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**DEVELOPMENT WHEEL (DEW)**

# **Human Resources Management Policy Of Development Wheel (DEW)**

**13-A/4-A (3<sup>rd</sup> floor), Babar Road, Block-B, Mohammadpur,  
Dhaka-1207, Bangladesh  
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# HUMAN RESOURCE DEVELOPMENT POLICY

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# Chapter-I

## Introduction:

Development Wheel (DEW) is a national level non-profit, non government and fair trade organization registered with the Social Welfare Department (reg. no Dha-03663) under Social Welfare Ordinance 1964 and also with the NGO Affairs Bureau, Government of Bangladesh (reg. no- 1752). The organization based in Dhaka started functioning from the year 1996. The organization operates its activities in Mymensingh, Netrokona, Sherpur, Jamalpur, Tangail, Manikgonj, Gazipur, Bogra, Jessore and Dhaka districts emphasizing the small and marginal producers in the sector of agriculture and handicrafts including women and ethnic minorities.

The activities of the organization include Human Rights and Good Governance, Sustainable livelihoods, Women empowerment, Environment and Climate Change, Promotion of Arts and Crafts through Fair trade, Social Research and Training Program, non-formal primary education for disadvantaged children, ensuring quality primary education for all and other development activities. Presently number of employees of the organization is 45.

DEW is a fairly matured organization in terms of years of operation and program promotion. Along the process has concentrated much on formalizing the whole system of financial, human resources, gender, fair trade and administrative issues for managing the day to day affairs of the organization as well as long term vision. This revision of HR policy and procedures is the 2nd such comprehensive exercise since the inception. In all of this, is attempting to become a very different type of organization – more efficient, more streamlined, more consciously values-based, more able to address the root causes of poverty, more able to learn from and work through other organizations, and more effective in field-level outreach in the community. This manual has therefore been developed keeping the existing practices in mind and recommending some other policies which would give the organization the guidance for managing the resources in a more organized and effective way.

The organization is promoting Fair Trade for fair pricing and fair wages by which marginalized producers' able to alleviate poverty by increasing their affordability and sustainable livelihoods.

## Organization's Vision and Mission:

**Vision** of the organization is to establish a society where all people will enjoy equal rights, equitable access to employment, adequate resources necessary for their livelihoods and live in dignity.

**Mission** is to enhance the livelihoods security of poor segment of the society by increasing participation in sustainable socio-economic growth.

**Approach:** Our approach is right based, integrated, participatory and partnership.

**Purpose of the Policy:**

The purpose of this policy is to make transparent rules and guidelines with regard to human resources management at Development Wheel. It aims to facilitate implementation of HR Management Policies and practices to achieve Development Wheel (DEW)'s organizational goals and objectives and in a fair and sensitive manner. This policy is to be used as a ready reference point for all under a common set of policies and procedures.

This policy presents the standard procedure and policies of personnel management of Development Wheel (DEW). This is a guiding rule for all staff and members of the organization, which serves the interest of both the employer and the employees.

Each section of this policy defines the policies and procedures of personnel management, however, not all events can be incorporated/defined. As such, under special cases management shall try to remain true to the intent of welfare of the employees and members of DEW.

**Process of updating:**

The personnel procedure and policy of DEW is not a static document, it is expected to be reviewed and updated time to time to be an up-to-date and transparent policy document for the organization. The previous HR policy of the organization was developed in 2009 and the HR policy was reviewed and updated in October 2014 with the participation of all the stakeholders. The Executive Committee of the organization, will review the proposals from the Executive Director, to be submitted as and when required or when amendments becomes essential for the interest of the organization and its staff, and take appropriate decision.

**Organogram:**

The Organogram indicates the management and personnel structure of Development Wheel (DEW). It shows the vertical and horizontal relationship among the staff. The Organogram which will be reviewed and revised from time to time with the changing requirements of the organization (Annex-I).

**Reserve clause:**

The Management of Development Wheel (DEW) reserves the right to add, amend or delete issues of this policy from time to time in consultation and with approval from the Executive Committee.

**Effectiveness:**

These new rules come into operation from **1st of October 2014 and updated on May 2015.**

## **PERSONNEL PROCEDURE AND POLICY**

### **Chapter-2**

#### **Classification of Employees**

##### **Regular/Core**

An employee, who has been recruited against a regular/core position as per approved Organogram and whose service has been confirmed after satisfactory completion of the probationary period. This category of staff is employed on an open-ended agreement and is entitled to all admissible benefits as per Development Wheel policy.

##### **Long term contract**

Staff who are employed for a specific period of more than a year up to a maximum of five years in total in the same position. Usually this kind of status means employment of a specific nature that will cease to exist at the end of the contract period, unless renewed. Salary benefits and other entitlements of long term contract staff is governed by the specific Terms of Reference and budgetary allocation (in case of project staff). A standard outline contains the following:

- ✚ Consolidated salary on a monthly basis in line with the pay - grade structure at relevant level
- ✚ 14th month salary as per policy
- ✚ Annual and medical leave as per policy
- ✚ Group Life Insurance (GLI)
- ✚ Mobile phone allowance
- ✚ Annual increment
- ✚ Travel arrangements and per diem as per policy

The employment status can be changed from contract to regular depending on the situation arising from organizational need.

##### **Temporary and Part-time/Short term Contract Status**

An employee, who has been hired on temporary basis, for completion of a specific job within a specific time frame and after completion of the contract, whose service contract automatically, expires. Normally the period of contract will be for a maximum of six month period, which can be renewed on need basis.

This type of contract will be in accordance with specific letter of agreement; hence it must state specifically the terms and conditions, remuneration and benefits, tasks to be performed and duration.

##### **Casual**

Casual staffs are employed for short intervals and are entitled to daily wage. The rate for a daily wage for casual staff will be equivalent to that of regular employees in the same grade.

The casual employment against a regular position should not continue consecutively for more than six months. Any extension beyond six months should be approved by the authority. However, the overall period should not exceed six month.

##### **Intern**

Development Wheel may hire Interns (fresh graduates or University/ institutional internees) for 3 to 6 months. This provides scope for students to gain practical experience, along with

meeting short term need of the organization. A lump sum amount of Tk.3000-5000/- will be paid per month. Travel arrangements and per diem during field visits will be provided as per the rules of the organization.

Under DEW Internship programme international interns from different universities and institutions around the globe are always welcome to DEW to know about our development work in the community. In that case DEW will arrange their proper sitting arrangement at DEW regional, district and head office with computer, internet and other logistics, will provide working lunch at office, will arrange field visit, group meetings, case studies, FGD's, attending meeting, seminar, training, travel arrangements and per diem. Interns will pay for their lodging and food to DEW guest house in regional and district offices.

The Executive Director will initiate intern appointment for the organization.

### **Consultant**

Consultants are professional experts hired for specific tasks on a set of specific result areas defined by a specific period of time.

Travel arrangements and per diem during field visit, if any, will be provided as per the rules of the organization or as stated in the contract agreement or ToR.

Remuneration for consultants is normally calculated on a per day basis for the duration of the assignment. Consultants are not listed on the master roll and are bound by the terms of reference agreed.

### **Volunteers**

Persons who provide skills and services to the organization on a voluntary basis are always welcome as a social worker hourly, weekly and monthly or round the year.

### **Secondment**

Staff who are on secondment from other institutions (including Government, Private Sectors, other NGO etc.) for a specific term.

### **Retainer**

Retainers are individuals retained by DEW for a specific purpose or role and are paid an honorarium/ consolidated fees as has been agreed as per the terms of the contract for a specific period of time (i.e. Lawyer, Audit Firm etc).

### **Fellows**

DEW promotes learning through fellowship especially to encourage broader societal leadership.

Fellows are individuals working independently on a mission and willing to dedicate time entirely to their issue of interest and would otherwise carry on their work irrespective of an organizational support and structure. The organization may support full or practical assistance to the fellow to carry out individual research work relevant to DEW's goal and objectives.

### **Interview process and Ethics**

Interview questions should focus on areas relevant to the performance of the job. The same minimum set of questions must be asked to all candidates, although the Board may ask additional questions at their discretion.

Any question, scenario or situation given to candidates during written or oral tests must bear a relevance to the required skills or competencies for the position. Questions must

present a positive professional image of and shall not cast doubt about the integrity or capacity of any person or unit within or in another organization.

Interview process will have some steps such as short listing of the CVs, written test for the short-listed candidates, discussion/presentation and viva. Score sheet will be provided to all the board members. After compiling the score sheets, the most deserving candidate will be offered for the position. Score sheet will be signed by the interview board members.

#### **Decision of non-advertisement/Head hunting**

In exceptional circumstances, where outstanding candidate (internally or externally) is identified, merit appointment may be made without advertising. The Executive Director can only take such decision in consultation with the concerned person. In such a situation, the organization will directly contact and carry out the process (interview, references etc) of recruitment. The management will check the reference(s) through prescribed format. In case of recruitment for short duration necessary head hunting can be initiated to identify suitable candidate without giving any circular.

#### **Promotion of Gender and Diversity**

During recruitment special attention will be given to the gender and diversity balance because DEW believes on equal opportunity. To ensure this, organization will always encourage women and people from different ethnic and religious background.

#### **Category of Regular and Temporary Employee**

##### **REGULAR EMPLOYEE**

While the above are the formal positions, all staff/producer must be prepared to do all the tasks involved in the work of DEW to the best of their ability when called upon. DEW may operate through the temporary hiring of competent professional/person to specific Program works. It may also hire temporary administrative staff from time to time. Their conditions of work are the subject to separate agreements.

##### **Recruitment:**

DEW will not hire anyone below 18 years of age on regular, contract or temporary status. Recruitment of regular staff shall be made only against the vacant positions or required by the organization and approved by the Executive Director. The senior management team must develop a proposal for recruitment against a vacant position. The proposal must be approved by the Executive Director and after that the recruitment process will take place as per recruitment policy.

Recruitment of project staffs will be determined by need of the project activities and following organization's HR's recruitment policy.

##### **Recruitment of Partnership Project Staff:**

The recruitment of suitable staff members for smooth running of the partnering project implementation is the responsibility of the respective Partner Organization. The lead organization will provide the recruitment directions in line with the project need. One representative from the lead organization will attend the interview board as an observer. Partner organization will follow their own organizational recruitment policy while recruiting any staff for the partnership project.



### **Composition of the Recruitment Board:**

A committee undertakes selection process. This Committee will be comprised of three/four members where one from the Executive Committee, one from the General Council, one from the concern department/project/program. Executive Director (ED) will be head of the recruitment committee. The Board participates in the interviews of short listed candidates but may delegate this task where appropriate. The committee may delegate responsibility where this is appropriate. For certain technical jobs the ED may co-opt an external expert to assist them with the selection process.

### **Issuance of Interview/written test card**

The short listed candidates will be communicated in writing about the date, place and time of written test and/or interview. The written test/interview date will be fixed at least after 7 days of delivery of interview card to ensure that everybody receives the card and can take minimum preparation.

### **Recruitment Test**

Maximum of 06 candidates should be short-listed for a single position in the professional category. The interview process may include both written and viva voce.

### **Inviting Interview**

The management will prepare interview schedule and the candidates will be informed through letters/ telephone/e-mail or fax.

### **The selection process:**

The selection process for all positions must include two stages: written test and interview. Only for Driver position, CV Screening along with practical operation test and interview may suffice. Any exception to this should be approved by the Executive Director. For fulfilling positions of support staff, relevant experience and interview result will be given more prominence.

The Interview Board will prepare list of two to three alternative candidates for each position so that detailed queries can be made about their background, previous experiences and performance. Negotiations may be made with them. Final recruitment will be done from the list of alternative candidates.

### **Interview result**

The result of interview will not be published. The successful candidate/s will be contacted over telephone. The unsuccessful candidates will also be informed by cell phone or e-mail of the outcome, appreciating their cooperation and interest in DEW goal and objectives.

### **Negotiation**

The Executive Director or his nominee will negotiate for DEW with the candidate(s) found suitable in order of merit, on the terms of offer letter/appointment, particularly on joining period or time, salary and other benefits etc, through face-to-face discussion.

### **Appointments and Confirmation:**

Every appointment of the staff against a vacant position or a new opening at DEW shall be on a probation period of 3 months for project staff and 6 months for core staff. If the staff fails to prove his/her efficiency during the period of probation, his/her service will be discontinued immediately without giving any notice or ED can extend his/her probation period for another 3 months to improve his/her performance. On completion of the probation period, the performance of the staff will be evaluated by the immediate supervisor

and placed before the Management to take decision about confirmation, which will be communicated to the incumbent. If the staff failed to prove her/his efficiency during the period of probation she/he may get a chance for further 1-2 month additional time of improvement. On confirmation of an employee, he/she shall be entitled to all privileges, as per rules laid down. However, in specific cases, the management represented by the Executive Director reserves the right to provide appointment of an incumbent as confirmed staff from the date of joining considering his/her good performance results. Executive Director will update vacancy, recruitment and confirmation of staff to the Executive Committee.

**Initial determination of salary:**

Salary of newly recruited staff will be fixed at the starting of appropriate grade and step of the salary scale of the organization. However, depending on the qualification and experience of a candidate, the Executive Director will have the discretion to offer higher salary within the scale of pay with due discussion with the concerned person. The salary will be composed of the basic salary and other benefits determined in the salary scale of the organization.

**Job offer letter and Description:**

All employees will be provided with a job description along with job offer letter at the time of joining. If an employee does not have one, s/he must inform the authority concerned. Major terms and conditions of the job will be written in the offer letter with salary package which will sign by the employer and agreed employee. Job description must comprise an overall description of the post and list of all the principal accountabilities of the job-holder. The job description may be revised after the probationary period, or may be revised at any time to reflect changing patterns of work.

**Appointment Approval:**

Executive Director will approve all the new and promotional appointments through job agreement/offer letter.

**Joining:**

A staff will join in response of acceptance of the offer letter. During joining , the applicant must submit a joining letter and necessary documents (photocopy of all academic certificates, experience certificate, national ID, PP size photo, release letter from previous employer etc.).

Employees for certain jobs may be required to undergo medical examination before joining.

**Confidential files:**

The admin team will establish and maintain a file for all employees joining the organization containing their records. All information contained in this file will be treated as totally confidential. Access to the file will be allowed only to supervisory personnel who are authorized by the management to deal with such files.

**Orientation/induction:**

An orientation program (2-3 days depending on the employees' level) will be chalked out for each newcomer, so that s/he is introduced to the existing employees and can become conversant with the systems and values of the organization. The Executive Director or authorized person by the ED will organize the orientation programme.

**Re- orientation for Existing Staff**

It is also important for the existing staff to be periodically re-oriented in to the organization goal, objectives, values and work for them to make a significant change.

Weekly Coordination meeting, monthly staff meeting, staff retreat, meeting at the end or beginning of each year will serve as a source for re-orienting staff on different changes in the policy and other organizational issues.

**Promotion:**

Promotion, or the advancement of a staff member to a post of higher grade, results either from reclassification of post or reassignment to another post with grade and step or different responsibilities. In that case, the salary of the promoted staff will be readjusted with the higher grade.

Promotion cannot be claimed as a matter of right. It must be based on merit, performance, qualification, ability, as well as availability of a suitable vacant position.

If a position becomes vacant or a new position is created, DEW employees may apply for reassignment with recommendation of immediate supervisor. Their application will be treated like that of any outside applicant.

All reassignments must be done in consultation with the immediate supervisor and approved by the Executive Director.

**Transfer:**

Any employee may at any time be transferred from one department to another or from one location to another location depending on the requirement of the organization. In such case advance notice will be served to the concerned staff giving minimum 15 days time. However, for female and pregnant staff, organization will consider the length of notice period differently.

**Chapter – 3**

**Performance Appraisal**

All employees are appraised at least once a calendar year. The supervisor of the concerned employees conducts appraisal. For some employees, and when decided by the management, an Officer or Manager with appropriate technical qualifications will also attend the appraisal. Appraisal form also filled up by the employee (apprise) for self evaluation/assessment of her/his performance.

Appraisals are confidential. They are conducted in a constructive and supportive atmosphere and employees are encouraged to participate fully and to voice any concerns they may have. Objectives and training needs are mutually agreed by the appraiser and appraise. A structured form is used to guide the process. The supervisor of the person who conducted the appraisal has to ensure that the appraisal process was fair and adequate and will review appraisal forms of all employees afterwards. Forms are reviewed during the year to ensure that appropriate action is being taken to enable the employee to reach the objectives set out in the form.

**Procedure for Performance Appraisal**

The management authority shall perform the tasks of appraisal in the following ways

1. The immediate Supervisor of the staff shall conduct appraisal of the staff as per the prescribed format. The Supervisor shall discuss and explain the purpose of the appraisal before conducting the appraisal of the staff.
2. The Evaluator shall discuss with the staff about the results of the appraisal conducted. Necessary opinion shall have to taken from the staff on the appraisal results. If the staff agrees with the appraisal results then s/he shall give his/her opinion in writing or if s/he does not agree then s/he shall clearly write the disagreed matters. There after the Evaluator shall submit the appraisal report to the higher authority with his/her own opinion.
3. The higher authority shall give its opinion after analyzing the appraisal procedure and the results. Necessary action shall be taken if there is any irregularity found. If necessary arrangement shall be taken for re- appraisal of the staff.
4. The results of the last appraisal will be also placed to the ED. The Executive Director shall give recognition to the performance of the staff which shall depend on the staff skill and performance results. Training, promotion, increment etc. of the staff shall be decided on the basis of the appraisal.

#### **Chapter-4**

#### **EMPLOYEE SALARY, OTHER SERVICE BENEFITS AND RESPONSIBILITIES**

##### **Annex-II**

Staff salary will provide according the DEW policy, procedures and pay scale structure. The starting salary is determined on the basis of grades and steps under salary structure of the organization, depending on their experience and qualifications. Presently DEW is practicing its salary scale 2010 and for some cases salary scale for the organization in 2012.

Regular confirmed employees will receive the following in addition to their basis Salary:

**A. Housing Allowance:** 40% of their basic salary as monthly house rent

**B. Medical Allowance:** 10% of basic salary as monthly medical allowance

**C. Transport Allowance:** 10% of basic salary as monthly transport allowance

**D. Festival Bonuses:** Two annual Festival Bonuses for majority Muslim employees per year each equivalent to one month gross salary. Hindu, Christian and other minority staff are eligible for their festival bonuses prior to their 2 (two) biggest festivals.

**E. Cell phone allowance:**

Core staff of the organization will enjoy this facility on the basis of position, importance and ability of the organization. Project staff of the organization will get cell phone allowance for the smoother operation of their activities and the amount will be determined as per the project provisions.

**F. Entertainment Allowance:**

Entertainment allowance will be allowed for the Executive Director of the organization which will be fixed amount/month for official purpose based on the availability of funds.

**Mandatory Savings for Core Staff:**

Every core staff of the organization will deposit 10% of their gross salary to the staff savings fund (Which will be turn to the Staff Provident Fund after completion of official formalities). If any staff wants to get back his deposit contribution amount after ending of s/his job agreement period then organization will refund his amount accordingly. But if any staff leaves the organization before her/his job agreement period then s/he will not get the deposit amount from the organization.

**Salary Increases:**

Salary is normally reviewed annually depending on the availability of funds. Generally Executive Director will increase the employee salary up to 10% based on their annual performance each year. In case of outstanding performance by any employee, the salary increase may be more than 10% each year determine by the Executive Director of the organization. Increased salary will be effective from each financial year for core staff. In case of project staff, it will be upon the project or donor provision.

Staff will be provided money inflation allowance every year in accordance with the money inflation rate determined by the Bangladesh Bank. It will depend on the financial ability of the organization.

**Salary Review:**

DEW will review the salary structure of the organization in every three to five years interval or the opinion of Executive Director and the executive committee when necessary.

**OTHER BENEFITS:**

In addition to monthly salary and allowances, each employee of DEW will be entitled to the following benefits as per rule laid down:

**Provident Fund (If introduced):**

Membership of the Fund:

Every employee whose service has been confirmed shall be eligible for Membership in the Fund. Membership in the fund is voluntary and no staff is forced to join if they do not want to.

**Contribution:**

Each Member shall contribute to the Provident fund 10% of his/her basic salary in a month. The member's contribution shall be deducted from the monthly salary, and DEW shall contribute equal amount which will be paid by DEW to the Fund, and be credited to the account of such Member in the Fund.

**Administration of Provident Fund:**

Provident Fund of DEW may be recognized by the National Board of Revenue (NBR). It will enable the employees of the organization to get maximum tax benefit out of the fund. The fund shall be managed by the Provident Fund Trustees Board to be selected by the Management and be administered in accordance with the rules of that fund. or

The fund shall be managed by the Provident Fund Committee to be selected by the Management and be administered in accordance with the rules of that fund.

**Gratuity:**

On being honorably discharged from DEW confirmed staff will be entitled to receive gratuity subject to the availability of fund and decision of the Executive Director. Gratuity will be

paid at the rate of one month's basic salary for each completed year of service plus the pro-rated months, calculated on the pay drawn in the last month of the employee's service. An outgoing employee will not be entitled to receive such benefit at the time of separation, if s/he has not served at least for 36 months (three years) including probation period. In case of retirement, gratuity benefit will be equivalent to one Months' basic salary for each year's service put in.

**Group Insurance:**

All regular staff will be covered under a group insurance policy to be maintained with any convenient/reputed Insurance Company with a provision of yearly renewal or termination of contract and find new Insurance Company who will offer more benefit than the existing Company. This will be considered as the compensation scheme of the organization. DEW will pay yearly premium of group insurance for all staff. The sum assured will be equivalent to 5% each months' basic salary for each employee. However, Group insurance may be introduced subject to the availability of fund and decision of the management.

**Accidental policy:**

DEW will bear all necessary costs of treatment in case any staff commits any form of accident while on duty subject to the availability of fund and decision of the management.

**Loans/Advances to Employees:**

No personal loan or advance will be given to any employee of DEW. In case of emergency, loan may be taken to meet any extreme crisis or special consideration of the Executive Director against their salary.

**INCOME TAX:**

As per prevailing law, income tax will be deducted at source from the monthly salary of the staff; whose salary income exceeds the non-taxable limit or individual will be responsible for ensuring his/her tax payment which will be according to existing law. In case of deduction by DEW at source the deducted amount shall be deposited to the bank by DEW as per rule of NBR (within 15 days of deduction). However, assessment of tax shall lie with the individual employee. But for Executive Director Position, Executive Committee can decide whether paid by the ED or by the organization.

**Travel on Official Business:**

If an employee is required to travel on official business, per-diem (including accommodation and food) will be paid in the form of Daily Allowance.

Employees shall be entitled to receive per-diem on submission of a Travel Expense Report (TER) along with field visit report provided that travel times are recorded and validated.

**General Conditions:**

A. When office will provide food and accommodation, staff members will receive the amount after deduction of the amount (food and accommodation) fixed from per diem/DA.

B. When office will arrange/provide food, the cost must not exceed the amount equivalent to the total cost of breakfast, lunch and dinner as stated above.

C. Staff members are entitled to receive cash payment for per-diem as advance, only when the office makes no arrangement.

**Accommodation:**

General Conditions:

- A. Only in case of overnight stay during approved official trip, DEW staffs (Core, Project and others) should stay at DEW Guest House and Learning Center which is mandatory where available.
- B. Staff members will be entitled to receive accommodation charges which will be covered by his/her per diem/DA, In case the per-diem does not cover accommodation in high cost areas the management will decide to pay extra amount depending and considering the situation.
- C. If accommodation is not provided by the office, the charges will be reimbursed to staff members as per above limits of rates shown against each Grade, on submission of hotel bill i.e. actual or the rate against each whichever is lower.
- D. Accommodation should be safe, secured, decent and pre-planned during official trip.

**Travel expenses:**

- For travels within the designated area, employees will normally utilize the most economic transport considering security.
- The employees for outstation traveling can use official transport (if available) if more than two members are traveling together and with the permission of the authority. In other cases public transport should be used. But transports which meet frequent accidents should be avoided.
- Air travel may be allowed in case to case basis to the employees with the prior approval of the Executive Director. Employees are allowed to travel by first class train/steamer and air-condition bus.
- Executive Director and Executive committee members when travelling on official business can travel by air or hire car considering the cost effectiveness.

**Overseas Travel and Accommodation Expenses:**

- ✚ For traveling abroad on official work other than on training, employees of DEW will gets per-diem including boarding and incidental expenses as decided by the management.
- ✚ No per-diem will be paid during air travel.
- ✚ While an employee attending any training and the training fee includes boarding and lodging cost, in that case the incumbent will receive \$30 for Asian countries and \$50 for other than Asian countries as incidental expenses depending on the situation as decided by the Management.
- ✚ The local transport expense for movement on official business will be reimbursed at actual, on submission of voucher.
- ✚ If travel for official purpose in abroad, accommodation will be provided by the organization (if the organizer will not provide). For Asian countries maximum limit of hotel fare will be US\$100 and other than Asian countries maximum US\$200.

**Office Hours:**

The minimum net working hour for DEW employee will be 40 hours per week considering from Saturday through Thursday but 1st and 3rd Saturday of the month will be treated as weekly holiday.

- ✚ While full time staff usually works 5.5 days a week i.e. Sunday to Thursday from 9 am to 5 pm with 30 minutes lunch and prayer break. However, 1st and 3rd Saturday of each month also considered as weekly holiday for the staffs.

- ✚ Does not operate a formal flexible working hours policy but in case of women especially lactating and/or pregnant mother can avail flexible hours.
- ✚ Lactating Mother (Children below one year) will enjoy additional one hour break for breast feeding.
- ✚ Office assistant, messenger, support staff and driver will work one hour extra. They will come half an hour before the office starts at 8:30am and will leave half an hour later at 5:30pm.

**Daily Attendance:**

Every employee should make entry of his/her arrival and departure time in the attendance register kept for this purpose at the Reception of the respective offices.

**Holidays and involuntary leave:**

All public/national holidays will be observed by the organization and staff will enjoy public holidays. A list of such holidays will be notified to the staff at the beginning of the calendar year. Friday and Saturday (1<sup>st</sup> and 3<sup>rd</sup>) shall be treated as designated weekend. Hartals and General Strikes are not to be considered as leave. Time lost due to this needs to be compensated by working extra hours or have take leave.



## Salary Scale of Development Wheel (DEW)

Development Wheel - DEW  
Salary Scale of DEW, July, 2010

Annex-II

Grade		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
<b>X (ED)</b>	<b>B</b>	61,825	68,008	74,809	82,290	90,519	99,570	109,527	120,480	132,528	145,781
	<b>H</b>	24,730	27,203	29,923	32,916	36,207	39,828	43,811	48,192	53,011	58,312
	<b>M</b>	6,183	6,801	7,481	8,229	9,052	9,957	10,953	12,048	13,253	14,578
	<b>T</b>	6,183	6,801	7,481	8,229	9,052	9,957	10,953	12,048	13,253	14,578
	<b>Gross</b>	<b>98,921</b>	<b>108,813</b>	<b>119,694</b>	<b>131,663</b>	<b>144,830</b>	<b>159,313</b>	<b>175,244</b>	<b>192,768</b>	<b>212,045</b>	<b>233,250</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>IX (DP/PD/DD)</b>	<b>B</b>	46,450	51,095	56,205	61,825	68,008	74,809	82,290	90,519	99,570	109,527
	<b>H</b>	18,580	20,438	22,482	24,730	27,203	29,923	32,916	36,207	39,828	43,811
	<b>M</b>	4,645	5,110	5,620	6,183	6,801	7,481	8,229	9,052	9,957	10,953
	<b>T</b>	4,645	5,110	5,620	6,183	6,801	7,481	8,229	9,052	9,957	10,953
	<b>Gross</b>	<b>74,320</b>	<b>81,753</b>	<b>89,928</b>	<b>98,921</b>	<b>108,813</b>	<b>119,694</b>	<b>131,663</b>	<b>144,830</b>	<b>159,313</b>	<b>175,244</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>VIII (PC/FC/RC/CH)</b>	<b>B</b>	34,899	38,389	42,228	46,450	51,095	56,205	61,825	68,008	74,809	82,290
	<b>H</b>	13,960	15,355	16,891	18,580	20,438	22,482	24,730	27,203	29,923	32,916
	<b>M</b>	3,490	3,839	4,223	4,645	5,110	5,620	6,183	6,801	7,481	8,229
	<b>T</b>	3,490	3,839	4,223	4,645	5,110	5,620	6,183	6,801	7,481	8,229
	<b>Gross</b>	<b>55,838</b>	<b>61,422</b>	<b>67,564</b>	<b>74,320</b>	<b>81,753</b>	<b>89,928</b>	<b>98,921</b>	<b>108,813</b>	<b>119,694</b>	<b>131,663</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>VII (PO/TO/RO)</b>	<b>B</b>	26,220	28,842	31,726	34,899	38,389	42,228	46,450	51,095	56,205	61,825

	H	10,488	11,537	12,690	13,960	15,355	16,891	18,580	20,438	22,482	24,730
	M	2,622	2,884	3,173	3,490	3,839	4,223	4,645	5,110	5,620	6,183
	T	2,622	2,884	3,173	3,490	3,839	4,223	4,645	5,110	5,620	6,183
	Gross	41,952	46,147	50,762	55,838	61,422	67,564	74,320	81,753	89,928	98,921
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
VII (PO/TO/RO)	B	19,699	21,669	23,836	26,220	28,842	31,726	34,899	38,389	42,228	46,450
	H	7,880	8,668	9,535	10,488	11,537	12,690	13,960	15,355	16,891	18,580
	M	1,970	2,167	2,384	2,622	2,884	3,173	3,490	3,839	4,223	4,645
	T	1,970	2,167	2,384	2,622	2,884	3,173	3,490	3,839	4,223	4,645
	Gross	31,519	34,671	38,138	41,952	46,147	50,762	55,838	61,422	67,564	74,320
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
VI (PO/FO/AO/RO/Des.)	B	14,800	16,281	17,909	19,699	21,669	23,836	26,220	28,842	31,726	34,899
	H	5,920	6,512	7,163	7,880	8,668	9,535	10,488	11,537	12,690	13,960
	M	1,480	1,628	1,791	1,970	2,167	2,384	2,622	2,884	3,173	3,490
	T	1,480	1,628	1,791	1,970	2,167	2,384	2,622	2,884	3,173	3,490
	Gross	23,681	26,049	28,654	31,519	34,671	38,138	41,952	46,147	50,762	55,838
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
V (AO/PO/MO/Des.)	B	11,120	12,232	13,455	14,800	16,281	17,909	19,699	21,669	23,836	26,220
	H	4,448	4,893	5,382	5,920	6,512	7,163	7,880	8,668	9,535	10,488
	M	1,112	1,223	1,345	1,480	1,628	1,791	1,970	2,167	2,384	2,622
	T	1,112	1,223	1,345	1,480	1,628	1,791	1,970	2,167	2,384	2,622
	Gross	17,792	19,571	21,528	23,681	26,049	28,654	31,519	34,671	38,138	41,952
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
IV (UO/FO/FAO)	B										

		8,354	9,190	10,109	11,120	12,232	13,455	14,800	16,281	17,909	19,699
	H	3,342	3,676	4,044	4,448	4,893	5,382	5,920	6,512	7,163	7,880
	M	835	919	1,011	1,112	1,223	1,345	1,480	1,628	1,791	1,970
	T	835	919	1,011	1,112	1,223	1,345	1,480	1,628	1,791	1,970
	Gross	13,367	14,704	16,174	17,792	19,571	21,528	23,681	26,049	28,654	31,519
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
III (CO/Driver/AA/SK)	B	6,277	6,905	7,595	8,354	9,190	10,109	11,120	12,232	13,455	14,800
	H	2,511	2,762	3,038	3,342	3,676	4,044	4,448	4,893	5,382	5,920
	M	628	690	759	835	919	1,011	1,112	1,223	1,345	1,480
	T	628	690	759	835	919	1,011	1,112	1,223	1,345	1,480
	Gross	10,043	11,047	12,152	13,367	14,704	16,174	17,792	19,571	21,528	23,681
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
II (Packaging/QC)	B	4,716	5,187	5,706	6,277	6,905	7,595	8,354	9,190	10,109	11,120
	H	1,886	2,075	2,282	2,511	2,762	3,038	3,342	3,676	4,044	4,448
	M	472	519	571	628	690	759	835	919	1,011	1,112
	T	472	519	571	628	690	759	835	919	1,011	1,112
	Gross	7,545	8,300	9,130	10,043	11,047	12,152	13,367	14,704	16,174	17,792
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
Support staff	B	3,543	3,897	4,287	4,716	5,187	5,706	6,277	6,905	7,595	8,354
	H	1,417	1,559	1,715	1,886	2,075	2,282	2,511	2,762	3,038	3,342
	M	354	390	429	472	519	571	628	690	759	835
	T	354	390	429	472	519	571	628	690	759	835
	Gross	5,669	6,236	6,859	7,545	8,300	9,130	10,043	11,047	12,152	13,367

## Development Wheel - DEW

Salary Scale of DEW, July, 2012

Grade		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
<b>X (ED)</b>	<b>B</b>	94,227	103,649	114,014	125,416	137,957	151,753	166,928	183,621	201,983	222,182
	<b>H</b>	37,691	41,460	45,606	50,166	55,183	60,701	66,771	73,449	80,793	88,873
	<b>M</b>	9,423	10,365	11,401	12,542	13,796	15,175	16,693	18,362	20,198	22,218
	<b>T</b>	9,423	10,365	11,401	12,542	13,796	15,175	16,693	18,362	20,198	22,218
	<b>Gross</b>	<b>150,763</b>	<b>165,839</b>	<b>182,423</b>	<b>200,665</b>	<b>220,732</b>	<b>242,805</b>	<b>267,086</b>	<b>293,794</b>	<b>323,174</b>	<b>355,491</b>
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
<b>IX (DP/PD/DD)</b>	<b>B</b>	70,794	77,873	85,661	94,227	103,649	114,014	125,416	137,957	151,753	166,928
	<b>H</b>	28,318	31,149	34,264	37,691	41,460	45,606	50,166	55,183	60,701	66,771
	<b>M</b>	7,079	7,787	8,566	9,423	10,365	11,401	12,542	13,796	15,175	16,693
	<b>T</b>	7,079	7,787	8,566	9,423	10,365	11,401	12,542	13,796	15,175	16,693
	<b>Gross</b>	<b>113,270</b>	<b>124,597</b>	<b>137,057</b>	<b>150,763</b>	<b>165,839</b>	<b>182,423</b>	<b>200,665</b>	<b>220,732</b>	<b>242,805</b>	<b>267,086</b>
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
<b>VIII (PC/FC/RC/CH)</b>	<b>B</b>	53,189	58,507	64,358	70,794	77,873	85,661	94,227	103,649	114,014	125,416
	<b>H</b>	21,275	23,403	25,743	28,318	31,149	34,264	37,691	41,460	45,606	50,166
	<b>M</b>	5,319	5,851	6,436	7,079	7,787	8,566	9,423	10,365	11,401	12,542
	<b>T</b>	5,319	5,851	6,436	7,079	7,787	8,566	9,423	10,365	11,401	12,542
	<b>Gross</b>	<b>85,102</b>	<b>93,612</b>	<b>102,973</b>	<b>113,270</b>	<b>124,597</b>	<b>137,057</b>	<b>150,763</b>	<b>165,839</b>	<b>182,423</b>	<b>200,665</b>
		Step-1	Step-2	Step-3	Step-4	Step-5	Step-6	Step-7	Step-8	Step-9	Step-10
<b>VII (PO/TO/RO)</b>	<b>B</b>	39,961	43,957	48,353	53,189	58,507	64,358	70,794	77,873	85,661	94,227
	<b>H</b>										

		15,985	17,583	19,341	21,275	23,403	25,743	28,318	31,149	34,264	37,691
	<b>M</b>	3,996	4,396	4,835	5,319	5,851	6,436	7,079	7,787	8,566	9,423
	<b>T</b>	3,996	4,396	4,835	5,319	5,851	6,436	7,079	7,787	8,566	9,423
	<b>Gross</b>	<b>63,938</b>	<b>70,332</b>	<b>77,365</b>	<b>85,102</b>	<b>93,612</b>	<b>102,973</b>	<b>113,270</b>	<b>124,597</b>	<b>137,057</b>	<b>150,763</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>VII (PO/TO/RO)</b>	<b>B</b>	30,024	33,026	36,328	39,961	43,957	48,353	53,189	58,507	64,358	70,794
	<b>H</b>	12,009	13,210	14,531	15,985	17,583	19,341	21,275	23,403	25,743	28,318
	<b>M</b>	3,002	3,303	3,633	3,996	4,396	4,835	5,319	5,851	6,436	7,079
	<b>T</b>	3,002	3,303	3,633	3,996	4,396	4,835	5,319	5,851	6,436	7,079
	<b>Gross</b>	<b>48,038</b>	<b>52,841</b>	<b>58,126</b>	<b>63,938</b>	<b>70,332</b>	<b>77,365</b>	<b>85,102</b>	<b>93,612</b>	<b>102,973</b>	<b>113,270</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>VI (PO/FO/AO/RO/Des.)</b>	<b>B</b>	22,557	24,813	27,294	30,024	33,026	36,328	39,961	43,957	48,353	53,189
	<b>H</b>	9,023	9,925	10,918	12,009	13,210	14,531	15,985	17,583	19,341	21,275
	<b>M</b>	2,256	2,481	2,729	3,002	3,303	3,633	3,996	4,396	4,835	5,319
	<b>T</b>	2,256	2,481	2,729	3,002	3,303	3,633	3,996	4,396	4,835	5,319
	<b>Gross</b>	<b>36,091</b>	<b>39,701</b>	<b>43,671</b>	<b>48,038</b>	<b>52,841</b>	<b>58,126</b>	<b>63,938</b>	<b>70,332</b>	<b>77,365</b>	<b>85,102</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>V (AO/PO/MO/Des.)</b>	<b>B</b>	16,948	18,642	20,506	22,557	24,813	27,294	30,024	33,026	36,328	39,961
	<b>H</b>	6,779	7,457	8,203	9,023	9,925	10,918	12,009	13,210	14,531	15,985
	<b>M</b>	1,695	1,864	2,051	2,256	2,481	2,729	3,002	3,303	3,633	3,996
	<b>T</b>	1,695	1,864	2,051	2,256	2,481	2,729	3,002	3,303	3,633	3,996
	<b>Gross</b>	<b>27,116</b>	<b>29,828</b>	<b>32,810</b>	<b>36,091</b>	<b>39,701</b>	<b>43,671</b>	<b>48,038</b>	<b>52,841</b>	<b>58,126</b>	<b>63,938</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>IV (UO/FO/FAO)</b>	<b>B</b>	12,733	14,006	15,407	16,948	18,642	20,506	22,557	24,813	27,294	30,024

	<b>H</b>	5,093	5,602	6,163	6,779	7,457	8,203	9,023	9,925	10,918	12,009
	<b>M</b>	1,273	1,401	1,541	1,695	1,864	2,051	2,256	2,481	2,729	3,002
	<b>T</b>	1,273	1,401	1,541	1,695	1,864	2,051	2,256	2,481	2,729	3,002
	<b>Gross</b>	<b>20,373</b>	<b>22,410</b>	<b>24,651</b>	<b>27,116</b>	<b>29,828</b>	<b>32,810</b>	<b>36,091</b>	<b>39,701</b>	<b>43,671</b>	<b>48,038</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>III (CO/Driver/AA/SK)</b>	<b>B</b>	9,566	10,523	11,575	12,733	14,006	15,407	16,948	18,642	20,506	22,557
	<b>H</b>	3,827	4,209	4,630	5,093	5,602	6,163	6,779	7,457	8,203	9,023
	<b>M</b>	957	1,052	1,158	1,273	1,401	1,541	1,695	1,864	2,051	2,256
	<b>T</b>	957	1,052	1,158	1,273	1,401	1,541	1,695	1,864	2,051	2,256
	<b>Gross</b>	<b>15,306</b>	<b>16,837</b>	<b>18,521</b>	<b>20,373</b>	<b>22,410</b>	<b>24,651</b>	<b>27,116</b>	<b>29,828</b>	<b>32,810</b>	<b>36,091</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>II (Packeging/QC)</b>	<b>B</b>	7,187	7,906	8,697	9,566	10,523	11,575	12,733	14,006	15,407	16,948
	<b>H</b>	2,875	3,162	3,479	3,827	4,209	4,630	5,093	5,602	6,163	6,779
	<b>M</b>	719	791	870	957	1,052	1,158	1,273	1,401	1,541	1,695
	<b>T</b>	719	791	870	957	1,052	1,158	1,273	1,401	1,541	1,695
	<b>Gross</b>	<b>11,500</b>	<b>12,650</b>	<b>13,915</b>	<b>15,306</b>	<b>16,837</b>	<b>18,521</b>	<b>20,373</b>	<b>22,410</b>	<b>24,651</b>	<b>27,116</b>
		<b>Step-1</b>	<b>Step-2</b>	<b>Step-3</b>	<b>Step-4</b>	<b>Step-5</b>	<b>Step-6</b>	<b>Step-7</b>	<b>Step-8</b>	<b>Step-9</b>	<b>Step-10</b>
<b>Support staff</b>	<b>B</b>	5,400	5,940	6,534	7,187	7,906	8,697	9,566	10,523	11,575	12,733
	<b>H</b>	1,417	1,559	1,715	1,886	2,075	2,282	2,511	2,762	3,038	3,342
	<b>M</b>	354	390	429	472	519	571	628	690	759	835
	<b>T</b>	354	390	429	472	519	571	628	690	759	835
	<b>Gross</b>	<b>7,526</b>	<b>8,278</b>	<b>9,106</b>	<b>10,017</b>	<b>11,019</b>	<b>12,120</b>	<b>13,333</b>	<b>14,666</b>	<b>16,132</b>	<b>17,746</b>

## **Chapter - 5**

### **HOLIDAYS and LEAVE**

#### **Government holidays:**

Employees are entitled to avail Government holidays (pre decided by the organization) annually with pay. A schedule of holidays is issued annually by the Government. An employee may substitute a holiday for a regular workday with the prior approval of the Executive Director. Employees may be required to work on holidays if needed. Employees entitled to enjoy that time as compensatory time with prior permission of the authority.

#### **Paid Leave:**

Employees may take the following paid leave:

#### **Annual leave:**

Regular employees following confirmation of employment and contract employees after six (6) months are entitled to take eighteen (18) days annual leave in one year. In case someone joins at any given month of the year, he/she will get annual leave on the basis of 1.5 per month.

Annual leave balance maximum 10 days will be carried out to next year. Organization will recognize employee's commitment to the organization at the same time organization will also encourage employees to enjoy their entitled annual leave. DEW will not pay in lieu of annual leave.

#### **Sick leave:**

Full-time regular employees and contract employee (after six [6] months of service), are entitled to fifteen (15) days of paid sick leave per year earned at the rate of 1.25 per month for each completed month of service. Sick leave is accruable up to maximum of (30) days. At the time of termination (voluntary or involuntary), employees shall have no claim for pay in lieu of unused sick leave.

Employees should notify their supervisor immediately if they are sick. If they are away for more than three (3) consecutive days a registered medical practitioner's written recommendation for sick leave must be sent to the supervisor. Following certain illnesses, and for certain jobs, a fitness certificate issued by a registered medical practitioner may be required before returning to work.

#### **Maternity Leave:**

After one year of service regular female employees and member of producer group will be granted maternity leave with full pay for a period not exceeding twenty four (24) weeks, which should commence no earlier than six to eight (6-8) weeks before the expected date of delivery. A letter stating the expected date of delivery, written by a registered medical practitioner should be presented to the supervisor. This should be done not less than two months before commencing maternity leave, other than in an emergency. Maternity leave of an employee will be treated as leave without pay if an employee applies for a leave for third and subsequent child. This procedure will be maintained as a reflection of commitment to the small family norm.

Maternity leave may not be encased or accumulated. Contract employees and regular employees during probation will normally be entitled to take unpaid maternity leave only up to sixteen weeks.

After joining after maternity leave lactate mother will get extra time for breast feeding to the child at office/production center when needed.

**Paternal Leave:**

One year of service regular male employees/ producer will entitle to enjoy paternal leave with full pay for seven (07) days during the delivery period. A male employee and producer group members will be eligible up to 2<sup>nd</sup> issue.

**Physical Problem/Accident leave:** Both core, project employee and producer group members shall avail maximum Ten (10) days of leave for acute physical problems with proper document and consent of authority. If any employee faces any accident during the official work, she/he will avail up to thirty (30) days with pay. If more days required, ED can consider upon the performance of staff.

**No extension of Annual Leave to sick leave:**

Annual Leave taken beyond the amount of accrued annual leave will not be charged to Sick Leave.

**Leave Extension:**

If the employee, after proceeding on leave, requires an extension, s/he shall apply to the employer before the expiry of 75% of the leave and, in so far as is possible, the Coordinator, ED, or their designates will reply to the employee's over telephone/mobile either granting or refusing the requested extension of leave.

**Absent without Leave Explanation:**

If the employee remains absent beyond the period of leave originally granted or subsequently extended, s/he shall be asked to explain in writing to the employer the reasons for the unauthorized absence. In addition, the employee must inform the employer, immediately, by e-mail, fax, mobile or telephone why the leave extension is necessary and the expected date of return. Permission for extended leave may not necessarily be granted.

When an employee is unable to attend the office, for whatever reason, he/she must inform his/her supervisor within the next working day.

If, after three days of unauthorized absence, in case, an employee has not notified his/her office, the concerned official will immediately inform ED and finance office.

**Unauthorized Leave**

Unauthorized absence is to be treated as Leave without Pay when Managers are not satisfied with the explanation of the employee concerned. If the unauthorized leave exceeds 07 consecutive calendar days then it must be without pay.

**Study Leave:**

If a staff wants to enjoy study leave in country or abroad then s/he can be granted such leave on the following processes –

a. A staff can enjoy such leave for appearing in an examination in connection with higher studies but this leave will be deducted from his/her casual leave. The facility is that s/he can



enjoy leave as per his/her necessity. Such staff can be granted this leave without pay if s/he has no balance in casual leave account.

b. If a core staff goes for a short period training abroad (not exceeding 3 months) then s/he can be granted leave with pay (if the staff served for the organization at list 3 years). But if the staff goes for 1 (one) year to 2 (two) years' higher education at his/her own initiative then s/he will be granted leave without pay. When the staff come back after the higher education s/he can be allowed to join subject to the satisfactory financial condition of the organization or the project otherwise s/he may be discontinued from service.

c. The staff member concerned shall not be eligible for salary or any other benefit.

d. Continuity of service will stand protected.

e. staff shall have to clear all loans/advances availed from the organization before proceeding on study leave.

f. Prior to taking any personal initiative for pursuing higher study, the staff will inform the concerned authority for a smooth leave and activity planning.

g. The Executive Director will approve this leave on the recommendation of the supervisor of the concern staff.

### **Quarantine Leave:**

If a staff or a member of his/her family suffers from contagious diseases like small pox, dengue, jaundice, measles, plague or other serious contagious diseases the said staff should have to live separately or to take leave with pay with certificate from a registered physician or from a officer of the Public Health Department. This leave can be 15 (fifteen) days. This leave will be treated as duty period of the staff.

### **Leave Related Documents:**

All leave related documents will be maintained in the personal files of the staffs. A leave register will be maintained for keeping updated leave records. The said leave register will be kept in the office and the organization will review the said registers regularly.

### **Leave Approval Process**

The following matrix depicts the leave approval process for different category of DEW staff;

<b>Applicant's designation</b>	<b>Recommending Authority</b>	<b>Approving Authority</b>
Executive Director		Board Chairperson
Program Coordinator/Regional Coordinator/Programme Officer/Project Officer/Field Coordinator/Community Mobilizer	Project Coordinator/Regional Field Coordinator	Executive Director
Finance and Admin. Manager/Accounts Officer	Program Officer	Executive Director
Driver, Support Staff	Finance and Admin. Officer	Executive Director

### **Entitlement of Benefits:**

Employees of DEW will be entitled to above benefits as follows:

- a) Staff salary review - From 1st January to confirmed employees
- b) 14th month salary - From the date of appointment
- c) Provident Fund - From the date of confirmation
- d) Gratuity - From the date of joining

- (Subject to availability of fund/project allocation and decision taken by the EC)
- e) Compensation Scheme - From the date of confirmation  
(Group Insurance) As per decision taken by EC
  - f) Annual leave - From the date of confirmation
  - g) Sick Leave - From the date of joining
  - h) Maternity Leave - From the date of joining
  - j) Paternity Leave - From the date of joining
  - k) Study Leave - From the date of joining
  - l) Quarantine Leave - From the date of joining

## Chapter – 6

### TERMINATION, RESIGNATION, DISMISSAL & RETIREMENT

#### Termination:

- A. During the probation period or at the end of the probation period, the service of an employee may be terminated by the authority at any time without any notice.
- B. The service of an employee who has been confirmed may be terminated by the authority by a written notice of not less than **one month or on payment of one month salary** in lieu of notice. No notice or notice pay is necessary to terminate a staff on probation.
- C. Notice of termination cannot be given to a female employee while on maternity leave.

#### Under the following reasons, service of an employee can be terminated:

- A. Dissolution of the position.
- B. Service of the employee is no longer required for the interest of the organization/project.
- C. Convicted by any court of law for an offence involving moral turpitude.
- D. Convicted for misconduct or break of organizational discipline.
- E. Convicted for financial corruption.

#### Redundancy:

Post(s) will automatically cease to exist in case of changes in the organogram due to changes in the activities of the organization/project and the incumbent(s) occupying the position will automatically be terminated. Existing procedure of issuance of notice will follow. In addition to other benefits as per rule, the incumbent(s) will receive one month's gross salary as additional pay subject to the availability of fund by the organization.

#### Temporary Employment:

Staff can be employed on temporary/contractual basis, which is essentially of a temporary nature, to complete a particular job within a specific time. In that case, the service of the employee will be automatically terminated at the end of the period or job.

Temporary staff is not entitled to receive any other organizational benefit other than consolidated salary or mentioned otherwise in the agreement.

**Resignation and notice period:**

An employee who desires to leave the organization shall do so by giving not less than one month's notice in writing to the authority concerned or on payment of one month's gross salary in lieu of notice. Core staff of the organization should provide two month's notice in writing to the authority concerned. Management may not accept a resignation letter of an employee, against whom specific allegation for financial corruption or misconduct has already lodged or a departmental enquiry is in process and in other case, where the period of service not yet completed as per agreement between the employee and DEW. Employee under probation period needs not to submit notice.

An employee, who have submitted resignation letter, shall be treated as staff member of DEW and continue to discharge his/her duties and responsibilities until acceptance of his/her resignation and issuance of clearance certificate.

**Dismissal:**

For the reason of serious morale turpitude or any act, which will be treated as a threat to the discipline of the organization, the concerned employee will be suspended immediately. Afterwards, the authority will nominate one senior level core staff (not below the position under grade 5) for investigation. On the basis of the investigation report, Administration shall bring specific allegation against the concerned employee with due approval of the Executive Committee. If the employee is proved guilty, his/her service shall be dismissed, otherwise, s/he will be reinstated with due respect All this process to be completed within 60 days. The Executive Director, if thinks necessary may extend the time in writing.

In case of any other act of an employee, which tantamount to disciplinary action, a show cause/Explanation letter will be issued giving not less than five days to respond to the written allegation. Afterwards the process as above will follow. Any type of sexual harassment will lead to immediate dismissal from the job for the concern employee.

**Retirement:**

Every regular employee of DEW shall retire at the age of 65 years or after 30 years of service (except Founder and Executive Director if he want to continue and if the Executive Board agreed), whichever is earlier, However the organization desires, and the retiring employee is found fit, under a separate contract the service may be renewed year to year basis for maximum of 3 annual extensions at the discretion of the Executive Director.

**Provided sufficient justification is found on the following grounds:**

- a) Efficient work
- b) Good health
- c) Difficult to find a similar efficient worker.

During the period of extension, the employee will not be governed by the pay and service rule of DEW, but all terms and conditions shall be on contractual basis mutually agreed.

**Payment of Final Settlement:**

NORMAL TERMINATION OF A CONFIRMED STAFF:

When the service of a confirmed employee is terminated, s/he shall be given the following benefits:

- a) One month's notice or one month's salary in lieu of notices.
- b) Gratuity as per rule (subject to availability of fund/budget provision)
- c) Provident Fund as per rule (Subject to functioning).

**DISMISSAL:**

When a confirmed employee is dismissed from service on account of misconduct s/he shall be given only the following benefits:

- a) Provident Fund as per rule.
- b) Salary up to the day of dismissal.

**REDUNDANCY:**

In case of redundancy, the concerned staff will be given the following benefits:

- a) One month's notice or one month's salary in lieu of notice.
- b) Gratuity as per rule (subject to availability of fund/budget provision)
- c) Provident Fund as per rule.

**RETIREMENT:**

In case of retirement, the concerned staff will be given the following benefits:

- a) Gratuity as per rule (subject to availability of fund/budget provision)
- b) Provident Fund as per rule

**Chapter - 7:****DISCIPLINARY ACTIONS AND GRIEVANCE PROCEDURE****General Conduct and practices**

- a) All employees are obliged to follow the office orders, service policies of DEW and also the orders of the higher authorities.
- b) All employees shall perform respective duties honestly and sincerely and maintain secrecy of the official matters/confidentiality.
- c) No employee shall remain absent from duties or leave workplace without prior approval of competent authority.
- d) No employee shall take part in any activities detrimental to the interest of Development Wheel.
- e) No employee shall engage directly or indirectly in any business contact with Development Wheel.
- F. Shall not receive or give bribe to/from any body.
- G. Shall not be involved in any acts and omissions liable for disciplinary action.

**Punishable Acts and omissions:****The following acts and omission shall be treated as misconduct and liable for disciplinary action:**

- ✚ Willful insubordination or disobedience, whether alone or in combination with others, of any lawful or reasonable order of a superior.
- ✚ Theft, fraud or dishonesty in connection with the employer's business or property.
- ✚ Taking or giving bribes or any illegal gratification in connection with his/her or other employees of the organization.
- ✚ Habitual late attendance.
- ✚ Habitual absence or/and absence without approved leave for more than ten days.
- ✚ Falsifying, tampering with, damaging or causing loss of DEW's official records.

- ✚ Divulgence of confidential and/or serious business matters of the organization to outsiders, which can/has adversely affect the organization.
- ✚ Negligence in maintenance of office assets, vehicles, equipment, and causing damage.
- ✚ Creating public nuisance in the office.
- ✚ Sexual harassment or any indecent behavior including comments towards colleagues.
- ✚ Any other act or omission considered being subversive to the state or of discipline by the Management.
- ✚ Violation of gender policy, financial abuse, drug addiction.
- ✚ Doing anything that may cause emotional, physical or financial harm to the individuals, families or communities that DEW is working with.
- ✚ Not operating on a basis of trust and mutual respect and gender sensitivity.
- a) Not showing respect to the dignity of all colleagues, particularly women, minorities, differently able and other marginalized groups. Using authority to undermine a colleague's sense of pride or dignity.
- b) Providing false statement by nature or intentionally.

### **Types of disciplinary action:**

The types of disciplinary action to be taken depend on the nature, frequency and severity of the misconduct.

#### **a) Minor disciplinary action may include:**

- i) Verbal Warning
- ii) Warning letter
- iii) Withholding increment for a specific time
- iv) Withholding promotion
- v) If money or property damage is involved, recovery from the concerned employee's salary of all or part of the amount.

#### **b) Major disciplinary action may involve any of the following:**

- i) Suspension
- ii) Dismissal/Termination from the service

### **Suspension**

The following procedures to be followed in case of suspension:

- A. The employee is given a written suspension order outlining the reasons for the suspension.
- B. In any case, the period of suspension cannot exceed 60 days, within which period the whole procedure to be completed and decision to be taken.
- C. During the period of suspension, only 50% of the basic salary without any allowance will be paid to the employee. The payment is not reimbursable to DEW even if dismissal occurs.
- D. The suspended employee is to hand over all keys, documents and other DEW properties to his/her superior after the issuance of suspension letter.
- E. The competent authority will appoint an enquiry team/officer immediately.
- F. The enquiry team/officer will investigate the charges and the employee's defense.

- G. The employee is to submit a written reply on the charges, to the enquiry team/officer within 7 days.
- H. The enquiry team/officer shall submit a written report (containing information on circumstances, evidence, facts, witnesses, defense etc. and a judgment on guilt or innocence) to the authority as soon as possible, but at the latest within 60 days from the start of the suspension.
- I. On the basis of this report, the authority will decide if and which disciplinary action is to be taken.
- J. If the suspended employee is found not guilty, s/he will be reinstated immediately and the employee will be given all the pending salary and benefits for the period of suspension.

### **Dismissal/Termination from service**

- A. DEW has **zero tolerance** for any financial, gender and behavioral misappropriation in any regards. DWE also tries to promote it to its partner organizations.
- B. If warranted by circumstances and if the charge can easily be proved, the delegated authority, with the knowledge of Executive Director, can summarily dismiss an employee.
- C. Dismissal will be in writing, detailing the reasons for this and stating how to appeal against the decision. The appeal must be submitted in writing within 7 working days on receipt of the dismissal letter and addressed to the Executive Director.

### **Disciplinary procedure**

Before any disciplinary action is taken, the following procedures to be followed:

- A. The employee to be informed in writing of the intention and reasons for the action.
- B. The allegation should be specific and written.
- C. The employee is to be given sufficient opportunity of being heard and of defending him/herself.
- D. If the employee's explanation does not adequately exonerate him/herself, a definite charge will be made.
- E. An inquiry team or officer to be engaged to prove the allegation brought against the employee. Such, an inquiry team or officer should be engaged by the competent authority.
- F. The inquiry team/officer shall make recommendation on the type of punishment (light or heavy), depending on the nature, frequency and severity of the offence.
- G. Before giving any punishment to any employee s/he should be issued a 'Show cause notice' to explain, why punishable action will not be taken against him/her

## **Grievance procedure**

Any employee, who has a grievance in respect to any matter and wishes to seek redress thereof, must observe the following procedure:

- A. A written complaint should be given to their immediate supervisor
- B. If the staff member is not satisfied with the response from their Supervisor, the employee should write to the next level of Supervisor and a copy to the relevant higher authority.
- C. The notice must be submitted within 7 days of occurrence of the cause of such grievance and the employer must within 30 days of receipt of such grievance, inquire into the matter and give the concerned employee an opportunity of being heard and communicate the decision, in writing, to the employee.
- D. All complaints must be in writing, signed and dated by the employee(s), if they are to receive consideration. No anonymous grievances or allegations will be considered under any circumstances. Writing, disseminating or assisting in the spreading of anonymous allegations will result in severe disciplinary action for all employees involved.

# Section 6

## TRAINING AND DEVELOPMENT (Human Resource Development)

- DEW believes on Human Resource Development for its staff members, producers and participants. So part of human resource development policy of the organization DEW will assess staff/producer/participants performance through annual performance appraisal by the staffs and by the organization. According to the need assessment DEW will organize need based training by the organization/partners or nominate staffs to other organization, networks to build their capacity under annual HR development plan.
- DEW believes that most effective staff and our producer group members are happy in their jobs, well trained and feels motivated to carry out their duties. Organization is committed to train and development of its entire staff and producer group members to gain the necessary skills to develop their full potential, within the context of equal opportunities policy. Organization aims to promote a learning environment.
- DEW believes that well trained and supported working teams are essential to achieve its aim to support poor people in their campaign for equal rights.
- By increasing the skills, experience and knowledge of all staff and producer group members DEW aims to promote confident, motivated and highly qualified staff working in effective and efficient teams.
- After getting any training for the staff and producer group members organized by the organization, staff should submit a training report to the authority.

### 1. Training Policy and indemnity

#### a. Eligibility for Training in home and abroad

All employees are eligible for training regards to skill development according the **organizational needs and annual human resource development plan** of the organization.

#### b. Funding arrangement

DEW arrange skill development fund for staff and producer group members training in home and abroad subject to organizational needs and staff commitment.

#### C. Obligation to Organization

Staff and producer group members training programs involve an investment on the part of the organization, either directly in terms of time and resources, or indirectly by providing an enabling environment that provides the framework for the training. DEW expects a return on its investment. Staff being nominated for any international training or lengthy (one and more months) in-country training are required to enter into an indemnity agreement.



Training program direct and indirect cost is the criterion for determining an indemnity period.

Indemnity will apply to all in-country or international training that has a direct and indirect investment value of the local currency equivalent of US\$1000 or more. An example of a direct cost is an airfare or registration fee. An indirect cost would be the continuance of a salary during training.

Indemnity will not apply to cross-visits; participation in workshops, seminars, conferences or symposia arranged by DEW; and representing DEW at non-DEW events.

If an employee fails to continue to work with DEW following an indemnified training as per the contractual agreement, s/he will compensate the prorated training costs, gross salary, benefits, per diem and travel expenses incurred by DEW.

This indemnity will be effective for an employee according the agreement of both parties (DEW authority and employee) before signing the contractual format in organizational pad.

After receiving any training, participating workshop and seminars nominated by any DEW staff should organize a presentation session at DEW office to share and disseminate the training learning's to other staffs and the authority.

**d. Format for indemnity of receiving training**

Date:

To  
Executive Director  
Development wheel (DEW)

Dear Sir,

I -----, Mother-----Father-----  
-----Home address-----  
-----here by declared that I will serve with Development Wheel  
(DEW) minimum ---- months/years as per organizational policy after receiving the -----  
-----training which will be start from----- and ended on ----- date.  
I have gone through and clearly understood the training policy and indemnity of DEW and I  
completely agree with the policy paper. If I unable to my commitment, I will back the all  
training cost including salary during the above mentioned training as pro-rate of my  
contractual period incurred by Development Wheel (DEW).

I am gratitude to you for selecting me in this training program.

Thank you.

Sincerely Yours

# Section -7

## Internship

Development Wheel (DEW) provides internship opportunities to recent Bachelor/Masters Degree university graduates (national/international) wishing to work in the field of development under its Development Internship Programme. The primary objective of internship is to provide the Bangladeshi students opportunity to apply theoretical concepts to real life situations. On the other hand, this is also an opportunity for the interns to develop their professional skills in the area of their interests. DEW will approve only those internships which are relevant to its programs (such as Women's Internship), but will also benefit the organization in some way. DEW is also offering internship programme for international students from different universities in the globe to learn practically in the field how NGO's are working in the developing countries.

### 1 Internship Responsibilities

#### 1. a Identification of Opportunities

Organization will assess specific projects needs, and identify areas open to interns in a particular fiscal year. Executive Director (ED) / Account section will coordinate with projects in regard to needs assessments and facilitate the process.

#### 1.b Appointment

The organization seeking the internships will contact with account section of DEW for short term project work. Usual selection process will be followed to assess Intern's potential and interest. Open competition will be organized for Women's Internship program. ACCOUNT section will consult with ED and projects in regard to finalizing the terms of reference of the Interns and will prepare the Internship contract. A Scope of Work (SOW) stating the objectives, tasks, outputs, timeline, remuneration, administrative support and general terms etc, has to be developed by the concerned unit before submission to ED for review and finalization.

#### 1.c Reporting

In addition to periodical progress reports, at the end of the project work, the Intern will submit a report to the concerned Supervisor with copies of the same to ED.

#### 1.d Supervision

The Intern will work under the close supervision of assigned Supervisor. The Intern will carry out such duties and responsibilities, which are related to the Internship contract as specified in the SOW.

#### 1.e Administration

DEW will provide necessary administrative supports such as accommodation of office space, computer use, supply of stationery, and photocopier use etc to the Intern.

### 2 Duration

The duration of the internship will be for a period of maximum four months for short term work and ten months for Women's Internship program, which may be extended for two

months upon approval from the concerned Supervisor. An individual will have the opportunity to be an Intern only for one time in DEW.

### **3 Remuneration and Leave**

Remuneration of the Interns is negotiable; however the range will be from Tk. 5,000/- to Tk. 8,000/- per month. Interns will be eligible to receive per diem and lodging as organizational policy. The Intern will receive no other financial benefits other than the consolidated remuneration as determined. The account section will process to arrange the monthly remuneration of the Interns.

International Interns will pay for accommodation cost and will not get any remuneration for the organization. Organization will provide proper sitting arrangement for them, working lunch, transport for the field and other logistics.

The Interns are required to work normal working hours like DEW staff. During the internship period, leave and holidays for the Intern shall be the same as it applies in case of other employees.

### **4 Separation**

During the Internship period, DEW may terminate the Internship contract without assigning any reasons. An Intern who wishes to terminate his or her contract will provide 15 days notice.

### **5 Eligibility**

Interns from Women's Internship program will not be eligible for applying for DEW jobs during the Internship period. However, after completion, she may apply for any suitable position.

National/International Development Internship Programme (DIP)

## **Chapter –8**

### **ADMINISTRATIVE RULES AND REGULATIONS:**

#### **Care and Custody of Keys to the office:**

There should be one full set of keys (except the keys for cash and Store) in the office keyboard for use by the employees on all working days. Key of the keyboard will be under the Finance & Administration department.

Finance & Administration Officer will keep the key for his/her safe for cheque books, and the petty cash. Keys for stationery will remain with the Administration and also duplicate keys for the stationery will remain with Finance department.

#### **Office Security:**

The outside security of the office will be the sole responsibility of the house owner. The inside security of the office shall be looked after the support staff during office time.

**Authority:**

The level of authority will be determined as per the following table of authority:

Sl. No	Item	Recommending authority	Approving authority
i	Recruiting Proposal	PC/PM/FM/PO	Executive Director
ii	Promotion	PC/PM/FM/PO	Executive Director
iii	Leave	Immediate supervisor	PC/PM/FM/PO/ED
iv	Local Travel	Immediate supervisor	PC/PM/FM/PO/ED
v	International Travel	FM	Executive Director/Chairman

**Conflict of Interest**

During the employment with Development Wheel (DEW), an employee is fully committed and responsible to the organization, which will contribute towards enhancing DEW's image. As such during the tenure of employment, all employees' responsibility is to uphold the interest of the organization over any personal interest. All employees shall be free of any personal interest, which could influence his/her judgment or action in terms of delivering organization's services to others.

**DECLARATION OF RELATIONSHIP**

- ✚ Other than spouse of an existing staff, no immediate relative of any staff member can be employed, even in any junior position. Here, immediate relative shall include brother, sister, children, parents, uncles, aunts of the employee or his/her spouse.
- ✚ During the period of employment, if Management discovers any such relationship, the concerned staff member will be terminated on disciplinary ground.
- ✚ Staff members already in employment shall have to give such declaration within one month.

**Confidentiality**

This policy applies to the Coordinator and all other employees, regular or temporary. It relates to spoken, written and computerized information.

**Double Employment/Consultancy:**

No employees of Development Wheel should be engaged in Double Employment either on full time or part time basis, except in exceptional circumstances, each employee has to have competent authorities consent. Such work, if agreed, must not be done within office working time.

**Staff use of DEW facilities:**

DEW staff can use the following facilities on payment:

- Telephone (Land), Cell phone, Fax and internet facilities
- Photo-Copying
- Digital and SLR came, video camera ect.

- Multimedia projector and laptop

These facilities are for the use of the DEW and must not be used for any other purpose. Staff may use these facilities for personal purposes on payment with the specific approval of the management.

**Use of telephone, Fax and e-mail:**

Staff, who wants to use the phone, fax and e-mail for personal purpose should take permission from their respective supervisor. The telephonic time consumed for the purpose will be recorded and will be asked to pay on the basis of the rates fixed from time to time.

**Photo-Copy:**

The concerned employee must make an entry in the register for personal photocopy. For such personal use, the concerned employee will be billed as per rates fixed from time to time.

**Housekeeping:**

It is the responsibility of each employee to keep a neat and clean office area with the help of the Office Support Staffs.

**Meetings:**

The staff meeting in participation of the concerned staffs will be held on weekly/fortnightly/monthly basis. Management concerns, policy issues, important decisions and reporting by concern staffs will be dealt in that meeting. The Executive Director will chair the meeting. A person will record the proceedings of the meeting.

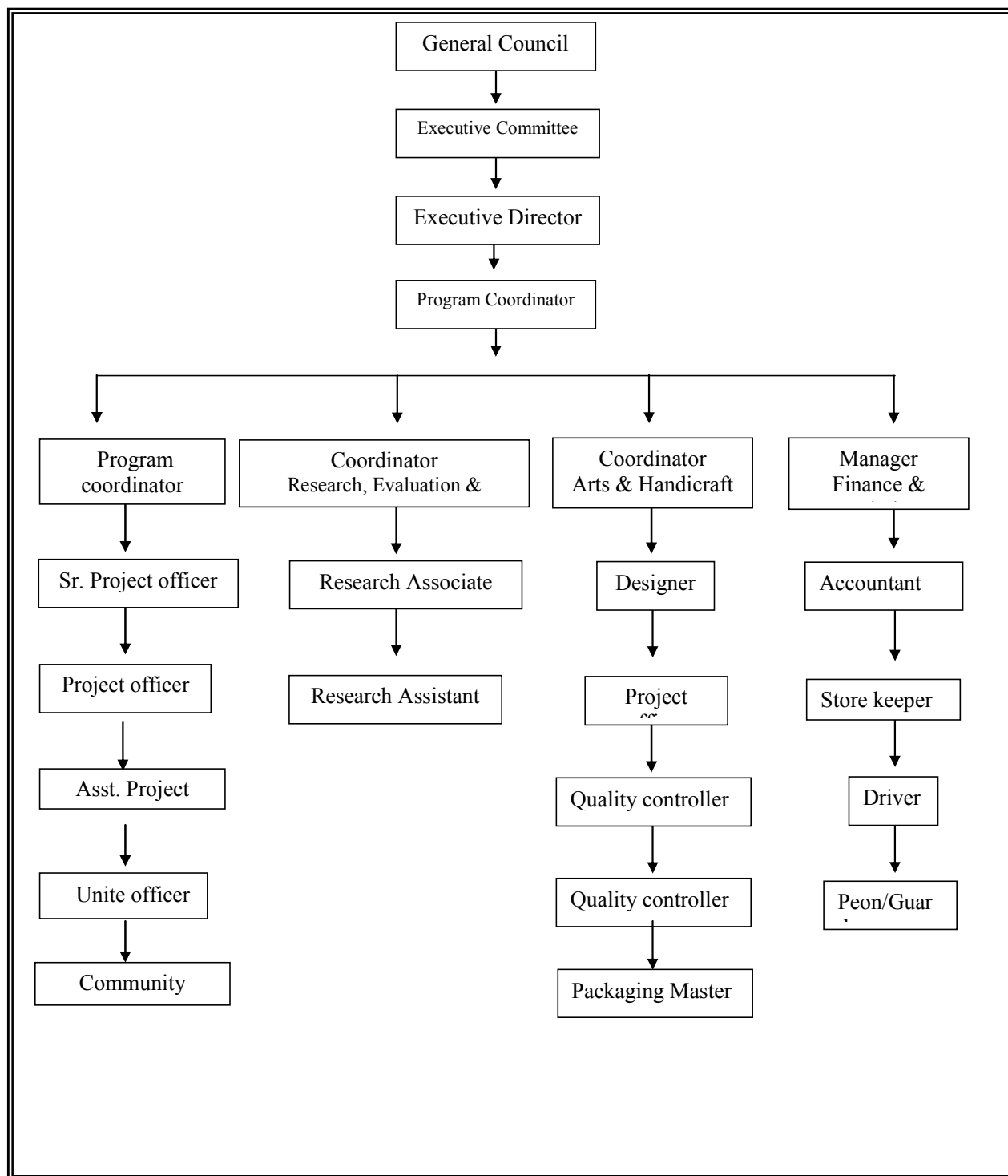
**PERSONNEL DOCUMENTS**

Administration shall maintain separate file for each employee of DEW. The following information /documents will be maintained/stored in that file:

- I. Curriculum vitae with photograph
- II. Appointment and joining letter
- III. Employment approval doc by the interview board
- IV. All the attested certificate of educational qualification, release letter/clearance from previous organization and national ID.
- V. Confirmation, promotion or transfer related letter(s)
- VI. Termination, discharge, dismissal or redundancy related letter(s)
- VII. Annual performance review report.
- VIII. Suspension order
- IX. Letter of advice/Letter of warning
- X. Show cause/Explanation letter
- XI. Notice of enquiry
- XII. Other private matter relating documents
- XIII. Acceptance of resignation
- XIV. Summary leave records
- XV. Nominee declaration

# Organogram of Development Wheel (DEW)

Annex: 01







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State / Country \_\_\_\_\_ Postal 

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Tel. (Country/ISD/STD Code):

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Email Address :

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4. (b) Correspondence Address of the Applicant :<sup>\*2</sup>

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State / Country \_\_\_\_\_ Postal 

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Tel. (Country/ISD/STD Code):

---

Email Address :

---

5. Nationality (Please specify): \_\_\_\_\_

6. Status of Bachelor's Examination Result:   
(Write A: Appeared and result awaited, P: Passed)

7. Educational Qualifications (Start with last highest qualification)

<b>Degrees Academic Distinctions Obtained</b>	<b>&amp; Institution / University</b>	<b>Year</b>	<b>Subjects</b>	<b>Marks/ Grades obtained</b>

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<sup>1</sup> \* It is the responsibility of the candidate to intimate change of address, if any, to the Programme Administrator, DIP, DEW, Dhaka.

<sup>2</sup> \* It is the responsibility of the candidate to intimate change of address, if any, to the Programme Administrator **DIP**, DEW, Dhaka.

8. Work experience (if any):

Details of experience (Starting with the most recent)

Sr. No	Name and address of the organization	Position held	Beginning / End dates

9. Self Sponsored / Organisation Sponsored:

\_\_\_\_\_

If Organisation Sponsored, Name and address of the Organisation

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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10. Primary source of information about the course (Tick only one): Brochure (Y/N):

\_\_\_\_\_ Email: \_\_\_\_\_ Websites: DEW \_\_\_\_\_ Others \_\_\_\_\_

11. Please explain clearly your area of interest for this Internship Opportunity. What do you hope and expect to gain from your internship in the DIP ?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Please describe any volunteer/internship experience you have.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Please describe the relevant skills and talents which you will bring into this position (if you are interested in more than one area of activity, please list general skills which can be applied to the internship opportunity)

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14. Please describe your interests and hobbies

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15. Please give two References who can vouch for your candidature: (give name, designation, address and email id of two persons in responsible position).

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16. Declaration by the Applicant:

If selected for admission, I undertake to abide by the rules and regulations of Development Internship Programme (DIP) of DEW. I certify that the information given above is true and I am aware that providing false information in the application form may result in the cancellation of admission secured.

Place: \_\_\_\_\_ Date: \_\_\_\_\_ Signature of Applicant: \_\_\_\_\_

**DEVELOPMENT WHEEL (DEW)  
STAFF PROFILE FORM -1**

**PERSONAL INFORMATION:  
Pages if Required**

**Use Additional**

**Please write YES or  
NO in the appropriate box**

Name (IN **BLOCK** LETTER):

\_\_\_\_\_

Mother's Name: \_\_\_\_\_ Father's Name:

\_\_\_\_\_

Present Address:

\_\_\_\_\_

Permanent Address:

\_\_\_\_\_

Home District \_\_\_\_\_ Contact Phone No(s) \_\_\_\_\_ E-mail:

\_\_\_\_\_

Sex: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Day \_\_\_\_\_ Month \_\_\_\_\_ Year. Place of Birth: \_\_\_\_\_ Blood

Group: \_\_\_\_\_

Religion: \_\_\_\_\_ Main Festival:

\_\_\_\_\_

**Nationality:**  Bangladeshi  Other(s) -----  
----- (please specify)

**Marital Status:**

Unmarried  Married - Date: \_\_\_\_\_  Divorced - Date: \_\_\_\_\_

Separated - Date: \_\_\_\_\_

Spouse Name: \_\_\_\_\_ Occupation: \_\_\_\_\_ No. of

Children: \_\_\_\_\_

**DEVELOPMENT WHEEL (DEW)**

**STAFF PROFILE FORM -2**

**ACADEMIC & PROFESSIONAL QUALIFICATION:**

**Institutional Education:**

Highest Education Degree  
Achieved:

<b>Education</b>	<b>Passing year</b>	<b>Institution /University</b>	<b>Class/Division</b>	<b>Country</b>	<b>Subject</b>

Extra Curricular Activities:

\_\_\_\_\_

\_\_\_\_\_

**WORK EXPERIENCE:**

Information about the Organization/ Company From Current to Previous (Organization Name, Designation, and full address)	Position you served	Service period		Major Responsibilities
		From	To	

**DEVELOPMENT WHEEL (DEW)**

**Experience Certificate**

**TO WHOM IT MAY CONCERN**

This is to certify that \_\_\_\_\_,  
S/O \_\_\_\_\_ of village \_\_\_\_\_, Post Office \_\_\_\_\_,  
Upazila \_\_\_\_\_, District \_\_\_\_\_ has worked for Development  
Wheel (DEW) as ' \_\_\_\_\_ ' from  
\_\_\_\_\_ to \_\_\_\_\_.

We wish him/her every success in his/her future career.

-----  
-----  
(Signature of Executive Director)

cc. Personal information File

**DEVELOPMENT WHEEL (DEW)**

Termination Letter (Termination Form)

**CONFIDENTIAL**

Ref. No:

Date:

Name:

Designation:

Employee #;

Project name:

Subject: **TERMINATION**

Dear Mr/Ms. \_\_\_\_\_,

We regret to inform you that your services are no longer required, and hence stand terminated effective \_\_\_\_\_ (Date). However, you will be paid 1 (one) month basic salary in lieu of notice.

You are requested to collect all your dues from our finance department on giving proper receipt of any outstanding payments. Please obtain necessary clearance from your project / department before collecting the dues.

A C C E P T E D

Sincerely,

\_\_\_\_\_

name:  
Signature with date  
Executive Director  
Development Wheel (DEW)

cc: PC- Project and personal file  
Accounts Officer

# Development Wheel (DEW)

Basic Job Description form

<b>Employee Name:</b> <b>Department:</b> <b>Supervisor's Title:</b> <b>Date Employed:</b>	<b>Job Title:</b> <b>Project/Support:</b> <b>Current Grade &amp; Step:</b>
--	--

- I. **Job Summary:**
- II. **Responsibilities and Tasks**

Responsibilities	Tasks
1.	
2.	
3.	
4.	
5.	

- II. **Reporting:**
- IV. **Working Condition:**
- V. **Qualifications:**
- VI. **Authority:**
- VII. **Contact Key Relationship:**

Incumbent's Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
Signature: -----Date: -----

Supervisor's



## Staff Appraisal Form (A)

### Development Wheel (DEW)

13-A/4-A (3<sup>rd</sup> floor), Block-B, Babar Road, Mohammadpur, Dhaka-1207  
www.dewbd.org

#### APPRAISAL FORM B

(To be completed by the Appraiser)

[This part is to be completed by the Appraiser. An Appraiser should submit this form to the management positively by second week of January each year.]

Name of Employee: ----- Position: -----

Joining date: ----- ID. No: -----

Period reviewed from: ----- To: -----

#### INSTRUCTIONS

**To the rater:** The ratings are to represent your appraisal of the employee's actual performance of their present job. The value of rating depends upon your impartial judgment. Rate employee's performance during the above mentioned period only. The performance during their periods should not influence the rating.  
TO HELP YOU MAKE A CAREFUL ANALYSIS, THE FOLLOWING SUGGESTIONS ARE OFFERED:

1. Rate the performance based on facts and not on impression/ imaginations. The best way to obtain correct facts is to constantly and carefully observe the employee's general performance during the whole rating period, not just the period immediately prior to this report.
2. Consider only one factor at a time.
3. Base your judgment on the requirement of the job and the employee's performance in it compared to others doing similar work and of similar rank.
4. Take plenty of time to rate your subordinates. Do not be influenced by prejudice or pity.
5. Carefully read the description of each trait and specification on each factor, and then make your entry by putting tick on the appropriate area. Put your rating as per following grading:

FACTOR POINT	GRADE OF RATING
I. Job knowledge	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
II. Quality of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
III. Quantity of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
IV. Dependability	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
V. Judgment	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
VI. Leadership	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
VII. Planning and organization	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
VIII. Training & developing subordinates	a) 05 b) 04 c) 03 d) 02 e) 01
IX. Attendance	a) 05 b) 04 c) 03 d) 02 e) 01
X. Capacity to develop	a) 05 b) 04 c) 03 d) 02 e) 01

6. Upon completion, review and check your rating
7. Add the points. Get the sum to arrive at the total quantitative factor points
8. Compare the total points to determine the objective rating
9. Narrative comments: This portion permits you to express your personal feelings for assessment of the employee's performance.
  - a) The areas in which the employee excels are important indications of the directions in which employee development should be planned
  - b) Weak points should also be indicated in this portion to determine training needs and plans to assist the employee in improving performance
10. Considering overall rating and performances, you should make comments on whether the employee should be given promotion, training on any specific field or area, salary increment to be given or not along with plan for future course of action taken for the concern staff
11. Use additional sheet for recording any information if required
12. Upon completion the result should be discussed by you with the person rated. Both you and staff concerned should affix their signatures to signify that the result of the appraisal has been discussed. Should there be questions, the problem should be reviewed by the Executive Director for further rating

1. What do you consider to be the purpose of the employee's position?

2. Please list her/his major responsibilities

#### Total Quantitative Factor Point

Factor Point	Areas to be considered/ reviewed	Total rating	Rating given by raters	Remarks
1. Job knowledge: Completeness of information Employee has in all types of work needed by, expected of and related to the position	a. Exceptional mastery of the work, no assistance required b. Adequate knowledge of the job c. Sufficient knowledge, requires direction sometimes d. Insufficient knowledge, requires direction from time to time e. Very little knowledge of the job, needs direction all time	15		
2. Quality of work: Ability to work with thoroughness and accuracy regardless of volume	a. Works outstandingly, accurate & complete attaining right quality of work possible b. Does through accurate work, rarely commits error c. Acceptable quality with few errors d. Fairly complete works with various errors or rejections	10		

	e. Too many errors or rejections			
3. Quantity of work: Individual productivity, rapidity in performing tasks	a. Exceptionally good producer, finishes work rapidly b. Good producer. Works rapidly most of the time c. Finishes regular amount of work within a reasonable time d. Sometimes fails assignment, needs help e. Fails to produce as expected, needs help constantly	10		
4. Dependability: Executes assignment and completes it without need of follow up	a. Highly reliable and conscientious b. Dependable under most circumstances, rarely needs checking c. Average reliability, delivers work without requiring supervision d. Irregular in being dependable, sometimes unreliable e. Undependable, needs constant and close supervision	15		
5. Judgment: Ability to grasp situation, thresh out facts and draw a correct logical conclusion	a. Good judgment in varied situation b. Good judgment on routine matters c. Fair judgment on routine matters d. Judgment sometimes unreasonable causing delays e. Judgment can not be relied on	15		
6. Leadership: Ability in gaining the cooperation of her/his subordinates, assess also her/his ability in instilling others the willingness and desire to achieve a given job	a. Very capable and effective leader b. Instruct very well, explains procedure clearly and able to make my mate perform efficiently c. Has good control over colleagues and maintain good discipline d. Inadequate ability to motivate and coordinate e. Insufficient ability to control subordinates	10		
7. Planning & organizing: Considering ability in planning & organizing the work in the unit to make most effective use of personnel, materials and equipment.	a. Plans and organizes exceptionally well even under difficult situations b. Plans and organizes effectively well c. Effective planner and organizer under normal circumstances d. Usually good planner but poor organizer e. Insufficient planning and organizational ability	10		
8. Training and developing subordinates: Consider her/his	a. Very capable and active in training and developing subordinates b. Has sufficient ability to train and develop the potentials of	05		

interest in training and developing subordinates in order to obtain maximum efficiency in the performance of that job	<ul style="list-style-type: none"> <li>subordinates</li> <li>c. Has average ability in training subordinates and developing their aptitude</li> <li>d. Has interest but instinct ability and determination to train and develop subordinates</li> <li>e. Minimal interest to train and develop subordinates</li> </ul>			
9. Attendance: Punctuality & regularity in attendance, frequency in reporting to work and proper observance of break period	<ul style="list-style-type: none"> <li>a. Exceptionally excellent attendance and punctual in observing working hours</li> <li>b. Rarely absent or late, observes proper working hours</li> <li>c. Average absence and lateness except for extreme emergency</li> <li>d. Frequent absence, lateness indicating little concern for time lost</li> </ul>	05		
10. Capacity for self development: Potentials for advancement considering educational attainment, acquired skills, team work, adaptability and capacity to accept additional responsibilities	<ul style="list-style-type: none"> <li>a. Great future growth, shall go far with opportunities</li> <li>b. Very promising and promotional</li> <li>c. Shows promising future</li> <li>d. Moderate development to be expected</li> <li>e. Future growth doubtful</li> </ul>	05		
<b>Total Rating</b>		<b>100</b>		

### SUMMARY SHEET

**Overall Rating:**

Percentage of Rating	Objective of Rating
100-90	Excellent
89-70	Very good
69-50	Good
49-30	Below average
29-01	Poor

**NARRATIVE COMMENTS**

11. List the employee's three (3) greatest strengths related to her/his specific job with examples:

12. List three (3) her/his weakness with examples:

**ADDITIONAL COMMENTS**

13. Promotion: (Be specific)

14. Training: (Be specific)

15. Salary increment with proper justification:

16. Any other comments, be specific:

Appraised by (Name): ----- Position: -----

Signature: ----- Date: -----

Reviewed by: ----- Date: -----

Approved by: ----- Date: -----

## Staff appraisal form –Self (B)

### Development Wheel (DEW)

13-A/4-A (3<sup>rd</sup> floor), Babar Road, Block-B, Mohammadpur, Dhaka-1207  
www.dewbd.org

#### APPRAISAL FORM A

(To be completed by the Appraisee)

[This part is to be completed by the Appraisee. An Appraisee will be given 7 (seven) days time to complete this form. If you wish, you can keep a copy with you.]

Name: ----- Position: -----

Joining date: ----- ID. No: -----

Period reviewed from: ----- To: -----

#### INSTRUCTIONS

**To the rater:** The ratings are to represent self-appraisal, actual performance of your present job. The value of rating depends upon your impartial judgment. You're your performance during the above mentioned period only.

TO HELP YOU MAKE A CAREFUL ANALYSIS, THE FOLLOWING SUGGESTIONS ARE OFFERED:

6. Rate your performance based on facts and not on impression/ imaginations. Rate only the current period, not in the line of previous period.
7. Consider only one factor at a time.
8. Take plenty of time to rate your performance. Do not be influenced by prejudice.
9. Carefully read the description of each trait and specification on each factor, and then make your entry putting tick on the appropriate area. Put your rating as per following grading:

FACTOR POINT	GRADE OF RATING
XI. Job knowledge	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XII. Quality of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XIII. Quantity of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XIV. Dependability	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XV. Judgment	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XVI. Leadership	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XVII. Planning and organization	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XVIII. Training & developing subordinates	a) 05 b) 04 c) 03 d) 02 e) 01
XIX. Attendance	a) 05 b) 04 c) 03 d) 02 e) 01
XX. Capacity to develop	a) 05 b) 04 c) 03 d) 02 e) 01

13. Upon completion, review and check your rating
14. Add the points. Get the sum to arrive at the total quantitative factor points
15. Compare the total points to determine your rating
16. Narrative comments: This portion permits you to express your personal feelings on self-assessment.

1. What do you consider to be the purpose of your position?

2. Please list your major responsibilities:

**Total Quantitative Factor Point**

Factor Point	Areas to be considered/ reviewed	Total rating	Rating given by raters	Remarks
<p><b>1. Job knowledge:</b> Completeness of information I have in all types of work needed by, expected of and related to the position</p>	<p>f. Exceptional mastery of the work, no assistance required g. Adequate knowledge of the job h. Sufficient knowledge, requires direction sometimes i. Insufficient knowledge, requires direction from time to time j. Very little knowledge of the job, needs direction all time</p>	15		
<p><b>2. Quality of work:</b> Ability to work with thoroughness and accuracy regardless of volume</p>	<p>f. Works outstandingly, accurate &amp; complete attaining right quality of work possible g. Does through accurate work, rarely commits error h. Acceptable quality with few errors i. Fairly complete works with various errors or rejections j. Too many errors or rejections</p>	10		
<p><b>3. Quantity of work:</b> Individual productivity, rapidity in performing tasks</p>	<p>f. Exceptionally good producer, finishes work rapidly g. Good producer. Works rapidly most of the time h. Finishes regular amount of work within a reasonable time i. Sometimes fails assignment, needs help j. Fails to produce as expected, needs help constantly</p>	10		
<p><b>4. Dependability:</b> Executes assignment and completes it without need of follow up</p>	<p>f. Highly reliable and conscientious g. Dependable under most circumstances, rarely needs checking h. Average reliability, delivers work without requiring supervision i. Irregular in being dependable, sometimes unreliable j. Undependable, needs constant and close supervision</p>	15		

<p><b>5. Judgment:</b> Ability to grasp situation, thresh out facts and draw a correct logical conclusion</p>	<p>f. Good judgment in varied situation g. Good judgment on routine matters h. Fair judgment on routine matters i. Judgment sometimes unreasonable causing delays j. Judgment can not be relied on</p>	15		
<p><b>6. Leadership:</b> Ability in gaining the cooperation of her/his subordinates, assess also her/his ability in instilling others the willingness and desire to achieve a given job</p>	<p>f. Very capable and effective leader g. Instruct very well, explains procedure clearly and able to make my mate perform efficiently h. Has good control over colleagues and maintain good discipline i. Inadequate ability to motivate and coordinate j. Insufficient ability to control subordinates</p>	10		
<p><b>7. Planning &amp; organizing:</b> Considering my ability in planning &amp; organizing the work in the unit to make most effective use of personnel, materials and equipment.</p>	<p>f. Plans and organizes exceptionally well even under difficult situations g. Plans and organizes effectively well h. Effective planner and organizer under normal circumstances i. Usually good planner but poor organizer j. Insufficient planning and organizational ability</p>	10		
<p><b>8. Training and developing subordinates:</b> Consider my interest in training and developing subordinates in order to obtain maximum efficiency in the performance of that job</p>	<p>f. Very capable and active in training and developing subordinates g. Has sufficient ability to train and develop the potentials of subordinates h. Has average ability in training subordinates and developing their aptitude i. Has interest but instinct ability and determination to train and develop subordinates j. Minimal interest to train and develop subordinates</p>	05		
<p><b>9. Attendance:</b> Punctuality &amp; regularity in attendance, frequency in reporting to work and proper observance of break period</p>	<p>e. Exceptionally excellent attendance and punctual in observing working hours f. Rarely absent or late, observes proper working hours g. Average absence and lateness except for extreme emergency h. Frequent absence, lateness indicating little concern for time lost</p>	05		
<p><b>10. Capacity for self development:</b> Potentials for advancement considering educational attainment, acquired</p>	<p>f. Great future growth, shall go far with opportunities g. Very promising and promotional h. Shows promising future i. Moderate development to be expected j. Future growth doubtful</p>	05		



skills, team work, adaptability and capacity to accept additional responsibilities				
<b>Total Rating</b>		<b>100</b>		

**SUMMARY SHEET**

**Overall Rating:**

Percentage of Rating	Objective of Rating
100-90	Excellent
89-70	Very good
69-50	Good
49-30	Below average
29-01	Poor

**NARRATIVE COMMENTS**

11. List three (3) of your greatest strengths:

12. List three (3) of your weaknesses:

13. Are there any responsibilities you would like to take on, in addition to those you already hold?

Yes----- No-----

If yes, please specify:

14. Do you feel you could benefit from further training?

Yes----- No-----

If yes, please specify:

15. General Comments:

Name: -----

Signature: -----

Date: -----

# Section -8

## Format/Form

### DEVELOPMENT WHEEL (DEW)

13-A/4-A (3<sup>rd</sup> floor), Babar Road, Mohammadpur  
Dhaka-1207, Bangladesh  
Tel. +880 2 9135499, 913 7196  
Fax. +880 2 8115579  
E-mail. [info@dewbd.org](mailto:info@dewbd.org), [dewsasalam@gmail.com](mailto:dewsasalam@gmail.com)  
Web. [www.dewbd.org](http://www.dewbd.org)

#### APPLICATION FORM

**Instructions:** Please ensure that application form is duly filled. All information should be written legibly or typed. Please do not send any original documents or photocopies with this application. **If admitted**, you'll be required to produce the originals of the relevant documents. In addition the selected participants will be informed details regarding modalities for fee payment. Please provide photographs where required.

Registration No. \_\_\_\_\_ (To be filled in by DIP)

Enrolment No. (to be filled by DI) 

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Insert digital  
passport size  
photograph in  
this space  
provided

1. Full Name of Applicant:


2. Date of Birth 

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Date

Month

Year

3. Gender: M  F

4. (a) Residential Address of the Applicant : \*<sup>3</sup>

State / Country \_\_\_\_\_ Postal 

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Tel. (Country/ISD/STD Code):  
\_\_\_\_\_

Email Address :  
\_\_\_\_\_

4. (b) Correspondence Address of the Applicant :\*<sup>4</sup>

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

State / Country \_\_\_\_\_ Postal 

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Tel. (Country/ISD/STD Code):  
\_\_\_\_\_

Email Address :  
\_\_\_\_\_

5. Nationality (Please specify): \_\_\_\_\_

6. Status of Bachelor's Examination Result:   
(Write A: Appeared and result awaited, P: Passed)

7. Educational Qualifications (Start with last highest qualification)

<b>Degrees Academic Distinctions Obtained</b>	<b>&amp; Institution / University</b>	<b>Year</b>	<b>Subjects</b>	<b>Marks/ Grades obtained</b>

<sup>3</sup> \* It is the responsibility of the candidate to intimate change of address, if any, to the Programme Administrator, DIP, DEW, Dhaka.

<sup>4</sup> \* It is the responsibility of the candidate to intimate change of address, if any, to the Programme Administrator **DIP**, DEW, Dhaka.

8. Work experience (if any):

Details of experience (Starting with the most recent)

Sr. No	Name and address of the organization	Position held	Beginning / End dates

9. Self Sponsored / Organisation Sponsored:

\_\_\_\_\_

If Organisation Sponsored, Name and address of the Organisation

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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10. Primary source of information about the course (Tick only one): Brochure (Y/N):

\_\_\_\_\_

Email: \_\_\_\_\_ Websites: DEW \_\_\_\_\_ Others \_\_\_\_\_

11. Please explain clearly your area of interest for this Internship Opportunity. What do you hope and expect to gain from your internship in the DIP ?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12. Please describe any volunteer/internship experience you have.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Please describe the relevant skills and talents which you will bring into this position (if you are interested in more than one area of activity, please list general skills which can be applied to the internship opportunity)

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14. Please describe your interests and hobbies

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15. Please give two References who can vouch for your candidature: (give name, designation, address and email id of two persons in responsible position).

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16. Declaration by the Applicant:

If selected for admission, I undertake to abide by the rules and regulations of Development Internship Programme (DIP) of DEW. I certify that the information given above is true and I am aware that providing false information in the application form may result in the cancellation of admission secured.

Place: \_\_\_\_\_ Date: \_\_\_\_\_ Signature of Applicant: \_\_\_\_\_

**DEVELOPMENT WHEEL (DEW)  
STAFF PROFILE FORM -1**

**PERSONAL INFORMATION:  
Additional Pages if Required**

**Use**

**Please write  
YES or NO in the appropriate box**

Name (IN **BLOCK** LETTER):

\_\_\_\_\_

\_\_\_\_\_

Mother's Name: \_\_\_\_\_ Father's Name:

\_\_\_\_\_

Present Address:

\_\_\_\_\_

Permanent Address:

\_\_\_\_\_

Home District \_\_\_\_\_ Contact Phone No(s) \_\_\_\_\_ E-mail: \_\_\_\_\_

Sex: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Day \_\_\_\_\_ Month \_\_\_\_\_ Year. Place of Birth:

\_\_\_\_\_ Blood Group: \_\_\_\_\_

Religion: \_\_\_\_\_ Main Festival:

\_\_\_\_\_

**Nationality:**  Bangladeshi  Other(s) -----  
----- (please specify)

**Marital Status:**

Unmarried  Married - Date: \_\_\_\_\_  Divorced - Date: \_\_\_\_\_

Separated - Date: \_\_\_\_\_

Spouse Name: \_\_\_\_\_ Occupation: \_\_\_\_\_ No.

of Children: \_\_\_\_\_

**DEVELOPMENT WHEEL (DEW)  
STAFF PROFILE FORM -2**

**ACADEMIC & PROFESSIONAL QUALIFICATION:**

**Institutional Education:**

Highest Education Degree  
Achieved:

<b>Education</b>	<b>Passing year</b>	<b>Institution /University</b>	<b>Class/Division</b>	<b>Country</b>	<b>Subject</b>

Extra Curricular Activities:

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**WORK EXPERIENCE:**

Information about the Organization/ Company From Current to Previous (Organization Name, Designation, and full address)	Position you served	Service period		Major Responsibilities
		From	To	

# DEVELOPMENT WHEEL (DEW)

## Experience Certificate

### TO WHOM IT MAY CONCERN

This is to certify that  
\_\_\_\_\_,  
S/O \_\_\_\_\_ of village \_\_\_\_\_, Post  
Office \_\_\_\_\_, Upazila \_\_\_\_\_,  
District \_\_\_\_\_ has worked for Development Wheel (DEW)  
as \_\_\_\_\_ from  
\_\_\_\_\_ to \_\_\_\_\_.

We wish him/her every success in his/her future career.

-----  
(Signature of Executive Director)

cc. Personal information File



## DEVELOPMENT WHEEL (DEW)

Termination Letter (Termination Form)

**CONFIDENTIAL**

Ref. No:

Date:

Name:

Employee #;

Designation:

Project name:

Subject: **TERMINATION**

Dear Mr/Ms. \_\_\_\_\_,

We regret to inform you that your services are no longer required, and hence stand terminated effective \_\_\_\_\_ (Date). However, you will be paid 1 (one) month basic salary in lieu of notice.

You are requested to collect all your dues from our finance department on giving proper receipt of any outstanding payments. Please obtain necessary clearance from your project / department before collecting the dues.

A C C E P T E D

Sincerely,

\_\_\_\_\_

name:

Signature with date

Executive

Director

Development Wheel (DEW)

cc: PC- Project and personal file  
Accounts Officer

# Development Wheel (DEW)

Basic Job Description form

<b>Employee Name:</b> <b>Department:</b> <b>Supervisor's Title:</b>  <b>Date Employed:</b>	<b>Job Title:</b> <b>Project/Support:</b> <b>Current Grade &amp; Step:</b>
--	--

- I. **Job Summary:**
- II. **Responsibilities and Tasks**

Responsibilities	Tasks
1.	
2.	
3.	
4	
5.	

- II. **Reporting:**
- IV. **Working Condition:**
- V. **Qualifications:**
- VI. **Authority:**
- VII. **Contact Key Relationship:**

Incumbent's Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
 Supervisor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Staff Appraisal Form (A)

### Development Wheel (DEW)

13-A/4-A (3<sup>rd</sup> floor), Block-B, Babar Road, Mohammadpur, Dhaka-1207  
www.dewbd.org

#### APPRAISAL FORM B

(To be completed by the Appraiser)

[This part is to be completed by the Appraiser. An Appraiser should submit this form to the management positively by second week of January each year.]

Name of Employee: ----- Position: -----  
----

Joining date: ----- ID. No: -----  
----

Period reviewed from: ----- To: -----

#### INSTRUCTIONS

**To the rater:** The ratings are to represent your appraisal of the employee's actual performance of their present job. The value of rating depends upon your impartial judgment. Rate employee's performance during the above mentioned period only. The performance during their periods should not influence the rating.  
TO HELP YOU MAKE A CAREFUL ANALYSIS, THE FOLLOWING SUGGESTIONS ARE OFFERED:

10. Rate the performance based on facts and not on impression/ imaginations. The best way to obtain correct facts is to constantly and carefully observe the employee's general performance during the whole rating period, not just the period immediately prior to this report.
11. Consider only one factor at a time.
12. Base your judgment on the requirement of the job and the employee's performance in it compared to others doing similar work and of similar rank.
13. Take plenty of time to rate your subordinates. Do not be influenced by prejudice or pity.
14. Carefully read the description of each trait and specification on each factor, and then make your entry by putting tick on the appropriate area. Put your rating as per following grading:

FACTOR POINT	GRADE OF RATING
XXI. Job knowledge	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XXII. Quality of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXIII. Quantity of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXIV. Dependability	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01

XXV. Judgment	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XXVI. Leadership	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXVII. Planning and organization	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXVIII. Training & developing subordinates	a) 05 b) 04 c) 03 d) 02 e) 01
XXIX. Attendance	a) 05 b) 04 c) 03 d) 02 e) 01
XXX. Capacity to develop	a) 05 b) 04 c) 03 d) 02 e) 01
<p>17. Upon completion, review and check your rating</p> <p>18. Add the points. Get the sum to arrive at the total quantitative factor points</p> <p>19. Compare the total points to determine the objective rating</p> <p>20. Narrative comments: This portion permits you to express your personal feelings for assessment of the employee's performance.</p> <p style="padding-left: 40px;">a) The areas in which the employee excels are important indications of the directions in which employee development should be planned</p> <p style="padding-left: 40px;">b) Weak points should also be indicated in this portion to determine training needs and plans to assist the employee in improving performance</p> <p>21. Considering overall rating and performances, you should make comments on whether the employee should be given promotion, training on any specific field or area, salary increment to be given or not along with plan for future course of action taken for the concern staff</p> <p>22. Use additional sheet for recording any information if required</p> <p>23. Upon completion the result should be discussed by you with the person rated. Both you and staff concerned should affix their signatures to signify that the result of the appraisal has been discussed. Should there be questions, the problem should be reviewed by the Executive Director for further rating</p>	

1. What do you consider to be the purpose of the employee's position?

2. Please list her/his major responsibilities

#### Total Quantitative Factor Point

Factor Point	Areas to be considered/ reviewed	Total rating	Rating given by others	Remarks
1. Job knowledge: Completeness of information Employee has in all types of work needed by, expected of and related to the position	k. Exceptional mastery of the work, no assistance required l. Adequate knowledge of the job m. Sufficient knowledge, requires direction sometimes n. Insufficient knowledge, requires direction from time to time o. Very little knowledge of the job, needs direction all time	15		
2. Quality of work: Ability to work with	k. Works outstandingly, accurate & complete attaining right quality of	10		

thoroughness and accuracy regardless of volume	<p>work possible</p> <ul style="list-style-type: none"> <li>l. Does through accurate work, rarely commits error</li> <li>m. Acceptable quality with few errors</li> <li>n. Fairly complete works with various errors or rejections</li> <li>o. Too many errors or rejections</li> </ul>			
3. Quantity of work: Individual productivity, rapidity in performing tasks	<ul style="list-style-type: none"> <li>k. Exceptionally good producer, finishes work rapidly</li> <li>l. Good producer. Works rapidly most of the time</li> <li>m. Finishes regular amount of work within a reasonable time</li> <li>n. Sometimes fails assignment, needs help</li> <li>o. Fails to produce as expected, needs help constantly</li> </ul>	10		
4. Dependability: Executes assignment and completes it without need of follow up	<ul style="list-style-type: none"> <li>k. Highly reliable and conscientious</li> <li>l. Dependable under most circumstances, rarely needs checking</li> <li>m. Average reliability, delivers work without requiring supervision</li> <li>n. Irregular in being dependable, sometimes unreliable</li> <li>o. Undependable, needs constant and close supervision</li> </ul>	15		
5. Judgment: Ability to grasp situation, thresh out facts and draw a correct logical conclusion	<ul style="list-style-type: none"> <li>k. Good judgment in varied situation</li> <li>l. Good judgment on routine matters</li> <li>m. Fair judgment on routine matters</li> <li>n. Judgment sometimes unreasonable causing delays</li> <li>o. Judgment can not be relied on</li> </ul>	15		
6. Leadership: Ability in gaining the cooperation of her/his subordinates, assess also her/his ability in instilling others the willingness and desire to achieve a given job	<ul style="list-style-type: none"> <li>k. Very capable and effective leader</li> <li>l. Instruct very well, explains procedure clearly and able to make my mate perform efficiently</li> <li>m. Has good control over colleagues and maintain good discipline</li> <li>n. Inadequate ability to motivate and coordinate</li> <li>o. Insufficient ability to control subordinates</li> </ul>	10		
7. Planning & organizing: Considering ability in planning & organizing the work in the unit to make most effective use of personnel, materials and equipment.	<ul style="list-style-type: none"> <li>k. Plans and organizes exceptionally well even under difficult situations</li> <li>l. Plans and organizes effectively well</li> <li>m. Effective planner and organizer under normal circumstances</li> <li>n. Usually good planner but poor organizer</li> <li>o. Insufficient planning and organizational ability</li> </ul>	10		
8. Training and developing	<ul style="list-style-type: none"> <li>k. Very capable and active in training and developing subordinates</li> </ul>	05		

subordinates: Consider her/his interest in training and developing subordinates in order to obtain maximum efficiency in the performance of that job	<ul style="list-style-type: none"> <li>l. Has sufficient ability to train and develop the potentials of subordinates</li> <li>m. Has average ability in training subordinates and developing their aptitude</li> <li>n. Has interest but instinct ability and determination to train and develop subordinates</li> <li>o. Minimal interest to train and develop subordinates</li> </ul>			
9. Attendance: Punctuality & regularity in attendance, frequency in reporting to work and proper observance of break period	<ul style="list-style-type: none"> <li>i. Exceptionally excellent attendance and punctual in observing working hours</li> <li>j. Rarely absent or late, observes proper working hours</li> <li>k. Average absence and lateness except for extreme emergency</li> <li>l. Frequent absence, lateness indicating little concern for time lost</li> </ul>	05		
10. Capacity for self development: Potentials for advancement considering educational attainment, acquired skills, team work, adaptability and capacity to accept additional responsibilities	<ul style="list-style-type: none"> <li>k. Great future growth, shall go far with opportunities</li> <li>l. Very promising and promotional</li> <li>m. Shows promising future</li> <li>n. Moderate development to be expected</li> <li>o. Future growth doubtful</li> </ul>	05		
<b>Total Rating</b>		<b>100</b>		

### SUMMARY SHEET

**Overall Rating:**

Percentage of Rating	Objective of Rating
100-90	Excellent
89-70	Very good
69-50	Good
49-30	Below average
29-01	Poor

**NARRATIVE COMMENTS**

11. List the employee's three (3) greatest strengths related to her/his specific job with examples:

12. List three (3) her/his weakness with examples:

**ADDITIONAL COMMENTS**

13. Promotion: (Be specific)

14. Training: (Be specific)

15. Salary increment with proper justification:

16. Any other comments, be specific:

Appraised by (Name): ----- Position: -----  
-----

Signature: ----- Date: -----  
-----

Reviewed by: ----- Date: -----  
-----

Approved by: ----- Date: -----  
-----

**Staff appraisal form –Self (B)**

**Development Wheel (DEW)**

13-A/4-A (3<sup>rd</sup> floor), Babar Road, Block-B, Mohammadpur, Dhaka-1207  
www.dewbd.org

**APPRAISAL FORM A**

(To be completed by the Appraisee)

[This part is to be completed by the Appraisee. An Appraisee will be given 7 (seven) days time to complete this form. If you wish, you can keep a copy with you.]

Name: ----- Position: -----

Joining date: ----- ID. No: -----  
----

Period reviewed from: ----- To: -----

**INSTRUCTIONS**

**To the rater:** The ratings are to represent self-appraisal, actual performance of your present job. The value of rating depends upon your impartial judgment. You're your performance during the above mentioned period only.  
  
TO HELP YOU MAKE A CAREFUL ANALYSIS, THE FOLLOWING SUGGESTIONS ARE OFFERED:

- 15. Rate your performance based on facts and not on impression/ imaginations. Rate only the current period, not in the line of previous period.
- 16. Consider only one factor at a time.
- 17. Take plenty of time to rate your performance. Do not be influenced by prejudice.
- 18. Carefully read the description of each trait and specification on each factor, and then make your entry putting tick on the appropriate area. Put your rating as per following grading:

<b>FACTOR POINT</b>	<b>GRADE OF RATING</b>
XXI. Job knowledge	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XXII. Quality of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXIII. Quantity of work	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXIV. Dependability	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XXV. Judgment	a) 15-13 b) 12-10 c) 09-07 d) 06-04 e) 03-01
XXVI. Leadership	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01
XXVII. Planning and organization	a) 10-09 b) 08-07 c) 06-05 d) 04-03 e) 02-01



	02-01
XVIII. Training & developing subordinates	a) 05 b) 04 c) 03 d) 02 e) 01
XIX. Attendance	a) 05 b) 04 c) 03 d) 02 e) 01
XL. Capacity to develop	a) 05 b) 04 c) 03 d) 02 e) 01
24. Upon completion, review and check your rating 25. Add the points. Get the sum to arrive at the total quantitative factor points 26. Compare the total points to determine your rating 27. Narrative comments: This portion permits you to express your personal feelings on self-assessment.	

1. What do you consider to be the purpose of your position?

2. Please list your major responsibilities:

**Total Quantitative Factor Point**

Factor Point	Areas to be considered/ reviewed	Final rating	Rating given by raters	Remarks
<b>1. Job knowledge:</b> Completeness of information I have in all types of work needed by, expected of and related to the position	p. Exceptional mastery of the work, no assistance required q. Adequate knowledge of the job r. Sufficient knowledge, requires direction sometimes s. Insufficient knowledge, requires direction from time to time t. Very little knowledge of the job, needs direction all time	15		
<b>2. Quality of work:</b> Ability to work with thoroughness and accuracy regardless of volume	p. Works outstandingly, accurate & complete attaining right quality of work possible q. Does through accurate work, rarely commits error r. Acceptable quality with few errors s. Fairly complete works with various errors or rejections t. Too many errors or rejections	10		
<b>3. Quantity of work:</b> Individual productivity, rapidity in performing tasks	p. Exceptionally good producer, finishes work rapidly q. Good producer. Works rapidly most of the time r. Finishes regular amount of work within a reasonable time s. Sometimes fails assignment, needs help t. Fails to produce as expected, needs help constantly	10		
<b>4. Dependability:</b> Executes assignment and completes it	p. Highly reliable and conscientious q. Dependable under most circumstances, rarely needs checking	15		

without need of follow up	<ul style="list-style-type: none"> <li>r. Average reliability, delivers work without requiring supervision</li> <li>s. Irregular in being dependable, sometimes unreliable</li> <li>t. Undependable, needs constant and close supervision</li> </ul>			
<b>5. Judgment:</b> Ability to grasp situation, thresh out facts and draw a correct logical conclusion	<ul style="list-style-type: none"> <li>p. Good judgment in varied situation</li> <li>q. Good judgment on routine matters</li> <li>r. Fair judgment on routine matters</li> <li>s. Judgment sometimes unreasonable causing delays</li> <li>t. Judgment can not be relied on</li> </ul>	15		
<b>6. Leadership:</b> Ability in gaining the cooperation of her/his subordinates, assess also her/his ability in instilling others the willingness and desire to achieve a given job	<ul style="list-style-type: none"> <li>p. Very capable and effective leader</li> <li>q. Instruct very well, explains procedure clearly and able to make my mate perform efficiently</li> <li>r. Has good control over colleagues and maintain good discipline</li> <li>s. Inadequate ability to motivate and coordinate</li> <li>t. Insufficient ability to control subordinates</li> </ul>	10		
<b>7. Planning &amp; organizing:</b> Considering my ability in planning & organizing the work in the unit to make most effective use of personnel, materials and equipment.	<ul style="list-style-type: none"> <li>p. Plans and organizes exceptionally well even under difficult situations</li> <li>q. Plans and organizes effectively well</li> <li>r. Effective planner and organizer under normal circumstances</li> <li>s. Usually good planner but poor organizer</li> <li>t. Insufficient planning and organizational ability</li> </ul>	10		
<b>8. Training and developing subordinates:</b> Consider my interest in training and developing subordinates in order to obtain maximum efficiency in the performance of that job	<ul style="list-style-type: none"> <li>p. Very capable and active in training and developing subordinates</li> <li>q. Has sufficient ability to train and develop the potentials of subordinates</li> <li>r. Has average ability in training subordinates and developing their aptitude</li> <li>s. Has interest but instinct ability and determination to train and develop subordinates</li> <li>t. Minimal interest to train and develop subordinates</li> </ul>	05		
<b>9. Attendance:</b> Punctuality & regularity in attendance, frequency in reporting to work and proper observance of break period	<ul style="list-style-type: none"> <li>m. Exceptionally excellent attendance and punctual in observing working hours</li> <li>n. Rarely absent or late, observes proper working hours</li> <li>o. Average absence and lateness except for extreme emergency</li> <li>p. Frequent absence, lateness indicating little concern for time lost</li> </ul>	05		
<b>10. Capacity for self development:</b> Potentials for advancement considering	<ul style="list-style-type: none"> <li>p. Great future growth, shall go far with opportunities</li> <li>q. Very promising and promotional</li> <li>r. Shows promising future</li> <li>s. Moderate development to be expected</li> </ul>	05		

educational attainment, acquired skills, team work, adaptability and capacity to accept additional responsibilities	t. Future growth doubtful			
<b>Total Rating</b>		<b>100</b>		

**SUMMARY SHEET**

**Overall Rating:**

Percentage of Rating	Objective of Rating
100-90	Excellent
89-70	Very good
69-50	Good
49-30	Below average
29-01	Poor

**NARRATIVE COMMENTS**

11. List three (3) of your greatest strengths:

12. List three (3) of your weaknesses:

13. Are there any responsibilities you would like to take on, in addition to those you already hold?

Yes----- No-----

If yes, please specify:

14. Do you feel you could benefit from further training?

Yes----- No-----

If yes, please specify:

15. General Comments:

Name: -----

Signature: -----

Date: -----