions and policies immediately after approval of this policy.

**02.00 : Office working day and hour**

02.01 : The office will remain open from Sunday to Thursday in a week and will remain closed on Friday & Saturday if there is no scheduled activity on Friday & Saturday in the organization.

02.02 : Office working hour at the HO: From 09:00 AM to 05:00 PM with lunch and prayer time of 1 (One) hour.

02.03 Office working hour at the POs: From 09 00 AM to 05:00 PM with lunch and prayer time of 1 (One) hour. In case of need, the authority may order to follow flexible time.

02.04 The nature of work may occasionally demand extra time for which no extra incentive shall be provided.

02.05 The employees under the grades of G will attend the office at 08:30 AM both at the HO and at the POs.

**03.00 : Attendance and Attendance Register**

03.01 : Arrival at the office after 15 minutes of the set attendance time will be treated as "Late Attendance".

03.02 : For 03 (Three) consecutive days of late attendance, the authority may deduct 01 (One) day of annual leave or may impose penalty equivalent to one-day salary of the concerned employee.

03.03 : Leaving the office early shall only be with due permission of the immediate supervisor and will be allowed in exceptional cases of emergencies only, but s/he should compensate the time in next duty hours.

03.04 : In case a staff leaves the office early without permission before the time for closing of the office, s/he shall be treated as absent or on leave.

03.05 : The office shall maintain a Daily Attendance Register in which each and every employee of the organization shall put their signatures at the time of his /her arrival and departure writing the in and out time.

03.06 : The attendance register shall be maintained in such a manner that the record remains authenticated and unquestionable.

03.07 : The authority shall deserve the right to impose punishment in cash or in kind for any falsification identified in signatures, in and out time in the attendance register.

03.08 : After set time of office, the attendance register shall be sent to the person responsible for keeping records.


**04.0 : Dress Code and Uniform**

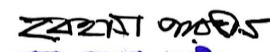
04.01 : Employees are expected to dress appropriately for the work performed.

04.02 : Any clothing including jewelry that has words, terms, or pictures and contains an offensive message and odd looking to other employees are strictly prohibited.

04.03 : Clothing that draws notice to back, chest, feet, stomach or underviear etc. shall not be appropriate for the workplace.

04.04 : Torn, dirty, or frayed clothing shall be unacceptable.

  
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04.05 : The authority shall reserve the right to require any staff to modify his/her dress if they are in violation or if clothing is deemed to be inappropriate.

**05.00 : Holidays**

**05.01** : Every year the management of the organization will prepare a list of holidays following the government announcement.

**05.02** : The authority of the organization shall have the right to bring any changes to the list of holidays considering the situation.

**05.03** : Hartals and General Strikes are not to be considered as leave. Time lost due to this needs to be compensated by working extra hours or working on weekly holidays as notified by the Management.

**05.04** : The employees who are required to attend office in weekend or holidays, should take pre approval from the concerned authority.

**06.01 : Category of Employee**

**06.01** : **Permanent Employee:** They are the employees who are appointed in the organization irrespective of specific duration other than the retirement age.

**06.02** : **Contractual employee:** They are the employees who are appointed for a particular time period and for a particular assignment. All the project staff members fall under this category.

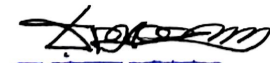
**06.03** : **Casual employees:** These are the employees who are engaged to work on an hourly or daily basis. They are appointed for a nominal amount of allowances and receive no other benefits from the organization.

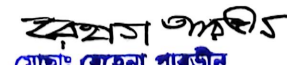
**06.04** : **Volunteer:** In case of need and for the time being, **Ashraf Foundation** may hire individuals in the name of volunteers to assist in the process of completion a particular assignment with a nominal amount of allowances. They shall not hold the status of an employee of the organization and this Human Resource Policy shall not be applicable to these volunteers.

**07.00 : Job Description**

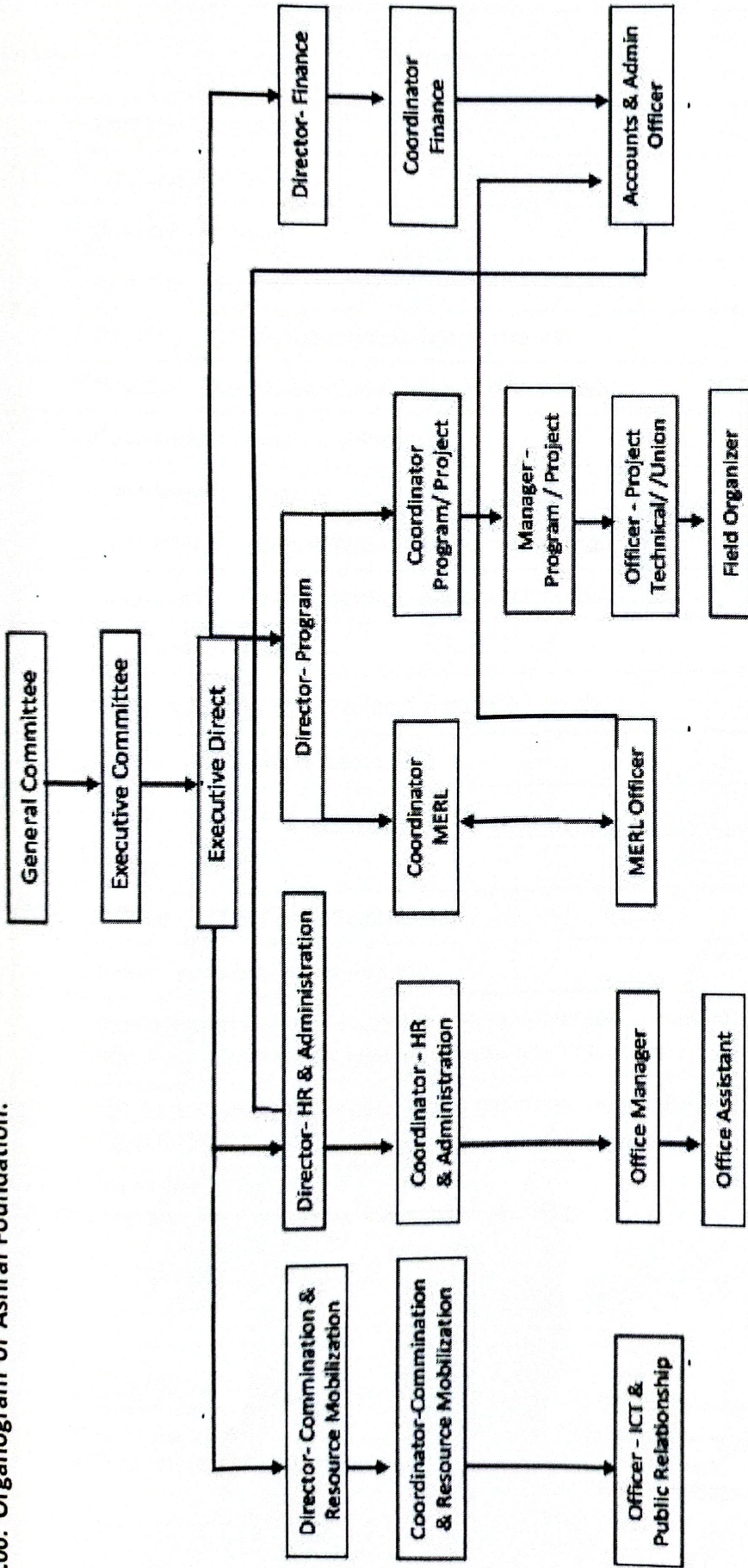
**07.01** : All newly recruited staff shall be provided with Job Descriptions at the time of joining.

**07.02** : The concerned authority of **Ashraf Foundation** May Revise the Job Descriptions already supplied to the employees after the Project Recruitment Period, or shall revise it at any time to reflect changing patterns of work.

  
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আশরাফ ফাউন্ডেশন

08.00: Organogram of Ashraf Foundation:



অস্রাফ ফাউন্ডেশনের সর্বস্বত্ব সংরক্ষিত।  
১৯২ তম কর্তৃত্বসূচী সভা, তারিখ : ১১/০৫/২০২৪ ইংরেজী।

অস্রাফ ফাউন্ডেশন  
শেখ রেহানা পারভীন  
সেয়ারসহায়  
আশ্রাফ ফাউন্ডেশন


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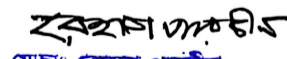
09.00 : Grade of Employee

Grade	Positions	Employee Status & Consideration
A	Executive Director	Head of the Organization
	Chief Executive	
B	Director - Program	Higher Senior Management
	Director - Finance	
	Director - Human Resource & Administration	
	Director - Communication & Resource Mobilization	
C	Coordinator - Program / Project	Senior Management
	Coordinator - Finance	
	Coordinator - Human Resource & Administration	
	Coordinator - Communication & Resource Mobilization	
	Coordinator - MERL	
D	Manager - Program / Project ( District & Upazila)	
E	Officer - Accounts & Admin	Mid-Level Staff
	Officer - Technical / Project / Union	
	Officer - MERL	
	Officer - ICT & Public Relationship	
	Office Manager, Supervisor etc.	
F	Field Organizer - Field Facilitator, Field Volunteer, Community Mobilizer, Community Interns, Community Volunteer.	Frontline Staff
G	Office Assistant - Volunteer, Office Assistant, Guard, Driver, Cook & Others	Support Staff

\*\* HR = Human Resource

\*\* MERL = Monitoring, Evaluation, Research & Learning

  
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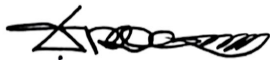
  
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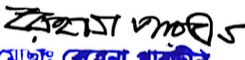
## **10.00 : Responsibility for carrying out the process of employment**

- 10.01 : The department of HR will lead the whole recruitment process except the constitutional positions.
- 10.02 : The department of HR will form a recruitment board with concern of Executive Director for all position.
- 10.03 : President of Executive Committee will be signature authority in the appointment letter of Executive Director.
- 10.04 : Executive Director will be signature authority in the all staff's appointment letter.
- 10.05 : Executive Members must be included in the recruitment committee in terms of recruitment of director level officials.
- 10.06 : In terms of any emergency project or short duration project (less than 06 months), technical position, and in the exceptional cases Executive Director have authority to recruit through head hunting and internal recruitment process.
- 10.07 : In terms of any emergency project or short duration project (less than 06 months), authority can recruit any staff within 24 hours through head hunting and internal recruitment process.
- 10.08 : Depend on budget availability, authority reserve the job circulation process through online, newspaper, social media, wall advertisement etc.

## **11.0 : Recruitment Appointment**

- 11.01 : Appointment will be done against the *vacant and new position* in the organization.
- 11.02 : *Separate committee* will be formed for the process of *recruitment and selection* and all the members in the recruitment committee should not be the same in the selection committee.
- 11.03 The qualified candidate shall be offered in writing through issuing an *offer letter* mentioning the specific pay remuneration package and position.
- 11.04 The concerned authority of **Ashraf Foundation** shall prepare an *employment contract* and shall invite the candidate to sign it in agreement with the offer letter already supplied.
- 11.05 Immediately after signing the employment contract, the organization shall issue an *appointment letter* to the finally selected candidate who will also be requested to join by a particular date.
- 11.06 **Ashraf Foundation** shall provide the newly appointed employee(s) with **Job Description** along with the appointment letter and code of conducts.
- 11.07 For joining purpose, the qualified candidate will produce the release letter from his or her previous employer (if applicable) and will submit a joining letter clearly specifying the position, project or department, date and place. In addition to the release letter, the candidate at the time of joining shall be required to submit attested copies of all certificates, National ID card and 2 copies of passport size photographs.
- 11.08 Individuals who are related by blood, marriage, or reside in the same household may permitted to work in the same organization, provided no direct reporting or supervisor to subordinate relationship exists without proper declaration of conflict of interest.
- 11.09 No employee shall be permitted to work within "**the chain of command**" when one relative's work responsibilities, benefits or other terms and conditions of employment are influenced by the other relative.
- 11.10 Employees who marry while employed, or become part of the same household are treated in accordance with these guidelines.
- 11.11 If in the opinion of the organization, a conflict arises as a result of the relationship, one of the employees shall be transferred to any place or assignment.
- 11.12 Before joining the organization, the finally selected candidate is bound to inform the organization of such relationship, if there is.

  
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11.13 **Ashraf Foundation** being a humanitarian organization, during any disaster the above rules will not be effective as any staff of the organization can be deputed with even phone calls to respond to the immediate actions to work for the affected community in disaster.

11.14 For any new recruitment if deemed necessary, the management of the organization can take immediate decision of recruiting staffs/volunteers through phone calls/available people willing to volunteer.

**12.00 : Orientation**

12.01 : he organization shall arrange a formal orientation session for the newly appointed employee(s) at a convenient time and place by the respective authority

**13.00 : Performance Appraisal**

13.01 : All the employees are evaluated on their ability to meet the components of his/her Job Description and Performance Expectations.

13.02 : Participation of both the supervisee and supervisor will be ensured in the process of performance appraisal.

13.03 : Employee Performance Appraisal shall be guided by a separate performance appraisal format of Ashraf Foundation.

13.04 : If necessary, organizational management can decide for a special appraisal for any staffs and will come up with a development plan for three months agreed mutually and after the specific time final decision will be taken for the employee for continuation or discontinuation.

**14.00 : Training and Development:**

14.01 : The concerned authority will identify training needs for developing the required skill of the employees.

14.02 : A training calendar will be designed based on the training needs of the employees.

14.03 : The appropriate employees will be provided with the training supports.

**15.00 : Promotion:**

15.01 : Promotion will be made against the vacant/qualified position.

15.02 : The criteria of promotion will be:

- o Seniority based on current position in the organization and the length of services;
- o outstanding performance based on quality and quantity of job assignments;
- o Academic qualifications.

15.03 : The organization deserves the right to promote an employee creating new position. But in that case, there must have sufficient justification behind such promotion.

15.04 : The competent authority shall duly approve any sort of promotion.


**16.00 : Transfer**

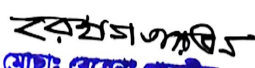
16.01 : For the greater interest of the organization an employee shall be bound to be transferred anywhere in the operational areas. The issue of transfer must be mentioned in the appointment letter.

16.02 : Sufficient time will be allowed to move to the new place. In case of emergency, the authority may order the employee to move in the shortest possible time.

16.03 : The transferred employee shall be provided with TA/DA for this purpose as per rules and actual transport cost for shifting, depend on budget availability.

16.04 : The authority must issue a written Transfer Order clearly explaining the reasons for this transfer.

  
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উপসচিব (অতিরিক্ত)  
আশরাফ ফাউন্ডেশন

  
মোহাম্মদ রেহানা পারভীন  
উপসচিব  
আশরাফ ফাউন্ডেশন

**17.00 : Re-designation and alteration of assignment:**

- 17.01 : In consistence with the changing need of the organization, the authority may re-designate any employee and alter his or her job assignment.
- 17.02 : Prior to bringing any change, the concerned employee must be well informed of such change in writing so that's/he can have adequate preparation to shoulder the new responsibilities.

**18.00 : Retirement:**

- 18.01 : If an employee reaches the age of 65 (Sixty-Five) years, s/he shall go for retirement.
- 18.02 : Management can extent the age limit till 67 years in the best interest of organization.
- 18.03 : Before reaching the age of 65 years, an employee may go for retirement upon completion of minimum 25 years of services.
- 18.04 : The date of birth in case of compulsory retirement and the date of joining in case of willful retirement will be the proof to determine the age and length of service respectively.
- 18.05 : The authority may appoint a retired employee, if s/he is found physically fit or sound, on contract basis for a period of maximum 5 (Five) years at the discretion of the Executive Committee. All dues say, gratuity, provident fund and other benefits, if any, must be settled within one month of his or her retirement.

**19.00 : Resignation and Release**

- 19.01 : An employee may leave the organization upon submission of one month's prior notice.
- 19.02 : In case of failure to submission of such notice, the leaving employee must surrender one month salary or an amount equivalent to one-month salary (which one is applicable) to the organization and in this case employee must be given minimum 03 days' time after giving his/her resignation.
- 19.03 : Before leaving the organization the outgoing employee shall hand over his or her duties and responsibilities to the employee as assigned by the authority of the organization.
- 19.04 : Respective clearance letters from HR Departments of the organization must be required for issuance of "Release Order" to the outgoing employee.
- 19.05 : All dues salary, gratuity, provident fund and other benefits, if any, must be settled within one month of his or her resignation.

**20.00 : Discharge from service**

- 20.01 : An employee may be discharged from service for reasons of physical or mental incapacity or continued ill-health certified by a registered medical practitioner.
- 20.02 : One month's prior notice shall be served to the employee discharged from service.

**21.00 : Redundancy and Retrenchment**

- 21.01 : Redundancy shall mean an employment situation in which an employee is surplus to the requirements of the organization or a project and the duties under a particular position are no longer needed to done by anyone and anymore. Such redundancy may lead to a decision by the employment authority of the organization to terminate the employee's employment.
- 21.02 : Redundancy shall not apply where separation or termination of employment is due to ill health, misconduct, unsatisfactory performance, resignation or normal retirement.
- 21.03 : Retrenchment shall indicate the termination of employment of an employee whose position is redundant. An employee is said to be "retrenched" when his or her job becomes redundant and the organization either cannot offer the employee any

alternative position or, any alternative position offered by the organization cannot be accepted by the employee.


- 21.04 : Retrenchment should never be seen as an employee's fault.  
21.05 : An employee may be retrenched from service on the ground of redundancy.  
21.06 : The retrenched employee shall be served one month's notice in writing indicating the reasons for retrenchment or s/he shall be paid in lieu of notice compensation which is equivalent to one-month gross pay.  
21.07 : An employee who has completed above 03 (Three) years of continuous service is so redundancy, s/he shall be paid an amount equivalent to 03 (Three) months gross pay.

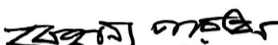
**22.00 : Cost of Living Adjustment (COLA):** Every year the organization may allow cost of living adjustment (COLA) in the following manner:

- 22.01 : The calculation of COLA will be based on 'Labour News' published by Bangladesh Employers' Association but, in any case, not exceeding 10% in any year.  
22.02 : Every year, the COLA will be effective from financial year.  
22.03 : The COLA shall follow the budgetary provision.  
22.04 : This COLA system approved by EC committee depending on the financial condition of Ashraf Foundation and kind agree as well as concern of donor organization.  
22.05 : If any donor agency provides COLA then Ashraf Foundation should allow this system.

**23.00 : Salary:**

- 23.01 : Salary of a newly recruited staff shall be fixed at the starting of appropriate grade and step stated in the salary matrix.  
23.02 : Salary structure will be applicable if Ashraf Foundation has sufficient fund, otherwise Ashraf Foundation will pay fixed salary and in this case Ashraf Foundation offer only yearly increment and festival bonus.  
23.03 : **Salary under the scale:** Such salary will be composed of Basic Pay (BP), House Rent (HR), Transportation Allowance (TA), Medical Allowance (MA) and Festival Bonus (FB).  
23.04 : **Basic Pay:** The Basic pay will be 50% of gross salary.  
23.04 : **House Rent Allowance:** The house rent allowance will be 35% of gross salary.  
23.05 : **Transportation Allowance:** The transport allowance will be 10% of gross salary. But if any staff uses the office vehicle, s/he shall not be entitled to receive the stated transportation allowance. For usage of office vehicle, separate agreement shall be made between the organization and the staff. (Please see the financial policy).  
23.06 : **Medical Allowance:** The medical allowance will be 5% of gross salary All the staff of the Organization shall be entitled to receive medical allowance as stated in the salary matrix.  
23.07 : **Festival Allowance:** Each year the festival allowance equivalent One-month basic salary will be paid to the employees who completed one-year service as below:
  - **Muslims:** Two Occasion at Eid-UI-Fitar & Eid-UI-Azha.
  - **Others Religious:** All are entitled Only basic salary in one times as per his/her festival demand and s/he must be inform regarding this times within 15 working days from the joining date.  
23.08 : The employees whose service duration below one year shall be provided festival allowance.  
23.09 : **Income Tax:** As per prevailing law of Govt. income tax will be deducted at source from the monthly salary of the staff.  
23.10 : **Loans/ Advances to Employees:** No personal loan or advance will be given to any employee of the organization. In case of any emergency, such loan may be given from the General Fund only to meet any extreme crises.

  
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**23.11 : Salary Matrix:**

	Sub-Grade	Basic (50%)	House Rent (35%)	Traveling Allowance (10%)	Medical Allowance (5%)	Total Salary Per Month
A	A1	60,000	42,000	12,000	6000	120,000
	A2	50,000	35,000	10,000	5,000	100,000
B	B1	40,000	28,000	8000	4000	80,000
	B2	35,000	24,500	7000	3500	70,000
C	C1	32,500	22,750	6500	3250	65,000
	C2	30,000	21,000	6000	3000	60,000
D	D1	25,000	17,500	5000	2500	50,000
	D2	22,500	15,750	4500	2250	45,000
E	E1	20,000	14,000	4000	2000	40,000
	E2	17,500	12,250	3500	1750	35,000
	E3	15,000	10,500	3000	1500	30,000
F	F1	12,500	8750	2500	1250	25,000
	F2	10,000	7,000	2000	1000	20,000
	F3	9,000	6300	1800	900	18,000
G	G1	7500	5250	1500	750	15,000
	G2	5000	3500	1000	500	10,000
	G3	4000	2800	800	400	8000

23.12 : Salary Matrix will be applicable based on availability of fund in terms of Ashraf Foundation core staffs.

23.13 : The salary structure, Local Travel Allowance and communication bill for the project staff will be applicable based on allocation of the project. In the case of the project, the Executive Director of the organization will make the decision regarding adding the designated local travel allowance and communication bills to the monthly salary.

**23.14 : Share Salary:**

23.14.01: Share salary of core staffs will be received by Ashraf Foundation General Account from the Project Accounts.

23.14.02: Concern staffs for share salary will fill up the time sheet for particular project's activities.

23.14.03: Total salary will be disbursed as per appointment letter but will not paid shared salary as the additional amount.

23.14.04: Partial salary should be calculated as per salary structure of Ashraf Foundation Human Resource Policy. In this regard whatever Ashraf Foundation paid from the core fund.


**24.00 : Increment:**

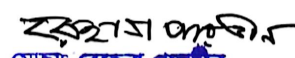
24.01 : Grade wise increment will be paid every year.

24.02 : Grade wise increment will be paid as 3%-10% for the grade of A, B, C and 5%-10% for the grade of D, E, F, G based on annual performance and availability of funds.

24.03 : The increment for the project staffs will be applicable based on budgetary probation of the project.

24.04 : Ashraf Foundation management can approve double annual increment for outstanding performance based on appraisal.

  
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**25.00 : Leave:**

**25.01 : General conditions**

- 25.01.01: All leaves shall be calculated from the date of joining of an employee.  
25.01.02: In case any staff remains absent from duty for more than 03 (Three) days without any intimation to his or her concerned supervisor, such absence shall be treated as leave without pay.  
25.01.03: The authority shall deserve the right to terminate any staff on leave without pay exceeding one-month period.  
25.01.04: Prior approval is mandatory for leave.

**25.02 : Earned/ Annual Leave:**


- 25.02.01: An employee, who has completed a period of one-year continuous service in the organization, shall be allowed, during the subsequent period of 12 (Twelve) months, leave with full pay for a number of days calculated at the rate of one day for every 18 (Eighteen) days of work.  
25.02.02: The said one-year should be calculated from the date of joining to the next twelve months in a year and entitlement of the earned leave shall begin just after completion of one year.  
25.02.03: A period of such leave shall be inclusive of any holiday, which may occur during such period. Based on this calculation, an employee can enjoy earned / annual leave for a total period of 12 days for each completed year of service.  
25.02.04: Such earned leave shall be accumulated and carried forward to the succeeding period of twelve months.  
25.02.05: An employee shall cease to earn such leave when the accumulated days of leave reaches to forty days. Such earned leave exceeding the said limit shall automatically be lapsed.  
25.02.06: Each employee must submit a plan for their leave at the beginning of the year.  
25.02.07: Annual leave may be taken with 15 days' prior notice subject to the approval of the respective Supervisor.

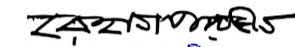
**25.03 : Casual Leave:**

- 25.03.01: An employee shall be entitled to casual leave with full pay for 10 (Ten) days in a calendar year and if such leave is not availed, it will not be accumulated and carried forward to the next calendar year.  
25.03.02: No employee is entitled to enjoy more than 03 (Three) days leave at a stress. The limit of three days may be relaxed in special circumstances at the discretion of the Head of the organization.  
25.03.03: Casual leave cannot be combined with any other leave.  
25.03.04: Casual leave is granted upon contingent situations such as urgent purpose or any other inevitable circumstances. It should be obtained on prior application unless the urgency prevents making of such application.  
25.03.05: If an employee remains absent without any prior information and up to 12:00 PM, such absence shall be considered as 01-day casual leave.  
25.03.06: Casual leave may be prefixed or suffixed to the holidays.

**25.04 : Sick Leave:**

- 25.04.01: An employee shall be entitled to sick leave with full pay for a total period of 10 days in a calendar year and if such leave is not availed, it will not be carried forward to the next calendar year.  
25.04.02: Sick leave more than 03 (Three) days should be certified by the registered practitioners.

  
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- 25.04.03:** Staff falling sick must inform the office or his or her supervisor immediately. Otherwise his or her absence shall be considered unauthorized for which salary will be deducted.
- 25.04.04:** Sick leave, on the other hand, may be availed of on support of a medical certificate. Management should not refuse the leave asked for 'if it is supported by a medical certificate.
- 25.04.05:** No such leave shall be allowed unless a registered practitioner appointed by the employer, and in the absence of such practitioner, any other registered practitioner certifies on examination that the concerned employee is sick and needs leave as mentioned in the certificate for his or her treatment.
- 25.04.06:** The authority may refer any staff to a practitioner of its choice for medical check-up of staff wishing to take long sick leave.
- 25.04.07:** In case of prolonged illness, the authority may grant additional sick leave upon doctor's certification. In this case, the additional sick leave will be used first from the sick leave for the year and then from the earned leave to the credit of the employee and if not covered, the top authority shall decide based on the merit of the case. In such a case, the authority shall deserve the right to allow leave with or without pay.

**25.05 : Maternity Leave:**

- 25.05.01:** A female employee will enjoy maternity leave with pay for a period not exceeding 04 (Four) months at a time and this will not be more than twice in her service in the organization.
- 25.05.02:** Maternity leave will be applicable for those employee who will continue service more than 1 year plus.
- 25.05.03:** employee should be continuing at least one year after enjoying maternity leave then she can resign from current position if want. If not, then she will must return all the benefits enjoyed during maternity leave or management will deduct from her entitled benefits.
- 25.05.04:** Those who already have two children will not be entitled to such leave.
- 25.05.05:** It is noted that medical and annual leave may be added to maternity leave, if required.

**25.06 : Paternity Leave:**


- 25.06.01:** A male employee will enjoy paternity leave with pay for a period of max. 10 (ten) days in continues basis.
- 25.06.02:** This leave will not be more than twice in his service life in the organization.
- 25.06.03:** Those who already have two children will not be entitled to such leave.

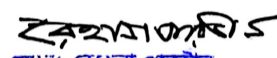
**25.07 : Extra Ordinary Leave:**

- 25.07.01:** The Executive Director may grant extraordinary leave to any regular employee.
- 25.07.02:** An employee who has served the organization for at least 5 years, are entitled to such leave.
- 25 07.03:** Extra Ordinary leave will be without pay.

**26.00 : Accommodation.**

Area ( Lodging)	Grade		
	A-B	C, D, E, F	G
Dhaka, Chittagong, CHT, Cox's Bazar	2000	1500	1000
All other Districts	1500	1000	700
Upazila Level	1000	600	600

  
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26.01: Actual Bill must be presented to claim accommodation.

**27.00 : Per Diem**

27.01 : All staffs (Grade A to G) will be entitled BDT 1000.00 at divisional level according to segregation as below:

Traveling more than 18 hours	Travelling 12 to 18 hours	Travelling 06 to 12 hours	Traveling less than 6 hours hours out of working area
100%	75%	50%	25%

27.02: All staffs (Grade A to G) will be entitled BDT 700.00 at district or municipal level according to segregation as below:

Traveling more than 18 hours	Travelling 12 to 18 hours	Travelling 06 to 12 hours	Traveling less than 6 hours hours out of working area
100%	75%	50%	25%

27.03: The authority shall reserve the right to allow additional amount upon justification.

27.04: Per Diem includes food and other incidental costs, if any.

27.05: Part time staffs, Volunteers, Beneficiaries, suppliers/contactors who are involved with Ashraf Foundation will be paid the food and snacks bill based on actual expense.

**28.00 : Travel**

Grade	Mode of transport	Type/ Class
A-B	Air / Bus / Train/ Steamer/ Rent-a-car	Air-Economy, Bus-AC, Steamer-AC Cabin, Train-1 <sup>st</sup> Class.
C-D	Bus/ Train / Steamer	Bus-AC, Steamer-AC Cabin, Train-1 <sup>st</sup> Class.
E-F	Bus/ Train / Steamer	Bus-AC & Non-AC, Steamer Cabin, Train-Second Class.
G	Bus/ Train / Steamer	Bus-Non-AC, Steamer-Non-AC Cabin, Train-Second Class.

28.01: Actual bill will be required for reimbursement of expenses.

28.02: The authority shall deserve the right to allow upper class or Air for any staff upon the proper justifications or greater interest of the organization.

28.03: Female staffs are also allowed to travel in the cabin in terms of journey by steamer.

28.04: Part time staffs, volunteers, beneficiaries, suppliers/contactors who are involved with Ashraf Foundation will be paid the travel bill based on actual expense.

**29.00 : Overseas Travel**

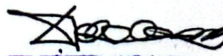
29.01 : For traveling abroad on official work as training, workshop or seminar, an employee of Organization shall get actual food, transport and accommodation cost and actual bill will be required for reimbursement of expenses.

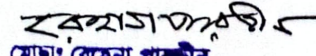
29.02 : Any staff receiving an advance for travel expenses and per diem will submit his / her final statement of travel expenses within 15 days after returning Bangladesh.

**30.00 : Disciplinary Actions and Misconduct**

30.01 : Disciplinary Actions shall mean those actions undertaken by the organization to deal with situations where and when employees break the discipline indicating a set of rules and regulations that shall guide employees to behave at workplace.

30.02 : The core intention of disciplinary actions shall be to correct and punish an employee in case of failure to comply with the set rules and regulations.

  
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**30.03 : Misconduct:** If an employee breaks the set rules and regulations, this shall be called as misconduct. In other words, misconduct shall mean the behavior in violation of definite rules and regulations. The following acts shall be treated as misconduct:

**30.03.01:** Willful insubordination or disobedience, whether alone or in combination with others, of any lawful or reasonable order of a superior.

**30.03.02:** Theft, fraud or dishonesty in connection with the employer's business or property.

**30.03.03:** Taking or giving bribes or any illegal gratification in connection with his/her or other employees of the organization.

**30.03.04:** Habitual absence without leave or absence without leave for more than 07 (Seven) days.

**30.03.05:** Habitual late attendance.

**30.03.06:** Habitual breach of any law or rule or regulation applicable to the organization.

**30.03.07:** Riotous and disorderly behavior or any act subversive of discipline.

**30.03.08:** Habitual negligence or neglect of work.

**30.03.09:** Habitual disobedience or violation to any of the rules relating to conditions, services, of discipline framed.

**30.03.10:** Falsifying, tampering with, damaging or causing loss of employer's official records.

**30.03.11:** Sexual Harassment.

**30.04 : Different types of Disciplinary Actions:** Depending on the nature, frequency and severity of the event and misconduct, the organization may inflict the following types of punishment.

**30.04.01:** For minor disciplinary cases, the following actions may be taken:

- a. **Caution:** Verbal and written warning.
- b. **Removal:** Transfer from the existing job and location to another job and location.
- c. **Withholding salary increment:** Stopping salary rise for not more than one year.
- d. **Withholding promotion:** Stopping promotion for not more than one year.
- e. **Downgrading:** Bringing to lower grade of the job, not more than one year down to salary scale.
- f. **Fine & Recovery of loss:** If money or property damage is involved, recovery from the concerned employee's salary of all or part of the amount.

**30.04.02:** For major disciplinary cases, the following actions may be taken:

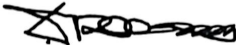
- a. **Suspension:** Temporary dismissal for not more than fifteen days without pay.
- b. **Dismissal:** Dismissal means the termination of services of a worker by the employer for misconduct.

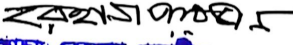
**30.05 : Disciplinary Procedure for minor disciplinary cases**

**30.05.01:** In case of any deviation in behavior of an employee at workplace, the employee may be verbally advised for necessary corrections. This is the responsibility of the immediate supervisor. This happens in case of minor deviations.

**30.05.02:** When the employee does the same deviation repeatedly and the deviation appears to be serious, a written warning letter may be issued and set deadline for meeting the expectation of the organization.

**30.05.03:** When the employee fails to bring about necessary improvement in behavior and performance and fulfill the expectation of the job, the management may initiate the process of punishment and the concerned employee will be informed in writing about the intention and reasons for the punishable action.

  
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**30.05.04:** The concerned employee shall be allowed to submit in writing a statement of his/her defense within a particular time period say, 7 (seven) days from the stated date of the letter issued to the employee in violation of rules and regulations. Actually, this is an opportunity for an employee to appeal.

**30.05.05:** If the employee's explanation is not found satisfactory, the management will take action and the employee shall be informed of the punishment through issuing a letter clearly stating the details of punishment.

**30.06 : Disciplinary Procedure for suspension and dismissal:** The following procedure is to be followed for suspension and dismissal:

**30.06.01:**The employee is given a written suspension order outlining the reasons.

**30.06.02:** An order of suspension shall be in writing and shall take effect immediately on delivery to the worker.

**30.06.03:** The suspended employee will submit written reply to the charges made within 15 days from the issuance of suspension letter.

**30.06.04:**The period of suspension shall not exceed sixty days.

**30.06.05:** During suspension only 50% of the salary without any allowance will be paid and the suspended employee is to hand over all keys, documents and other Organization properties to his/her superior after the issuance of suspension letter.

**30.06.06:** In case of enquiry, an investigation committee or a team shall be formed with a number of individuals who will be assigned to prove the allegation brought against an employee. They shall be appointed to 'prove the case only. But they shall not be given the responsibility of punishment.

**30.06.07:** The investigation committee shall submit a report to the appointing authority within 7 days (days depend on the situation) of formation of the investigation committee.

**30.06.08:** If the charge against the worker is not proved in the enquiry, s/he shall be deemed to have been on duty for the period of suspension for enquiry and shall be entitled to his or her wages for such period of suspension and the salary or allowance shall be a ted accordingly.


**30.06.09:** Before giving punishment to any employee s/he should be issued a "**Show Cause Notice**" to explain why punishable action shall not be taken against him/her. In this case, the alleged employee shall be advised to reply within 7 working days (days mentioned on the show cause notice).

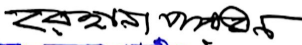
**30.06.10:** If the employee's explanation is not satisfactory, definite charge will be made. In that case, the employee shall be specifically informed in writing of the intention and reasons for the actions. However, for giving punishment to the alleged employee, the higher authority must duly approve the punishment.

**30.06.11:** If a worker refuses to accept any notice, letter, charge-sheet, order or any other document addressed to him by the employer, 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 exhibited on the notice board and another copy has been sent to the address of the worker as available from the records of the employer, by registered post.

**30.06.12:** If any employees engage to financial corruption, accused from gender and child related misconduct or abused, convicted accuse from court, and violation of values of the organization, Ashraf Foundation can dismiss his/her job without any show cause notice and Ashraf Foundation will pay his/her salary up to last working day.

**30.06.13:** The management reserves the right to take legal action against the dismissed employee.

  
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