



Transparency International Bangladesh (TIB)

Human Resource Manual

November 2011

SOME RELEVANT DEFINITIONS USED IN THE MANUAL

1. **TIB/Organization** means Transparency International Bangladesh Chapter.
2. **Board of Trustees** means the body that established TIB under a Trust deed. It is the decisions making body of the Trust, but delegates day to day management decisions to Executive Director of TIB.
3. **Chairperson** means Chairperson of the Board of Trustee.
4. **Executive Director** means the Executive Director of TIB either engaged or appointed by the Board of Trustees.
5. **Appointing Authority** means the BOT; the Executive Director of the TIB appoints in the name of the board as per delegation. The appointments to the posts of Director and Executive Director remains with the Board.
6. **Competent Authority** means BOT/Executive Director/Directors or any other officer designated by the BOT/OMC to exercise the powers under these rules.
7. **Operation Management Committee (OMC)** includes the Executive Director, and Directors or any other staff members co-opted by Executive Director with the approval of BOT mainly in the absence of Directors.
8. **Post** means a sanctioned post in the organization including it's project.
9. **Employee** means a staff or officer of the TIB whether probationary or confirmed.
10. **Basic Salary** means the scale pay, excluding benefits and allowances, which have been sanctioned by the appointed authority for a post held by an employee.
11. **Allowance** means additional payments made to employee in excess of their basic salary.
12. **Salary** means the amount, inclusive of the benefits and allowances, drawn monthly by an employee as the pay and allowance that has been sanctioned for the post held by the employee.
13. **Duty** means service of an employee including leave authorized by competent authority.
14. **Holiday** means a day closed to by an order of TIB including national holidays.
15. **Advisor/Consultant** means such individuals(s), either Bangladeshi or foreign, appointed on specific terms & conditions as determined by the council on a special contract for rendering consultancy or some advisory or technical function.

Contents

CHAPTER 1: INTRODUCTION	- 5 -
1.1 Introduction.....	- 5 -
1.2 Responsibilities of the Employee and behavioral norms.....	- 5 -
1.3 Purpose and applicability.....	- 6 -
1.4 Professional Code of Conduct.....	- 6 -
1.5 Classification of Employees.....	- 7 -
1.6 Commencement of Service.....	- 8 -
1.7 Probation Period.....	- 8 -
1.8 Termination period.....	- 8 -
1.9 Resignation period.....	- 9 -
1.10 Confirmation.....	- 9 -
1.11 Re-designation.....	- 9 -
1.12 Transfer.....	- 9 -
1.13 Formal handing over charges on transfer.....	- 10 -
1.14 Joining period on transfer.....	- 10 -
1.15 Inability to join within the stipulated time.....	- 10 -
1.16 Temporary Duty Transfer.....	- 10 -
1.17 Full-time employment.....	- 10 -
1.18 Honorary membership with other organizations.....	- 10 -
1.19 Policy implementation and monitoring.....	- 11 -
1.20 Manual amendment process.....	- 11 -
CHAPTER 2: RECRUITMENT AND SELECTION	- 12 -
2.1 Principles.....	- 12 -
2.2 Hiring principles.....	- 12 -
2.3 Principles on Gender Relation.....	- 13 -
2.4 Job Analysis Information.....	- 13 -
2.5 Job Description (JD).....	- 13 -
2.6 Vacancy Announcement.....	- 14 -
2.7 Short list of applications.....	- 14 -
2.8 Test/Interview and selection.....	- 14 -
2.9 Some Benchmarks.....	- 15 -
CHAPTER 3: STAFF SALARY AND BENEFITS	- 16 -
3.1 Salary and Benefits: Principles.....	- 16 -
3.2 Salary increment/Salary rise.....	- 16 -
3.3 Career Development.....	- 16 -
3.4 Position, Level and Salary Structure.....	- 16 -
3.5 Salary.....	18
3.6 Basic Salary.....	18
3.7 Cost of Living Adjustment (COLA).....	18
3.8 Review of Salary Structure.....	18
3.9 House Rent Allowance.....	18
3.10 Conveyance Allowance.....	18

3.11 Medical Allowance	19
3.12 Children’s Education Allowance	19
3.13 Overtime	19
3.14 Salary Deduction	19
3.15 Staff Income Tax	20
3.16 End of Contract Benefit.....	20
3.17 Festival Allowance	20
3.18 Voluntary Contribution to TIB	21
3.19 Telephone Allowance	21
3.20 Travel Allowance	21
3.21 International Travel.....	- 26 -
3.22 Foreign Travel Allowance	- 26 -
3.23 Transfer Allowance.....	- 27 -
3.24 Staff Insurance Coverage	- 27 -
3.25 Child Care Facility.....	- 27 -
3.26 Bi-cycle for Office Assistant.....	- 28 -
3.27 Expenses of Trustees.....	- 29 -
3.28 Charge Allowance	- 29 -
3.29 Hardship Allowance.....	- 29 -
3.30 Undertaking outside Assignment.....	- 29 -
CHAPTER 4: TRAINING, STAFF DEVELOPMENT AND INTERNSHIP.....	- 30 -
4.1 Objective	- 30 -
4.2 Basic Principles	- 30 -
4.3 Responsibility	- 30 -
4.4 Type of Training	- 30 -
4.5 Evaluation	- 31 -
4.6 Induction and Orientation	- 31 -
4.7 Career planning for the staff: “The longest journey begins with the first step”	- 31 -
4.8 TIB Internship.....	- 31 -
CHAPTER 5: LEAVE AND HOLIDAYS.....	- 34 -
5.1 General Condition.....	- 34 -
5.2 Office Hours	- 34 -
5.3 Holidays	- 34 -
5.4 Attendance.....	- 34 -
5.5 Leave Policy.....	- 35 -
5.5.11.2 Leave facility for illness:.....	- 36 -
5.5.11.3 Casual leave	- 36 -
5.5.11.4 Maternity Leave	- 36 -
5.5.11.6 Special Leave for Paternity Purpose	- 37 -
5.5.11.7 Accrued Compensatory Leave.....	- 37 -
5.5.11.8 Leave without pay	- 38 -
5.5.11.9 Rest and Recreation leave	- 38 -
5.5.11.10 Quarantine Leave	- 38 -
5.5.11.11 Study Leave	- 38 -
5.5.11.12 Leave on Account of Accident	- 39 -
5.5.11.13 Leave on Account of Miscarriage/Abortion	- 39 -

5.5.11.14 Leave on account of giving birth to a still Child	- 39 -
5.5.12 General Procedure of Applying for and Availing of Leave	- 39 -
CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM	- 40 -
6.1 Principles	- 40 -
6.2 Performance management process.....	- 40 -
6.3. Performance rating.....	- 40 -
6.4. What to evaluate and who.....	- 41 -
6.5 Appraisal form and Timeline.....	- 41 -
6.6 Appraisal Outcome	- 42 -
6.7 Appraisal Copy.....	- 42 -
6.8 Special Reward for Outstanding Performance	- 42 -
CHAPTER 7: DISCIPLINARY ACTION AND SEPARATION	- 43 -
7.2 Termination	- 43 -
7.3 Termination Benefits	- 43 -
7.4 Misconduct Defined	- 43 -
7.5 Show Cause.....	- 44 -
7.7 Investigation	- 44 -
7.8 Punishment.....	- 44 -
7.9 Procedure of Suspension	- 45 -
7.10 Grievance Procedures.....	- 45 -
7.11 Retrenchment	- 45 -
7.12 Benefits of Retrenched Staff	- 45 -
7.13 Release.....	- 46 -
Annexure: Performance Appraisal Forms	- 47 -

CHAPTER 1: INTRODUCTION

1.1 Introduction

Transparency International Bangladesh (TIB) is an independent, non-government, non-partisan and non-profit organization with a *vision* of Bangladesh in which government, politics, business, civil society and the daily lives of the people shall be free from corruption.

In the context of the international movement against corruption, TIB is the national chapter in Bangladesh of the Berlin-based Transparency International (TI), and accordingly, TIB partners and cooperates with TI and its chapters worldwide. However, TIB is not a subordinate body of TI.

TIB is committed to *values* of democracy, justice, rule of law, transparency, accountability, integrity and impartiality.

TIB's *mission* is to catalyze and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Bangladesh and establishing an efficient and transparent system of governance, politics and business. (*Source: Governance Manual and Code of Ethics, TIB, 2005*)

The present Human Resource Manual is based on the above vision, values and mission of TIB. It provides the framework of guiding principles and practices aimed at ensuring the highest standards of efficiency, integrity, accountability and transparency in managing TIB. The HR Manual is a living document, subject to amendment with the approval of the Board/Executive Director. Its practical value and importance lies in the availability of resources and commitment of TIB in applying these standards in its work.

Where the provisions of this HR Manual are inconsistent with the laws of the land or the Trust Deed of TIB, the provisions of law or Trust Deed, as applicable, shall, prevail over provisions contained herein.

The present manual presents the standard Human Resource Policies and Procedures of TIB. These procedures and rules shall apply to all employees of TIB subject to availability of resources. The provisions of this manual shall be applicable to project(s) provided financial implications are covered within the project(s) funds available from project and other approved sources. The Board of Trustees of TIB shall have the right to bring required and relevant changes in any of the provisions if necessary.

Copy of this manual will be maintained in both Bangla and English. Where a dispute arises, the English version shall prevail.

1.2 Responsibilities of the Employee and behavioral norms

1.2.1 Empowerment/Accountability TIB seeks to entrust its staff, particularly “frontline” staff who are closest to communities, with more autonomy and decision making power. Along with this decision making authority come greater accountability. This should be reflected in functions and organization of TIB.

1.2.2 Stewardship is defined as the responsible acquisition, deployment, and control of human, material, and financial resources. All employees are encouraged to identify how they can become a more effective stewards of TIB's resources, thus contributing to greater organizational cost-effectiveness. The concept of Stewardship will be reflected in performance evaluation of staff of all level.

1.2.3 TIB Staff members are expected to demonstrate transparent behavior in their work. In both internal and external relations, those who have access to information are expected to be open, sharing it freely and generously with other members, unless it is contrary to the interest of TIB.

1.2.4 Learning Environment All staffs are responsible for ensuring a workplace environment that is non-hierarchical and which allows everyone to perform to the best of their ability. On-the-job learning will be seen as a process that continues throughout an entire career. Constructive self-criticism, both individual and collective, will be encouraged as a means to deeper, more profound institutional learning.

1.2.5 Gender and Diversity The richness of diversity found in the socioeconomic and cultural environment of Bangladesh, encompassing gender, race, ethnicity, religion, age and disability will be reflected in our staff and partners at all levels. TIB will strive to understand how the particular condition of each individual or social group shape their ability to excel, creating tailored opportunities for each to thrive, consistent with TIB mission.

1.3 Purpose and applicability

1.3.1 The policies contained herein serve as guidelines for its employees in regard to implementation of human resources matters.

1.3.2 The manual guides management how to manage employees and what decision to make in a particular situation that affect them, and what decision to be made to bring out their best potentials.

1.3.3 All employees will be treated fairly and consistently. The policies shall apply equally for all irrespective of levels.

There will be no exception to policy application. However, in exceptional situation and for the greater interest of the TIB, an exception can be made by Executive Director.

1.4 Professional Code of Conduct

1.4.1 Employees of TIB shall maintain highest standards of professional behavior and integrity at work.

1.4.2 No one is allowed individually or collectively to get involved in any action or behavior in such a way that may create a conflict between individual or group interest and that of the organization. Each will foster team work maintaining appropriate work place behavior.

1.4.3 All employees shall behave in such manner that promotes team spirits in a cohesive, congenial and mutually supportive work environment.

1.4.4 TIB shall simply discharge any act of harassment, persecution or discriminatory practice, in the work place.

1.4.5 Any act of insubordination, negligence of duties and violation of Code of Ethics shall be viewed as seriously and will warrant disciplinary action.

1.4.6 The employees of the TIB shall not be engaged with any active partisan politics. They shall not be involved in any activity that can be detrimental to the interest of the organization or the country.

1.4.7 All employees shall deal with the colleagues at all levels, counterparts, associates and external entities including vendors honestly and diligently.

1.4.8 All will help create a healthy and safe work environment within the organization.

1.4.9 Each employee must safeguard all properties and assets including goodwill and image of the Organization.

1.5 Classification of Employees

TIB Staff are classified into the following groups

1.5.1 Core Staff

Core staffs are those who are so designated by the Board and whose employment is not related to or dependent upon any project.

1.5.2 Project Staff

Project staffs are those who are employed to work on a particular project and whose employment letters specify the project in which they are employed.

1.5.3 Regular contractual staff

Regular staffs are staffs who are employed against sanctioned posts, whose contracts are open ended or up to the end of the project and whose entitlement includes but not limited to: (i) salary in incremental scale, (ii) terminal benefits, (iii) Casual leave, (iv) earned leave, and (iv) COLA. End of contract benefit which is not calculated based on salary (basic or gross) is not considered as terminal benefit for the purpose of this clause.

1.5.4 Short-term Contractual staff

A short-term contractual staff may be (i) a bridge staff or a (ii) need based staff. Short-term contractual staffs are not required to serve a probationary period.

1.5.4.1 Bridge staff: A bridge staff is hired against a sanctioned post for a limited period not exceeding 12 months to fill up a temporary vacancy due to leave, separation, delay in recruitment, non-availability of suitable candidate etc. Such employees are full time employees and get gross salary of the sanctioned position with no entitlement to benefits like (i) terminal benefits (ii) earned leave, and (iii) maternity leave etc.

1.5.4.2 Need-based staff: Need based staffs are hired to meet seasonal needs such as for temporary research/ documentation/ word-processing/ data-entry/ data-collection work on a daily/ monthly consolidated salary. A need based staff may be employed for a maximum period of six months at a time and up to 12 months in total in a row. Need-based staff will not be entitled to service benefits like (i) terminal benefits calculated based on salary (ii) COLA (iii) earned leave and (iv) maternity leave.

1.5.5 Highly skilled contractual staff.

Highly skilled staffs who have, by serving in the position of Seniorr Manager and above, made positive contribution to TIB may be reemployed in the same position under contract after their retirement as regular contractual staff to get benefits out of their competence. Such contract may be for 2 years at a time and not more than 6 years in total. The highly skilled staff will get salary and benefits as per terms of contract determined by the board. They will be full time staff.

1.5.6 Service staff

A service staff is monthly wage rate employee employed to do manual work. They include cleaner, cook, attendant etc. Such staffs work in shifts of less than 8 hours as specified by the authority. A service staff may serve more than one shift in which case the festival allowance will be based on the wages of one shift. Service staffs are entitled to (i) wage at an agreed rate, (ii) two festival allowances as per clause 3.17 each equivalent to one full month's base wages of one shift (iii) casual leave as per HR policy and (iii) maternity/ paternity leave as per regular contractual staff on completion of two years of continuous service. At the time of separation or expiry of a project a service staff will get the following benefit:

-For continuous service of 3 years or more: BDT 5,000 per year of service.

-For continuous service of 2 years but less than 3 years: BDT 3000 per year.

-For continuous service of one year but less than two years: BDT 2000.

-For less than one year service: None

Services will be counted from the first day of a new project or from the date of joining if one joins after the commencement date of a project.

1.5.7 Consultant

Consultants are not TIB employees. A consultant is appointed for a short time to do work of specialized nature. Consultants are entitled to (i) a fixed daily/weekly/monthly rate of fee or a fixed amount for the entire assignment /deliverables (ii) transport/reimbursement of transport cost for travel other than regular travel to and from office (iii) par diem only for field trips, (iv) other reimbursable cost necessary to perform the work such as meeting cost, venue cost for focus group discussion etc. Consultants will not be entitled to any salary, fringe benefits or leave. A consultant cannot use TIB's identity.

1.6 Commencement of Service

1.6.1 The service of a staff shall commence from the date of his/her joining, on submission of a joining letter.

1.6.2. Joining shall normally take place in the forenoon. However in case of joining in the afternoon his/her service shall be commenced and the salary and benefits shall be counted from the next day.

1.6.3 Joining shall be preceded by issuance of letter of appointment consisting of job title, job description and terms of appointment.

1.7 Probation Period

1.7.1 All regular contractual staff will be on probation for 6 months. Probation period will be up to the end of contract period if contract period is less than six months. If a contract which is less than six months is renewed to make the total period to six months or more, the probation period will be six months.

1.7.2 During the probationary period, new employees shall be evaluated on their performance, their personal attributes, and observance of code of Ethics of TIB.

1.8 Termination period

1.8.1 If work or conduct of a staff on probation is found to be unsatisfactory to the authority, notwithstanding that the period of probation has not expired, s/he may be terminated from services without assigning any reason whatsoever with seven days notice.

1.8.2 Termination period for staff other than regular contractual ones will be as follows:

Service length:	Termination Notice period
3 > mm	2 days
3 – 6 > mm	7 days
6 -12 > mm	15 days
12 mm & above	1 month

1.9 Resignation period

1.9.1 The employee can leave the organization by giving notice for a period specified in serial 1.8.2.

1.10 Confirmation

1.10.1 After completion of probation period, evaluation of performance of the probationer shall be conducted in the due process subject to the approval of the Executive Director. Subject to satisfactory performance during probation period, an employee shall be confirmed his/her position. HR will issue a confirmation letter to the employee within 15 days after expiry of the probation period based on division head recommendation.

1.10.2 If within thirty days after the end of the probationary period the appointing authority does not issue a confirmation letter and does not inform the employee in writing, of a change in the status of employment, the employee may represent to the authority for decision in this regard.

1.10.3 In case of unsatisfactory performance, the appointing authority may extend the probation period for two 3-month periods. Intimation of such extension preferably be given before expiry of the current period of probation.

1.11 Re-designation

1.11.1 The Executive Director in consultation with the Divisional Head may change the designation of TIB staff and their duties and responsibilities from time to time, if necessary.

1.12 Transfer

1.12.1 Staff joining TIB services shall be bound to obey transfer orders to serve in any office of TIB situated in any part of Bangladesh.

1.12.2 Before joining the new office the staff must fill in the transfer form and take release from the present office.

1.12.3 While transferred, supervisor shall assess the performance of her/his supervisees and send it to the new supervisor.

1.12.4 Unless otherwise determined by Executive Director, all decisions of transfer shall be notified at

least fifteen days ahead of effective date.

1.13 Formal handing over charges on transfer

1.13.1 On transfer the staff shall handover charges formally to the successor replacing her/ him or to any other authority as may be instructed.

1.13.2 Transfer of charge must be in writing and all records, files, documents assets, etc. under the jurisdiction of the transferee must be handed over to the successor or any other competent authority as may be directed.

1.13.3 A prescribed form shall be used for this purpose.

1.14 Joining period on transfer

1.14.1 Joining period on transfer is the time period required by a staff to enable her/him to join her/ his new place of posting.

1.14.2 Joining period on transfer shall be maximum 3 working days from the date of release from the office.

1.15 Inability to join within the stipulated time

1.15.1 Failure by a staff to join her/ his duties within the stipulated joining period shall render her/ him to leave without pay and it may tantamount to indiscipline, if there is no valid reason for such delay.

1.16 Temporary Duty Transfer

1.16.1 As deemed necessary by management, any TIB employee may be asked to accept a temporary duty transfer to any field office or other location in Bangladesh. However, such “temporary duty” transfer shall normally be less than three months unless otherwise determined by Executive Director.

1.17 Full-time employment

1.17.1 TIB staff members are employed on full-time basis, therefore without prior consent of the Executive Director, no staff shall take up employment with or without pay or join any position on an honorary basis or be involved in any full-time or part time consultancy. This however shall not apply to studies/ training for capacity enhancement subject to prior approval and on condition that this would not hamper his/her performance.

1.18 Honorary membership with other organizations

1.18.1 Employees holding any honorary position with any other organization/s shall inform the HR Unit and the respective Division at the time of joining the organization.

1.18.2 Employees willing to join in the Management Board of any other organizations shall take permission from TIB management.

1.18.3 Any employee of TIB cannot be a member of any political organization or any other organization associated with or affiliated thereto.

1.19 Policy implementation and monitoring

1.19.1 It is the responsibility of employees at all level to adhere with the policies set forth in the manual as they apply in a particular situation.

1.19.2 Supervisors are responsible to monitor policy applications.

1.19.3 Violation of HR polices, in any form or degree, will entail disciplinary action.

1.20 Manual amendment process

1.20.1 The Executive Director is authorized to interpret and clarify any provisions of this policy and develop/design/amend process, procedures, forms and formats required for smooth implementation of policy.

1.20.2 The Executive Director is authorized to modify/add provisions to clauses related to, or fix/revise rates in the entitlement of reimbursable expenses such as travel rates, per diem, hotel expenses, vehicle/mileage entitlement etc. or amend applicability of reimbursable benefits.

1.20.3 Any amendment in salary, benefits, gratuity, provident fund, earned leave encashment, retirement benefits and COLA shall be made by the Board. If any change is needed in these areas, Director Finance and Admin will propose to modify existing policies through Executive Director and upon approval of the Board of Trustees, they will be amended. HR will communicate the changes to the employees as and when they occur.

CHAPTER 2: RECRUITMENT AND SELECTION

2.1 Principles

2.1.1 TIB is committed to hire skilled and competent people at all levels. The management believes that individuals with talent can significantly contribute to the achievement of its goals.

2.1.2 All recruitment should be through competitive selection process except as stated in clause 2.1.2.1.

2.1.2.1 Positions up to Manager and equivalent level may be recruited through internal circular provided, for each position, there are at least two eligible candidates below the level for which recruitment is being made. In case suitable candidates are not available internally, the position will be filled in through open competition. Positions of Senior Managers (and equivalent) or above will be open for competition to both internal and external candidates. If an internal candidate posted in the field is invited for an interview, he/she will be entitled to up to 2 days leave each time (depending on the distance). Subject to the qualification stated above TIB recruitment policy will be applied fairly and uniformly. There shall be no discrimination or preferential treatment to anyone at any stage of recruitment process.

2.1.3 TIB attempts to make sure that equality of opportunity is an integral part of the whole recruitment process. No discrimination will be made on considerations of individual race, color, age, religion, sex, or disability during the selection process.

2.1.4 Existing TIB staffs are eligible to apply for higher vacant position if they fulfill the requirements.

2.2 Hiring principles

2.2.1 Only Bangladeshi citizens of 18 to 60 years of age are eligible for recruitment as regular contractual staff. Person of more than 60 years old cannot be recruited as regular contractual staff. Retirement age for regular contractual staff shall be 65. People over 65 years of age can be recruited only as Short Term Contractual staff or highly skilled contractual staff.

TIB may, any time, ask any individual staff or a group or category of staff to undergo medial fitness examination especially for staff who are responsible for manual work and whose physical and mental soundness is important for safety and security of other staff.

2.2.2 An individual who was convicted by the court for criminal offence involving moral turpitude will not be recruited.

2.2.3 TIB shall develop a five year human resource plan based on its strategic plan. As per annual work plan the HR Unit will prepare a man power plan and recruitment action plan. Recruitment needs identified and advertisement of vacancies be made as far as possible once in a year.

2.2.4 Manpower requirement be evaluated six-monthly.

2.2.5 All recruitment efforts will be coordinated by Human Resources Unit on the basis of requisition from respective division or unit subject to budgetary provision.

2.2.6 Whenever situation demands, the organization can hire people on contract or daily basis. The Executive Director can decide such hiring subject to availability of funds.

2.2.7 At the outset, HR and Divisional or Unit heads will make sure that a job description is prepared for recruitment purpose. The job description will clearly mention job summary, duties and responsibility, reporting, job requirements of a position. A copy of the job description will be kept in HR. HR will assist line manager to prepare job descriptions.

2.2.8 TIB shall not hire members of a Trustee or staff's family, i.e., a spouse, parent, child, sibling, first cousins, first nephew and nieces, uncles and aunts or first in-laws without specific authorization through a unanimous decision of the Board. Short listed candidates invited for an interview, shall be asked to fill up a form disclosing information whether any of their relatives are working in TIB, or are members of the Board of Trustees.

2.2.9 In exceptional cases, if a candidate is found qualified, an interview committee shall be formed by the Executive Director or Board as the case may be.

2.3 Principles on Gender Relation

2.3.1 TIB shall strive to ensure gender equality through following the principle of gender equity without compromising principles of merit and efficiency.

2.3.2 In case of equally competent female and male candidates, subject to fulfillment of other requirements, female candidates shall be given preference for recruitment.

2.3.3 In case employees working at TIB, enter into matrimonial relations with one another, one of them shall have to leave the organization.

2.3.4 In case of new recruitment, if a couple appeared for interview for two different posts, only one will be selected subject to fulfilling other conditions of the employment.

2.4 Job Analysis Information

2.4.1 HR Unit shall analyze the job information before it goes for recruitment.

2.4.2 HR Unit shall keep a file in which a description of each job and its desired qualifications shall be written down indicating the following information:

- a) Sound physical and mental attributes
- b) Aptitude and adaptability
- c) Education or training necessary
- d) Working experience.
- e) Other qualifications as may be necessary

2.5 Job Description (JD)

2.5.1. TIB shall have written job descriptions for the all the positions using a similar format. Board be informed of such JD time to time.

2.5.2. The JD shall be reviewed periodically by the respective supervisor with intimation to HR.

2.5.3. The JD of TIB shall includes:

- i. A summary statement
- ii. Title of the job
- iii. Relationships, Reporting (vertical and horizontal)
- iv. Specific duties, Responsibilities, Authority

2.6 Vacancy Announcement

2.6.1 When a position becomes vacant in a division/unit due to departure of a staff or in case of a new position, ensuring manpower budget, TIB shall practice the following:

- i. Determine whether the vacancies should be fulfilled through internal only or external candidature. Internal recruitments need to be advertised through LAN and notice board circular. Interested staff fulfilling the criteria may apply through line managers.
- ii. External advertisement for recruitment shall be conducted through newspaper (national and local), magazine, and website/internet advertising. In this case eligible internal candidates may also apply.
- iii. Normally a minimum of two weeks time shall be given for receiving applications from the candidates unless exceptionally determined by Executive Director.

2.7 Short list of applications

2.7.1 HR Unit shall make a short list of all CVs through careful review and in consultation with Divisional Heads based on the organizational need, applicants' qualifications, skills, knowledge, experience and suitability for the position. A committee can be formed to shortlist the CV where necessary.

2.7.2 The Executive Director shall finally review and approve the list of candidates for interview.

2.7.3 In case of equally competent candidates and subject to the fulfillment of the requirements decided by the OMC, TIB shall give preference to its in-house candidates. However, in this case the employee's personal file, past performance record and results of annual evaluation shall be taken into consideration.

2.7.4 If any Division and/or any project have disproportionately less female staff, the TIB management shall take possible affirmative actions to bring gender equality and equal representation.

2.7.5 The interview cards shall be issued usually two weeks ahead of the actual interview date.

2.8 Test/Interview and selection

TIB shall undertake any or all of the following tests or adapt any other appropriate devices in the selection process.

2.8.1 Interview Board shall be formed at the initiative of HR Unit comprising of at least three members with the approval of the Executive Director or Board as the case may be. Efforts shall be made to make the Interview Board gender balanced. The Board shall not be influenced by any kind of request to do any favor for a particular type of candidates.

2.8.2 Taking test

- a) Written test, unless exception is made for special circumstances.
- b) Face to face interview
- c) Practical skills test (where applicable)
- d) Group discussion and or presentation (if needed)

2.8.3 There shall be a provision of keeping a waiting list valid for minimum six to maximum twelve months.

2.9 Some Benchmarks

Recruitment of regular staff at all levels shall be guided by the following rules:

2.9.1 Educational qualifications, experience and other job specifications for the candidates shall be in accordance with the standards determined by the Executive Director or by the committee formed by the Executive Director. These shall be standardized for each post and approved by the board on information by the Executive Director.

2.9.2 Where possible and appropriate, TIB shall reserve certain positions to be filled by only women candidates, subject to fulfillment of merit and other criteria.

2.9.3 All appointments, transfers, separation (termination, dismissal, redundancy etc.) related letters shall be signed by the Executive Director or any other person authorized by Executive Director. The Board shall be kept informed periodically.

CHAPTER 3: STAFF SALARY AND BENEFITS

3.1 Salary and Benefits: Principles

TIB tries to offer employees competitive salary to attract and retain them within the organization. The organization looks at both internal and external equity for salary determination. The compensation philosophy rests on the assumption that a sound compensation strategy within the available resources can make a difference in achieving desired goals and objectives of the organization. TIB generally follows the principle of equity in salary determination.

3.2 Salary increment/Salary rise

Salary increments are tied with performance. Annual performance appraisal of an employee shall be the basis for annual salary increments.

3.2.1 An employee is entitled to have at least an annual increment after his/her annual appraisal subject to satisfactory performance and fulfilling the criteria stated in relevant sections of Performance Appraisal. The Board resolved that members of the staff whose performance was found to be below expectation should be subjected to disciplinary action, while those who performed with exemplary commitment and excellence should be rewarded (not necessarily with increment/salary raise).

3.2.2 The salary structure shall be renewed from time to time by the Board.

3.3 Career Development

Organizational structure will provide opportunity for career development within TIB, as and where applicable.

3.4 Position, Level and Salary Structure

3.4.1 TIB has a prescribed salary structure/pay scale duly approved by the Board of TIB.

3.4.2 All regular and project staff positions in TIB are defined (subject to Board's approval) under level I to XI.

3.4.3 Structure of the staffing and salary is shown in the table # 3.4.1, which is subject to change with COLA in each year.

3.4.4 There will be a maximum of 20 steps in the salary structure of each position considering the rate determined by the Board

3.4.5 In the event an employee is already in the last step of a level, shall remain in the same step unless or until any change of his/her level or the change of the organizations' salary structure is made, or otherwise determined by the board.

Table # 3.4.1 Salary matrix for regular staff members:

Level	Position	Basic pay (based on the salary step of a staff (BDT) [1]	COLA[2]	Basic Salary [3]	House Rent Allowance [4]	Medical Allowance [5]	Conveyance Allowance [6]	Children Allowance [7]	Gross Salary & Allowance [8]
I	Office Assistant– I	According to scale approved by the board	As determined by the Board in each year	Total (1+2)	65 % Basic Salary for Field based staff & 70% for Dhaka based Staff	Tk. 2,000	Tk. 1,500 Field based staff & Tk. 1,750 Dhaka based Staff	Tk.500 per child up to maximum 2 children (5 – 18 year)	Grand total (Column 3 to 7)
II	Office Assistant– II	According to scale approved by the board							
III	Driver-cum-messenger– I	According to scale approved by the board							
IV	Driver-cum-messenger– II	According to scale approved by the board							
V	Associate/ Program Associate	According to scale approved by the board			55 % Basic Salary for Field based staff & 60% for Dhaka based Staff		Tk. 2,000 Field based staff & Tk. 2,500 Dhaka based Staff		
VI	Assistant Manager	According to scale approved by the board							
VII	Manager	According to scale approved by the board							
VIII	Senior Manager	According to scale approved by the board			50 % of Basic Salary		Tk. 3,000	Not Applicable	
IX	General Manager/ Coordinator/ Specialist	According to scale approved by the board					Tk. 4,000		
X	Director	According to scale approved by the board					Tk. 5,000		
XI	Executive Director	According to scale approved by the board							

3.5 Salary

3.5.1 All staff of TIB shall be compensated on a monthly basis as per the approved salary structure.

3.5.2 Staff who is on temporary or short-term contract status shall receive salaries in accordance with their respective terms and conditions.

3.6 Basic Salary

The Basic Salary consists of basic pay plus COLA to be determined each year:

3.6.1 The standard working hours is 37.5 hours per working week for other staff members.

3.6.2 The standard working hours is 42.5 hours for Office Assistants and Driver cum Messengers per working week.

3.6.3 The other allowances shall be calculated based on 30 days.

3.7 Cost of Living Adjustment (COLA)

The Board will approve COLA applicable from January 1 of every year. In addition the Board may review the COLA in the middle of the year and indicate the effective date of the revised rate, if applicable. COLA will be applicable on the basic salary and will affect the components of salary having a relationship with the basic. Immediately after declaration of COLA the salary matrix of regular contractual staff will be revised. The salary of Need Based short-term contractual staff will be revised only after end of the contract period. The wages of service staff may be revised on the basis of COLA.

3.8 Review of Salary Structure

The Salary Structure may be reviewed periodically or in each project cycle whichever is appropriate, to address the change in the market and depending on the TIB's fund position.

3.9 House Rent Allowance

3.9.1 All employees of TIB shall be granted house rent allowance at rates prescribed by the Board from time to time.

3.9.2 Existing rate and practice are as follows:

a)

Grade	HO	Field
1-4	70%	65%
5-8	60%	55%
9-11	50%	-

b) These rates may be changed with the decision of the Board depending on the circumstances.

3.10 Conveyance Allowance

3.10.1 All regular employees of TIB shall be paid a monthly conveyance allowance at the rate prescribed by the Board.

3.10.2 Executive Director is entitled to full time transport facility. Deputy Executive Director and Directors are generally entitled to get vehicle support during office time including pickup and drop facility. However, conveyance allowance will not be applicable for the Directors who will avail pickup and drops facilities.

3.10.3 All employees of TIB shall be paid actual transportation costs for official trips; officials are entitled to use TIB vehicles in Dhaka city subject to availability and approval and reimbursement for personal usages as per transport manual.

3.11 Medical Allowance

All regular and project employees of TIB shall be paid a fixed monthly medical allowance as prescribed by the Board.

3.12 Children's Education Allowance

Children's Educational Allowance shall be paid to confirmed employees falling in grade I - IV at the rate of Tk.500 (five hundred) per month per child up to two children (age limit from 5 to 18 yrs.).

3.13 Overtime

TIB normally discourages overtime work unless there is urgent need. Overtime benefits shall be allowed only to TIB's staff for falling in grade I – IV, who shall be entitled to get overtime allowance for extra work beyond normal office hours (42.5 hours per week). However, total overtime hours should not exceed more than 120 hours for Office Assistant and 150 hours for Driver cum Messenger in a month. Hourly rate for overtime will be twice of their hourly basic salary. Overtime for service staff will be 25 hours per month. Hourly rate for overtime will be one time of their hourly gross salary/allowance.

3.13.1 Minimum overtime: Minimum overtime on a holiday/weekend shall be 5 hours.

3.13.2 Odd-time travel allowance:

If a staff who is entitled to overtime is required to travel after 11:00 pm or before 5:00 am will be entitled to an allowance equivalent to one hour's overtime.

3.14 Salary Deduction

TIB reserves the right to make deductions from an employee's salary for the following:

3.14.1 Provident Fund contribution by the employee, as and when created and rules governing the same are framed

3.14.2 Unauthorized absence or leave without pay

3.14.3 Recovery of over payment of salary, allowance, benefits or loan/advance

3.14.4 Damage to, or loss of, materials expressly entrusted to the employee for custody, or loss of money for which s/he is accountable, when such damage or loss is directly attributable to his/her negligence or

default.

3.14.5 Use of office facilities on payment, such as, NWD/ISD phone calls, ISD fax, transport etc for personal reasons.

3.15 Staff Income Tax

All employees of TIB, if applicable, are liable to pay income tax as per rules of the Government of Bangladesh. TIB shall deduct the amount of tax payable on salary at source before payment and deposit the same to the Treasury on monthly basis. Such deductions shall be intimated to the concerned employee.

3.16 End of Contract Benefit

All regular employees shall be entitled to gratuity or end of contract benefits calculated on the basis of basic/gross salary and service length.

Service staff or other employees may be entitled to end of contract benefit of fixed amount based on service length.

3.17 Festival Allowance

(1) Festival allowance will be available to all staffs who are in TIB service on the day of disbursement of the allowance. For this purpose the disbursement date will be the day 15 days ahead of the day of the festival.

(2) Short term contractual staff and the staff on probation will get festival allowance on pro-rata basis. The formula will be:

(One month's basic/ 360 days X No of continuous days of service up to the day of festival)

(3) The confirmed staff and the service staff will get festival allowance in full.

(4) There will be no adjustment of the received/paid festival allowance in case of separation of the staff any time after the disbursement date of the allowance. Likewise no claim of festival allowance will arise for a staff separated between the date of disbursement of one allowance and the date of disbursement of the next allowance.

(5) The rate and disbursement of allowance:

(a) staff at level 1 will get two festival allowances each equivalent to 1.5 basic salary

(b) staff at level 2 and above will get two festival allowances each equivalent to 1 basic salary

(c) Service staff will get two allowances each equivalent to gross salary based on single shift.

(d) Short term Contractual Staff will get allowance on pro rata basis calculated on the consolidated salary

(e) A staff who has availed leave without pay for a period of one month or longer will get the allowance on pro rata basis.

(f) For Muslim staff festival allowance will be disbursed on the occasions of two Eids (1.5 or 1 basic each

time)

(g) For non-Muslim staff the allowance will be disbursed on the major festival of each religion/community (3 or 2 basic salary at a time).

(h) Irrespective of the religion, the Short term Contractual Staff will get the allowance on the basis of one consolidated salary.

3.18 Voluntary Contribution to TIB

Provision deleted

3.19 Telephone Allowance

Selected staff members shall be entitled to get telephone allowances to cover the monthly mobile telephone bills within the ceiling specified in the following table 3.19:

3.19.1 Allocation of Telephone allowance

Level	Positions	Maximum ceiling of Monthly Telephone Bill reimbursement by TIB
I	Office Assistant-I	Tk 300
II	Office Assistant-II	Tk 300
III	Diver cum Messenger-I	Tk 400
IV	Driver cum Messenger -II	Tk. 400
V	Assistant /Program Associate	Tk. 500
VI	Assistant Manager	Tk. 600
VII	Manager	Tk. 900
VIII	Senior Manager	Tk.1,200
IX	General Manager/Coordinator/Specialist	Tk.1,500
X	Director	Tk.2,000
XI	Executive Director	Tk.3,000

Any amount exceeding the ceiling shall be borne by the concerned employee or shall be deducted from salary. Any exception will require approval of Director Finance & Admin. For officers maintaining intensive contact with field offices and during special events exceptions for extra payments can be authorized by the Director-Finance & Administration.

3.20 Travel Allowance

3.20.1 Domestic Travel

Employees and consultants may be required to undertake travel on the TIB work related business. Authorized travel within Bangladesh is considered domestic travel. It commences from a specified location or

residence to one or more specified destinations and return to the assigned departure point.

3.20.2 Travel Authorization

Normally travel plans shall be prepared and approval obtained on monthly basis. When the employee or consultant is required to travel, he or she must take authorization from supervisor in Travel Approval Form.

3.20.3 Travel Advance

The estimated cost of the trip may be paid to the traveler as travel advance. The traveler shall indicate the amount of money on the Travel Approval Form if an advance is required. The Travel Approval Form with advance request shall be submitted to Finance & Administration Division through his or her supervisor at least 3 days before the travel commence.

3.20.4 Mode of Transport

The mode of transportation shall be followed as suggested in table 3.20.5 for domestic travel. Office vehicle may be used by senior officials for Dhaka city travel subject to availability and approval. Otherwise local transport shall be used by all employees of TIB. For using TIB vehicle for outside travel, requisition must be submitted to the Administration 3 days before the travel. If official vehicle is not available subject to approval of Director-Finance & Administration, vehicle from rent-a-car may be used for domestic travel considering situation and cost implication.

3.20.5 Travel Cost

Traveler will be reimbursed for the actual cost of transportation and lodging as suggested in table 3.20.5. Used plane, train, bus and steamer tickets and lodging/hotel bills shall be attached to the Travel Expense Report (TER) when it is submitted for reimbursement. If the used ticket is required to be surrendered, the traveler shall make a photocopy of the ticket and submit it with the TER.

In addition to the transportation costs and lodging, the traveler shall be paid per diem to cover all meals, drinks and incidental cost, as suggested in table 3.20.5. TIB staff will receive per diem allowance for domestic travel as under:

30.20.5.1 Per Diem will be computed at the basis of total travel hour as follows:

- a) Less than 5 hours: no per diem
- b) 5 hours to 8 hours: Half day per diem
- b) 8> hours to 24 hours: Full per diem.

30.20.5.2 Staff members are also entitled to claim Per Diems for meals and incidental at the following rate while participating in events/training/workshops etc. outside their place of posting for which costs are covered by TIB.

- i) If one major meal (Launch or Dinner) is provided by TIB/organizer: 75% of applicable Per Diems entitlement on meals and incidental.
- ii) If both Lunch and Dinner are provided by TIB/organizer: 50% of applicable Per Diems entitlement on meals and incidental.

iii) If all meals are provided by TIB/organizer: 40% of applicable Per Diems entitlement on meals and incidental.

30.20.5.3 The traveler shall be entitled subsistence allowance at the rate of Taka 100 per day, if the traveler gets per diem of 4.5 days.

30.20.5.4 The per diem is composed of the following components:

Breakfast:	5%
Snacks:	5%
Lunch:	25%
Dinner:	25%
Incidental	40%

3.20.5 Travel Allowance: Mode of Transport, Lodging and Per Diem

SCHEDULE OF TRAVEL, ALLOWANCE FOR STAFF MEMBERS			Lodging (excluding VAT)			Per Diem		
Level	Position	Mode of Transport	Dhaka Metropolitan	Hi – Cost Area	All other Area	Dhaka Metropolitan	Hi – Cost Area	All other Area
I	Office Assistant– I	Normal class accommodation in train/steamer or normal coach	Actual but not more than Tk. 1,000	Actual but not more than Tk. 1,200	Actual but not more than Tk. 600	Tk. 1,000	Tk. 900	Tk. 800
II	Office Assistant– II							
III	Driver cum Messenger– I		Actual but not more than Tk. 1,000	Actual but not more than Tk. 1,200	Actual but not more than Tk. 800			
IV	Driver cum Messenger– II							
V	Assistant/ Program Associate	First class accommodation in train/steamer or A/C coach	Actual but not more than Tk. 1,500	Actual but not more than Tk. 1,200	Actual but not more than Tk. 1,000			
VI	Assistant Manager		Actual but not more than Tk. 1,500	Actual but not more than Tk. 1,500	Actual but not more than Tk. 1,200			
VII	Manager							
VIII	Senior Manager	Executive class accommodation in train/steamer or A/C coach	Actual but not more than Tk. 1,500	Actual but not more than Tk. 1,800	Actual but not more than Tk. 1,500			

IX	General Manager/ Coordinator/ Specialist		Actual but not more than Tk. 2,000	Actual but not more than Tk. 2,000	Actual but not more than Tk. 2,000			
X	Director	Office vehicle (Air route subject to approval of Executive Director)	All actual costs related to travel (i.e. lodging, food & beverages, incidentals and subsistence etc.)					
XI	Executive Director	Air route of office vehicle as available						

Hi - Cost Area: Cox's Bazar, Rangamati, Khagrachhari, Chittagong, Sylhet

All Other Areas: All over Bangladesh other than Dhaka city and Hi -Cost Areas as indicated above.

3.20.6 Meal Allowance

Subject to the approval of the Manager Administration, a Driver cum Messenger or an Office Assistant who is assigned duty outside the office and is required to stay away from office during the period from 12.00 pm to 3.00 pm will be entitled to reimbursement of lunch bill up to BDT 200. The allowance will not be available along with overtime or per diem.

3.20.7 Other Reimbursable Expenses

In addition to reimbursement of travel expenses at actual and per diem payment, the following expenses are also reimbursable when itemized and incurred during an authorized project related trip and satisfactory documentation is available with TER:

- i) Local conveyance for going to the bus terminal, railway station or steamer
- ii) Work related telephone, telegraph, telex or fax bill
- iii) Charges for photocopying materials relating to the trip.

3.20.8 Travel Expense Report

1. Travel Expenses have to be submitted in Travel Expense Report (TER) on completion of an authorized project related trip.
2. Travel Expenses Report for all travels shall be submitted to the respective supervisor within 5 (five) working days after return to the office on completion of travel. The Supervisor shall forward it to the Finance & Administration Division immediately. Finance Department shall check the accuracy and get the approval for the settlement.
3. All documents relevant to travel expenses shall be attached with TER. All expenses regardless of amount shall be itemized. Receipts, paid bills or similar evidence for each item, shall be attached to the TER to support the claim.
4. Accounts department shall adjust the advance, if any, after approval of TER.
5. If a traveler who was paid an advance fails to submit TER within the time specified above, the advance paid to him or her may be deducted from his or her salary.

3.21 International Travel

All international travel shall be approved by Executive Director and should meet the requirements of funding agency. International travel shall be by the most direct route and by the economy class. Following general rules shall be maintained for international travel:

3.21.1 Costs for travel to other countries to attend professional meetings or for official TIB business, shall be reimbursed on the basis of submitted records at the rates decided by the Executive Director, not to exceed those prescribed by the relevant donor, as amended.

3.21.2 Out-of-pocket expenses incurred during travel shall be covered with approval of the supervisor.

3.21.3 When travel is by an indirect route for the employees' personal convenience, allowance costs of such travel shall be compensated on the basis of the cost of economy class air fair via the direct route usually traveled.

3.22 Foreign Travel Allowance

Staff traveling at the sponsorship of other organizations shall not be entitled to any allowance if they cover

through his/her cost. Staff traveling at the initiative of TIB shall be entitled to have following allowances:

- i) International Travel fare
- ii) International Travel tax
- iii) Embarkation Tax
- iv) Airport Tax
- v) Visa Fees
- vi) Passport costs
- vii) TIB sponsored international traveler shall get a fixed allowance for meeting relevant expenses while staying abroad.

3.23 Transfer Allowance

Staff on transfer will get allowance for conveyance and luggage on joining her/his new working area. The following shall be applicable:

3.23.1 Within the same region (duty station) shall get one month's basic salary

Outside the region (duty station) shall get 1.5 months basic salary

3.23.2 Staff will not be entitled to get transfer allowance as the transfer granted on his/her personal request and convenience.

3.23.3 If transferred field staff need to stay outside his/her duty station (may be head office or any other places) for official purposes, shall get the daily allowances for those days for 3-7 days during his/her joining at the new place of posting subject to approval of the line manager.

3.23.4.1 If a transferred field staff need to stay outside his/her duty station (may be head office or any other places) for official purposes, shall get the daily allowances for those days as per procedure. Transferred staff is also entitled to claim per diem and lodging for 3-7 days during his/her joining at the new place of posting subject to approval of the line manager.

3.23.4.2 The newly recruited field based staff (Area Manager, Assistant Programme Manager-R&P, Programme Associate-F&A & Office Assistant) will join TIB Dhaka office first. S/he may stay in Dhaka for 3-5 days for orientation and on-job training purpose after joining. S/he will get lodging and per diem as per entitlement of HR Manual; if needed.

After completion of orientation field based staff will join his/her duty station. Staff will be entitled to claim 3-7 days per diem and lodging to settle in the new location subject to actual need. However, this entitlement may be increased for exceptional cases if required. Staff must submit original bill for lodging which should be as per travel allowance of TIB HR Manual. The allowance to be recommended by the supervisor as per necessity.

3.24 Staff Insurance Coverage

TIB shall maintain group insurance coverage at the expense of the organization for its entire confirmed and regular staff. This shall be guided by the group insurance coverage procedure developed jointly by TIB and the concerned insurance authority.

3.25 Child Care Facility

(1) Female staff having babies up to the age of two years shall be entitled to accompany their babies along with their attendants, if any, in the working places.

(2) For the purpose of this clause child means a natural child or an adopted child.

(3) During in-country travel, either for regular program/administrative visit or attending meeting/training/workshop, members of staff may require to accompany child(ren) together with attendants. In such cases the following rules will apply:

The staff can take with them children upto the age of six.

Irrespective of the number of children, one can take only one attendant.

During regular travel when the staff is required to arrange his/her accommodation and food, TIB will bear the following costs in respect of the child(ren) and the attendant:

-Travel in the same class as per entitlement of the staff.

-An extra bed in the room of the staff (The staff is supposed to hire a double bed room with in the entitled hotel rate. Where a room with double bed and an extra bed is not available the staff will hire a twin bed room within the entitled hotel rate).

-An allowance equivalent to 60% of the per diem entitlement of the staff.

When the staff attends a meeting/workshop/training where accommodation and food are arranged by the organizer (including TIB), TIB will bear the following costs in respect of the child(ren) and the attendant:

-A double bed accommodation and an extra bed in the room (The staff will be allocated a room with a double bed. Where a room with double bed and an extra bed is not available the staff will be provided a twin bed room).

-Food as provided to all subject to the payment of an amount equivalent to 40% of per diem entitlement of the staff.

Where the age of the accompanying child is above 6 years, the staff will bear all the costs of the child(ren) and attendant during the travel where the staff is responsible for arrangement of own food and accommodation.

Where the age of the accompanying child is above 6 years, the staff will be charged the following costs for the child and the attendant when attending training /workshop/ meeting where food and accommodation is provided:

-Amount equivalent to 50% of the accommodation entitlement of the staff (s/he will be allotted a room with a double bed and an extra bed or a twin bed as available) for child/attendant.

-Amount equivalent to 50% of the per diem entitlement of the staff for food of each child.

-Amount equivalent to 100% of the per diem entitlement of the staff for food of the attendant.

The relevant staff will be responsible for any baby food or any special meal that may be required for the child.

Notwithstanding anything stated above no costs will be charged to the staff in respect of a mentally/physically challenged child.

Note: TIB discourages employment of child domestic labor and expects that the attendant shall not be of minor age.

3.26 Bi-cycle for Office Assistant

Office Assistant, who work in the CCC areas, will be provided a bi-cycle from TIB's funds as soon as he appointed. The purchase cost of the bi-cycle will be recovered in installments @ Tk. 500 from his/her salary each month.

The ownership of the bi-cycle will be enjoyed by the Office Assistant. He will keep it in his own custody and will use for official and personal use.

Maintenance, repair and safe custody of the bi-cycle is the responsibility of the Office Assistant. In case of damage or loss he/she will either replace the same on personal account or accept deduction from his/her salary to recover the purchase cost of the damaged/lost/stolen bi-cycle. Exception to the above can be made under special circumstances subject to the approval of the Executive Director.

3.27 Expenses of Trustees

All expenses incurred in connection with TIB related travel and work shall be borne by TIB on actual basis.

3.28 Charge Allowance

A staff put in charge of responsibility of a higher position than he/she is in for a period of one month or more will be entitled to charge allowance at 20% of his/her basic salary.

3.29 Hardship Allowance

Staff working at Chittagong Hill Tract (CHT) areas will be entitled to hardship allowance at BDT 2,000 per month. The authority may include any new areas for the purpose of this allowance.

An allowance of BDT 500 per month will be applicable for service staff working at Chittagong Hill Tract (CHT).

3.30 Undertaking outside Assignment

A staff may undertake an outside assignment obtained in personal capacity for not more than 20 working days a year subject to fulfillment of the following conditions:

The assignment must be relevant to TIB's work or ensure improvement of the staff skill which is required for performance of TIB's work (such as facilitation or data analysis skill).

The authority shall be notified well in advance about the assignment providing detailed information about nature of work (TOR), name and description of the assignment provider, payment terms, duration, place of assignment etc. Written approval shall be taken from Executive Director /Director-Finance & Administration.

The staff must take earned leave during the period of assignment. If earned is not available the staff shall apply for leave without pay. The staff may combine his/her weekend/ holiday with leave. During leave without pay the staff will not be entitled to any salary or benefits.

The staff must ensure that TIB resources are not utilized for such assignment.

The staff will be entitled to accept the compensation/ fees/ reimbursement of actual expenses.

The above rules will not apply where TIB assigns a staff to do some work for or at any other organization. In such case the staff will not be required to take leave and may accept honorarium given subject to a limitation of 5 days a month (including weekend).

CHAPTER 4: TRAINING, STAFF DEVELOPMENT AND INTERNSHIP

4.1 Objective

TIB encourages and supports employee training and development opportunities within available resources. The intent is to enhance employee's technical skills specific to the requirement of TIB and prepare them to shoulder higher responsibilities and take challenges ahead.

The main objective of training is to make sure that employees job related knowledge is enhanced and they can perform their job better. Employee training is also viewed as a means for improving morale and confidence.

4.2 Basic Principles

4.2.1 Training as shared responsibility: Employee training and development is viewed as a shared responsibility. Both the concerned employee and her/his line manager will discuss and go through different aspects of training before a decision is taken.

4.2.2 Need based and result oriented: Employee training and development must have relevance to specific position needs and her/his future career prospect. It should be result oriented in the sense that employees, after return from training will use their learning for the better performance in the organization.

4.2.3 Budget: All training should have prior budget provisions and it should be cost effective. Training plan should consider available financial resources for employee development.

4.2.4 Funded training programmes can be availed provided these are consistent with above.

4.2.5 Obligations for Sponsored Training

If the cost of training borne by TIB or sponsored by others on behalf of TIB exceeds BDT 200,000 including salary and benefits and cost of travel, training fees, boarding and lodging; the employee will have to sign a bond giving undertaking to serve TIB for 1 year on return from the training. If the cost exceeds BDT 500,000 the undertaking will be for 2 years. Where actual cost of any components of costs is not available TIB will make an estimate for the purpose.

4.3 Responsibility

4.3.1 Employee: Employee can identify her/his training needs and opportunities in line with his/her job responsibilities and career goals with TIB.

4.3.2 Supervisor: Line Managers are responsible for assessing the training needs and identifying appropriate training opportunity. This shall be done through strengths, weakness and performance review of the employee as per need of TIB. Supervisor/Line Managers shall have the responsibility for new recruits/transferred/promoted employee(s) on-the-job training.

4.3.3 Training and HR Unit: The training unit is responsible for providing information and necessary support in regard to need based training activity. It is also the responsibility of HR Department to coordinate with in-country and overseas training institutes and resource persons in regard to exploring training opportunities. Every effort will be made to make training cost-effective and job-oriented. Such exercise shall lead to an annual training plan consistent with the plan of action for the respective project cycle of TIB.

4.3.4 Organization: TIB will give support to employees with necessary information and financial support. Executive Director and Training unit will help supervisors to conduct training need assessment.

4.4 Type of Training

Both in-country and outside training will be organized according to identified priority needs. TIB encourages on the job training, as well as employee's job-related skill, management and leadership development training which are of general nature. All training request will be coordinated by Training unit once the training nomination form is initiated by respective division and approved duly. With the support of Training unit and Finance & Administration Division, HR unit will ensure necessary indemnity bond between the employees and TIB for long duration/costly training.

4.5 Evaluation

4.5.1 Reporting: Every employee having attended any training shall be under obligation to submit a written report/ presentation stating inter alia applicability of the training in TIB.

4.5.2 TIB expects that all employees who receive training utilize learning of training programs at the work place. It is the responsibility of respective supervisors to evaluate training outcome or impact. Whether employee's job performance has improved or not will be assessed by using proper evaluating tools. Training unit will facilitate in the evaluation process.

4.6 Induction and Orientation

4.6.1 Induction means an introduction of a newly joined employee to his or her job as well as to the organization.

4.6.2 Due emphasis will be given to inform the employee about her or his job, the employment conditions, and the surroundings on the first week, preferably on the first day of joining of a new employee. The objectives of induction are to welcome the incumbent, orient about the organization and to make her/him feel that s/he is part of the organization.

4.6.3 The Human Resources unit will arrange preliminary induction session on the terms of employment, TIB's compensation and benefits package, personnel policies and procedures in general.

4.6.4 The new employee will be provided with the required information about the organization's rules and regulations that might affect her/him. The organization's history, philosophy, core values, vision, goals and objective, program objectives, program coverage etc. will also be briefed in a befitting manner.

4.6.5 The supervisor will introduce the incumbent with the co-workers, explain her/his job responsibilities, show her/his in and around, explain any additional privilege and share as much information that the new employee might need.

4.6.6 It is the responsibility of the immediate supervisor to ensure that the newly joined staffs are oriented on both matters relating to individual projects/units as well as on the general issues.

4.7 Career planning for the staff: "The longest journey begins with the first step"

The HR and Training unit shall explore and support the career development initiatives of the employee for various units/division and assist to implement it properly. This shall be in consultation with line managers and employees.

4.8 TIB Internship

TIB's Internship program is aimed at facilitating exposure, awareness and sensitization of the Interns to the key issues and challenges in the areas of TIB's work, and to TIB's approach and programs in addressing the same. TIB Internship is also designed as a learning opportunity for would-be professionals on specific aspects of TIB's on-going activities such as research, grassroots level citizens' engagement, advocacy & campaign and organizational effectiveness.

4.8.1 TIB Intern

A learner – usually a post-graduate student - who is granted an affiliation with TIB for hands-on experience of work for a limited period with no salaries or benefits other than the allowance indicated hereinafter is called TIB Intern. The Internship in TIB may or may not be related to a Degree program that the Intern may be enrolled in at the time of Internship.

4.8.2 Qualification

Students enrolled in final year Masters or equivalent level or post-Masters studies in a recognized university, or who have completed such studies but are not currently employed in a full-time job, may apply directly or through appropriate authority of the University for a position of Internship in TIB. Candidates must be within the age limit of 27 years and should have good academic record – at least one first division/class or equivalent results and no third division or class throughout academic career. Good knowledge of problems of governance in Bangladesh, communication skill in both Bangla and English and computer literacy would be of advantage.

4.8.3 Application & Selection Process

A substantive application should be submitted to the Executive Director explaining the reason(s) for choosing TIB for Internship, and indicating specific area in which the applicant is willing to work as a TIB Intern. The application should attach with full curriculum vitae, two passport size photographs, and names and contact addresses of at least two referees. The position of Internship in TIB is offered only after satisfactory evaluation of the applicant's qualification, potential and interest. TIB's judgment and decision are final in this regard, and TIB reserves the right to accept or reject any application with or without offering explanations. Request for Interns may come from line managers and application from intended Interns may be circulated to line manager to examine their suitability.

4.8.4 Terms of Contract

Once a candidate is selected for internship a letter of contract signed by an authorized official of TIB will be countersigned by the Intern, implying that the terms and conditions detailed herein will be applicable. In addition, specific job description and other terms, if any, that may be applicable on a case by case basis will be separately provided in the letter of contract or as attachment to the same. The Intern shall carry out such duties and responsibilities as are specified in the Internship contract. S/he will also be agreeable to discharge any other related responsibilities as may be assigned by the appropriate authority of TIB.

4.8.5 Supervision

The Intern will work under the supervision of a senior member of the TIB staff who will be regarded as the Intern's Line Manager, and to whom the Intern will report.

4.8.6 Tenure

The tenure of TIB Internship is usually 10 weeks, and no more than 6 months subject to the discretion of the TIB authority.

4.8.7 Performance Evaluation

TIB Internship is provisionally offered for a probation period of two weeks on the basis of evaluation of which the offer is confirmed for the full tenure. If the authority is not satisfied with the performance of the incumbent during the probation period the provisional offer may be annulled.

4.8.8 Placement

The place of Internship will be normally at the TIB office in Dhaka or any of its project areas outside Dhaka.

4.8.9 Working hours and Leave

Working hours, weekend and holidays for the Intern shall be the same as for TIB staff. Applicable Leave entitlements will on pro-rata basis following leave policy.

4.8.10 Allowance

Interns are not entitled to salaries and benefits. However, upto Tk. 5,000.00 will be paid as gross monthly allowance to cover conveyance and incidental expenses. In connection with the given assignment field visits are required, the cost of travel, accommodation will be covered on actual basis.

4.8.11 Office & Related Facilities

To the extent possible, TIB will try to provide logistic support such as workstation, telephone and internet use, supply of stationery and other facilities, that may be required for proper discharge of assigned tasks by the Intern.

4.8.12 Reporting, Evaluation & Certificate

One week before the end of the tenure of Internship, the Intern will submit a detailed report to the Supervisor/Line Manager narrating and analyzing the outcome of the internship. On the basis of this report and overall evaluation of the Intern's work during the tenure of internship, TIB will issue a Certificate to the Intern indicating quality of performance.

4.8.13 Future Prospects in TIB

In case vacancies are created for regular appointment, and subject to fulfillment of necessary qualification and experiences, Interns will be eligible to apply for TIB jobs during the Internship period or thereafter. However, such applications will be treated at par with other qualified applicants for the same position, and working as intern would not automatically be considered as a justification for priority.

4.8.14 Termination

Both parties - TIB and the Intern - may terminate the Internship contract by providing 7 day's notice. However, TIB will have the right to terminate the Internship without any notice period if the Intern is:

- a) Convicted of any offence involving moral turpitude, or
- b) Found guilty of misconduct.

CHAPTER 5: LEAVE AND HOLIDAYS

5.1 General Condition

5.1.1 It is expected that all employees through their work shall uphold commitment to the mission and vision of TIB.

5.2 Office Hours

5.2.1 A regular workday begins at 9:00 am and ends at 5:00 pm, with half an hour off for lunch. Each workweek consists of 37.5 working hours, beginning on Sunday at 9:00 am and ending on Thursday at 5:00 pm. However, Staff on Level I to IV working hours will be 42.5 hours in a week starting at 8:30 a.m. to 5:30 p.m. on each working day with half an hour lunch period.

5.2.2 During the working days of the month of Ramada, office hours shall be determined by the management.

5.2.3 During working hours staff shall not leave the office without information to or approval of the supervisor, as deemed appropriate.

5.2.4 Pregnant women and lactating mothers, if necessary may be allowed for flexible working time as agreed with their supervisor.

5.2.5 In the event of any natural disaster or civil commotion (for example-cyclone, mob violence, hartal etc.) which poses a direct safety/security threat to an employee especially female, the supervisor at his/her discretion may allow necessary relaxation in their timely attendance in duty station.

5.2.6 Working hours in offices outside of Dhaka shall be determined by CCCs in consultation with TIB management.

5.3 Holidays

5.3.1 Friday and Saturday will be weekly holidays. It may otherwise be determined by the management.

5.3.2 TIB shall observe Govt. declared public holidays and other holidays as decided by the Executive order of the Govt. unless otherwise decided by the competent authority to meet exigencies of circumstances.

5.3.3 Due to urgency and importance of the work, time-to-time employees shall be required to work extra time during a workday, or on holidays. The Line Manager/Director of a Division is the responsible authority of his/her unit's work and s/he must know the reason of the employee's extra timework. It is expected that the Line Manager/Director shall monitor work plan so that unless there is any special or urgent work, an employee especially female employee is not normally required to work after evening or in a weekend/holiday.

5.3.4 If an employee has to work at night, the management shall take care for the safe return of all employees especially woman (by arranging office transport, subject to availability) from the duty station. Female staff will be dropped home if she works beyond one hour after sunset. Male staff will be dropped if he works beyond two hours after sunset.

5.3.5 In any unavoidable circumstances (Civic unrest on any other condition beyond management control) if the office remains closed the employee shall make up the lost hour or day as decided by the management. In such circumstances when the office remain open, if any employee is unable to attend office, the lost hour shall be compensated.

5.4 Attendance

5.4.1 The employees shall be punctual which shall be one of the criteria for evaluation of their performance indis-

cipline in this regard is a violation of code of conduct and may warrant disciplinary action.

5.4.2 If any employee fails to reach office on time for four days in a month this may bring deduction of one day earned leave or salary, if earned leave is not due.

5.4.3 At the time they arrive in the office all employees shall ensure the Attendance daily, unless they are on leave, on tour or ill, attending a meeting/conference or training outside this office. Attendance register could be maintained manually and/or electronically as available.

5.5 Leave Policy

General Principles:

5.5.1 All staff shall enjoy their admissible leave with approval of the competent authority.

5.5.2 The employee shall not claim leave as a matter of right but a facility provided to an employee. Therefore, depending on the organizational need, the competent authority may refuse to grant leave or cancel leave already granted or change the nature of leave or recall an employee before the expiry of his/her leave.

5.5.3 All leave records shall be properly maintained.

5.5.4 No leave shall be granted to an employee who is under suspension.

5.5.5 It is TIB's policy to record and calculate the earned leave and casual leave based on the project financial year.

5.5.6 Leave can be requested and granted in the form of half or full day (half-day leave requires four hours in the day).

5.5.7 Leave cannot be requested or granted if the employee does not have such leave in his/her credit/due up to the end of the current year.

5.5.8 Earned leave and casual leave shall not be taken together at a time without the approval of Executive Director except severe illness. Casual leave can be suffix or prefixed with weekends and/or holidays, but cannot be combined both ways except exceptional cases approved by Executive Director.

5.5.9 Unauthorized absence from attending office for a continuous period of ten working days shall generally result in termination of job/contract.

5.5.10 Probationary staff will be entitled to earned leave and casual leave as due.

5.5.11 At the time of staff separation any excess leave availed by him/her compare to entitlement must be adjusted with final payment.

5.5.11 Categories of leave

The following categories of leave may be admissible to regular and project staff of TIB in the project financial year depending on employment status, confirmation and as specified in the concerned section:

5.5.11.1 Earned Leave

i) A regular and long-term project employee is entitled to 24 days earned leave (at the rate of 2 days per month) per year.

ii) A maximum of 72 (seventy two) days unused Earned leave may be carried over by an employee to the suc-

ceeding year.

- iii) Encashment of maximum of 60 days earned leave shall be admissible at the time of job separation.
- iv) Earned leave should not be requested in excess of entitlement as mention in para 5.5.7 above.
- v) An employee wanting to take earned leave of five (5) or more working days should apply sufficiently in advance.
- vi) Encashment of earned leave shall be applicable at the time of separation subject to maximum of two months' last drawn salary on a pro-rata basis. Adjustment of leave not due shall be done on the same basis.

5.5.11.2 Leave facility for illness:

Casual leave can be taken for sickness up to three days at a time. Leave for illness for more than three consecutive days shall be adjusted against earned leave and if earned leave has been exhausted, such absence may be granted against leave not due, which will be adjusted from leave earned subsequently.

5.5.11.3 Casual leave

- i) All employees shall be entitled to casual leave with full pay for 15 (fifteen) days in a year.
- ii) This leave shall not be granted for more than 3 (three) consecutive days at a time except exceptional cases approved by Executive Director.
- iii) Unused casual leave can not be carried forward.
- iv) Part-time/short-term employees are entitled to enjoy 12 (twelve) days casual leave per annum on pro-rata basis. However, they will not be entitled to get any leave other than casual leave.
- v) Probationary staff can avail casual leave earned till his/her service period.

5.5.11.4 Maternity Leave

(i) A women employee on regular/project position shall be entitled to maternity leave with pay for a period of total 180 calendar days consecutively before and after child birth. Commencement of maternity leave shall depend on medical advice of the attending physician.

ii) During her service in TIB a female employee shall be entitled to maternity leave only twice. A women employee with one child before joining TIB shall be entitled to maternity leave with pay only once. A female employee with two or more children before joining TIB, shall not be entitled to any maternity leave.

iii) In case a new mother (employee) or baby is at risk after the end of maternity leave period she may request in writing for leave without pay along with a doctor's certificate indicating the special circumstances.

iv) TIB will not knowingly employ a woman during six weeks immediately preceding the date of delivery.

v) A pregnant employee must notify upon confirmation of her conception and apply at least 6 (six) weeks before the expected date from which she is interested to go on Maternity Leave.

(vi) If a pregnant member of the staff requires shorter than normal daily working hours, she may take leave in multiples of hours following the due process, which will be adjusted against her earned/casual leave. Any leave application must be for multiple of four hours (half day) which can be spread over a number of days (no one day's leave can be less than one hour).

(vii) In case of adoption of a child a woman employee will get up to 3 months' leave with pay to establish relationship with the child. In such case the following rule will apply:

At the start of the leave, the age of the adopted child shall be less than six months.

The number of children of the mother including the adopted ones shall not be more than two.

Leave entitlement will be three months or the period between the day of adoption and the day the child turns six, whichever of these two is shorter.

5.5.11.5 Service condition during maternity period

i) Supervisor(s) shall ensure less travel of women employees during pregnancy depending on her physical condition.

ii) A women employee shall not be dismissed or terminated during the period of pregnancy unless an offences constituting moral attitude or serious misconduct is proved as per disciplinary procedures.

iii) A new mother, who has a child up to 2 years, may be allowed breast-feeding time at her residence subject to an upper limit of 90 minutes in conjunction with lunch-time.

5.5.11.6 Special Leave for Paternity Purpose

i) All TIB employees other than the temporary/short-term ones, shall for the reasons of full time care of the new born child and/or wife, be eligible for special leave of 07 working days with pay. Such leave shall be taken in a stretch and shall start within a week of the birth of the baby.

ii) Such special leave is applicable for maximum two delivery cases of his spouse.

5.5.11.7 Accrued Compensatory Leave

Members of the regular contractual staff of TIB will be entitled to **Accrued Compensatory Leave (ACL)** for working during weekends or holidays to meet authorized deadlines under the following terms & conditions.

5.5.11.7.1 ACL will be applicable provided that an employee has worked on a weekend or holiday in or outside his/her base station to meet a deadline with the prior written approval of the relevant Director or Executive Director;

5.5.11.7.2 To be entitled for an ACL, an application for approval to work at weekend/holiday should provide the following information:

- a. Specific work/target to be completed, number of hours needed and the deadline;
- b. Evidence of consistency with the work plan; and
- c. Credible explanation of why work is indispensable on a weekend/holiday.

5.5.11.7.3 Except as provided in clause 4 below ACL can be claimed for one full day only when an employee had to work for a minimum of 8 hours on a week-end or a holiday. The maximum number of ACL for an employee under this category will be no more than 10 days per year.

5.5.11.7.4 The minimum requirement of 8 hours work for a day's ACL can be relaxed for a field-based employee who is required to work routinely at weekends/holidays throughout the year. The field-based employees will be entitled to a maximum of 15 days ACL per year. However, for the field-based staff not requiring to work on weekend/holidays clause 5.5.11.7.3 will be applicable for ACL.

5.5.11.7.5 Working extra hours on a regular working day and/or short-time work at weekends and holidays will not justify ACL.

5.5.11.7.6 To avail ACL in all cases separate application has to be submitted which can be approved by the relevant Director or ED on the basis of:

- a. Proven evidence of work done on the weekend or holiday with prior approval;
- b. Travel Expense Report (when applicable) with the approval of the relevant Director or Executive Director; and
- c. Time sheet (for those working at his/her base station).

5.5.11.7.7 ACL must be availed/utilized within 3 months of accrual, following which any outstanding ACL will be lapsed. No more than 3 days of ACL can be taken at a time, which can, however, be taken in combination with other categories of authorized leave.

5.5.11.7.8 ACL cannot be accumulated from one year to another, nor can it be encashed. ACL and overtime cannot be claimed together.

5.5.11.7.9 Compensatory leave will not be applicable for trainings, seminars or workshops within or outside the country, organized staff meetings, and other TIB-sponsored organizational events.

5.5.11.8 Leave without pay

- i) Leave without pay may be granted to all employee including probationary staff, if an employee requests such leave and all of his or her entitled leave has been used.
- ii) Such leave cannot be availed without prior permission of the supervisor.
- iii) An employee shall be entitled to all applicable allowances and benefits except total basic salary while on leave without pay, for a maximum period of one month, subject to resumption of duty. Extension of such leave for medical reason can be granted by Executive Director on verification of the necessity. During such extended leave without pay the employee will not be entitled to any salary, allowances and benefits including provident fund, gratuity or leave. However, the staff may continue to contribute both employee's and employer's contribution to provident fund. A staff on leave without pay for 3 months or more will lose his/her seniority.
- iv) Unauthorized absence from duty shall be treated as leave without pay for both confirmed and unconfirmed employees unless it is found to be breach of trust when disciplinary action will be taken.

5.5.11.9 Rest and Recreation leave

After every three years of continuous work, a confirmed employee shall be entitled to have 15 days Rest and Recreation leave subject to the approval of Executive Director. An allowance equivalent to 15 days total basic salary will be payable.

5.5.11.10 Quarantine Leave

An employee who has acquired an infectious disease and needs to stay away from office for safety of his colleagues will be entitled to quarantine leave up to a maximum of 3 continuous days (including holidays/weekend) for conjunctivitis, and 14 continuous days (including holidays/weekend) for other diseases on the recommendation of the physician. If an employee needs additional leave on this account, such additional leave will be charged to casual or earned leave. For the purpose of this clause infectious diseases will include pox, diphtheria, measles, mumps, jaundice, TB etc.

5.5.11.11 Study Leave

A regular member of staff having served TIB for 3 years or more may be allowed leave to pursue higher study at own arrangement having no cost involvement of the organization. Maximum of one year of such leave may be

approved by the Executive Director on recommendation of the concerned Director provided the proposed study is considered beneficial to the organization. Such Study Leave will be without any salary or benefit whatsoever. However, the staff may, at his/her own option, continue to pay both (self & employer) PF contribution toward provident fund.

5.5.11.12 Leave on Account of Accident

A staff meeting accident while on duty will be entitled to leave with pay for (i) the entire period spent in hospital, and (ii) up to a maximum of two months after release from the hospital based on doctor's recommendation.

5.5.11.13 Leave on Account of Miscarriage/Abortion

A female staff having her pregnancy terminated through miscarriage/ abortion will be entitled up to one month's leave with pay subject to doctor's recommendation. This leave will not be available for a staff who had two live children before such accident took place.

5.5.11.14 Leave on account of giving birth to a still Child

A female staff giving birth to a still child will be entitled to leave with pay (i) for the days she enjoyed maternity leave before the child birth, and (ii) for up to two months after the child birth subject to the recommendation of the physician. This leave will not be available for a staff who had two live children before such accident took place.

5.5.12 General Procedure of Applying for and Availing of Leave

- i) An employee who desires leave shall apply to the competent authority through proper channel where applicable in the leave request form with his/her full address while on leave.
- ii) If the leave is refused, the HR Unit shall record and intimate the reasons thereof in writing to the employee.
- iii) For any planned leave an employee shall normally apply one week in advance. In case of sickness or emergency the approval shall be obtained afterward but intimation is required.
- iv) Application for extension of leave shall be submitted by the employee to the competent authority before the expiry of the granted leave.
- v) An employee who remains absent for any period in excess of sanctioned leave without approval or intimation shall be liable to disciplinary action.
- vi) For calculation of leave, salary for deduction or payment purpose the standard working days in a month will be considered 30 days for those staff.

CHAPTER 6: PERFORMANCE MANAGEMENT SYSTEM

6.1 Principles

An assessment of employee's performances will be made once in a year by using standard tools and procedures.

Performance appraisal should give both supervisor and employee an opportunity to establish two way communication against mutual expectations on job performance. It should help supervisors and the supervised to identify and provide feedback to each other. Feedback may be given in order to:

- o Remove performance gaps.
- o Improve further for future growth and challenges, and
- o Recognize and appreciate superior performance.

For new staff initial assessment shall be done on completion of her/his probation period. In case of transfer, supervisor shall assess the performance of her/his supervisees and send it to the HR unit, which shall send it to the new supervisor after due consideration.

6.2 Performance management process

Supervisors should consider that performance management is not an annual event rather it is year round activity. The process looks at the following important steps:

6.2.1 Determine, agree and share what is expected from the employee in terms of accomplishment of objectives and job performances in this context of his/her job description. This is usually set at the beginning of a performance year.

6.2.2 Sit together with employee to review and monitor the progress level of objectives or job performances and revise objectives if situation demands so. The period of such review may be a month for a poor to average performer, while longer period say 3 months may be needed for better performer. This review session may be formal or informal depending on circumstances. However, supervisor and the supervised employee should take notes on the outcome that may be used for future reference.

6.2.3 Complete annual appraisal in a formal way by using prescribed format and guidelines. The appraisal focuses on the following aspects:

- a) Evaluate to what extent and how an employee has completed assigned duties and responsibilities as well as pre-determined targets within a specified time frame. In this context the aptitude of the employee shall be given due consideration.
- b) Identify what should happen in future so that the individual can perform better and set a work plan for future for personal and professional development and better contribute to the achievement of organizational goals.
- c) How to recognize superior performance so as to motivate the employee.

6.3. Performance rating

While evaluating employee performances, the following categories will be applied:

Outstanding, Good, Satisfactory, Fair and Poor

6.3.1 Outstanding: Exceeds all requirements.

6.3.2 Good: Fulfills all requirements.

6.3.3 Satisfactory: Meets most requirements.

6.3.4 Fair: Meets some requirements.

6.3.5 Poor: Below requirement.

6.4. What to evaluate and who

6.4.1 Supervisor's evaluation: Supervisor will evaluate employee's overall job performances considering the following:

1. Performance according to assigned job
2. Interpersonal skill & Leadership
3. Level of skill and knowledge shown in work
4. General conduct

6.4.2 Self evaluation: If the employee disagrees with the rating of supervisor, self evaluation will be required. Following will be considered:

1. Performance according to assigned job
2. Interpersonal skill & Leadership
3. Level of skill and knowledge shown in work
4. General conduct.

6.4.3 Evaluation by supervisee/junior (applicable for staff members of grade V and above): The supervisee/junior shall evaluate his/her supervisor considering the following:

1. Cooperation and coordination in carrying out my responsibilities
2. Nature of Interpersonal relationship and Team building
3. Overall attitude and behavior.

6.4.4 Peer evaluation: It shall be done considering the following:

1. Cooperation and coordination in carrying out each others responsibilities
2. Nature of Interpersonal relationship and Team building
3. Overall attitude and behavior

6.5 Appraisal form and Timeline

6.5.1 Separate appraisal forms shall be used for supervisor, self, supervisee/junior and peer evaluation.

6.5.2 The duration of appraisal period is usually one year, however, considering the need as recommended by respective Director/Divisional Head and approved by Executive Director, appraisal may be conducted in six month's or any other period. Usually performance appraisal exercise will be carried out in the 12th month of project financial year. Staff members who joined after commencement of project will be evaluated at their every 12th month of service.

6.5.3 All confirmed employees are subject to annual appraisal process.

6.5.4 HR unit shall be responsible for creating the appraisal made as per 6.4 in the following way:

Category/Level	Supervisor's Rating (%)	Self Rating (%)	Peer's Rating (%)	Supervisee/Junior's Rating (%)
I – IV	80	15	5	-
V - VI	60	20	15	5
VII and above	50	20	20	10

6.6 Appraisal Outcome

6.6.1 Annual increment of pay is not awarded automatically; it will be linked with performance.

6.6.2 TIB management will decide what action will be taken in terms of salary rise following annual appraisal. Approval of salary rise will depend on budget and other pertinent factors. However as a general guide, the following steps may be considered:

6.6.2.1 All employees who are rated satisfactory or above will get one increment.

6.6.2.2 Employees who will be rated as Fair, his/her salary increment will be delayed by 3-6 months during which he/she will be trained / counseled for improvements in the identified areas. Their performances will be strictly observed for next six months period, follow up which special appraisal will be made in which the grant of increment shall depend.

6.6.2.3 Employees who will be rated as Poor will be recommended for immediate separation.

6.7 Appraisal Copy

Appraisal record shall be preserved in the employee's personal file, and maintained by the HR unit to which supervisors shall access. Observations about shortfalls and need for improvement shall be communicated to the concerned staff by the HR unit.

6.8 Special Reward for Outstanding Performance

An employee shall be awarded special reward for his/her outstanding performance as approved by the Executive Director in consultation with the Board of Trustees.

(a) **Training:** High performers may be selected for local or international training

(b) **Appreciation Letter:** Issuing appreciation letter shall be considered as another form of non-financial incentive. Such letter shall be issued by Executive Director for levels I – IX and X upwards by the Board.

(c) **International Visit:** High performers may also be nominated, if available, for attending international relevant workshops, seminar, conference, or exposure/exchange visits.

CHAPTER 7: DISCIPLINARY ACTION AND SEPARATION

7.1 Objective

Disciplinary action is warrant for misconduct, violation of code of Ethics and the activities detriment to the interest of the organization. Disciplinary actions are not intended and should not be used to alienate the employee from the organization.

7.1.1 Whenever disciplinary action is required, it is important that the penalty imposed be commenced with the offence.

7.1.2 When the disciplinary action is warranted the employee may be subject to the following actions, subject to due praise in issuing show leave notice and inquiry if considered necessary.

i) Verbal Advice: Supervisor may advise the employee concerned verbally for not committing such offence in future.

ii) Written Warning: A warning letter may be issued to an employee for an offense (misconduct) which does not warrant dismissal.

7.1.3 The employee shall be issued a confidential letter describing the offence and warning that repetition of such offence shall bring dismissal.

7.1.4 Warning letter shall be issued by the HR unit on the advice of the supervisor and approval of the appropriate authority.

7.2 Termination

7.2.1 TIB may terminate any regular employee without assigning any reason by giving 1 (one) month notice or payment of a sum equal to the one month gross salary in lieu of such notice at any time. This benefit will be given before the expiry of the fifteenth working day from termination date.

7.2.2 Although TIB is not bound to state any reason in the termination letter but sufficient ground should be recorded in a separate termination file to be kept in the custody of Executive Director as a confidential document.

7.2.3 The terminated employee will receive admissible dues at separation.

7.2.4 Termination letter will be issued by the Executive Director.

7.3 Termination Benefits

i) The terminated employee (confirmed) shall be entitled to the following benefits:

ii) Unpaid salary and allowances up to the last day of work;

iii) Encashment for the unused balance earned leave, if any;

iv) Any other benefits as admissible in the context of the termination as determined by the authority

v) When a probationary employee is terminated, he/she will receive only unpaid salary and allowances up to last day of work and encashment for unused balance earned leave, if any.

7.4 Misconduct Defined

The following acts on the part of an employee shall be considered as misconduct:

- a) Violation of TIB's values and code of ethics.
- b) Willful insubordination or disobedience to any reasonable order of the supervisor(s).
- c) Theft, fraud or dishonesty in connection with the property of TIB.
- d) Taking or giving bribes or any illegal gratification in connection with his/her work.
- e) Habitual "Absence without Leave" or absence without authorized leave.
- f) Habitual late attendance.
- g) Breach of any terms and conditions of service rules or employment or any rules applicable to TIB or any rules made under there.
- h) Riotous, disorderly or indecent behavior of the employee.
- i) Habitual negligence or neglect of work.
- j) Willful damage to work in process or to any property of TIB.
- k) Tampering with records and registers of TIB.
- l) Unauthorized removal of records and registers of TIB.
- m) Failure to observe the safety and security of the office article and records and registers of TIB property kept in charge of the employee.
- n) Use of drugs, intoxicating substances narcotics. Drinking of alcohol, smoking at office;
- o) Sexual harassment and violation of other provisions of Gender Policy.

7.5 Show Cause

7.5.1 When a complain is received against an employee that is serious in nature and that falls under misconduct as defined in this manual, a charge sheet shall be prepared and an employee shall be issued a show cause letter asking, why disciplinary action will not be taken against him/her.

7.5.2 On receipt of show cause letter, the employee shall explain his/her side within 5 working days.

7.5.3 The show cause letter must mention the specific charges, the letter will be issued by HR/Director-Finance & Administration with the approval of Executive Director.

7.7 Investigation

On receipt the reply from the employee or expiry of the time period given, Executive Director may constitute a committee with appropriate level of officers with no conflict of interest for appropriate investigation and report.

7.8 Punishment

7.8.1 Based on report of the enquiry committee, Executive Director will decide whether the accused will be dismissed/terminated/asked to resign or reprimanded in other ways.

7.8.2 Dismissal/termination/Reprimanded letter is to be issued with the written consent of Executive Director.

7.8.3 Payment in case of dismissal:

- i) Unpaid salary and allowances to the last day of service; and
- ii) Encashment for the unused balance earned leave, if any.

7.9 Procedure of Suspension

7.9.1 An employee charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of suspension shall not exceed thirty (30) days.

7.9.2 The suspended employee shall be paid 50% of his/her basic salary during the period of suspension. This payment is not reimbursable, even if dismissal occurs. Any other allowances are not entitled during the time of suspension.

7.9.3 The employee should be issued a Suspension Order, which shall take effect immediately on delivery.

7.9.4 If the employee is not found guilty, he/she shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.

7.9.5 A suspended employee can not attend to the office or sign any official documents and should not have access to the same. In case such comment is needed for his/her defense access may be given subject to specific permission of Executive Director.

7.10 Grievance Procedures

7.10.1 TIB tries to provide prompt and orderly resolution of all types of grievances relating to employment conditions.

7.10.2 Any employee may submit personal grievances within 15 days of the occurrence of the incident.

7.10.3 Employees will submit written and signed complaint to Executive Director in person or a designated box/e-mail. Executive Director shall consider and dispose of the complaint within 30 days.

7.11 Retrenchment

7.11.1 Retrenchment is used when an employee must be removed because their positions no longer exist or of his/her service is no longer required. The employee shall be given one month's notice in writing indicating the reason for retrenchment, or one month gross salary in lieu of notice.

7.12 Benefits of Retrenched Staff

A confirmed employee shall be entitled to receive following benefits in case of retrenchment:

- i) Unpaid salary and allowances up to the last day of work;
- ii) Encashment for the unused balance earned leave, if any;
- iii) Payment of one month's basic salary in lieu of notice in case of without notice by the organization.
- iv) Accrued Bonus and End of Contract benefits.
- v) Any other admissible benefit when available.

7.13 Release

- i) Staff terminated, dismissed and resigned (confirmed staff), shall take clearance from the place of posting and take release from the head office;
- ii) Field based service staff may take release from the concerned field office.

For grades 1 to 4



PERFORMANCE RATING FORM (PRF)

(To be used by the Supervisor to evaluate the Supervisee)

Name of the Supervisee: _____

Designation: _____ Department / Unit / Section: _____

1	Has the task assignment Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance According to Assigned Job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has the Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skill	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Handle crisis		Creativity & innovation		Initiative	
		Tactfulness		Computer skills		Cooperation / Sociability	
		Others, if any		Time management		Cost consciousness	
				Communication		Reliability / Confidentiality	
				Cost Consciousness		Integrity	
				Understand & carry out instruction		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	60%	Weight (W)	10%	Weight (W)	20%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted total appraisal point: ____ + ____ + ____ + ____ = ____

Name & Signature of Supervisee

Name & Signature of Supervisor



Task Assignment Agreement Form (TAAF)

(Supervisor shall use this agreement to appraise the supervisee at the end of the appraisal period)

Name of the Supervisee: _____

Designation: _____

Department / Unit / Section: _____

Name of the Supervisor: _____

Designation: _____

Department / Unit / Section: _____

Date of agreement: _____

Assigned tasks	Brief description of the tasks	Target date

We have jointly agreed to the tasks and we both agree that these tasks shall be the basis to appraise performance at the end of the evaluation period.

Signature of the Supervisor

Signature of the Supervisee

Note: Supervisor and supervisee shall jointly agree on the broad task areas with brief description. These tasks shall be used to appraise the supervisee’s performance.



Task Assignment Rating Form (TARF)

(To be used by the Supervisor and to be attached with each of the Performance Rating Form #1)

Sl.	Assigned tasks	Level of performance	Scale		Points
1		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
2		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
3		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
4		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
5		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
6		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time.	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
	← Total number of items assessed	Total points earned →			

I have appraised the staff member based on the tasks assigned and overall supervision given.

Signature of the Supervisor

Note: Assigned tasks should be those that were agreed upon earlier – FORM # 1.1



Rating of Employee by Peers (REP)

(To be used by Peer)

What is the level of interaction?

Functions supplement each other's job performance – high degree of interaction.

Occasional interaction is required in the discharge of each other's job duties – medium interaction

Job are mutually exclusive, we do not cross each other's ways – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr.	To	
A	Cooperation and coordination in carrying out each others responsibilities. My colleague:	<input type="checkbox"/> Always extends cooperation and assistance in all circumstances.	81	100	
		<input type="checkbox"/> Extends cooperation and assistance whenever I ask for it.	61	80	
		<input type="checkbox"/> Extends cooperation whenever superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance when both benefit.	21	40	
		<input type="checkbox"/> A very competitive person – believes that cooperation and assistance creates competition	1	20	
B	Nature of Interpersonal relationship and Team building. My colleague is:	<input type="checkbox"/> As a member of the work group, the individual shows respect and values to all members, has capacity to attract others and motivate. Sometimes takes leadership roles.	81	100	
		<input type="checkbox"/> An active member of the work group shows respect and values to others but lacks the ability to communicate.	61	80	
		<input type="checkbox"/> A silent member respects others but only contributes when asked for.	41	60	
		<input type="checkbox"/> Lacks of team spirit. Members prefer to work alone.	21	40	
		<input type="checkbox"/> Keeps mostly to himself / herself. WORKS ALONE AND HARDLY INTERACTS WITH OTHERS	1	20	
C	Overall attitude and behavior. My colleague is:	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibit high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics..	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
Total appraisal point (A+B+C)→					
Average point = Total appraisal point ÷3					

Name of the employee being appraised: _____

Designation: _____ Department / Unit / Section: _____

Name of the Appraiser: _____

Designation: _____ Department / Unit / Section: _____

Date of appraisal: _____ Signature of the Appraiser/ Peer: _____



Rating of Supervisor by the Supervisee (RSS)

(To be used by the Supervisee to evaluate the Supervisor)

What is the level of interaction?

Functions require dependence on supervisor – high degree of interaction.

Occasional interaction is required in the form of guidance and assistance – medium interaction

Jobs do not require any support or assistance – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr.	To	
A	Cooperation and coordination in carrying out my responsibilities	<input type="checkbox"/> I always received cooperation and assistance in all circumstances. My supervisor provides guidance & assistance when I needed them.	81	100	
		<input type="checkbox"/> Generally extends cooperation and assistance whenever I asked for it.	61	80	
		<input type="checkbox"/> Extends cooperation only when superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance at the last moment – when I have almost failed.	21	40	
		<input type="checkbox"/> I have never received cooperation and assistance. Instead, my supervisor always blames me for a job that I could not perform.	1	20	
B	Nature of Interpersonal relationship and Team building	<input type="checkbox"/> My supervisor shows respect to all and recognize & rewards good performance and create a positive working environment.	81	100	
		<input type="checkbox"/> My supervisor has respect for all members of the work group and values our contribution. Relationship is purely functional	61	80	
		<input type="checkbox"/> My supervisor is a task oriented person, recognizes & rewards good performance only. Team spirit operates around task. Less sensitive to group members.	41	60	
		<input type="checkbox"/> My supervisor at times fails to appreciate and respect others. Team operates with minimum interventions from the Supervisor Team members operate independently.	21	40	
		<input type="checkbox"/> There is an absence of positive interpersonal relationship within the group. Team members work alone.	1	20	
C	Overall attitude and behavior.	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibits high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics..	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
		Total appraisal point (A+B+C)→			
		Average point = Total appraisal point ÷3			

Name of the Supervisor: _____ Designation: _____

Name of the Supervisee: _____

Designation: _____ Department / Unit / Section: _____

Date of appraisal: _____

Signature of the Appraiser: _____

**SELF PERFORMANCE RATING FORM (SPRF)**

(To be used by the supervisee if not agreed to Supervisor's rating)

Name of the Employee: _____

Designation: _____ Department / Unit / Section: _____

1	Has the Task Assignment Agreement Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance according to assigned job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has the Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skills	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Handle crisis		Creativity & innovation		Initiative	
		Tactfulness		Computer skills		Cooperation / Sociability	
		Others, if any		Time Management		Cost consciousness	
				Communication		Reliability / Confidentiality	
				Cost consciousness		Integrity	
				Understand & carry out instruction		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	60%	Weight (W)	10%	Weight (W)	20%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted total appraisal point: ____ + ____ + ____ + ____ = ____

Name & Signature of Employee _____



PERFORMANCE RATING FORM (PRF)

(To be used by the Supervisor to evaluate the Supervisee)

Name of the Employee: _____ Designation: _____

Duration: _____ Department / Unit / Section: _____

1	Has the Task Assignment Agreement Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance According to Assigned Job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has the Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skill & leadership	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Supervise people / handle people		Develop & train staff		Initiative	
		Delegate authority		Creativity & innovation		Cooperation / Sociability	
		Handle crisis		Computer skill		Cost consciousness	
		Tactfulness		Analytical skill		Reliability / Confidentiality	
		Others, if any		Time management		Integrity	
				Communication – oral and writing		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	45%	Weight (W)	35%	Weight (W)	10%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted Total Appraisal Point: ____ + ____ + ____ + ____ = ____

Name & Signature of Supervisee

Name & Signature of Supervisor



Task Assignment Agreement Form (TAAF)

(Supervisor shall use this agreement to appraise the Supervisee, irrespective of grades, at the end of the appraisal period)

Name of the Supervisee: _____

Designation: _____

Department / Unit / Section: _____

Name of the Supervisor: _____

Duration: _____

Designation: _____

Department / Unit / Section: _____

Date of agreement: _____

Assigned tasks	Brief description of the task	Target date

We have jointly agreed to the tasks and we both agree that these tasks shall be used to appraise performance at the end of the evaluation period.

Signature of the Supervisor

Signature of the Supervisee

Note: Supervisor and supervisee shall jointly agree on the broad task areas with brief description. These tasks shall be used to appraise the supervisee's performance.



Task Assignment Rating Form (TARF)

(To be used by the Supervisor and to be attached with each Performance Rating Form #1)

Sl.	Assigned tasks	Level of performance	Scale		Points
1		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
2		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
3		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
4		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
5		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
6		<input type="checkbox"/> Completed all the assigned tasks accurately & in time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks accurately & in time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of accuracy & mostly in time.	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in time but lacked accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks accurately or in time.	1	20	
	← Total number of items assessed	Total points earned →			

I have apprised the supervisee based on the tasks assigned and overall supervision given.

Signature of the Supervisor

Note: Assigned tasks should be those that were agreed upon earlier – FORM # 1.1



Rating of Employee by Peers (REP)
(To be used by the Peer)

What is the level of interaction?

Functions supplement each other’s job performance – high degree of interaction.
Occasional interaction is required in the discharge of each other’s job duties – medium interaction
Job are mutually exclusive, we do not cross each other’s ways – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr.	To	
A	Cooperation and coordination in carrying out each others responsibilities. My colleague:	<input type="checkbox"/> Always extends cooperation and assistance in all circumstances.	81	100	
		<input type="checkbox"/> Extends cooperation and assistance whenever I ask for it.	61	80	
		<input type="checkbox"/> Extends cooperation whenever superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance when both benefit.	21	40	
		<input type="checkbox"/> A very competitive person – believes that cooperation and assistance creates competition	1	20	
B	Nature of Interpersonal relationship and Team building. My colleague is:	<input type="checkbox"/> As a member of the work group, the individual shows respect and values to all members, has capacity to attract others and motivate. Sometimes takes leadership roles.	81	100	
		<input type="checkbox"/> An active member of the work group shows respect and values to others but lacks the ability to communicate.	61	80	
		<input type="checkbox"/> A silent member respects others but only contributes when asked for.	41	60	
		<input type="checkbox"/> Lacks of team spirit. Members prefer to work alone.	21	40	
		<input type="checkbox"/> Keeps mostly to himself / herself. WORKS ALONE AND HARDLY INTERACTS WITH OTHERS	1	20	
C	Overall attitude and behavior. My colleague is:	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibit high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics..	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
		Total appraisal point (A+B+C)→			
		Average point = Total appraisal point ÷3			

Name of the staff being appraised: _____
 Designation: _____ Department / Unit / Section: _____
 Name of the Appraiser: _____ Designation: _____
 Department / Unit / Section: _____
 Date of appraisal: _____ Signature of the Appraiser/ Peer: _____



Rating of Supervisor by the Supervisee/ Junior (RSS)
(To be used by Supervisee to evaluate the Supervisor)

What is the level of interaction?

Functions require dependence on supervisor – high degree of interaction.

Occasional interaction is required in the form of guidance and assistance – medium interaction

Jobs do not require any support or assistance – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr.	To	
A	Cooperation and coordination in carrying out my responsibilities	<input type="checkbox"/> I always received cooperation and assistance in all circumstances. My supervisor provides guidance & assistance when I needed them.	81	100	
		<input type="checkbox"/> Generally extends cooperation and assistance whenever I asked for it.	61	80	
		<input type="checkbox"/> Extends cooperation only when superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance at the last moment – when I have almost failed.	21	40	
		<input type="checkbox"/> I have never received cooperation and assistance. Instead, my supervisor always blames me for a job that I could not perform.	1	20	
B	Nature of Interpersonal relationship and Team building	<input type="checkbox"/> My supervisor shows respect to all and recognize & rewards good performance and create a positive working environment.	81	100	
		<input type="checkbox"/> My supervisor has respect for all members of the work group and values our contribution. Relationship is purely functional	61	80	
		<input type="checkbox"/> My supervisor is a task oriented person, recognizes & rewards good performance only. Team spirit operates around task. Less sensitive to group members.	41	60	
		<input type="checkbox"/> My supervisor at times fails to appreciate and respect others. Team operates with minimum interventions from the Supervisor Team members operate independently.	21	40	
		<input type="checkbox"/> There is an absence of positive interpersonal relationship within the group. Team members work alone.	1	20	
C	Overall attitude and behavior.	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibits high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While Committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics.	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
		Total appraisal point (A+B+C)→			
		Average point = Total appraisal point ÷3			

Name of the Supervisor/ appraisee: _____ Designation: _____

Name of the Supervisee / Rater: _____

Designation: _____

Department / Unit / Section: _____

Date of rating: _____

Signature of the rater: _____



SELF PERFORMANCE RATING FORM (SPRF)
(To be used by the Supervisee if not agreed to Supervisor's rating)

Name of the Employee: _____ Designation: _____

Department / Unit / Section: _____

1	Has the task assignment Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance According to Assigned Job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has the Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skill & Leadership	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Supervise people / handle people		Develop & train staff		Initiative	
		Delegate authority		Creativity & innovation		Cooperation / Sociability	
		Handle crisis		Computer skills		Cost consciousness	
		Tactfulness		Analytical skills		Reliability / Confidentiality	
		Others, if any		Time management		Integrity	
				Communication – oral and writing		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	45%	Weight (W)	35%	Weight (W)	10%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted total appraisal point: ____ + ____ + ____ + ____ = ____

Name & Signature of Employee _____

**PERFORMANCE RATING FORM (PRF)**

(To be used by the Supervisor to evaluate the Supervisee)

 Name of the Supervisee: _____ Designation: _____
 Duration: _____ Department / Unit / Section: _____

1	Has the task assignment Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance According to Assigned Job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has the Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skill & Leadership	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Supervise people / handle people		Develop & train staff		Initiative	
		Delegate authority		Creativity & innovation		Cooperation / Sociability	
		Handle crisis		Computer skills		Cost consciousness	
		Tactfulness		Analytical skills		Reliability / Confidentiality	
		Others, if any		Time management		Integrity	
				Communication – oral and writing		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	35%	Weight (W)	45%	Weight (W)	10%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted total appraisal point: ____ + ____ + ____ + ____ = ____

 Name & Signature of Supervisee

 Name & Signature of Supervisor

Comment by the Supervisee	Comments of the Supervisor: (if any)
<input type="checkbox"/> I AGREE with the appraisal made by the Supervisor. <input type="checkbox"/> I DISAGREE with the appraisal made by my Supervisor and prefer an appeal. <input type="checkbox"/> I have following comments. <hr/>	<hr/>
Name & Signature of Supervisee	Name & Signature of Supervisor

Should only be filled in by the countersigning Authority:					
<input type="checkbox"/> I AGREE with the appraisal / rating by the Supervisor. <input type="checkbox"/> I DISAGREE with the appraisal made by the Supervisor and change the weighted total point to:					
<table border="1"> <thead> <tr> <th data-bbox="527 697 750 745">From</th> <th data-bbox="750 697 998 745">To</th> </tr> </thead> <tbody> <tr> <td data-bbox="527 745 750 842"></td> <td data-bbox="750 745 998 842"></td> </tr> </tbody> </table>	From	To			
From	To				
<input type="checkbox"/> I have the following comments:					
<hr/> Name & Signature of countersigning Authority					



Task Assignment Agreement Form (TAAF)

(Supervisor shall use this agreement to appraise the Supervisee, irrespective of grades, at the end of the appraisal period)

Name of the Supervisee: _____

Designation: _____

Department / Unit / Section: _____

Name of the Supervisor: _____

Duration: _____

Designation: _____

Department / Unit / Section: _____

Date of agreement: _____

Assigned tasks	Brief description of the task	Target date

We have jointly agreed to the tasks and we both agree that these tasks shall be used to appraise performance at the end of the evaluation period.

Signature of the Supervisor

Signature of the Supervisee

Note: Supervisor and supervisee shall jointly agree on the broad task areas with brief description. These tasks shall be used to appraise the supervisee's performance.



Task Assignment Rating Form (TARF)

(To be used by the Supervisor and to be attached with each Performance Rating Form #1)

Sl.	Assigned tasks	Level of performance	Scale		Points
1		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
2		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
3		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
4		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
5		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
6		<input type="checkbox"/> Completed all the assigned tasks Accurately & in Time	81	100	
		<input type="checkbox"/> Completed most of the assigned tasks Accurately & in Time	61	80	
		<input type="checkbox"/> Completed some assigned tasks with some degree of Accuracy & mostly in Time.	41	60	
		<input type="checkbox"/> Completed a few of the assigned tasks in Time but lacked Accuracy	21	40	
		<input type="checkbox"/> Could not complete any of the assigned tasks Accurately or in Time.	1	20	
	← Total number of items assessed	Total points earned →			

I have appraised the staff member based on the tasks assigned and overall supervision given.

Signature of Supervisor

Note: Assigned tasks should be those that were agreed upon earlier – FORM # 1.1



Rating of Employee by Peers (REP)

(To be used by the Peer)

What is the level of interaction?

Functions supplement each other’s job performance – high degree of interaction.
 Occasional interaction is required in the discharge of each other’s job duties – medium interaction
 Job are mutually exclusive, we do not cross each other’s ways – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr.	To	
A	Cooperation and coordination in carrying out each others responsibilities. My colleague:	<input type="checkbox"/> Always extends cooperation and assistance in all circumstances.	81	100	
		<input type="checkbox"/> Extends cooperation and assistance whenever I ask for it.	61	80	
		<input type="checkbox"/> Extends cooperation whenever superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance when both benefit.	21	40	
		<input type="checkbox"/> A very competitive person – believes that cooperation and assistance creates competition	1	20	
B	Nature of Interpersonal relationship and Team building. My colleague:	<input type="checkbox"/> As a member of the work group, the individual shows respect and values to all members, has capacity to attract others and motivate. Sometimes takes leadership roles.	81	100	
		<input type="checkbox"/> An active member of the work group, shows respect and values to others but lacks the ability to communicate.	61	80	
		<input type="checkbox"/> A silent member respects others but only contributes when asked for.	41	60	
		<input type="checkbox"/> Lacks team spirit. Members prefer to work alone.	21	40	
		<input type="checkbox"/> Keeps mostly to himself / herself. WORKS ALONE AND HARDLY INTERACTS WITH OTHERS	1	20	
C	Overall attitude and behavior. My colleague is:	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibit high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics..	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
		Total appraisal point (A+B+C)→			
		Average point = Total appraisal point ÷3			

Name of the employee being appraised: _____
 Designation: _____ Department / Unit / Section: _____
 Name of the Appraiser: _____
 Designation: _____ Department / Unit / Section: _____
 Date of appraisal: _____ Signature of the Peer / Appraiser: _____



Rating of Supervisor by the Supervisee/ Junior (RSS)

(To be used by Supervisee to evaluate the Supervisor)

What is the level of interaction?

Functions require dependence on supervisor – high degree of interaction.

Occasional interaction is required in the form of guidance and assistance – medium interaction

Jobs do not require any support or assistance – no interaction.

Sl.	Nature of interaction	Reaction	Scale		Point
			Fr	To	
A	Cooperation and coordination in carrying out my responsibilities	<input type="checkbox"/> I always received cooperation and assistance under all circumstances. My supervisor provides guidance & assistance when I needed them.	81	100	
		<input type="checkbox"/> Generally extends cooperation and assistance whenever I asked for it.	61	80	
		<input type="checkbox"/> Extends cooperation only when superiors ask.	41	60	
		<input type="checkbox"/> Only extends cooperation and assistance at the last moment – when I have almost failed.	21	40	
		<input type="checkbox"/> I have never received cooperation and assistance. Instead, my supervisor always blames me for a job that I could not perform.	1	20	
B	Nature of Interpersonal relationship and team building	<input type="checkbox"/> My supervisor shows respect to all and recognize & rewards good performance and create a positive working environment.	81	100	
		<input type="checkbox"/> My supervisor has respect for all members of the work group and values our contribution. Relationship is purely functional	61	80	
		<input type="checkbox"/> My supervisor is a task oriented person, recognizes & rewards good performance only. Team spirit operates around task. Less sensitive to group members.	41	60	
		<input type="checkbox"/> My supervisor at times fails to appreciate and respect others. Team operates with minimum interventions from the Supervisor. Team members operate independently.	21	40	
		<input type="checkbox"/> There is an absence of positive interpersonal relationship within the group. Team members work alone.	1	20	
C	Overall attitude and behavior.	<input type="checkbox"/> Have high respects for TIB core values and all its rules. Exhibit high level of positive attitude toward work, work values & ethics.	81	100	
		<input type="checkbox"/> Generally respects TIB core values and its rules. Attitude towards work, work values and ethics are generally acceptable.	61	80	
		<input type="checkbox"/> While committed to TIB values and rules but is essentially guided by self interest.	41	60	
		<input type="checkbox"/> Sometimes indifferent to TIB core values and rules. At times exhibits indifference to work, work values and ethics..	21	40	
		<input type="checkbox"/> Displays mostly negative attitude towards work, team members & TIB core values.	1	20	
Total appraisal point (A+B+C)→					
Average point = Total appraisal point ÷3					

Name of the Supervisor: _____

Designation: _____

Name of the Supervisee: _____

Designation: _____

Department / Unit / Section: _____

Date of appraisal: _____

Signature of the Appraiser: _____



SELF PERFORMANCE RATING FORM (SPRF)

(To be used by the supervisee if not agreed to Supervisor's appraisal)

Name of the Employee: _____

Designation: _____

Department / Unit / Section: _____

1	Has the task assignment Form been filled up, signed and attached?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
2	Has the activities, identified in the Task Assignment Agreement Form – (TAAF), been transferred to column “Performance According to Assigned Job”?	<input type="checkbox"/> YES	<input type="checkbox"/> NO
3	Has Mid Term Review Meeting been held?	<input type="checkbox"/> YES	<input type="checkbox"/> NO

Performance according to assigned job	Score	Interpersonal skill & Leadership	Score	Level of skill and knowledge shown in work	Score	General conduct	Score
		Maintain relationship		Problem solving & Decision making		Abide by rules and regulations	
		Fairness		Work independently		Attitude towards job / work	
		Supervise people / handle people		Develop & train staff		Initiative	
		Delegate authority		Creativity & innovation		Cooperation / Sociability	
		Handle crisis		Computer skills		Cost consciousness	
		Tactfulness		Analytical skills		Reliability / Confidentiality	
		Others, if any		Time management		Integrity	
				Communication – oral and writing		Responsibility & Devotion	
						Personality	
						Commitment to TIB	
						Gender sensitivity	
Total point→		Total point→		Total point→		Total point→	

Scoring Table:

Item assessed (IA)							
Point earned (P)		Point earned (P)		Point earned (P)		Point earned (P)	
Weight (W)	35%	Weight (W)	45%	Weight (W)	10%	Weight (W)	10%
Score = P/IA × W		Score = P/IA × W		Score = P/IA × W		Score = P/IA × W	

Weighted total appraisal point: ____ + ____ + ____ + ____ = ____

Name & Signature of Employee

End of Probation Period Assessment Form

Name of employee being assessed:
Designation:
Probation ends on:

Date of joining:
Grade/ step:
Place of posting:

Job specific assessment:

Serial	Assessment criteria/items	Applicability*		Assessment scale					points Earned
		A	NA	1	2	3	4	5	
1	Job Understanding								
2	Organizing Tasks in job performance								
3	Quantity of work performed								
4	Accuracy in Work Performed								
5	Ability to work independently								
6	Ability to communicate – written & oral								
7	Rapport with colleague / subordinates								
8	Handling crisis								
9	Adherence to rules of the organization								
10	Taking Initiative								
11	Sense of responsibility & devotion								
12	Cooperation with others								
13	Leadership Quality								
14	Gender sensitivity								
15	Soundness of Health								
Total # of applicability→				Total Assessment point→					

- A= Applicable; NA = Non-Applicable

Note: All of the 15 Assessment Criteria may not be applicable for a staff. Points earned by a staff will be converted to weighted point

Summary Score/points	
No of Applicable items	
No. Non-Applicable items	
Total assessment point	
Weighted point (see below)*	

Overall assessment (Choose one):

<input type="checkbox"/>	Employee's performance during the period was of acceptable standard. May be confirmed in the position.
<input type="checkbox"/>	Employee shows some potential. May be provided with an opportunity. Probation period may be extended for a further period of _____ months.
<input type="checkbox"/>	Employee's performance during the period was below standard. May be not be confirmed in the position.

Signature of the Supervisor / Appraising Officer
Date:

Note 1: Guideline for filling in the form

- This assessment must be completed at least two weeks before the probation period end date.
- Please cross out the assessment criteria that are not applicable.
- Use the scale provided below to assess the employee on probation.
- If an employee works under two different supervisors during the probation period, separate, assessment forms must be completed by each supervisor.
- Immediate supervisor must undertake the assessment based on actual / on the job data. In case where the supervisor does not have direct access to the employee's work, physical data shall be collected from other peers & colleagues working with the employee.

Note 2: Assessment scale

<u>Scale Numbers</u>	<u>Rating</u>	<u>Weighted points</u>	<u>Decisions</u>
1	Poor / below requirements	30 or below	Termination
2	Fair / meets some requirements	31-45	Extension of probationary period
3	Satisfactory/ meet most requirements	46 and above	Confirmation
4	Good/ fulfills all requirements		
5	Outstanding/exceeds all requirements		

*Computing weighted point:

Use the following formula to compute the weighed point:

	Total Assessment items	/	Applicable items assessed	x	Points earned	Weighted Points earned
Example 1	15	/	15	x	45	45
Example 2	15	/	12	x	50	62.5
Example 3	15	/	14	x	42	45

Maximum Weighted point that can be achieved is: 75 (Seventy five)

Comment by the Supervisor's Supervisor
<input type="checkbox"/> I AGREE with the appraisal made by the Supervisor / Appraising Officer. <input type="checkbox"/> I DISAGEREE with the appraisal made by my Supervisor / Appraising Officer and have following comments. <input type="checkbox"/> Comments, if any. <div style="text-align: right;"> _____ Name & Signature of Supervisor's Supervisor Date: </div>

Comment by the Director
<input type="checkbox"/> I AGREE with the appraisal made by the Supervisor / Appraising Officer. <input type="checkbox"/> I DISAGEREE with the appraisal made by my Supervisor / Appraising Officer and have following comments. <input type="checkbox"/> Comments, if any. <div style="text-align: right;"> _____ Name & Signature of Director Date: </div>

Comment by the Executive Director

- I AGREE with the appraisal made by the Supervisor / Appraising Officer / Area Manager / Departmental Head.
- I DISAGREE with the appraisal made by my Supervisor / Appraising Officer / Area Manager / Departmental Head and have following comments.
- Other comments, if any.

Name & Signature of Executive Director
Date:

HR Department (For records only)

- Confirmed with effect from: _____.
- Probation period may be extended for a further period of _____ months.
- Other comments, if any.

Name & Signature of Senior Manager HR
Date:

Guideline on 'End of Probation Period Assessment'

1. The process shall begin at least one month before the probation period comes to an end.
2. Supervisor shall initiate the process, fill the FORM and forward it to the HR Department through the Supervisor's supervisor within 3 weeks for subsequent action. The Supervisor's supervisor may provide his / her comments agreeing or disagreeing with the Appraising Officer.
3. HR Department shall, on receipt of the filled in form, prepare a case for decision of the Executive Director. The ED shall consider the weighted assessment points, overall assessment by the Supervisor / Appraising Officer and any other comments by the Supervisor's supervisor.
4. The final result of the process, in case of negative outcome, shall be communicated to the employee by supervisor's supervisor before the period of probation comes to an end.