
Human Resource Management Manual Of (PCC & MEC)

Revised: March, 2007
First Preparation: January 2003



**Population Crisis Control and Mass Education
Committee
(PCC & MEC)**

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Human Resource Management Manual Of PCC & MEC(PCC & MEC)

Introduction:

Background of PCC&MEC: Population Crisis Control & Mass Education Committee (PCC & MEC) is a non-profit, non-political, and non- Government voluntary organization came into appearance in 1985. It is committed to help in changing socio-economic and health status of the local poor specially the deprived women and destitute children of the poor families of its working areas. A group of civic-minded men and women of Khulna area established it who closely found the measurable condition of the local poor living in the poverty brackets. The organization realizes the socio-economic problems of the poor people and believes in their potential for overcoming the problems by their own efforts.

2. Background and experience of the organization

Population Crisis Control & Mass Education Committee (PCC & MEC) is a non-profit, non-political, and non- Government voluntary organization came into appearance in 1985. It is committed to help in changing socio-economic and health status of the local poor specially the deprived women and destitute children of the poor families of its working areas. A group of civic-minded men and women of Khulna area established it who closely found the measurable condition of the local poor living in the poverty brackets. The organization realizes the socio-economic problems of the poor people and believes in their potential for overcoming the problems by their own efforts.

PCC&MEC has a diverse range of activities under its organizational banner. Most of its core activities are of non profit nature, which are essentially funded by donor organization.

3. Government Registration Status:

a. FDR No. 384 dated on 29/01/1991.NGO Affairs Bureau Prime Ministers Office, Government of Bangladesh	b. Reg. No. 382/86 dated on 20/10/ 1986 Directorate of Social Welfare Government of Bangladesh	c. FP: 24dated on 14/02/1987in 1987 Dated: 30.01.2008 Department of Family Planning
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4. Some of the major areas of focus of the PCC&MEC

- ▣ Development Projects
- ▣ Child & Women Rights
- ▣ Micro Credit and IGAs
- ▣ Disaster management
- ▣ Education (Human Resource Building)
- ▣ Renewable Energy
- ▣ Capacity Building, Training and Workshops
- ▣ Consultancy
- ▣ Fisheries and livestock
- ▣ Mother and child Health care

5. Vision of the organization:

- ▣ A prosperous country, technologically modernized and self-sufficient.
- ▣ In a broader sense: An enlightened world, free from the darkness of poverty, pollution, **illiteracy, and fundamentalism.**
- ▣ **A healthy and sustainable society with equity and justice in the program areas.**

6. Mission and vision of PCC&MEC

Work with those poor people who have less access and unserved and undeserved in the operational areas, organized and provide them demand driven support, mobilize local resources, contribute sustainable development ensuring quality services and also ensure people participation at all levels.

7. Objectives of PCC&MEC

- ▣ As a visionary organization working in the development sector PCC&MEC has many enlightening objectives that reflect its vision and mission as an organization. Apart from its general organizational objectives, PCC&MEC formulates specific objectives for its different development projects. The general organizational objectives of the organization are illustrated below: To be established as a transparent, efficient and visionary national Non Government Organization in the NGO sector of Bangladesh
- ▣ To actively and voluntarily participate in multidimensional development projects focusing on poverty alleviation, disaster management, rehabilitation, rural health, literacy, livelihood sustenance, infrastructure development and other social issues.
- ▣ To build and disseminate awareness regarding different societal problems such as crime, illiteracy, environmental degradation, malnutrition, natural calamities, safe water & sanitation etc.
- ▣ To work effectively for building a safer and pollution free environment characterized by an ecologically stable habitat in rural and urban Bangladesh
- ▣ To come up with innovative project designs and ideas to address these multidimensional social issues in the context of Bangladesh.

- To facilitate innovative and practical ICT tools that will aid these development activities
- To share management expertise and know-how with partner organizations in order to facilitate coordinated development efforts
- To provide constructive consultancy and organizational expertise to the partner organizations and clients

To actively work as a complementary force alongside the government initiatives of Bangladesh, by obliging to the legal regulations of the Government of Bangladesh.

Objective of the Manual:

The Objectives of the Manual are;

- i) To guide the management of PCC & MEC to ensure optimum utilization of the human resources at all level of its operation;
- ii) To guide all levels of staff of PCC & MEC to understand the policy, procedures and practices of the organization to adhere the organization's custom, rules and practices;
- iii) To facilitate transparent and fair practice in acquisition, utilization and handling of the most important and sensitive resource of the organization;
- iv) To facilitate and ensure basic requirement its staff that meet country policy & international labor law;
- v) To enhance the good manner and discipline in the human resource management with in PCC & MEC to create a positive image of the organization;
- vi) To ensure fair judgment to PCC & MEC staff at all level without any gender discrimination

Relevance of the manuals with other concern:

The HRM Manual contains all the current policies and procedures as required and applicable for effective management of human resources of PCC & MEC. These policies and procedures are fully in agreement with the existing policies and practices of other manuals/guidelines of PCC & MEC. Finally, the policies and practices that stipulated in this manual are kept consistent with the currently enforced laws and order of the Government of Bangladesh.

Revision and updating procedures:

The policies and procedures of this manual will be effective from March 2007 as revised edition as it was prepared in January 2003. PCC & MEC will revise this manual at the outset if there is any addition, deletion or edition of policies and procedures. The management team of the PCC & MEC has the authority to introduce any new policy and procedures or to edit or revision of the old policies to meet the demand of the time and the interest of the PCC & MEC. These interim policies and procedures will be circulated to all the concerned through Office Memorandum and will be effective accordingly but all these changes will be compiled by the Administration Section over the year and incorporate them into the HRM manual at the beginning of the Financial Year and circulate it to all level of employees.

Chapter-I

Categories of PCC & MEC's employee, Staff Grading and Organogram

1 Categories of PCC & MEC's employee

There are the following categories of employees in PCC & MEC;

1.1 Regular Employee

The employees, who are recruited for a long-term period, normally for more than one year, are defined as Regular Employee. The regular employee would be of two types; (a) Probationary Employee and (b) Confirmed Employee

1.1.1 Probationary Employee

There is a provision of services in PCC & MEC that each employee who has been recruited for a regular position must complete a period of six (6) months of probation to become a regular staff. However, the management has the discretion to extend/not to extend the probation period for a maximum further 6 months. During the probation period, the management would observe the employee's competence, interest to the job, attitude & behavior etc. At the end of the probationary period the employee's supervisor would make an evaluation of the performance of the probationer and recommend to the Executive Director to confirm, not confirm or to extend the probation period and whatever deemed suitable.

1.1.2 Confirmed Employee

If the performance of the probationer were deemed satisfactory to the management, then the probationary employee would be a regular employee of PCC & MEC. The confirmed staff is entitled to all benefits and allowances of the organization from the date of her/his confirmation.

1.2 Non Regular Employee

The employees, who are recruited for a short-term period, normally for less than one year, are defined as Non Regular Employee. The Non Regular Employee would be of two types; (a) Contract Employee and (b) Casual Employee

1.2.1 Contract Employee

The employees who are recruited for a short period of time, normally for not more than one year, are defined as contract employee. The contract employee is recruited for any specific work that will be finished within one year or as substitute service provider in absence of a regular staff e.g. long term leave, long term sickness etc. The contract employees can carry out her/his job only for the contract period. However, in exceptional situation, the contract period may be renewed as deemed necessary by the management. The contract Employee is out of the normal pay package. Normally the contract employees are paid a consolidated monthly salary and not entitled to any other benefits of the organization out of the consolidated monthly salary. The monthly-consolidated salary will be paid as agreed by the employer and the contract employee through the contract of employment.

1.2.2 Casual Employee

The employees who are hired on a daily basis are defined as Casual Employee. The casual employees are normally hired for providing a substitute service in case of leave or absence of a regular or a contract employee. Casual employees are hired only as the substitute services provider in absence of a service staff. Casual employees are paid on daily basis. The daily wage will be paid as agreed by the employer and the casual employee. However, the payment should be around the daily basic salary of the employee for whom substitute services are providing by the casual employee.

2 Staff Grading and Designation

All the PCC & MEC employees are assigned in a specific grade and designation based on their job responsibilities in the organization. Many staff may be placed in a same grade based on their level of responsibilities but the designation may be different based on their specific assignment across the organization. Again, considering the need of the organization, the existing grads could be further reviewed. A table of staff grading and corresponding job designation are attached below;

2.1 PCC & MEC Employee's Grading and Job Designation

Job Title/Designation	Grade
Executive Director	8
Program Coordinator/Financial Coordinator	7
Project Officer-Audit/Admin Officer/Gender Program Officer	6
Material Development Officer /Information & Documentation Officer	5
Regional Coordinator/Accountant/General Services In-charge	4
Assistant Regional Coordinator/Receptionist	3
Driver	2
Peon/Caretaker/Guard/Cook and Cleaner	1

Chapter-II

Recruitment, Transition and Separation-Policies & Procedures

1. Recruitment:

PCC & MEC should follow the below mentioned procedures in recruiting/hiring employees;

1.1 Need Assessment & Justification of hiring

For creating a new regular position there should be a need assessment primarily. The concerned Project/Department head will do the assessment with the benchmark of qualification and experiences for that position and forward to the Executive Director for approval. The Executive Director will take this issue in the Management Team meeting and decide for the new position. However, the Executive Director will finally approve/not approve the position. If the position is approved, the Executive Director, will ask the Administration to take necessary steps for hiring the person in position. In case of any vacancy in an existing and pre-approved position no further need assessment and justification is needed.

1.2 Advertisement

After having the approval of the Executive Director/Management Team, the next step of the hiring process is advertisement. For any position ranging from Grade III to Grade VIII there must be an advertisement in, at least in one, daily newspaper. In case of Grade II, and I the position should be filled up by hiring for a one-year contract initially and then based on her/his performance the position may be a regular position of the organization. In case of hiring of the contract staff for Grade I & II the advertisement may be published either in newspaper or through circulation in the office's general notice board of PCC & MEC along with a forwarding at least Three (3) renowned organizations (working in the development

field) for displaying in their notice board. While circulating the advertisement of vacancy, the Job profile and the required qualification and competence should be clearly mentioned. A list of job profile and benchmark of qualification and competence is given in [Annex-16](#). The Compensation package & other facilities along with necessary job condition should also be mentioned in the advertisement. In each advertisement, there should be clearly mentioned that “the PCC & MEC is an equal opportunities employer and encourages application from both female and male.”

1.3 Formation of Recruitment Board

There should be a board for all recruitment. The board should be comprised by at least Three (3) members of which at least One (1) senior management team member with written notice by the Executive Director. The board should be balanced in Gender for any recruitment.

1.4 Application sorting & call for recruitment test

The recruitment board member is responsible for sorting of applications and arrange for test (written and/or oral) as applicable. While sorting the application from the potential candidates and to call for recruitment test, the recruitment board will sort the bio-data using the sample bio-data evaluation sheet given in [Annex-11](#). The recruitment board member will prepare a short list of candidates for recruitment test and advise the concern Admin staff to issue call up letter. The Recruitment Board will arrange the necessary test and complete the selection process. While scoring for selection, the board shall use the sample format given in [Annex-12](#), [Annex-13](#) and in [Annex-14](#) as applicable. For final scoring and selection the board shall compile all the tests results and put their recommendation using the form given in [Annex-15](#) and sent the list of candidate/s potential for recruitment to the Executive Director for her/his approval.

1.5 Selection & Appointment

The Executive Director based on the recommendation of the recruitment board will ask the concern Administrative staff for issuing the Appointment letter to the selected incumbent/s using the sample Appointment Letter is given in [Annex-5](#). If the overall performances are same of a male & a female candidate for any position, the female candidate will be given preference.

1.6 Joining and immediate formalities:

The Selected incumbent who has been offered for joining must join on the due date and submit a joining letter addressing to the Executive Director or her/his supervisor. After accepting the joining of the new staff, the supervisor will introduce her/him with the available colleagues of the office and ask her/him to meet the below formalities as soon as possible;

- i) Fill out a personal history form ([Annex-6](#)) with the help of the concern Admin staff;
- ii) Bring necessary photograph for ID card and other formalities;
- iii) Submit a copy of all academic certificates, Clearance from previous organization and other papers as necessary to the Admin section;
- iv) Opening a Salary A/C at PCC & MEC’s prescribed Bank & branch with the help of the Finance Section;

- v) The Supervisor will give her/him a copy of JD and make orient about her/his task;
- vi) Others formalities as applicable;

1.7 Maintaining Personnel Confidential File for each Employee:

A Personnel Confidential File (PCF) shall be maintaining for each employee. The PCF shall contain all the historical papers as concerned with the employee chronologically. For example; the first application with bio-data for the concerned employee's position, the call up letter, recruitment test script and result sheet including other candidates who competed with her/him, copy of the offer letter, copy of the appoint letter, joining letter, personal history form, copy of the confirmation letter, copy of annual performance appraisal, copy of any disciplinary action etc. The PCF is very much confidential and should not be exposed to anyone without the concerned. Normally the Administration Section will open a PCF with the primarily available papers of a new employee and then handover to the respective employee's supervisor having received necessary signature. In case of separation of any employee the supervisor will hand over the dead file for preservation to the Admin Section for future reference. The supervisor will maintain the PCF confidentially and that should not be exposed to others. However, for any essential cases the supervisor of the employee's supervisor can review it and will send back to the supervisor.

2 Promotion

PCC & MEC should maintain the following criteria for promotion of an existing position in a higher grade;

2.1 Open Competition

In case of any opening of a position, the management team will sit for discussion regarding the filling of the vacant position. If the management team deemed that no internal candidate is suitable to fill the vacant position and the benchmark of the position does not cover by the internal candidates of the concerned project/department, then the management may go for an advertisement for open competition by external candidates. However, the management team has the discretion to go for an open competition even there is in house suitable candidate, if it is deemed necessary.

2.2 Internal promotion

There is a provision of internal promotion to fill out a vacant position. If the MANAGEMENT TEAM deemed that the internal candidate of the concerned project/department is suitable and satisfy the benchmark of qualification and competence for the vacant position, internal promotion may be considered. In case of the internal promotion, the historical performance record file of the concerned employee should also be reviewed and recommended by the MANAGEMENT TEAM/Recruitment board. In case of more than one internal candidate deemed suitable, the selection must be done through a normal selection procedure. The selection procedure will include formation of a recruitment board, arrange for written and oral test and recommendation by the recruitment board for the potential incumbent for selection. The Executive Director will then approve the commendation and issue appointment letter.

3 Separation:

The following modes are applicable for the separation of employment from PCC & MEC;

1.1 Resignation

All employees either regular or non-regular have the freedom of resignation. In case of resignation, the employee/s must notify the management at least one month before the effective date of the resignation. In lieu of notice one-month basic salary will be deducted by the PCC & MEC from the final payment. If it is less than one-month notice, the deduction will be made on prorated basis. All the PCC & MEC employees have the right to have a clearance certificate from the PCC & MEC after resignation.

3.2 Suspension

The PCC & MEC reserves the right to suspend any employee for any allegation against her/him. In case of suspension the Executive Director, after consultation with the MANAGEMENT TEAM members, will take the final decision and issued a suspension letter to the concerned. The suspension period will be one month primarily. After one month, the employee/s will be eligible to join her/his duties. Even after the primary suspension, the employee/s cannot satisfy the management for the reason what so ever s/he was suspended; there is no chance of a further suspension order but termination. During suspension period the employees will receive 50% basic salary with all admissible benefits proportionately. The following ground will lead to suspend the employee/s;

- i) After two warning letters for a particular subject if the employee/s don not correct her/himself then the management may decide to issue a suspension order to the employee/s;
- ii) If the degree of the mistake/mismanagement is very high and that put PCC & MEC in any financial loss and/or tarnish image of the organization;
- iii) Investigation will take place during the suspension period;
- iv) If the employee found not guilty, s/he will receive her/his all benefits of the suspension period;

3.3 Termination

The PCC & MEC reserves the right to terminate any employees for any justifiable reasons. The following ground will lead to terminate any employee;

- i) Any Gross mismanagement of financial and/or materials resources of the organization that is duly proved and recorded by the management;
- ii) Severe undermining of the fame of the organization due to an activities by the employee/s;
- iii) Non compliance of the condition stated on to the suspension order;
- iv) Anti state activities that may lead the organization to face any legal obligation;
- v) Any order of the court that lead to terminate the employee/s;
- vi) If an employee seems not up to the mark for a particular position in terms of quality and competence and duly proved and recorded by the management;
- vii) Offence or found guilty of misconduct even after 2nd warning letter and any show case;

To take the decision of termination of employees on any of the above ground, the MANAGEMENT TEAM will sit for discussion and justify for the decision of termination of an employee. The justification and the proof of evidence must be properly documented and

recorded (e.g. form of investigation team, review and analysis the findings of the investigation team and their recommendation etc). The reason for termination should be mentioned in the termination letter. The termination notice should be given to the employees at least one (1) month before the date of effective of the termination. One month's basic salaries along with all admissible benefits shall be given to the employees during the final payment. The final payment for any terminating employees will be as per the relevant section/clause stated in the byelaws of PCC & MEC Staff's Savings and Credit Society (PCC & MECSCS) and the byelaws for the Staff Provident Fund. Gratuity will be settled as per the gratuity rules of the organization.

3.4 Retrenchment

Retrenchment is applicable when the organization deemed any position not necessary and the position is abolished for accomplishment of a project and/or any specific duties, for which it was created, and there are no alternative relevant employment opportunities in the organization.

The retrenchment letter should be issued to the employees at least three (3) months before the date of effective of the retrenchment. In case of retrenchment, the employee/s will be entitled for three (3) months' basic salaries along with all admissible benefits while final payment.

3.5 Discharge

Discharge is applicable when any employee deemed incapable either physically or mentally to carry out her/his job responsibilities. Any discharge should be justifiable by the MANAGEMENT TEAM and must be properly recorded. In case of discharge a notice should be given to the employees at least three months before the effective date of the discharge. In this case, the discharged employee is entitled for one months' basic salary along with all admissible benefits that payable with the final payment.

3.6 Dismissal

Dismissal is applicable when any employee is convicted of a serious offense or found guilty of misconduct of which gravity is very high and that can't be treated and tolerated by the termination or any of the above clauses. The following procedures are applicable for the dismissal case;

- i) The allegation against the employee made by another employee/s and or external party should be in written;
- ii) The concerned supervisor will ask to issue a show cause mentioning the allegation;
- iii) After submitting the show cause if it is deemed unsatisfactory the supervisor will discuss with her/his supervisor and with the MANAGEMENT TEAM (if necessary);
- iv) The MANAGEMENT TEAM and/or the Executive Director may ask the alleged employee for any personal interview and or hearing;

If all the above procedures proof that the employee is guilty for the misconduct or offence, the management will decide for dismissal. In case of dismissal, no prior notice is required and no salaries will be paid other than the salaries paid as of the last date of employment.

Note: If an employee refuses to receive the suspension/ termination/retrenchment/ discharge/ dismissal letter, a show cause letter will be issued to her/his. If the cause shown by the employee is not found satisfactory by the concerned authority, the suspension/ termination/ retrenchment/discharge/dismissal letter will be displayed on the notice board for at least three days and it will be removed from the notice board after three days with the signature of at least three witnesses and to be kept in the Personnel file of the employee/s for future reference.

Indemnity: under no circumstances, a staff shall be suspended, terminated/ discharged/dismissed/interrogated or prosecuted during her pregnancy and maternity leave unless the organization compelled to adhering any order of the court of the GOB. In such a case, separation as described in Section 3.2, 3.3, 3.4, 3.5, 3.6 can be enforced after the maternity leave from the date of her joining.

3.7 Retirement:

The PCC & MEC has a retirement provision that an employee can go for optional retirement at any time after completion of 20 years continues services with the PCC & MEC. In that case the PCC & MEC will pay the retired employee Six (6) month's salaries equivalent to her/his last basic as retirement allowance. On the other hand there is a provision of compulsory retirement also. An employee can serve a maximum period of thirty (30) years of up to her/his 60th birth anniversary. In case of compulsory retirement the retired employee will not receive any retirement benefits.

Chapter-III

Employee/s Code of Conduct

1 Behavioral Norms:

All the PCC & MEC employees should adhere to the highest standards of professional behavior in their dealings, attitude and behavior with colleagues, counterparts, beneficiaries and community people. Each individual employee is represents PCC & MEC in their personal and professional lives. The norms include, but not limited to;

1.1 Dealing with colleagues

- i) All employees are strictly prohibited from asking any of her/his colleagues to perform any personal task either in the office or out of office.
- ii) All employees should show their reciprocal respect to others irrespective of designation
- iii) All employees are discouraged to taking or giving any personal loan from or to other colleagues

- iv) All employees are discouraged to taking or giving any personal gift from or to others (especially; vendors, partner organizations or any service provider). Personal gift does not include calendar or Dairy.
- v) Program staffs are also prohibited to take any meal, gift or avail accommodation at the cost of partner organizations while visiting the program activities.

In case of happening of the above and the concerned employee/s make any allegation against the wrongdoer employee/s in written to the wrongdoer employee's supervisor. Then the supervisor will ask her/his subordinate to show cause.

1.2 Dealing with the workplace

- i) **Telephone:** Office telephone is for official use. In case of emergency personal call can be made. Personal call should be for short duration and that should not be disturbing to other colleagues;
- ii) **Visitors:** Visitors for official business are always welcome. Personal visits are discouraged;
- iii) **Dress:** The employees who are entitled for uniform must wear during official business. Office staff should dress themselves appropriately (e.g. staff should not wear dirty and/or greasy clothing).
- iv) **Drug Free Environment:** PCC & MEC expects a drug free workplace for all employees. No drugs including smoking are allowed in the office premises.
- v) **Health & Hygiene:** All the PCC & MEC employees are responsible to ensure a healthy and hygienic environment in the office. No employees are allowed to make the workplace dirty and unhygienic.
- vi) **Disturbance to others:** All the PCC & MEC employees are responsible to keep her/his other colleagues free from disturbance and interruption. For example unnecessary/unofficial discussion, joking, laughing, romantic discussion, flirtation etc. that leads to break of attention to work to other colleagues.

1.3 Daily Attendance

All the PCC & MEC employees should attend the office timely. The time in and time out must be mentioned while sign on the attendance sheet. A sample attendance sheet is given in the [Annex-1](#). The Executive Director will monitor the attendance of the employees. The Receptionist shall take the attendance sheet to the Executive Director no later than 9:15 am each office day for authorization. In case of regular retard in the office the Executive Director may ask the employee or if necessary issue a show cause letter to the employee/s, in consultation with the employee's supervisor.

1.4 Office Days & Timing:

The PCC & MEC office day runs through Saturday to Thursday. The PCC & MEC office remained closed in Friday as weekend and in all other Government holidays. Besides, during the hartal, strike or such like unwanted situation, the PCC & MEC office remains

closed considering the safety and security of the staff and properties (for details-refer Administration Manual).

2. Grievance and its Settlement:

PCC & MEC encourages resolving any problem in a professional manner. If an employee does not feel secured and comfortable to discuss any problem with her/his immediate supervisor, or if an employee has valid concern/complain about her/his supervisor, s/he could notify the grievance to the supervisor's Supervisor. Any Grievance should be in written & specific. As soon as the grievance received, the following process will be followed to investigate and resolve the matter;

- i) The Executive Director will form a committee which will independently Interview the concern staff;
- ii) Necessary evidence & documents will be collected to proof the grievance and action will be taken according to the findings;
- iii) All action against the grievance will be taken according to the policy or other punishment procedures;

Chapter-IV

Employees Leave Policies

1. Categories of Leave:

All the PCC & MEC employees shall enjoy Leave besides holidays and weekend. The PCC & MEC allows to all of its employees all the holidays designated by the Government of Bangladesh and the weekend. Alongside the holidays and weekend the PCC & MEC has four types of designated leave for its employees. The leave categories are; (i) Earned Leave, (ii) Sick Leave, (iii) Maternity/Paternity Leave and (iv) Leave Without Pay

1.2 Earned Leave

In PCC & MEC, there are 21 days of Earned Leave (EL) for all employees. In case of confirmed regular employees, the EL is credited altogether in her/his leave record at the beginning of each financial year of PCC & MEC (i.e. beginning of July). In case of the employees under probation, the earned leave will be credited proportionately. The Contract and/or Casual employees will not be allowed for any Earned Leave. The policies & procedures applied for the EL are as follows;

- i) An employee can utilize her/his leave as per requirement and subject to consent of her/his supervisor during the whole year. There is no proportionate limit of using leave for proportionate time period. For example, an employee may spend all of her/his leave at the first half of the year and s/he will not take any leave in the 2nd half of the year. However, the employees are always encouraged to plan for leave availing proportionately so that the office work is not hampered. In case of the employee/s under probation, s/he can't apply for leave for beyond her/his leave

earned proportionately (i.e. 1.75 days per months). In case of separation of a regular employee who has consumed her/his leave more than her/his earning (calculating prorated basis) on the date of her/his separation, the over consumed leave day/s will be treated as leave without pay and necessary deduction will be made from her/his final payment.

- ii) All the employees are encouraged to submit her/his quarterly leave plan to the her/his supervisors at the beginning of the each quarter (July, October, January and April) so that the concerned supervisors can allow the employees leave based on work plan of the project/section. After having the leave plan of all employees the respective supervisor/s will sent them to the administrative Section for their record.
- iii) The employees must fill out the prescribed **Leave Application Form**, given in **Annex-2**, have necessary approval by her/his supervisor and submit to the concern Administrative staff before going to leave. The leave application must submit to the supervisor at least two days before the leave day. The leave may be granted or not subject to the work required during that time.
- iv) If any weekend and/or official holiday falls within the approved leave period, that weekend and/or holiday will not be considered as leave day
- v) If any extra leave days beyond the approved leave are required by the employee during the leave period, the employees shall inform her/his supervisor for approving extra leave. The supervisor may allow or not any extra leave to the employee. If allowed, the employee must revise the leave application form submitted previously. Unauthorized leave will be treated as Leave Without Pay (LWP). This is the concerned Supervisor's responsibility to let the information know to the Accounts so that the Accounts can deduct necessary pay from the employee's monthly payroll for the period of Leave Without Pay. For consecutive 3 or more days of unauthorized leave, the employees should inform the cause of the unauthorized leave to the supervisor with a copy to the Executive Director. Failure to do this, the supervisor will be authorized to issue a warning letter to the employee/s
- vi) If any employee is unable to attend the office, for whatever reason, s/he must inform his/her supervisor within the next working day. Failure to do this the supervisor will treat this as leave without pay and accordingly inform the accounts for deduction of pay from the payroll. In case of consecutive 3 days or more than 3 days of unauthorized leave, the treatment will be as stated in section (v) above.
- vii) If the earned Leave were not enjoyed, can be carry forward in the next year for a maximum of Ten (10) days from the total balance. The PCC & MEC does not pay for the Earned Leave. In case of separation of an employee, the Earned Leave must either avail by the employees or lapsed.
- viii) In PCC & MEC, there is no provision for any compensatory leave in lieu of any emergency works done by the employee(s) for the interest of the organization.

1.2 Sick Leave

In PCC & MEC, there are 12 days of Sick Leave (SL) for all employees. In case of confirmed regular employees, the SL is credited altogether in her/his leave record at the

beginning of the financial year (i.e. beginning of July). In case of the employees under probation, the Sick Leave will be credited proportionately. The Contract and/or Casual employees will not be allowed for any Earned Leave. The policies & procedures applied for the SL are as follows;

- i) Sick leave is normally utilized only for emergency medical sickness as the employee/s feel and/or advised by the certified medical practitioner. In case of Sick Leave, the employees will just inform her/his supervisor about the sickness and after getting cure and resuming her/his duties, s/he will submit the Leave Application Form to the leave days for approval and the supervisor will sent the application form to the Administrative Section for their record and adjustment of the leave balance;
- ii) In case of 3 or more days of consecutive sick leave, the employee must inform his/her supervisor and submit the Leave Application Form supported by a medical certificate signed by a legitimate medical practitioner for approval by her/his supervisor;
- iii) If any weekend and/or official holiday falls within the approved leave period, that weekend and/or holiday will not considered as leave day;
- iv) Any Sick Leave taken in conjunction with the Earned Leave, must be supported by the medical certificate otherwise it will be treated as Earned Leave;
- v) Leave taken for sickness lasting beyond that, which is accrued, shall be charged to Earned Leave. If no Earned Leave is available then it will be treated as Leave Without Pay. In case of serious and long term illness in which the registered physician prescribed for full rest, the Executive Director, could allow an excess sick leave for a maximum of 30 days with pay on humanitarian ground. After this period, if the employee is not fully recovered, further maximum 30 days leave may be granted without pay as described by Section- I of 1.4. For a prolonged sickness that makes the employee unable to carry out her/his job, in that case Section 3.5 of Chapter –II may be applicable;
- vi) Sick Leave could be carried forward. The PCC & MEC does not pay for the Sick Leave. In case of separation of an employee, the un availed Sick Leave will be lapsed;

1.3 Maternity Leave

Women employees are entitled for Maternity Leave (ML) before and after childbirth. The PCC & MEC allows all female employees a 4 months of Maternity Leave (1.5 months before delivery and 2.5 months post delivery leave)

- i) The PCC & MEC will not knowingly employ a woman during the six weeks immediately preceding delivery; neither shall a woman employee be allowed to work at her own will, during this period. This provision is in strict adherence with Bangladesh law and no exceptions will be permitted;
- ii) Any woman who is pregnant may, on any day, give notice in writing to her supervisor that she expects to be confined within the next six weeks, together with a medical certificate confirming the Expected Date of Delivery (EDD) and period of confinement. Or if she has not given notice, and has given birth to a child, she shall

within seven days give similar notice. Supervisor is to provide a copy of this notice to the Executive Director;

- iii) When a notice is received within seven days of child birth, the supervisor shall permit the employee to absent herself from work the day following the date of notice until 5-6 months from the date of delivery;
- iv) A woman employee shall not be entitled to Maternity Leave unless she has been employed by PCC & MEC for a period of not less than 6 months immediately preceding the day of delivery;
- v) PCC & MEC will allow only two times of maternity leave of each female employee. In case of any special circumstances (e.g. death of a child) the PCC & MEC will allow for a further maternity leave. Otherwise, the employee should avail the leave without pay;
- vi) A woman worker can not be suspended/dismissed/ discharged/terminated/ interrogated/prosecuted during the period of Maternity Leave unless it is proofed and punished by the Court of Law for any fraud and offence and any anti state activities by which the organization is compelled to dismissed or terminate the employee;
- vii) Female employee may request the use of accumulated annual leave and sick leave in conjunction with their maternity leave to extend the leave period either prior to delivery or after their delivery. If annual leave and sick leave balances already exhausted the employee may request Leave Without Pay for the period of time not covered by maternity leave, annual leave or sick leave. The request for Leave Without Pay should be submitted to the employee's supervisor in writing. In general, reasonable request for Leave Without Pay in these circumstances will be approved. In case the request for Leave Without Pay for more than one month, the supervisor will forward the same to the Executive Director for further approval;

1.4 Leave Without Pay

There is a provision of Leave Without Pay in the PCC & MEC leave policy. Employees may be granted with Leave Without Pay in special circumstances. The grounds and the procedures of the Leave Without Pay are as follows;

- i) Leave Without Pay may be granted if an employee requests such leave and all of their annual leave has been used. Such leave cannot be availed without prior recommendation of the concerned supervisor and subsequent approval of the Executive Director. Leave without pay may be allowed for a maximum period of one (1) month. In case of any request of more than one month, the Executive Director will make decision upon consultation with the concern officials to assess the prose and cones of the ongoing program/program support operations and other factors e.g. temporary replacement by any suitable staff;
- ii) Unauthorized absence as described in Section 1.1, 1.2 and 1.3 of this chapter shall be treated as Leave Without Pay and the accounts will make necessary deduction from the monthly payroll after having recommendation by the supervisor and confirmation by the Admin Section.

- iii) The employee on leave without pay will not eligible for any benefits and/or allowances during her/his period of Leave Without Pay;
- iv) The formula for calculation of the deduction of salaries against any Leave Without Pay will be as follows;

$$\frac{\text{Monthly Basic Salary}}{\text{Number of days in that month (as per calendar)}} \times \text{Number of days for Leave Without Pay}$$

All other benefits & allowances like Housing Allowances, Provident Fund, Medical Allowance and Transportation Allowance will be calculated using the same formula.

1.5 Monthly Leave monitoring and update of Leave Statement:

The respective supervisors are responsible to monitor the leave of her/his project/department member. In this process the Administrative section is designated to inform the updated leave status of the employees to all concerned. The supervisor, after approving the leave for her/his team member, sent the leave form to the concern Administrative staff for recognition and recording into the leave statement.

At the end of each month the Admin Officer will circulate the updated monthly leave statement using the format given in **Annex-3**. All the employees should review the leave statement and confirm the balance. In case of any discrepancies, the respective employees should bring this to the notice of the Administrative section for necessary correction. The supervisors should plan and organize leave of her/his associate/s so that the works of the sections/project does not hamper and at the same time the staff members can avails their leave opportunity effectively.

Chapter-V

Employees Financial Benefits

1 Financial Benefits Determination

The PCC & MEC is committed to maintain a standard package for its employees comparing the similar nature of organization working in Bangladesh. Based on the need, the PCC & MEC management has fixed a salary packages for its employees by grade, position and responsibilities.

1.2 Financial Benefits and Allowances

The PCC & MEC employee's financial benefits and allowances include the following;

- i) **Basic Salary:** The Basic Salary is defined as the core compensation that provided to the employees against their services & time providing for the PCC & MEC's development effort in Bangladesh. Several benefits & allowances are determined based on the basic salaries on percentage basis. The basic salary is initially determined based on the grade, area of responsibilities, competencies of the person serving for those responsibilities. All the PCC & MEC employees basic salary is fallen under a particular Grade/Step as per the Salary Matrix determined and time to time revised by the Management. Basic Salary is applicable for only the regular employees. The Contract and/or Casual employees are paid consolidated salary
- ii) **Housing Allowance:** As housing allowance the PCC & MEC Provides ?????????????85% of the basic salary to all the regular employees. The Housing Allowance is paid to the employees with their monthly payroll.
- iii) **Provident Fund:** The PCC & MEC provides Provident Fund 10% on the basic salary to all the regular employees along with the monthly payroll. The provident fund amount adds with the monthly gross salary but it is not a part of take home salary. The provident fund is maintained on contributory basis. The PCC & MEC provides 10% on the basic salary and at the same time deducts the equivalent amount from an employee's monthly payroll for creating a fund for the future payment to the employee during separation from the organization. The Provident Fund is maintained under the custody of the PCC & MEC management with a separate bank A/C.
- iv) **Medical Allowance:** All the PCC & MEC regular employees irrespective of grade/step received an amount of Tk.500 per month as medical allowance for them and their family members. The medical Allowance is paid to the employees along with their monthly payroll.
- v) **Transportation Allowance:** All the PCC & MEC regular employees except those who received official pick-up & drop irrespective of grade/step receive an amount of Tk500 per month as Transportation Allowance.
- vi) **Annual Gratuity:** All the confirmed and regular employees are entitled to annual gratuity equivalent of her/his one-month's basic salary. Gratuity is calculated at every ending of financial year (at the end of July of each year) and the total gratuity amount of all the employees are taken out form the annual budget from the

concerned project/section and kept in the employees gratuity bank account. Subsequently the amount is invested in any profitable venture like Govt. bond, FDR etc.

Gratuity is calculated on pro rata basis, not necessarily an employee must complete one full year of service with the PCC & MEC to get gratuity benefit. At the end of a particular financial year, the gratuity will be provided proportionately to the employees who have not completed a full year of services. The gratuity is settled every year and the organization will not bear any liabilities to pay the gratuity of the separated staff. The separated employee will receive the bond or investment done by her/his gratuity amount whatever the interest/profit it earns so far from every year's of investment.

- vii) Festival Bonus:** The PCC & MEC provides festival bonus to its entire regular employees two festival bonus each equivalent of one-month basic salary. The employees on contract service will not entitle for any festival bonus. The employee/s who will join before the day of festival will entitle for festival bonus. Similarly the employee/s who will join after the day of festival will not be entitled for festival bonus. The Festival bonuses are paid to the employees at the eve of their respective festival, normally as follows;

Hindu Employees:	Durgapuja
Christian Employees:	X-Mas
Buddhist:	Mughipurnima
Muslim:	Eid-UI-Fitre & Eid-UI-Azha

- viii) Income Tax Allowance:** All the PCC & MEC employees who fall under the income tax bracket as per the Govt. income tax rule, the PCC & MEC paid the income tax for its employees.

- ix) Overtime:** All the PCC & MEC employees of grad-I & grade-II are entitled for overtime. The overtime is only applicable for any office work done beyond the respective employees designated working hour/duty roster and duly approved by her/his supervisors. The details policy and procedures regarding Overtime Allowance is given below;

a) Duty hours of Overtime entitled staff (Grade I & II):

Normal work hour for the overtime-entitled staff are mentioned below which may be changed as per management decision time to time with due notification.

	<u>Other than Guards</u>	<u>Guards</u>
Duty Hours per week	48 hrs	48 hrs
Duty Days per week	5 days	6 days
Duty Hours per day	9.5 hrs	8 hrs
Duty Period per day*	8:00am to 6:00pm or Per duty roster as per duty roster	
Duty Week	Sunday to Thursday Per duty roster	

* Duty period per day includes 0.5 hour of lunch break

b) Calculation of Overtime:

The Overtime Allowance will be calculated as per the following formula

Overtime amount = (Rate per hour X Overtime hour worked) X 2 (compensatory factor)

$$\text{Rate per hour} = \frac{\text{Basic Salary per annum}}{\text{Duty hours per annum}^*} \quad \text{or} \quad \frac{\text{Basic Salary per month}}{\text{Duty hours per month}^{**}}$$

*Duty hour per annum for overtime-entitled staff is 2496 hours (52 weeks X 48 hours)

** Duty hour per month for overtime-entitled staff is 208 hours (2496 hours÷12 months)

c) Overtime work and reimbursement of payment:

The overtime-entitled staff is permitted to work beyond normal duty hours only with the request of the concerned supervisor.

- The overtime should be claimed using the prescribed format for overtime allowance, which will be available at Accounts Section.
- The overtime allowance form must be recommended for payment by the concerned supervisor who requested for overtime work.
- Overtime payment will be made once in a month usually on the 15th of the following month.

xi) Travel & Perdiem Allowance: All the PCC & MEC Staff is entitled for field trip cost and allowance for traveling for any official business outside of normal work place. Field Trips Cost includes Transportation and Lodging cost, which are always on actual basis. Allowance is the official compensation at a predetermined rate in terms of per diem (food & incidental cost) to the employees while in field trip.

a) Eligibility of Perdiem allowance:

- A staff will be entitled for per diem if s/he has to stay outside of her/his normal work place for any official business for a time of six (6) hours or more.
- If a staff starts for travel before 8:00am s/he will be entitled for Breakfast. If a staff starts for travel before 2:00pm s/he will be entitled for Lunch. If a staff starts for travel before 8:00pm s/he will be entitled for Dinner.
- If a staff comes back from travel after 8:00am s/he will be entitled for Breakfast. If a staff comes back from travel after 2:00pm s/he will be entitled for Lunch. If a staff comes back from travel after 8:00pm s/he will be entitled for Dinner.

b) Rate for Perdiem allowance (Food & Incidental):

The rate of per diem will be applicable as per the following table:

Perdiem break up	Amount (Taka)			
	Grade 5 and above		Grade 4 and below	
	Outside work area	Work area	Outside work area	Work area
Breakfast	25	20	20	15
Lunch	40	30	35	25
Dinner	40	30	35	25
Total	105	80	90	65

•Work area for Head Office based staff is defined as the Khulna metropolitan area. Work area for out side Khulna means the project operational boundary for each project & assigned area.

•Outside work area is defined as beyond the work area.

c) Reimbursement of field trip cost and allowance:

All the related field trip cost and allowances must be claimed using the prescribed Travel Expense Report format (Annex-1A). The Travel Expense Report must be recommended for payment after having proper review of the entire trip cost by the employee's supervisor. Employee's supervisor is primarily responsible to justify the authenticity of the claim. After having received of any travel expense report, Accounts will review and check the appropriateness of the claim in light of the policy and procedures in this regard and settled the payment.

All the Field Trip Cost and allowance as a whole shall be termed as Travel Expense. Travel Expense for regular field trips (for example- Regional Coordinator's field trips) will be reimbursable once in a month and Travel expense that happens occasionally (for example-ED's field trips) is reimbursable immediately after the field trip.

1.3 Deductions for Future Savings

The following deductions are made from the monthly payroll for the purpose of building funds for future payment;

- i) **Provident Fund:** The provident fund is deducted from the employees monthly payroll as described above and kept into a separate bank account and time-to-time invest to profitable venture. The original amount of provident fund as well as the profit earned from the investment is proportionately distributed among the members of the fund. The employees will be paid the original amount plus the profit earned from the fund during her/his separation from the organization. The details of the maintenance and management of the provident fund are given in the bye-laws of the provident fund
- ii) **PCC & MEC Employees Savings & Credit Society (PCC & MECSCS):** There is a society for the PCC & MEC employees to save some amount from the monthly payroll and invest them to available profitable venture and to loan among the society

member. The purpose of the society is to bring the future economic well being of the members. The details of the maintenance, management and the operational procedures of the fund are provided in the byelaws of the PCC & MECSCS.

1.4 Salary Matrix

The PCC & MEC has developed a salary matrix based on the minimum and maximum basic salary recommended by the consultant for each grade. Based on the recommended minimum and maximum basic salary for each grad, the PCC & MEC prepared three salary matrixes for review and recommend to the PCC & MEC. Martix-1 was of 72 steps and 1% of increase in each step ahead. Matrix-2 was have 36 step and 2% of increase in each step ahead. Matrix-3 was have 24 step and 3% of increase in each step ahead. The PCC & MEC recommended Matrix-2 and the management of PCC & MEC also decided to retain the Matrix-2, which is in place. The sample form of current Salary Matrix is attached in **Annex-4**

- i) **Basis of Calculation:** After developing the Salary Matrix all the employees were put into the salary matrix by their Grade & Basic Salary at that time as recommended by the consultant and fixed by the discretion of the Executive Director and found the initial grade/step of each employee. This initial grade/step of each individual employee is the base grade/step. Once the grade/step was fixed, subsequently the employees step in the salary matrix will be run forward based on annual performance and increment. In the Performance Evaluation System of PCC & MEC, there are maximum 3 step of increment for each year.
- ii) **Annual Revision:** The salary matrix will be revised at the beginning of every financial year (at the beginning of May) based on the last year's inflation rate in the economy. Normally a weighted average method may be followed to calculate the rate of inflation.

For example; inflation rate as per the Consumer Association of Bangladesh (CAB), World Bank (WB) and the Bangladesh Bureau of Statistics (BBS) and make the rate average. However, the Executive Director has the discretion on declaration of the Inflation Allowance to the PCC & MEC employees for a particular year based on funding availability and after discussion with the PCC & MEC. Once the Executive Director declares the Inflation Allowance, the Salary Matrix will be revised by the % of inflation rate declared. This revision will not change any employee's grade/step. The employee will remain in her/her previous grade/step, just her/his salary will increase by the % declared as inflation allowance. The Step will only changed by the performance evaluation and annual increment.

1.5 Annual Inflation Adjustment: The PCC & MEC has a practice of adjustment of the Salary matrix at the out set of each financial year based on the inflation rate prevails in the economy.

- i) **Purpose of the adjustment:** Annual adjustment of inflation will ensure timely adjustments to the basic salary and this keeps the PCC & MEC employees salary level more competitive and that will resulted to a minor adjustment requirement during the periodic comprehensive salary review.

- ii) **Method of Calculation:** The PCC & MEC will follow the weighted average method of calculation. Information regarding Inflation rate as determined by the concerned institute/organization/association will be collected and make the rate average. However, the Executive Director reserve the discretion to make any changed on the resulted weighted average rate of inflation subject to funding availability and the approval of the Head Office, PCC & MEC.

1.6 Annual Increment: The PCC & MEC has the policy of providing annual increment to all employees for the recognition of their length of services with the position.

- i) **Method of Increment Award:** The annual increment of salary is provided based on the performance appraisal of the previous year. The performance appraisal is a participatory system jointly by an employee and her/his supervisor. The increment is defined as step increment of salary corresponding to the Salary Matrix. The Salary Matrix of PCC & MEC is comprises with 36 steps against each grade. Based on the appraisal the employee/s may be awarded one-step or two-step or three step of increment. Each one step ahead carries 2% of increment from the previous step salary of a particular grade. Each one step increment means 2% increase of basic salary from the previous step salary. The details of performance and increment award procedures are described in the Performance Appraisal Chapter in this manual.
- ii) **Maximum Limit of Increment:** In PCC & MEC's performance appraisal system, there is a maximum of 3 step of increment. One-step increment is normally awarded to the employees who are averages in rating and whom performance is satisfactory to the management. Two-step is normally awarded to the employees who are more than average in performance and have some extra ordinary qualities and competence. Three-steps are normally awarded to the employees those who are very much outstanding in performance.
- iii) **No Step Increment:** If the performance of an employee found below the satisfaction level, s/he will not receive any increment for that FY. Besides, the employee/s who will receive any warning letter for any misconduct, gross mistake, negligence and such any activities for which the goodwill of the organization is undermine during the performance year will not receive any increment.
- iv) **Frozen Salary:** As described above that the Salary Matrix of PCC & MEC has a maximum of 36 steps against each grade. If any employee reaches at the last step of the matrix of her/his grade, the employee will not receive any step increment and her/his salary will be fixed to the basic of 36 step of her/his grade.

Chapter-VI

Performance Plan, Appraisal System and Award Policies & Procedures

The Performance Appraisal is a systematic process by which an individual employee's performance is planned, monitored, appraised and awarded. The performance appraisal is a continued and cyclic process. The cycle starts from setting of job objectives and day-to-day Job responsibilities mutually by the incumbent and her/his supervisor.

The second step of the cycle is to review and monitoring of the performance of the incumbent based on the set objectives and job description and providing feedback. The third and final step is to appraise of performance mutually by the supervisee and the supervisor. Based on the performance appraisal the supervisor will recommend the management for award on performance.

2 Setting of Job Description (JD)

Job Description lists duties and responsibilities that an employee has to perform in her/his position. Job Description is one of the important factors of the Annual Performance Appraisal. In the PCC & MEC's performance appraisal system all the employees' performance are measured and evaluated against the set Job Description also. So, setting of job description before the commencement of the performance year is one of the important tasks of the supervisor and the employee. The Job Description should be set jointly and mutually by the employees and her/his supervisor base on the requirement of the particular position and the job profile for the position. Job Description should be reviewed and updated on regular basis.

2.2 Factors to be considered in setting of Job Description (JD)

The following factors are normally taken into consideration in preparation of a PCC & MEC Job Description (JD);

- i) Responsibilities required to perform in a particular position;
- ii) Organogram/Management Structure of the Organization;
- iii) Priority of Tasks on the basis of PCC & MEC's needs;

2.3 Contents of a Standard Job Description

A Standard Job Description should contain all the relevant and required information so that one can easily have an idea from the JD about the overall job profile, responsibilities and authorization of an employee. The PCC & MEC's JD normally contents the following;

- i) Name of the Employee
- ii) Designation
- iii) Grade
- iv) Project/Section
- v) Job Summary
- vi) Details Description of responsibilities and manner of doing
- vii) Major condition
- viii) Reporting relationship
- ix) Benchmark of Qualification & Competence
- x) Authority

A format of a Standard PCC & MEC Job Description is given in the **Annex- 7**

3 Regular on going monitoring and Feedback

The most important component of the performance management system is ongoing review and feedback. Once the performance plan is set, the next cycle of the performance management system begins with review and monitoring of the performance against the set plan. The supervisor must review and provide feedback to her/his respective employee(s)

time to time, which is the pre-requisite of improvement of performance of an employee. The following measures can be adopted as the means of Monitoring and Feedback;

- i) **Day-to-Day Supervision:** The supervisor should observe the day-to-day performance of the subordinate and evaluate how they do their jobs, how do they interact with others. The performance and accomplishment of the employee must be evaluate by her/his supervisor in terms of quantity, quality and timeliness and thus they try to identify patterns of behaviors, problems and to provide solutions for optimum output
- ii) **Coaching and Mentoring:** These are two important and specific approaches to be used by the employee's supervisor. Coaching means direct input to the employees in improving her/his capabilities in the assigned job. Mentoring is facilitative way of improving the capabilities of the employee where the supervisor should use her/his experience to guide the employee and set good example to motivate and encourage the employee in improving capacity building and accomplishment
- iii) **Regular Review and Discussion:** This is one of the important means of performance management. The supervisor and the subordinate should sit time to time to discuss the shortfall and improvement of the supervisee and provide feedback. This discussion may be held for a short period once in every month for review of last months achievement and work plan for the following months. This discussion may also be held on as and when required basis.

4 Annual Performance Appraisal (APA)

Annual Performance Appraisal is a system of review, analysis and evaluation of the performance of the individual employees performance against their respective performance plan and target as sat out at the beginning of the performance year in different terms such as; Job Description (JD), Annual Job Objective (AJO) and others (if any). In case of PCC & MEC the JD and the AJO is the basic structure of setting performance plan and the appraisal shall also be commissioned against the JD and AJO.

4.2 Objective of Appraisal

The prime objective of the appraisal is to ensure that the PCC & MEC's human resources are utilizing optimally and efficiently through strength and weakness review for the achievement of the organization's goal and objectives. With a view to fulfill the prime objective the appraisal system includes the following linked objectives;

- Targets to review and set for the forthcoming year;
- Constructive feed back, realization on self-performance and motivation;
- Identify development need for maximize potential;
- Providing financial award recognizing the individual employee's performance;

4.2 Appraisal Period

The appraisal period shall be the performance year of an organization. In case of PCC & MEC the performance year is same as the financial year i.e. July to June. Therefore, the performance appraisal period shall be the July-June. The performance appraisal must be completed by the 15th June of each year.

4.3 Format used for appraisal and Guideline to fill out the format

A standard performance appraisal format should be in place for appropriate appraisal purpose. In case of PCC & MEC, the format is available in [Annex-8](#) According to the

format the performance of an individual employee is assessed and evaluated against the following Standard Setting;

i) Achievement against agreed Annual Job Objectives (AJO):

In this section of the appraisal form the appraiser analyzes and evaluates the employee's performance against each of the pre-set AJO. The appraiser should carefully evaluate each of the AJO and performance against it and put rating according to the indication given in the footnote of the section. If the employee can't achieve any of the Objective or more or all or not up to the satisfactory level for any special reason that is known and acknowledged by the appraiser, the appraiser should mentioned the circumstances in the footnote and put rating accordingly. For example, an employee could not achieve one or any of the AJO as the supervisor of the employee engaged her/him for any special priority job of the organization or for any other reasonable cause what is well known and recognized by the supervisor. In this case the supervisor should note the circumstances and award necessary rating with the best of her/his knowledge.

ii) Achievement Against Job Description (JD):

In this section of the appraisal form the appraiser analyze and evaluate the employee's performance against each of the pre-set Major Job Responsibilities (MJR) in her/his JD. The appraiser should carefully measures the employee's performances against each major responsibility and award rating for them as per the range outlined in the footnote of the section. In this section a supervisor shall evaluate the employee's performance in her/his day-to-day and routine jobs in terms of quality, sincerity and maintenance of deadline etc.

iii) Competence Review on Core Skill:

In this section of the appraisal form the appraiser analyze and evaluate the employee's core skill what is essential for smooth functioning of her/his job responsibilities and to do something better or to add some extra value for the Project/Section or for the overall organization. Since the core skill is very much relevant with the some sorts of higher responsibilities, this section is not applicable for the service staff like Guard, Office Helper, Peon, Caretaker, Driver and so on. In this section the appraiser evaluate the employee's core skills which are mentioned in the appraisal form and rating according to the indication in the footnote. While evaluating this section, the appraiser should be well conversant about the core competence. For guidance some indications are given in [Annex-9](#). For analyzing and evaluation profoundly of the core competences the appraiser are encouraged to refer the positive and contra indicator for core competences as mentioned in [Annex-10](#)

iv) Competence Review on Technical Skill:

In this section of the appraisal the appraiser evaluates the employee's technical as essential for performing in her/his position. For example, a receptionist cum PABX operator should have the technical knowledge of handling PABX, its locking/unlocking system properly. Similarly for Information and Documentation Officer should have technical skill in computer graphics, database and designing software etc. In case of a Driver, s/he must have some mechanical skill besides

driving. These types of technical skill should be mentioned in the JD of an employee as relevant as for each individual position so that the employees and the supervisor both remain aware of the technical skill and the evaluator will evaluate accordingly. The technical skill may not be applicable for all level of employees. For example, the service staff except Driver (mechanical work) and Guard (generator operating). The Supervisor will determine the required technical skill for a particular position and put them accordingly in the employee's JD.

v) Profile of Strengths and Area of Improvement:

In this section the appraiser will not award any rating. The appraiser will indicate the strength areas in core skill and technical skill level and recommend measures for improvement.

vi) Development Plan (to be completed by Appraiser and Appraisee):

In this section the appraiser and the appraisee will jointly set the development plan for the next performance year in terms of core skill and technical skill as applicable based on the performance of current performance year. The both parties will also set the development strategy and deadline.

vii) Setting of Annual Job Objectives (AJO) for the next performance year:

In this section the appraiser and the appraisee will jointly set out the AJO for the next performance year using the format outlined in [Annex-8](#) and following the clauses 1.2, 1.3 and 1.4 above of this chapter.

viii) Future Career Aspirations (to be completed by the appraiser and appraisee):

In this section the supervisor and the employee will jointly set out the future career aspiration where;

- The appraisee and appraiser should discuss aspirations openly
- All realistic options should be explored
- The appraisee's view/opinions should be taken into account
- The appraiser's assessment of the views/opinions should also be discussed
- Views on short-medium term suitable development opportunities should be discussed and documented

ix) Overall Summary (to be completed by appraiser):

In this part of the appraisal form the appraiser will put her/his overall opinion based on the appraisal recorded in the previous section of the form and the general perception of the appraiser towards the appraisee. In this part the appraiser shall put her/his recognition of the appraisee's performance and constructive feedback and recommendation where necessary.

x) Appraisee's comments following the review:

In this part the appraisee shall put her/his comments on her/his appraisal as done by her/his supervisor. If the appraisee has any major disagreement with the appraisal s/he may discuss with the supervisor for necessary adjustment or put her/his comments freely.

xi) Comments by Appraiser's supervisor:

This is the final part of the appraisal process and the final part of the appraisal form. In this part the appraiser's supervisor will carefully review the entire appraisal form and the appraiser and the appraisee's comments and ensure that the appraiser has made a neutral, fair and bias free appraisal. At the same time the appraiser's supervisor shall review the comments of the appraisee, justify them and put her/his overall assessment and comments towards the appraisee.

1.4 Appraisal Interview

The appraisal is a participatory and sharing process between the appraiser and the appraisee. Both the appraiser and the appraisee are equally responsible to make the appraisal efficiently. Therefore, the appraiser after completing her/his part then share the whole format with the appraisee and set for discussion for the purpose of reaching in a common agreement on the appraisal. The discussion should proceed as follows;

- i) Reach agreement on appraisee's achievement against Annual Job Objectives
- ii) Reach agreement on the achievement against Job Responsibilities
- iii) Reach agreement on the competence profile and strengths and weakness
- iv) Complete the development plan
- v) Complete the objectives for the next year. These objectives should incorporate development plans set and thereby become part of the performance review the following year.
- vi) Discuss the appraisee's aspirations
- vii) Complete a performance summary
- viii) Note the appraisee's comments

Factors to be considered by the appraiser while discussing the appraisal issues:

- i) By discussing with the appraisee the evidence i.e. the examples/illustrations of behaviour that relate to the competence area. Being specific and not relying on "feeling" being balanced and not focusing on the good/bad only.
- ii) By considering the ideal standard in the job role. Prioritizing requirements to clarify in your own mind what is acceptable. Applying the standard to the behavioral evidence of the appraisee.
- iii) By making evaluation against the ideal standard.

What if the appraisee isn't in agreement with the evaluation?

The responsibility lies with the appraiser to give a fair evaluation. The process recommended depends on the following;

- i) Clarity in defining objectives
- ii) Precision in specifying expected results and
- iii) Factual analysis of performance against these results

This should minimize ambiguity in the process. Additionally the openness of rating system should facilitate the appraisee's ability to challenge. Any challenge should be considered

fairly but ultimately the responsibility lies with the appraiser and her/his superior to reflect the performance accurately.

4.3 Post Appraisal Function

The appraiser's supervisor should endorse the document and add any comments as appropriate. By signing s/he is not only agreeing the overall performance assessment but also supporting and agreeing to the implementation of the development plan.

Note: the appraiser's supervisor should not sign the document if there is an unresolved disagreement between appraisee and appraiser.

Immediately upon completion of the process the original document of the performance appraisal forms to be sent to the Administration section. A copy is to be retained by the appraiser and additionally a completed one to be given to the appraisee.

Short Term

It is the responsibility of the appraiser to monitor the progress throughout the following year including reviewing performance, objectives (amend them if necessary) and the development plan, by building-in regular review sessions.

Medium Term

If the individual moves job or department into a new role- the relevant parts of the appraisal (i.e. the competence review and development plan) will be made available to the new supervisor.

5 Performance Award:

Performance award is linked with the annual performance appraisal. The purpose of this link is to motivate employees towards their respective job performance. The PCC & MEC provides the performance award in terms of annual increment. There is a provision of maximum 3 steps increment. According to the salary matrix of the PCC & MEC, each step ahead carries 2% of increment of basic salary. Based on the performance as made by the employee's supervisor and agreed by the employee, the employee may receive one step or two steps or three step or no step increment. For example; an employee's basic salary is currently Tk5000, upon the appraisal of the current performance year, if s/he receives two-step increment, the basic salary of the employee for the next performance year will come round to Tk5200.

5.1 Rating & Calculation of increment against rating:

In the PCC & MEC performance appraisal system, there is a rating system of which range varies from "0 to 4" which indicates the performance level "poor, satisfactory, good or outstanding" resulting to the increment steps that varies from "no step to 3 step". The weighted average rating of all the section of the performance appraisal form is taken for measurement of the overall rating of an employee. The below table shows the rating, performance level and the increment step at a glance;

Weighted Average Rating	Performance Level	Resulted Increment
3.6 to 4.0	Outstanding	3 step
3.1 to 3.5	Good	2 step
2.6 to 3.0	Satisfactory	1 step
2.1 to 2.5	Poor	No step
0.0 to 2.0	Observation	No Step

6. Conclusion:

This policy will ensure smooth management & development of staff under human resource team could bring success of the programs and the organization. Without having a policy guideline, it is impossible to maintain rights and meet the legitimate requirement of the staff working in the different levels of an organization like PCC & MEC. This policy guideline has been developed considering the standard policies followed by the other organizations, international labor law and some of the national policies followed by the Government of Bangladesh. Benefits for the staff are competitive and reasonable.