
Human Resource policy

Disabled Development and Research Center
(DDRC)

2025

Acronyms and Abbreviation

HRD- Human Resource Development
COLA -Cost of Living Adjustment
OPD - Organization of Persons with Disabilities.
AL -Annual Leave
BP -Basic Pay
CE -Chief Executive
CL -Casual Leave
CLA -Cost of Living Adjustment
DAS -Daily Attendance Sheet
DA -Delegation of Authority
EC -Executive Committee
EL -Earned Leave
GC -General Committee
GoB – Govt. of Bangladesh
HO -Head Office
HR -Human Resource
MA -Medical Allowance
ML -Maternity Leave
NGO -Non Govt. Organization
NGOAB -NGO Affairs Bureau Bangladesh
PL -Paternity Leave
PO -Project Office
SL -Sick Leave
SMT -Senior Management Team
CBR -Community Based Rehabilitation

Acknowledgement

This Human Resource Policy has been developed in alignment with the mission of the Disabled Development and Research Center (**DDRC**) to promote inclusion, equity, and organizational excellence. The policy aims to foster a healthy, respectful, and supportive work environment while extended to the dedicated staff members of **DDRC** who generously contributed their time, insights, and lived experiences throughout the policy development process.

The Human Resource Policy was formally approved during the 114 Executive Committee Meeting held on May 10, 2025, is effect and must be implemented by all members of the organization effected by January 01, 2025, It is mandatory for all members of the organization to adhere to and implement the provisions outlined herein.


Kaosar Parveen
President
DDRC


Shahidul Islam Shazzad
General Secretary
DDRC

The Disabled Development and Research Center (DDRC) is a non-governmental, not for profit, and non-political organization led by persons with disabilities (OPD), established on October 14, 2005. Headquartered in Chattogram, Bangladesh with a branch office in Munshiganj. DDRC is committed to promoting the rights, inclusion, and empowerment of persons with disabilities through community-based approach. The organization works to transform societal attitudes, ensure access to education, healthcare, employment, and accessible infrastructure, and advocate for inclusive development. With a dedicated team and strong partnerships with national and international stakeholders, DDRC has become a key Actor in the disability rights movement in Bangladesh.

Name of the Organization	:	Disabled Development and Research Center (DDRC)
Address of the Head office	:	Head Office: 117, Shanti Nibash, West Baggona, Lalkhan Bazar, Chattogram-4000.
Contract Phone	:	Mobile: +88 01712087990
E-mail	:	ddrc.bd@gmail.com
Main Contract Person	:	Shahidul Islam Shazzad, Executive Director
Year of Establishment	:	2005
Registration	:	Department of Social Service-2901/09, 30 th March/2009 Bureau of NGO Affairs- 3415, 01 st August/2024

a. Vision of DDRC:

The vision of the organization is “To promote inclusive and respectful coexistence of people with disabilities in all aspects of society.”

b. Mission of DDRC:

To foster an inclusive environment where people with disabilities have equal access to healthcare, rehabilitation, education, employment, the built environment, and information.

c. Goal of DDRC:

The goal of DDRC is to ensure the meaningful participation, inclusion, and empowerment of persons with disabilities-particularly children, youths, and women-by promoting their equal access to rights, services, and opportunities in all spheres of life.

d. Objectives:

- **Promote and Protect the Rights of Persons with Disabilities:** Advocate for the full implementation of national and international disability rights, laws and policies, ensuring dignity, equality, and non-discrimination.
- **Strengthen Community-Based Rehabilitation (CBR):** Implement and support inclusive CBR Programs that enhance health, education, livelihood, social inclusion, and empowerment of Persons with disabilities within their communities.
- **Enhance Capacity and Leadership of Persons with disabilities:** Build the skills, knowledge and leadership abilities of persons with disabilities to enable their active participation in social economic and political life.
- **Facilitate inclusive Education and employment:** Promote access to inclusive education and decent employment opportunities for Persons with disabilities through awareness, training, and collaboration with public and private sector stakeholders.

- **Conduct Research and Knowledge Sharing:** Generate evidence-based knowledge on disability issues through research, documentation, and dissemination to inform policy and practice.
- **Promote Accessibility and Assistive Technology:** Advocate for accessible infrastructure, services, and technologies that enable independent living and equal participation for Persons with disabilities.
- **Strengthen Organizational and Network Capacity:** Build the institutional capacity of DDRC and foster collaboration with local, national, and international partners to enhance the disability movement.
- **Emergency Response and Resilience Building:** Ensure disability-inclusive disaster risk reduction (DiDRR), emergency preparedness, and response to protect and support Persons with disabilities during crises and natural disasters.

Development Process of the Human Resource Policy:

The development of the Human Resource Policy of the Disabled Development and Research Center (DDRC) followed a participatory and inclusive approach, reflecting the organization’s commitment to transparency and staff engagement. At the initial stage, a series of workshops and meetings were organized with the participation of staff members from various levels of the organization. These interactive sessions provided a platform for open discussion, where participants actively shared their insights and suggestions on how to shape a concrete, practical, and comprehensive human resource policy manual.

During this phase, the Policy Development Team presented a draft policy framework to all staff, which guided and encouraged their meaningful contributions. Based on the valuable feedback and recommendations received, a preliminary draft of the Human Resource Policy was prepared.

This draft was then presented at a dedicated sharing meeting held at DDRC’s head office, allowing in-house staff to review and provide further input, prior to submitting the policy for formal approval, senior staff members convened to review the revised draft in detail, ensuring clarity, alignment with organizational values, and operational feasibility.

Following this internal consultation process, the finalized draft was submitted to the Executive Committee. The Human Resource Policy was officially approved during the 114 Executive Committee Meeting held on May 10, 2025. With this approval, the policy came into effect and is now applicable to all members of DDRC.

Main features of policy:

This Human Resource Policy is:

- Developed with the active participation of management and employees;
- Designed in consideration of flexibility to meet the changing condition;
- The output of a careful analysis of all the available facts;
- This policy not only outlines the policies regarding the employee performance, but it also indicates how policy shall be administered.

Contributor to the development of this Policy:

- DDRC staff and the board members shared their opinion and experience in the process of finalization of this policy.


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Introduction to the HR Policy

- 01.01 : Title of the Policy**
This policy manual is called “Human Resource Policy of the Disabled Development and Research Center (DDRC)”, in short, “**HR Policy of DDRC**”
- 01.02 : Applicability of the Policies**
Policies written in this manual shall be applicable to the Executive Committee, all staff and volunteers of **DDRC** only.
- 01.03 : Purpose of the policy**
The Purpose of this policy is to provide clear guidance and set consistent expectation for all supervisors, managers and employees within the organization. **DDRC** believes that supervisors and managers perform more effectively when they understand their roles and responsibilities within a structured framework. This Human Resource Policy Manual serves as a practical guide, outlining **DDRC’s** approach to various aspects of the employer-employee relationship and detailing the procedures for policy implementation.
- Managers and supervisors are encouraged to use this manual as a reference when making decisions or addressing workplace matters in line with organizational policy. Likewise, all employees are welcome to consult the manual to better understand HR policies and their application. This shared understanding fosters a transparent, equitable, and well-functioning work environment for everyone at **DDRC**.
- 01.04 : Authority and Distribution**
Every employee of **DDRC** has access to this policy manual.
- 01.05 : Supplements to the Policy Manual**
- 01.05.01:** The policies, practices and guidelines in this Policy will remain in effect until changes are considered necessary. Every 02 years, this policy may be revised/reviewed.
- 01.05.02:** Any change to this policy or practice will be made only after consideration is given to the mutual advantages and benefits of employees of **DDRC**
- 01.05.03:** Any new supplement will update and/or revised present policy and practices.
- 01.05.04:** When any employee has any questions concerning the intent or procedures to follow in the supplements to this Policy Manual, S/he should communicate with his or her immediate supervisor.
- 01.06 : Management’s Rights**
- 01.06.01:** The Executive Committee and General Committee of **DDRC** is the only authority which reserves the right to change, modify, suspend, interpret or cancel its policies and practices at its sole discretion and without advance notice.
- 01.06.02:** Proper justification must be required for modification and alteration of any word, section & sub section stated in this policy manual.
- 01.06.03:** The Management deserves the right to modify the provisions of this policy based on specific justification, decision and approval of the concerned authority of **DDRC**.
- 01.07 : Obligation**
- 01.07.01:** Without having authority, nobody deserves the right to bring any change this policy manual

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

01.08 : Effective Date of the HR Policy Manual

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

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

02.00 : Office working day and hour

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

02.02: Office working hour at the HO: From 09:00 AM to 5:00 PM with lunch and prayer time of 1(one) hour.

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

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

02.05: The employees under the grades of G will attend the office at 08:30 AM both at the head Office and at the Project Offices.

03.00 : Attendance and attendance Register

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

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

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

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

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

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

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

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

04.00 : Dress Code and Uniform

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

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

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

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

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

05.00 : Holidays

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

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

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

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

06.00 : Category of Employee

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

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

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

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

07.00 : Job Description

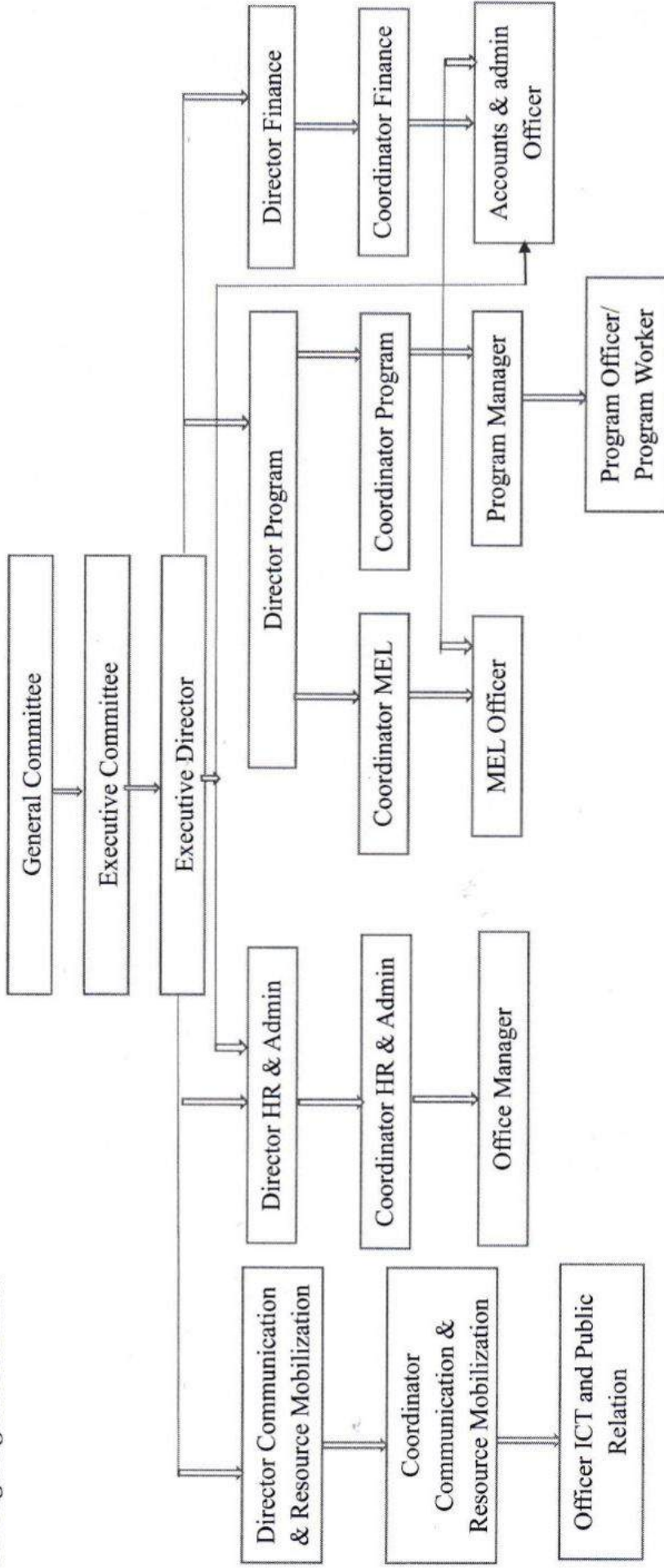
07.01: All newly recruited staff shall be provided with Job Descriptions at the time of joining.

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


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08: Organogram of DDRC



Kaosa
Kaosa Parveen
 President
 DDRC

Shahidul Islam Shazzad
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 General Secretary
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09.00 : Grade of Employee:

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


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10.00 : Responsibility for carrying out the process of employment:

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

11.00 : Recruitment Appointment:

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

- 11.12 : Before joining the organization, the finally selected candidate is bound to inform the organization of such relationship, if there is.
- 11.13 : **DDRC** being a humanitarian organization, during any disaster the above rules will not be effective as any staff of the organization can be deputed with even phone calls to respond to the immediate actions to work for the affected community disaster.
- 11.14 : For any new recruitment if deemed necessary, the management of the organization can take immediate decision of recruiting staff/volunteers through phone calls/available people willing to volunteer.
- 12.00 : Orientation:**
- 12.01 : The organization shall arrange a formal orientation session for the newly appointed employee (s) at a convenient time and place by the respective authority.
- 13.00 : Performance Appraisal:**
- 13.01 : All the employees are evaluated on their ability to meet the components of his/her Job Description and Performance Expectations.
- 13.02 : Participation of both the supervisee and supervisor will be ensured in the process of performance appraisal.
- 13.03 : Employee performance appraisal shall be guided by a separate performance appraisal format of **DDRC**.
- 13.04 : If necessary, organizational management can decide for a special appraisal for any staff and will come up with a development plan for three months agreed mutually and after the specific time final decision will be taken for the employee for continuation or discontinuation.
- 14.00 : Training and Development:**
- 14.01 : The concerned authority will identify training needs for developing the required skills of the employees.
- 14.02 : A training calendar will be designed based on the training needs of the employees.
- 14.03 : The appropriate employees will be provided with the training supports.
- 15.00 : Promotion:**
- 15.01 : Promotion will be made against the vacant/qualified position
- 15.02 : The criteria of promotion will be:
- o Seniority based on current position in the organization and the length of services;
 - o Outstanding performance based on quality and quantity of job assignments;
 - o Academic qualifications.
- 15.03 : The organization deserves the right to promote an employee creating new position. But in that case, there must have sufficient justification behind such promotion.
- 15.04 : The competent authority shall duly approve any sort of promotion.
- 16.00 : Transfer:**
- 16.01 : For the greater interest of the organization an employee shall be bound to be transferred anywhere in the operational areas. The issue of transfer must mentioned in the appointment letter.
- 16.02 : Sufficient time will be allowed to move to the new place. In case of emergency, the authority may order the employee to move in the shortest possible time.
- 16.03 : The transferred employee shall be provided with TA/DA for this purpose as per rules and actual transport cost for shifting, depend on budget availability.
- 16.04 : The authority must issue a written Transfer Order clearly explaining the reasons for this transfer.

- 17.00 : Re-designation and alteration of assignment:**
- 17.01 : In consistence with the changing need of the organization, the authority may re-designate any employee and modify his or her job assignment.
- 17.02 : prior to bringing any change, the concerned employee must be well informed of such change in writing so that s/he can have adequate preparation to shoulder the new responsibilities.
- 18.00 : Retirement:**
- 18.01 : If an employee reaches the age of 62 (Sixty-Two) years, s/he shall go for retirement.
- 18.02 : Management can extent the age limit till 65 years in the best interest of organization.
- 18.03 : Before reaching the age of 62 years, an employee may go for retirement upon completion of minimum 25 years of services.
- 18.04 : The date of birth in case of compulsory retirement and the date of joining in case of willful retirement will be the proof to determine the age and length of service respectively.
- 18.05 : The authority may appoint a retired employee, if s/he is found physically fit or sound, on contract basis for a period of maximum 5 (five) years at the discretion of the Executive committee. All dues say, gratuity, provident fund and other benefits, if any must be settled within one month of his or her retirement.
- 19.00 : Resignation and Release:**
- 19.01 : An employee may leave the organization upon submission of one month's prior notice.
- 19.02 : In case of failure to submission of such notice, the leaving employee must surrender one-month salary or an amount equivalent to one-month salary (which one is applicable) to the organization and in this case employee must be given minimum 03 days' time after giving his/her resignation.
- 19.03 : Before leaving the organization the outgoing employee shall hand over his or her duties and responsibilities to the employee as assigned by the authority of the organization.
- 19.04 : Respective clearance letters from HR Departments of the organization must be required for issuance of "Release Order" to the outgoing employee.
- 19.05 : All dues salary, gratuity, provident fund and other benefits, if any must be settled within one month of his or her resignation.
- 20.00 : Discharge from service:**
- 20.01 : An employee may be discharged from service for reasons of physical or mental incapacity or continued ill-health certified by a registered medical practitioner.
- 20.02 : One month's prior notice shall be served to the employee discharged from service.
- 21.00 : Redundancy and retrenchment:**
- 21.01 : Redundancy shall mean an employment situation in which an employee is surplus to the requirements of the organization or a project and the duties under a particular position are no longer needed to done by anyone and anymore. Such redundancy may lead to a decision by the employment authority of the organization to terminate the employee's employment.

- 21.02** : Redundancy shall not apply where separation or termination of employment is due to ill health, misconduct, unsatisfactory performance, resignation or normal retirement.
- 21.03** : Retrenchment shall indicate the termination of employment of an employee whose position is redundant. An employee is said to be “retrenched” when his or her job becomes redundant and the organization either cannot offer the employee an alternative position or, any alternative position offered by the organization cannot be accepted by the employee.
- 21.04** : Retrenchment should never be seen as an employee’s fault.
- 21.05** : An employee may be retrenched from service on the ground of redundancy.
- 21.06** : The retrenched employee shall be served one month’s notice in writing indicating the reasons for retrenchment or s/he shall be paid in lieu of notice compensation which is equivalent to one-month gross pay.
- 21.07** : An employee who has completed above 03 (three) years of continuous service is so redundancy, s/he shall be paid an amount equivalent to 03 (three) months gross pay.
- 22.00** : **Cost of Living Adjustment (COLA)**: Every year the organization may allow cost of living adjustment (COLA) in the following manner:
- 22.01** : The calculation of COLA will be based on ‘Labor News’ Published by Bangladesh Employers Association built, in any case, not exceeding in any year.
- 22.02** : Every year, the COLA will be effective from financial year.
- 22.03** : The COLA shall follow the budgetary provision.
- 22.04** : The COLA system approved by EC committee depending on the financial condition of **DDRC** and kind agree as well as concern of donor organization.
- 22.05** : If any donor agency provides COLA then **DDRC** should allow this system.
- 23.00** : **Salary**:
- 23.01** : Salary of a newly recruited staff shall be fixed at the starting of appropriate grade and step stated in the salary matrix.
- 23.02** : Salary structure will be applicable if **DDRC** has sufficient fund, otherwise **DDRC** will pay fixed salary and in this case **DDRC** offer only yearly increment and festival bonus.
- 23.03** : **Salary under the scale**: Such salary will be composed of basic Pay (BP), House Rent (HR), and Transportation Allowance (TA). Medical Allowance (MA) and Festival Bonus (FB).
- 23.04** : **Basic Pay**: The Basic pay will be 50% of gross salary.
- 23.05** : **House Rent Allowance**: The house rent allowance will be 35% of gross salary.
- 23.06** : **Transportation Allowance**: The transport allowance will be 10% of gross salary. But if any staff uses the office vehicle, s/he shall not be entitled to receive the stated transportation allowance. For usage of office vehicle, separate agreement shall be made between the organization and the staff. (Please see the financial policy.)
- 23.07** : **Medical Allowance**: The medical allowance will be 5% of gross salary. All the staff of **DDRC** shall be entitled to receive medical allowance as stated in the salary matrix.

- 23.08 : Festival Allowance:** Each year the festival allowance equivalent one-month basic salary will be paid to the employees who completed one-year service as below:
- Muslim: Two Occasion at Eid-UI-Fitar & Eid-UI-Azha.
 - Others Religious: All are entitled only basic salary in one times as per his/her festival
 - Staff from any other religion may demand his /her festival bonus with in a 15 working days' notice.
- 23.09 :** The employees whose service duration below one year shall be provided festival allowance.
- 23.10 : Income Tax:** As per prevailing law of Govt. income tax will be deducted at source from the monthly salary of the staff.
- 23.11 : Loans/Advances to Employees:** No personal loan or advance will be given to any employee of the organization. In case of any emergency, such loan may be given from the General Fund only to meet any extreme crises.

23.12: Salary Matrix

	Sub-Grade	Basic (50%)	House Rent Allowance (35%)	Travelling Allowance (10%)	Medical Allowance (5%)	Total Gross Salary
A	A1	60,000	42,000	12,000	6,000	1,20,000
	A2	50,000	35,000	10,000	5,000	1,00,000
B	B1	40,000	28,000	8,000	4,000	80,000
	B2	35,000	24,500	7,000	3,500	70,000
C	C1	32,500	22,750	6,500	3,250	65,000
	C2	30,000	21,000	6,000	3,000	60,000
D	D1	25,000	17,500	5,000	2,500	50,000
	D2	22,500	15,750	4,500	2,250	45,000
E	E1	20,000	14,000	4,000	2,000	40,000
	E2	17,500	12,250	3,500	1,750	35,000
	E3	15,000	10,500	3,000	1,500	30,000
F	F1	12,500	8,750	2,500	1,250	25,000
	F2	10,000	7,000	2,000	1,000	20,000
	F3	9,000	6,300	1,800	900	18,000
G	G1	7,500	5,250	1,500	750	15,000
	G2	5,000	3,500	1,000	500	10,000
	G3	4,000	2,800	800	400	8,000

- 23.13 :** Salary Matrix will be applicable based on availability of fund in terms of DDRC core staff.
- 23.14 :** The salary structure, Travel allowance and communication bill for the project staff will be applicable based on allocation of the project. In the case of the project, the Chief Executive /Executive Director of the organization will make the decision regarding adding the designated local travel allowance and communication bills to the monthly salary.
- 23.15 : Share Salary:**
- 23.15.01:** Share salary of core staff will be received by DDRC General Account from the Project Accounts.
- 23.15.02:** Concern staff for share salary will fill up the time sheet for particular projects activities.

- 23.15.03:** Total salary will be disbursed as per appointment letter but will not paid shared salary as the additional amount.
- 23.15.04:** Partial salary should be calculated as per salary structure of **DDRC** Human Resource Policy. In this regard whatever **DDRC** paid from the core fund.
- 24.00 : Increment:**
- 24.01 :** Grade wise increment will be paid every year.
- 24.02 :** Grade wise increment will be paid as 3%-10% for the grade of A,B,C and 5% - 10% for the grade of D,E,F, G based on annual performance and availability of funds.
- 24.03 :** The increment for the project staff will be applicable based on budgetary probation of the project.
- 24.04 :** **DDRC** management can approve double annual increment for outstanding performance based on appraisal.
- 25.00 : Leave:**
- 25.01 : General conditions:**
- 25.01.01:** All leaves shall be calculated from the date of joining of an employee.
- 25.01.02:** In case any staff remains absent from duty for more than 03 (three) days without any intimation to his or her concerned supervisor, such absence shall be treated as leave without pay
- 25.01.03:** The authority shall deserve the right to terminate any staff on leave without pay exceeding one-month period.
- 25.01.04:** Prior approval is mandatory for leave.
- 25.02 : Earned/Annual Leave:**
- 25.02.01:** An employee, who has completed a period of one year continuous service in the organization, shall be allowed, during the subsequent period of 12 (Twelve) months, leave with full pay for a number of days calculated at the rate of one day for every 18 (Eighteen) days of work.
- 25.02.02:** The said one year should be calculated from the date of joining to the next twelve months in a year and entitlement of the earned leave shall begin just after completion of one year.
- 25.02.03:** A period of such leave shall be inclusive of any holiday, which may occur during such period. Based on this calculation, an employee can enjoy earned annual leave for a total period of 12 days for each completed year of service.
- 25.02.04:** Such earned leave shall be accumulated and carried forward to the succeeding period of twelve months.
- 25.02.05:** An employee shall cease to earn such leave when the accumulated days of leave reaches to forty day. Such earned leave exceeding the said limit shall automatically be lapsed.
- 25.02.06:** Each Employee must submit a plan for their leave at the beginning of the year.
- 25.02.07:** Annual leave may be taken with 15 days prior notice subject to the approval of the respective supervisor.
- 25.03 : Casual Leave:**
- 25.03.01:** An employee shall be entitled to casual leave with full pay for 10 (Ten) days in a calendar year and if such leave is not availed, it will not be accumulated and carried forward to the next calendar year.
- 25.03.02:** No employee is entitled to enjoy more than 03 (three) days leave at a stress. The limit of three days may be relaxed in special circumstances at the discretion of the Head of the organization.
- 25.03.03:** Casual leave cannot be combined with any other leave.

- 25.03.04:** Casual leave is granted upon contingent situations such as urgent purpose or any other inevitable circumstances. It should be obtained on prior application unless the urgency prevents making of such application.
- 25.03.05:** If an employee remains absent without any prior information and up to 12:00 PM, such absence shall be considered as 01-day casual leave.
- 25.03.06:** Casual leave may be prefixed or suffixed to the holidays.
- 25.04 : Sick Leave:**
- 25.04.01:** An employee shall be entitled to sick leave with full pay for a total period of 10 days in a calendar year and if such leave is not availed, it will not be carried forward to the next calendar year.
- 25.04.02:** Sick leave more than 03 (three) days should be certified by the registered Practitioners.
- 25.04.03:** Staff falling sick must inform the office or his or her supervisor immediately. Otherwise his or her absence shall be considered unauthorized for which salary will be deducted.
- 25.04.04:** Sick leave, on the other hand, may be availed of on support of a medical certificate. Management should not refuse the leave asked for if it is supported by a medical certificate.
- 25.04.05:** The authority may refer any staff to a practitioner of its choice for medical check-up of staff wishing to take long sick leave.
- 25.04.06:** In case of prolonged illness, the authority may grant additional sick leave upon Doctor's certification. In this case, the additional sick leave will be used first from the sick leave for the year and then from the earned leave to the credit of the employee and if not covered, the top authority shall decide based on the merit of the case. In such a case, the authority shall deserve the right to allow leave with or without pay.
- 25.05 : Maternity Leave:**
- 25.05.01:** A female employee will enjoy maternity leave with pay for a period not exceeding 04 (Four) months at a time and this will not be more than twice in her service in the organization
- 25.05.02:** Maternity leave will be applicable for those employee who will continue service more than 1 year plus.
- 25.05.03:** Employee should be continue at least one year after enjoying maternity leave then she can resign from current position if want. If not then she will must return all the benefits enjoyed during maternity leave or management will deduct from her entitled benefits
- 25.05.04:** Those who already have two children will not be entitled to such leave.
- 25.05.04:** It is noted that medical and annual leave may be added to maternity leave, if required
- 25.06 : Paternity Leave:**
- 25.06.01:** A male employee will enjoy paternity leave with pay for a period of max. 10 (ten) days in continues basis.
- 25.06.02:** This leave will not be more than twice in his service life in the Organization.
- 25.06.03:** Those who already have two children will not be entitled to such leave.
- 25.07 : Extra Ordinary Leave:**
- 25.07.01:** The Executive Director may grant extraordinary leave to any regular employee.
- 25.07.02:** An employee who has served the organization for at least 5 years, are entitled to such leave.
- 25 07.03:** Extra Ordinary leave will be without pay.

26.00 : Accommodation:

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

26.01 : Actual Bill must be presented to claim accommodation.

26.02 : Employee must use the free facilities provided by the organization.

27.00 : Per Diem:

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

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

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

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

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

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

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

28.00 : Travel

Grade	Mode of Transport	Type/Class
A-B	Air/Bus/Train/Steamer/Rent-a-car	Air-Economy, Bus-AC, Steamer-AC Cabin, Train-1 st Class
C-D	Air/Bus/Train/Steamer	Bus-AC, Steamer-AC Cabin, Train-1 st Class
E-F	Air/Bus/Train/Steamer	Bus-AC, Steamer- Cabin, Train-2 nd Class
G	Air/Bus/Train/Steamer	Bus-Non-AC, Steamer-non-AC Cabin, Train-2 nd Class

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

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

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

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

29.00 : Overseas Travel

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

29.02 : Any staff receiving an advance for travel expenses and per diem will submit his / her final statement of travel expenses within 10 days after returning Bangladesh.

- 30.00 : Disciplinary Actions and Misconduct:**
- 30.01 :** Disciplinary Actions shall mean those actions undertaken by the organization to deal with situations where and when employees break the discipline indicating a set of rules and regulations that shall guide employees to behave at workplace.
- 30.02 :** The core intention of disciplinary actions shall be to correct and punish an employee in case of failure to comply with the set rules and regulations.
- 30.03 : Misconduct:** If an employee breaks the set rules and regulations, this shall be called as misconduct. In other words, misconduct shall mean the behavior in violation of definite rules and regulations. The following acts shall be treated as misconduct:
- 30.03.01:** Willful insubordination or disobedience, whether alone or in combination with others, of any lawful or reasonable order of a superior.
- 30.03.02:** Theft, fraud or dishonesty in connection with the employer's business or property.
- 30.03.03:** Taking or giving bribes or any illegal gratification in connection with his/her or other employees of the organization.
- 30.03.04:** Habitual absence without leave or absence without leave for more than 07 (Seven) days.
- 30.03 05:** Habitual late attendance.
- 30.03.06:** Habitual breach of any law or rule or regulation applicable to the organization.
- 30.03.07:** Riotous and disorderly behavior or any act subversive of discipline.
- 30.03.08:** Habitual negligence or neglect of work.
- 30.03.09:** Habitual disobedience or violation to any of the rules relating to conditions, services, of discipline framed.
- 30.03.10:** Falsifying, tampering with, damaging or causing loss of employer's official records.
- 30 03.11:** Sexual Harassment.
- 30.04 : Different types of Disciplinary Actions:** Depending on the nature, frequency and severity of the event and misconduct, the organization may inflict the following types of punishment.
- 30.04.01:** For minor disciplinary cases, the following actions may be taken:
- a. Caution:** Verbal and written warning.
 - b. Removal:** Transfer from the existing job and location to another job and location.
 - c. Withholding salary increment:** Stopping salary rise for not more than one year.
 - d. Withholding promotion:** Stopping promotion for not more than one year.
 - e. Downgrading:** Bringing to lower grade of the job, not more that one year down to salary scale.
 - f. Fine & Recovery of loss:** If money or property damage is involved, recovery from the concerned employee's salary of all or part of the amount.
- 30.04.02:** For major disciplinary cases, the following actions may be taken:
- a. Suspension:** Temporary dismissal for not more than fifteen days without pay.
 - b. Dismissal:** Dismissal means the termination of services of a worker by the employer for misconduct.


 Masooma Parveen
 President
 DDRC


 Shahidul Islam Shazad
 General Secretary
 DDRC

30.05 : Disciplinary Procedure for minor disciplinary cases

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

30.06.10: If the employee's explanation is not satisfactory, definite charge will be made. In that case, the employee shall be specifically informed in writing of the intention and reasons for the actions. However, for giving

punishment to the alleged employee, the higher authority must duly approve the punishment.

- 30.06.11:** If a worker refuses to accept any notice, letter, charge-sheet, order or any other document addressed to him by the employer, it shall be deemed that such notice, letter, charge-sheet, order or the document has been delivered to him/her, if a copy of the same has been exhibited on the notice board and another copy has been sent to the address of the worker as available from the records of the employer, by registered post.
- 30.06.12:** If any employees engage to financial corruption, accused from gender and child related misconduct or abused, convicted accuse from court, and violation of values of the organization, **DDRC** can dismiss his/her job without any show cause notice and **DDRC** will pay his/her salary up to last working day.
- 30.06.13:** The management reserves the right to take legal action against the dismissed employee.

Kaosa
Kaosar Parveen
President
DDRC

Shahidul Islam Shazzad
Shahidul Islam Shazzad
General Secretary
DDRC

