

Community Agency for Rural Development

ဂူထူးအကျိုးဆောင် ကျေးလက်ဖွံ့ဖြိုးရေးအဖွဲ့



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ရုံးလိပ်စာ၊ အိမ်အမှတ် (၇၃၉-၇၄၁)၊ ပုဂံလမ်း (၃)၊ ရပ်ကွက် (၁၂၃)၊ အရှေ့ဒဂုံမြို့နယ် ၁၁၄၅၁၊ ရန်ကုန်။

Human Resources Policy

(2017)

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(I)

Forward

1. This Human Resources Policy of CAD is composed of **ELEVEN** Chapters in separate functions of human resources management.
2. The policy development process is the collaborative work of employees from head office and field offices.
3. This human resources policy must be updated regularly in annual in order to be more updated and applicable.

(II)

OBJECTIVE

With the aim of sustainable development, leading to develop supportive, affirmative process and decision, this Human Resources Policy is discussed with all the colleagues of CAD and developed together.

(III)

Description

- (1) **Board of Management** is a team composed of CAD senior employees who are involved in corporate policy setting and corporate strategies development and give suggestion and advice to Director.
- (2) **Senior Management Team** is a team composed of Head of Office, Admin / HR Officer, a Staff chosen by all other staffs accountable for problem solving, policy enforcement, and making strategic decision.
- (3) **Appeal** occurred at the time of requesting re-examing the situation again.
- (4) **Carelessness** can be defined at the time of not giving sufficient attention on the predetermined regulations.
- (5) **Fair hearing** occurred when the employee got the opportunity to express the case properly to the investigation committee to consider in making decision
- (6) Employee felt **grievance** when he or she doesnot get the benefits determined by organization.
- (7) **Problem-solving** at the normal condition refers to the situation that is solved by two parties at the respective office.
- (8) **Fraud** can be defined at the condition of using organization's resources for the personal benefit without proper permission.
- (9) **Redundancy** occurs at the situation when organization stops the employment of employee because of the work situation, amount of task and financial situation.
- (10) **Contract End Termination** is the time of stopping employment contract for not continuing the project.
- (11) **Dismiss** occurred at the time employee breach the office regulation, and do action damanging of organization's reputation

- (12) Resign occurred at the time employee cannot continue his or her work for organization.
- (13) **Retreat** is the time employees refresh their energy together with their family and colleagues aiming to work more for organization with full energy.
- (14) **Travel Insurance** is a kind of insurance that provide insurance for the employees who have to travel on duty leading to get security in their work.
- (15) **Medical staff** is the person who is officially appointed by the Ministry of Health or recognized specifically by organization.
- (16) **Financial limitation** is exceed amount of money that allowed
- (17) **Budget** is the limit of financial amount that CAD allows to use for activities.
- (18) **Performance Appraisal** is the formal meeting between the employee and manager aiming to appraise the strength and weakness in order to decide the administrative decision.
- (19) **Personal Profiles** record bio data, health data, training attended, performance data, appointment letters and significant records.
- (20) **Permanent Employee** is the employee who passed the probation performance at a satisfactory level and work for the organization for a particular period of contract.
- (21) **Full Time Employee** is the person who has to work at least (40) hours in a week in normal condition.
- (22) **Part Time Employee** is the person who has to work less than (40) hours in week.
- (23) **Interm** is the person who works for organization only for the purpose of learning for a particular period of time
- (24) **Long Term training** is a training which has to be attended full time lasing more than (6) months of duration.
- (25) **Short Term Training** is a training which has to be attended full time lasting less than (6) months of duration.

- (26) **Part Time Training** is a training which has to be attended (2) days or (3) days lasting less than (6) months of duration.
- (27) **Duplicated Contract** is the original copy of the contract between the employee and organization.
- (28) **Half of the training cost** is the (50) percent of the training fees.
- (29) **Job Description** defined the tasks, responsibilities, accountabilities areas, reporting relationship, liaison, purpose of work and special duties.
- (30) **Person Specification** defined the knowledge, skills, ability and attitudes needed to carry out the tasks identified in job description for specific position.
- (31) **Vacant Position** can be defined the condition when the current employee cannot work or new position is needed to be created in order to be more effective.

(IV)

Policy Areas for Human Resources

Chapter (1) Recruitment & Selection

Human resources are the most critical resources and it is very important to set up the effective human resources policy for the organization.

There are **TEN** sessions at the Recruitment and Selection chapter as follow.

Session (1) Forming Recruitment & Selection Panel

Session (2) Identifying Vacancy Announcement

Session (3) Making Short List

Session (4) Conducting Relevant Test

Session (5) Conducting Personal Interview

Session (6) Making Reference Check

Session (7) Providing Job Offer

Session (8) Conducting Orientation

Session (9) Setting Probation Period

Session (10) Appointing Permanent Staff

Session (1) Forming Recruitment & Selection Panel

Recruitment and Selection Board must be formed in order to implement the fair and equitable recruitment and selection practices. Recruitment and Selection Board must have to carry out the following activities.

- (1.1.1) Recruitment and Selection Board must be formed and led by Director or any designated officers. Office manager, project manager and finance manager must be involved in recruitment and selection activities in outside Yangon but HR manager must be involved in recruitment and selection activities in Yangon. External resources person can be involved in recruitment and selection board if the condition is demanded.
- (1.1.2) There are at least (3) to (5) people in Recruitment and Selection Board. Members of the board must use only the pre-determined *assessment forms* and give scores in pre-determined standard.
- (1.1.3) Recruitment and selection board can change and amend the standards and forms by the approval of Director if it is needed to do so.
- (1.1.4) Recruitment and selection board is responsible to fill up the vacant position step by step until getting approval from Director.
- (1.1.5) Field offices must submit the *Employee Requisition Form* to get the permission from Head office. Field office can do the recruitment and selection process for the positions below Officer Level but must submit the final selection list to head office to get final approval for recruitment.

Session (2) Identify Vacancy Announcement

In order to get the fair and transparent vacancy announcement, following points must have to be followed.

- (1.2.1) If the current employee cannot take existing responsibilities or new positions are needed to be created in order to implement the tasks in more efficient ways, this condition can be described as vacant and needed to get confirmation from Director as vacant position.
- (1.2.2) Field office can announce the vacancy by the approval of Director at the field office or head office. It is important to think of choosing suitable recruitment channel in line with organizational image and reputation.
- (1.2.3) Applicants can apply the vacant position by the *Application Form* developed by the CAD with necessary documents.
- (1.2.4) Vacancy announcement should be incorporated with necessary documents that must be submitted in application. Application forms must be checked and kept after signing from both parties. Application forms must be received back within two weeks after announcement.
- (1.2.5) Duration of the vacancy announcement time and application closing time can be adjusted depend on the number of applicants and decision can be made by approval of Director.
- (1.2.6) Vacancy announcement should be launched within 7 days after getting approval from Director
- (1.2.7) Reannouncement on vacant must be done if the number of applicant do not reach the target of 5 for one vacant position. Decision for reannouncement must be done by the approval of Director.

Session (3) Making Short List

Making short list is very important for selecting competent employees for organization. Following practices should be followed in making short listing for vacancy position.

- (1.3.1) Only the predetermined job description and person specification should be used in choosing the most suitable applicant for vacant position. *Short Listing Matrix* can be used to assist in making short list.
- (1.3.2) Only the applicants who got high score in short list will be invited for personal interview within 7 days after closing the application form.
- (1.3.3) HR department is responsible to lead the process of making short listing.

Session (4) Conducting Relevant Test

Taking relevant test is important for assessing necessary competency of applicants for vacant position. Following practices should be followed in conducting relevant test.

- (1.4.1) As an additional test, proficiency test, language test, personality test and attitude test can be done to assess the competency of applicant.
- (1.4.2) By the approval of Director or responsible person, additional assessments can be done for needed position.
- (1.4.3) Assessment scores and results must be kept confidentially and only the authorized persons are allowed to use these documents.

Session (5) Conducting Personal Interview

Personal interview is aimed to assure the documents submitted and assessment scores in person. It is also the place where negotiation can be done between applicant and organization. Followings practices should be done in order to maximize the efficiency of personal interview.

- (1.5.1) Recruitment and selection board is responsible for personal interview. Every vacancy position must be passed through the personal interview. No one is allowed to be directly recruited in vacancy position.
- (1.5.2) Members of recruitment and selection board are responsible to study the information of applicant beforehand. HR department or responsible person must arrange to send the necessary documents to selection board in 2 days ahead.
- (1.5.3) Personal interview must be started within 14 days after shortlisting. Applicants who live outside Yangon are allowed to be adjusted the time. Organization must provide travel expense except flight fare as an appreciation of interest on organization.

Session (6) Making Reference Check

Making reference check allowed getting more affirmative information on personal interview results and assessment scores. Followings are the good practice to be followed in making reference check.

- (1.6.1) Job related information only should be checked in doing reference check. Confidentiality is very critical in doing reference check for applicant.
- (1.6.2) Reference check must be done only the people mentioned in applicant form as educational reference or work experience reference by mail or by phone.
- (1.6.3) Approval of Director is needed for some unique or significant position.

- (1.6.4) Reference check must be done within 7 days after conducting personal interview.

Session (7) Providing Job Offer

Job offer must be provided only after getting approval from assessment scores. Followings practices are encouraged to practice in providing job offer.

- (1.7.1) Within 3 days, the task of providing job offer must be done after doing reference check.
- (1.7.2) Job offer letter must be composed of terms and condition agreed between the organization and applicant at the stage of personal interview.
- (1.7.3) Applicant must inform back to organization within 3 days after receiving job offer letter. Time can be adjusted for the places where it is hard to communicate.
- (1.7.4) *Acknowledgement letter* must be sent to rejected applicants from personal interview only after receiving the acceptance or confirmation from selected applicant. The application packages of rejected applicants can be kept for future needed positions.

Session (8) Conducting Orientation

Orientation is aimed to express the emotional warmness and hospitability of organization to new employees. Followings practices should be followed in conducting orientation to new employees.

- (1.8.1) There are two major parts in orientation as introducing and explaining necessary things to new employee.
- (1.8.2) Director or responsible designated person must take the responsibility of introducing new employee with colleagues and office infrastructures.
- (1.8.3) Director or office manager must explain the organizational vision and corporate strategies and activities.

- (1.8.4) Responsible person for orientation must arrange the discussion and sharing sessions with respective departmental officers to explain departmental activities to new employees.
- (1.8.5) Selected new employee must meet with respective line manager and learn the detail activities to carry out.
- (1.8.6) Profile and necessary documents of new employee must be kept in employee record systematically within 7 days after appointment.
- (1.8.7) Office manager must arrange the stationary and materials to be ready even at the first day of the work for new employee.
- (1.8.8) There is no probation period for the position only valid of (6) months project. Only the project more than (11) months of duration must have the probation period and sign the Probation Contract on the day of work start.
- (1.8.9) Orientation package must be developed for new employee and it must be reviewed annually.

Session (9) Setting Probation Period

It is important to set the probation period aiming to assess from both sides of employee and organization to explore the suitability. Following practices must be practiced in setting probation period.

- (1.9.1) Probation period is counted for (3) months starting from the date of work.
- (1.9.2) Line management must do the formal performance assessment at the end Of the probation period. Only the satisfactory results will be decided to Be recruited as permanent employee. If not, decision can be made as extending probation period or terminate the employment.
- (1.9.3) Formal probation performance assessment must be done within (7) days after the probation period.

Session (10) Appointing Permanent Staff

Appointing permanent staff must be done for the people who passed the formal probation performance appraisal. Following practices must be followed in appointing permanent staff.

- (1.10.1) Appointing permanent staff must be done within (7) days after probation period.
- (1.10.2) Service of staff is calculated starting from the date of working as permanent staff. Leave without pay is not included in calculation on length of service.
- (1.10.3) Staff must sign the employment contract that is mentioned in position, work station, job description, salary, benefits, and contract term and performance assessment results.
- (1.10.4) Employment contract must be given to staff in order to read the term and conditions for (1) day in maximum. If the staff requested, the period can be extended for (3) days in maximum. Decision on accepting or rejecting or amending the employment contract can be done within this period of (3) days.

Chapter (2) Learning & Development

Learning and development is an important function for the development of individuals and organization. Continuous learning and development should be done by individual or by the organizational support.

There are **TWO** sessions in the chapter of learning and development

Session (1) Establishing Personal Development Plan

Session (2) Arranging Necessary Support for Employee Development

Session (1) Establishing Personal Development Plan

Personal Development Plan must be developed aiming to promote professionalism. Personal development plan must be entitled for every employee. Following practices must be followed to develop the personal development plan.

- (2.1.1) Employee must fill up the personal development plan initially describing tasks, required competencies and the ways to fill up the competencies gap.
- (2.1.2) Employee must discuss his or her own personal development with line manager and get approval to proceed.
- (2.1.3) Field offices must send the personal development plan to Admin & HR officer at Head Office and also keep the copies in personal file.
- (2.1.4) All the learning and development plans must be kept at Head Office and these will be used for developing Corporate Learning and Development Plan.
- (2.1.5) All employees must develop annual learning and development on March for (12) months of duration.

Session (2) Arranging Necessary Support for Employee Development

- (2.2.1) Cost of learning and development must be incurred by corporate budget or respected project budget.
- (2.2.2) Organization must arrange the capacity development training, contact with training institute, and conduct on the job or off the job training.
- (2.2.3) Providing necessary financial support is depended upon organizational budget. Organization can adjust working time and leave to attend training as non-financial support.

- (2.2.4) Organization can adjust the leave on amount of workload. Employees also need to balance the work demand and capacity development activities.
- (2.2.5) Employees who studying distance education under the Myanmar Education system are entitled to take (30) days leave with full salary. Othere Arts and Sciences bachelors will be adjusted after discussion.
- (2.2.6) Part time trainings can be defined as attending (2) or (3) days a weak lasting less then (3) months of duration. Employees who attend part time trainings are also entitled the full salary.
- (2.2.7) Short term trainings can be definied as attending full time for not more than (3) months of duration. Employees who attend trainings by invitation are also entitled full paid salary. Trainings that are chosen by employees themselves but these are directly relevant to current work is also entitled to get 50 % of the salary as organizational support.
- (2.2.8) Long term trainings can be defined as attending full time for (3) months to (6) months in maximum. Director and senior management will decide the salary and benefits on contract for long term trainings. Employee is accountale to work for at least (1) years to compensate the benefits provided by organization. Absence of working back for organization is penalized by givning all the salary amount provided during the time of training.
- (2.2.9) Employee who attended the training must submit the training report and docuemnts and soft data received from training within (5) days after training to respective manager. Office manager or Human Resource manager must keep these documents to assist in further learning as reference.

Chapter (3) Employment Status

The highly demanded organization will need different types of employment status in order to assist in recruitment, benefits plan and regulations.

There are **TWO** sessions in the chapter of employment status

Session (1) Making Employment Contract

Session (2) Setting type of Employment Contract

Session (1) Making Employment Contract

Employment contract is very important to express the terms and conditions followed by both parties as employee and organization. Followings practices must be followed in making employment contract.

- (3.1.1) Employment contract can be distinguished as probation contract and permanent contract. Probation contract must be signed on the day of start working. Permanent contract must be signed within the (7) days after probation. Permanent contract must be signed only after the satisfactory result on probation period.
- (3.1.2) Employment contract must be mentioned in attached on agreed salary rate, job description, rules and regulation, and employment period.
- (3.1.3) It is critical to express the type of employment clearly in the employment contract.
- (3.1.4) It is needed to explain on employment contract to enhance the understanding on terms and condition before signing. It is also needed to give sufficient time to read the employment contract and penalties on breach of contract also must be clearly understood.
- (3.1.5) Both parties of employee and organization must signed and kept the duplicated copies of employment contract.

Session (2) Setting type of Employment Contract

Types of employment contract can express clearly on job description on and benefits that employee is entitled to achieve. So, this can lead to better collaboration among different tasks. Following can be practiced in setting different types of employment contract.

- (3.2.1) Full time employees are the employees who must work for at least (40) hours in week at a regular time. Part time employees can be less than (40) hours.
- (3.2.2) Depend on the work load from project and organizational requirement; there will be additional working time.
- (3.8.3) Contract for full time employees will last (1) year in general condition but the contract can be varies minimum (3) months to maximum (3) years on condition of project. Extension of contract will be made by the formal performance appraisal and approval from Senior Management Board or Director. This condition is also same for the side of employee.
- (3.8.4) Outsourcing to some part of the work or the whole work to individual or organization must be contracted. Outsourced staffs are not the employees of the organization and they are entitled only the benefits mentioned in contract.
- (3.2.5) People who worked for organization only for the purpose of learning is regarded as intern. They will be signed on learning agreement and entitled to get the benefits mentioned in agreement.
- (3.2.6) Duration of learning agreement will last for minimum (1) motnth to (3) months in maximum.
- (3.2.7) Employment contract must clearly state the rights and benefits of full time, par time and intern. Respective offers must explain the terms and condition in employment contract clearly.
- (3.2.8) Amendment on employment contract is needed to be discussed by Director, respective officers and employee.

Chapter (4) Keeping Personal File

Personal file keep all the data of an employee starting from the date of work till the last day of the work.

There are **TWO** sessions in the chapter of keeping personal file.

Session (1) Making Personal File & Application

Session (2) Keeping Data Privacy

Session (1) Making Personal File & Application

In order to keep the employee profiles and assist in proper application, it is important to follow the following practices.

- (4.1.1) Employee profile can be used as references for making performance assessment, learning and development and promotional decision.
- (4.1.2) Employee datas must be kept in both hard copy and soft copy. Field offices must keep the data of employees from field office but head office must keep all the employees data.

Session (2) Keeping Data Privacy

There is a great confidentiality in keeping personal datas. Only the authorized person must access the data. Following practices must be implemented do keep the data in privacy.

- (4.2.1) Personal data must be kept in files by the approval from Director. Files must be kept in numbers and code and the format must be identical for both field offices and head office. Head office can define the format.
- (4.2.2) It is needed to get permission from Office Manager or Director in order to use the personal profiles of employees.
- (4.2.3) Person who takes the personal files must sign and express the purpose of using personal file. Person also responsible to sign when he or she return back the personal files.
- (4.2.4) Staffs must update their CV annually at least one time and HR department must keep both in softcopy and hardcopy.
- (4.2.5) Staff profiles must be kept for (2) years in maximum starting from the last day of employment and documents over determined period must be disposed systematically.

Chapter (5) Managing Employee Performance

Performance of the employee is related with the organizational development. There must be proper performance management system in order to enhance the performance of employee.

There are **TWO** sessions in the managing employee performance.

Session (1) Conducting Performance Appraisal

Session (2) Application of Performance Results

Session (1) Conducting Performance Appraisal

Conducting performance appraisal is critical step in performance management system. Following practices must be followed in order to be an effective performance appraisal.

- (5.1.1) Line manager is the most responsible person to observe the behaviour and performance of the employee.
- (5.1.2) Predetermined and approved Appraisal Form by Director must be used in performance appraisal.
- (5.1.3) Respected line manager must meet the individual employee in person and discuss the performance. The scores and results must be agreed and signed by both parties. Results from field office must be kept in confidential and sent back to head office directly.
- (5.1.4) Formal performance appraisal meeting must be done in twice per year in every June and December
- (5.1.5) HR or Admin department must do to understand the performance standards and scores by every employee.

Session (2) Application of Performance Results

It is important to use the performance appraisal result effectively and efficiently. Without application of performance results will lead to waste of effort and value of performance appraisal.

- (5.2.1) Results and scores of performance appraisal must be used to capacity development plan of employee. Management must provide suggestion on improvement based on performance appraisal result.
- (5.2.2) Capacity development plan can be adjusted on available budget and resource.
- (5.2.3) Performance appraisal results and scores must be update regularly in employee profile.

- (5.2.4) Stage of organizational development and the status of financial condition are related with the performance appraisal results, salary, benefits and promotion.
- (5.2.5) Performance appraisal results can be used for identifying person specification for recruitment and selection.

Chapter (6) Employee Benefit

Organization must provide benefits to employees aiming to increase performance through the happy working environment and to promote corporate identity.

There are **TWO** main sessions in the chapters of employee benefit.

Session (1) Setting Remuneration

Session (2) Setting Leave

Session (1) Setting Remuneration

Organization must provide salary to employee for the sake of appreciation on their commitment on organization.

- (6.1.1) Organization must pay the salary according to the predetermined salary scale.
- (6.1.2) Director, financial officer and project officer must discuss and decide the salary adjustment and amendment.
- (6.1.3) Employees must contribute 25 % of their salary to organization as service insurance for (6) months.
- (6.1.4) Management must present the financial statements to all employees in annual general meeting.

Session (2) Setting Leave

- Organization must provide non-financial benefits to employees.

(6.2.1) Annual Leave

- a. Every employee is entitled to get (12) days in one calendar year as annual leave.
- b. Employee must inform two weeks ahead to take the annual leave.
- c. Half of the annual leave must be taken in first half of the year and remaining will be in second half of the year.
- d. Accumulations of remaining leaves are not allowed in next calendar year.

(6.2.2) Casual Leave

- Employee must inform to office to take the casual leave. If it is not possible to inform on the day of taking leave, employee is responsible to submit the application form on the day when he or she work back. Employee can take the casual leave for (10) days in one calendar year and only (3) days continuously in maximum.

(6.2.3) Sick Leave

- a. Employee can take (30) days sick leave by the recommendation from recognized medical doctor for the sickness that last more than (3) days. Employee can take additional leave as leave without pay if the medical doctor mentions he or she is not fit enough to work.
- b. Absence of submitting medical recommendation or not able to submit medical recommendation can be recognized as resign from work and these days will not be calculated in length of service.

(6.2.4) Maternity Leave

- a. Female employee can take maternity leave (6) weeks in before and (8) weeks after birth. Maternity leave can be taken by the approval of Director or Office Manager.
- b. For the condition of abortion can also take (14) days leave by the official medical record from recognized medical doctor. Extension of leave is needed to get the approval from Director.

(6.2.5) Paternity Leave

- Paternity leave can be entitled for the male employee for (7) days to take care the wife and child. Approval is needed to be taken from Director or Office Manager.

(6.2.6) Bereavement Leave

- Organization provide (10) days of leave for the death of family members including grand parents, parents, spouse, and children.

(6.2.7) Marriage Leave

- Employee can take the marriage leave for (7) days for the wedding reception. This must be done in two weeks ahead.

(6.2.8) Leave without Pay

- a. Staff can take (30) days leave without pay.
- b. Leave can take for (3) days continuously by the permission of office manager but leave lasting for more than (7) days is needed to get the approval from Head Office.
- c. It is needed to apply (2) week in advance to take the leave without pay.

Chapter (7) Employee Welfare and Benefit

Arranging employee welfare and benefit can increase the retention of employee.

There are **FIVE** sessions in the chapter of Employee Welfare.

Session (1) Accidental Injury Allowance

Session (2) Saving

Session (3) Compensate Pay

Session (4) Social Welfare

Session (5) Medical Support

Session (1) Accidental Injury Allowance

- (7.1.1) If an employee is injured during the time of work, he or she is entitled to get the financial support from organization after discussion by senior managements and Director.
- (7.1.2) Organization will not give any support for the following conditions.
- Injury caused by carelessness
 - Suicide and use of legally forbidden medicines
 - Abortion
 - Over drank on alcohol
 - Injust caused by the absence to follow the code of conduct and office regulation

Session (2) Saving

- (7.2.1) Employees must do the (5) % of the salary as saving in organization.
- (7.2.2) Saving of an employee must be given back only at the time of ending employment period.
- (7.2.3) Employees who are dismissed by penalty is not entitled to get back the saving.

Session (3) Compensate Pay

- (7.3.1) During the time of working as employee, for the case of death, he or she is entitled to gain the (2) months salary based on the last position.

Session (4) Social Welfare

- (7.4.1) Organization must celebrate the birthday, fresher welcome and events for resiged employees from the funds aiming to be used for social welfare.

Session (5) Medical Support

- (7.5.1) Organization must provide a financial support to employee in term of medical support but the amount and condition is depened on the budget and permission of donor.

Chapter (8) Relation between Employee and Employer

It is important to have the good relationship between employee and employers aiming to get the organizational development. Good and meaningful relationship must be built and maintained the whole life of employment.

There are **FIVE** sessions in the chapter of relation between employee and employer

Session (1) Retirement from Employment

Session (2) Resignation from Employment

Session (3) Dismissing from Employment

Session (4) Redundancy

Session (5) Project End Termination

Session (1) Retirement from Employment

It is needed to have a good time to refresh the energy for the employee in order to put maximum efforts at work. Following practices must be exercised to maximize the efficiency.

- (8.1.1) Employee over the age of (60) must retire from work.
- (8.1.2) Employee over the age of (60) can continue working only at the condition of facing skill gap and instruction by Director.

Session (2) Resignation from Employment

Employees can submit their resignation if they cannot work for the organization anymore. Following practices must be followed for proper resignation.

- (8.2.1) Employees who are in the age of 60 (or) 50 (or) under the age of 45 can do the resignation by the medical recommendation of doctor and approved by Director.
- (8.2.2) Employee who wants to resign must submit the resignation letter to Director two months before the end of employment contract.
- (8.2.3) Last month salary can be taken only after complete handover process.
- (8.2.4) Starting from the time of submitting resignation letter, all remaining leaves are abolished.
- (8.2.5) Employee who submit the resignation letter is responsible to complete and finalized all the tasks during the resignation announcement period. If needed, there must be working in overtime. For the employees who are working for financial matters must take responsibility for additional six months and non-financial matters must take responsibility for additional three months.
- (8.2.6) Resigned employee must do the financial and administrative clearance and gave back the office documents, keys, vehicles and others things related by office. After all the clearance procedures are done, employee

is entitled to take back the 25% of the service insurance fees and resignation will be confirmed.

- (8.2.7) Employee submitted resignation letter must sign the confirmation letter after getting approval for resignation. Human Resources manager or office manager must do the exit interview and must report the finding directly to Director.

Session (3) Dismissing from Employment

Dismissing an employee is needed to be followed by fair and transparent policy and practices. Following practices must be exercised to fair and transparent.

- (8.3.1) Employee must be dismissed if he or she breaches the office regulations or harms the identity or reputation of the organization.
- (8.3.2) Referring to the chapter (9) disciplinary policy, employee must be followed the disciplinary action.
- (8.3.3) There must be proper explanation and thorough investigation for the case of dismissing employee.
- (8.3.4) Employee who absent to contact the office for the time being mentioned in trip plan is also regarded as leave without pay.

Session (4) Redundancy

Organization can do redundancy for the sake of work load and financial constraints.

- (8.4.1) Redundancy list and amount must be announced only after the deep discussion by Directors and respective officers.
- (8.4.2) Notice must be done (2) weeks ahead for any employee.
- (8.4.3) Director or respective officer must help to the employees who were involved in redundancy program for emotional stability.

- (8.4.4) Organization can provide non-financial support as giving reference, and providing necessary information and guidance.

Session (5) Project End Termination

- (8.5.1) Employee already got the salary and benefits for the time being working for organization. There is no specific allowance at the time of project end termination.

Chapter (9) Disciplinary Procedure

Employees must follow the policies and regulation set by the organization. Policy controls the performance of both individual and organization. Following practices must be exercised in handling disciplinary procedure.

There is a **ONE** session in the chapter of disciplinary procedure.

Session (1) Handling Disiplinary

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In order to be the effective handling on disciplinary cases, following practices are developed to be followed in action.

- (9.1.1) It is needed to be fair and equal on all the policies developed by organization.
- (9.1.2) If the breach of discipline is suspected, it is needed to do investigation within (3) days of suspect.
- (9.1.3) Senior management must take the responsibility and lead the investigation on the event of breaching disciplines.
- (9.1.4) If the case is concerned with breaching office policy, it will be handled by senior management but if the case is concerned with legal, respective legal office will take the case.
- (9.1.5) Employee has the right of appeals on the case of disciplinary action.
- (9.1.6) Investigation results must be kept in strictly confidential and directly submitted to Director or Office Manager
- (9.1.7) Depend on the severity of the case, followings action can be done by step or combination
 - 1. Verbal warning
 - 2. Written warning
 - 3. Reducted benefits
 - 4. Stop the service bonus for one year in mamimum
 - 5. Demotion
 - 6. Fine for six months salary in maximum
 - 7. Direct dismissal without notice for the case of fraud and criminal
- (9.1.8) Employee can do the appraisal to Bord of Management if he or she thinks that it is not a fair and satisfactory decision.

Chapter (10) Handling Grievance Procedure

Employees can follow the grievance procedures if they felt grievance on their case at work.

It is needed to have the proper grievance handling procedure for the employees.

There is **ONE** session in the chapter of handling grievance procedure.

Session (1) Grievance Procedure

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Having a systematic grievance procedure assists effective handling for employees' grievance. Following practices must be followed in handling grievance.

- (10.1.1) Employee can speak out the feeling of grievance on event to Director or respective officer in writing.
- (10.1.2) Employee must submit his or her grievance within (7) days of event.
- (10.1.3) After forming Equal Opportunity Committee, the investigation must be started within (7) days.
- (10.1.4) Equal Opportunity Committee must meet with the voice of employee who submitted the grievance letter and do hearing on event.
- (10.1.5) Equal Opportunity Committee must be formed with HR manager, Office Manager and respected manager.
- (10.1.6) Employee who felt grievance can take one witness to act as evidence on the case.
- (10.1.7) Documents concerned with grievance and resolution must be kept confidentially.
- (10.1.8) The case of grievance between employees must be handled by organization. If the grievance cannot be handled well, the grievances are submitted within (48) hours in written directly to Board.

Chapter (11) Approval and Amendment

A. Approval

- This policy was approved by Board of Management on 8th February 2017.

B. Date of Effective

- This policy was entered into effective from 9th February 2017.

C. Amendment

- This policy can be amended within every 3 years.
- This policy amendment can be made with majority votes of Board of Management.