

Khulna BNSB Eye Hospital

Human Resource Policy

November 2018

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1. Introduction

1.1 About Khulna BNSB Eye Hospital (KBNSBEH)

Khulna BNSB Eye Hospital, a non-government, non-profit voluntary organization established in the year 1976 with a view to contribute to the national blindness prevention program as cataract blindness considered to be the major cause of blindness worldwide as well as in Bangladesh. In a least developed country like Bangladesh it was beyond capacity to combat the situation by the government alone. Realizing the depth of the situation a group of kindhearted people came forward to set up an organization in the name & style, Khulna BNSB Eye Hospital with a view to supplement the government efforts as well as serving the needy poor people to preserve their sight.

More than 3.70 million mostly marginal poor patients treated at the hospital since 1976 as a branch of BNSB headquarters in the capital (now Khulna BNSB operates under a trustee board). Among them over 57,000 poor patients who received completely free surgery. The 3-storey building hospital gradually expanded under much philanthropic collaboration, including Operation Eyesight Universal, a Canada-based international development organization, Orbis International, Sight Savers and Bonn-based charity organization, Andheri-Life. On an average some 20 million people depend on for such specialized eye care services with more than 300 patients crowd the outdoor department of the hospital for consultation every day. So far the hospital treated some 190,000 children conducting 2,322 surgeries, mostly cataract.

1.2 Key activities and Working Area

The Khulna BNSB Eye hospital, despite treating all ages of the patients, has a special recognition for treatment of childhood blindness. Orbis International, active partner of Bangladesh since last 30 years now, is behind such recognition which has been silently supporting the hospital to serve the ever growing demands of treating particularly childhood blindness. The hospital's pediatric (children) department (furnished by Orbis) expanded from a very tiny to a fully equipped department where today it caters to the needs of all children registering for eye treatment, including those coming from out-reach camps held regularly.

The location of the 100-bed Khulna BNSB Eye hospital in Fultala, about 30 minutes' drive from Khulna city Centre, offers eye care services to patients from adjacent districts like, Satkhira, Jessore, Bagerhat, Gopalganj, Kushtia, Jhenidah and Chuadanga. The hospital's reputation and quality of services match no other eye hospital in the south western region of the country. They organized special training for doctors and paramedics for treatment of children and adults with all necessary support for medical instruments.

1.3 Purpose of this manual

The purpose of this manual is to constitute the standard human resource policies and procedures of Khulna BNSB Eye Hospital (BNSB). This manual should be read in conjunction with the Contract of the Employment. It is intended for the use by all levels of employees of BNSB, Khulna.

Each section of this manual is designed to clarify Organization policies and procedures with regard to a certain area of performance, conduct or circumstances. However, not all events can be foreseen. As a result, in certain places this manual presents some statements of principle. The principles are meant as a common-sense of guide for supervisors who may confront a situation that is not adequately foreseen by this manual. Terms and conditions of consultants, surgeons, specialists and resource personnel appointed by the KBNSBEH will be determined by the Director on case to case basis, depending on the nature and extent of service required.

Respective supervisor can try to remain true to the intent of KBNSBEH's human resource policies, even in special cases where procedures may not offer specific guidance. Matters not covered by these Manual will be transacted and disposed of in a manner decided by the Director under general guidance of the Board of Trustee, till such time as Manual covering the subject are formulated.

1.4 Process for updating this manual

The policies within this Manual are easily listed and easily accessed via the contents page. This Manual will be updated as KBNSBEH evolves and grows. Employees will be notified of any changes as they occur.

The policies and procedures included in this manual take effect from the date of approval in the Board of Trustee meeting. However, this manual is intended to be a living document that is expected to change over time. Updates will be distributed by HR/Administration Unit of BNSB as and when required. However, important policy matters will continue to be addressed through directives of the office of the Director from time to time, and subsequently incorporated in the manual. It has been developed to act as a resource and reference for all employee as well as KBNSBEH.

1.5 Categories of Employees

1.5.1 Regular / Permanent:

There are two categories of regular employees i.e. confirmed regular employee/ permanent employee and unconfirmed regular employee. Employee who has successfully completed probation period of three months will be treated as confirm regular employee of KBNSBEH. An employee who has been recruited to fill up a regular position but not yet completed the probation period will be treated as unconfirmed regular employee.

1.5.2 Probationer:

An employee who has been employed to fill a vacancy but who has not yet completed his or her probationary period of not less than 6 (six) months. In general, the probation period is for 6 months only but if the performance is not satisfactory in this period, it may extend to another 3 months.

1.5.3 Temporary/ Contractual:

Temporary / Contractual employees are those who are not regular employee of KBNSBEH. An employee who has been engaged by virtue of a contract for a particular period of time and/or for a particular project. Such individuals are entitled to receive benefits that are specifically stipulated in their contract.

1.5.4 Daily basis:

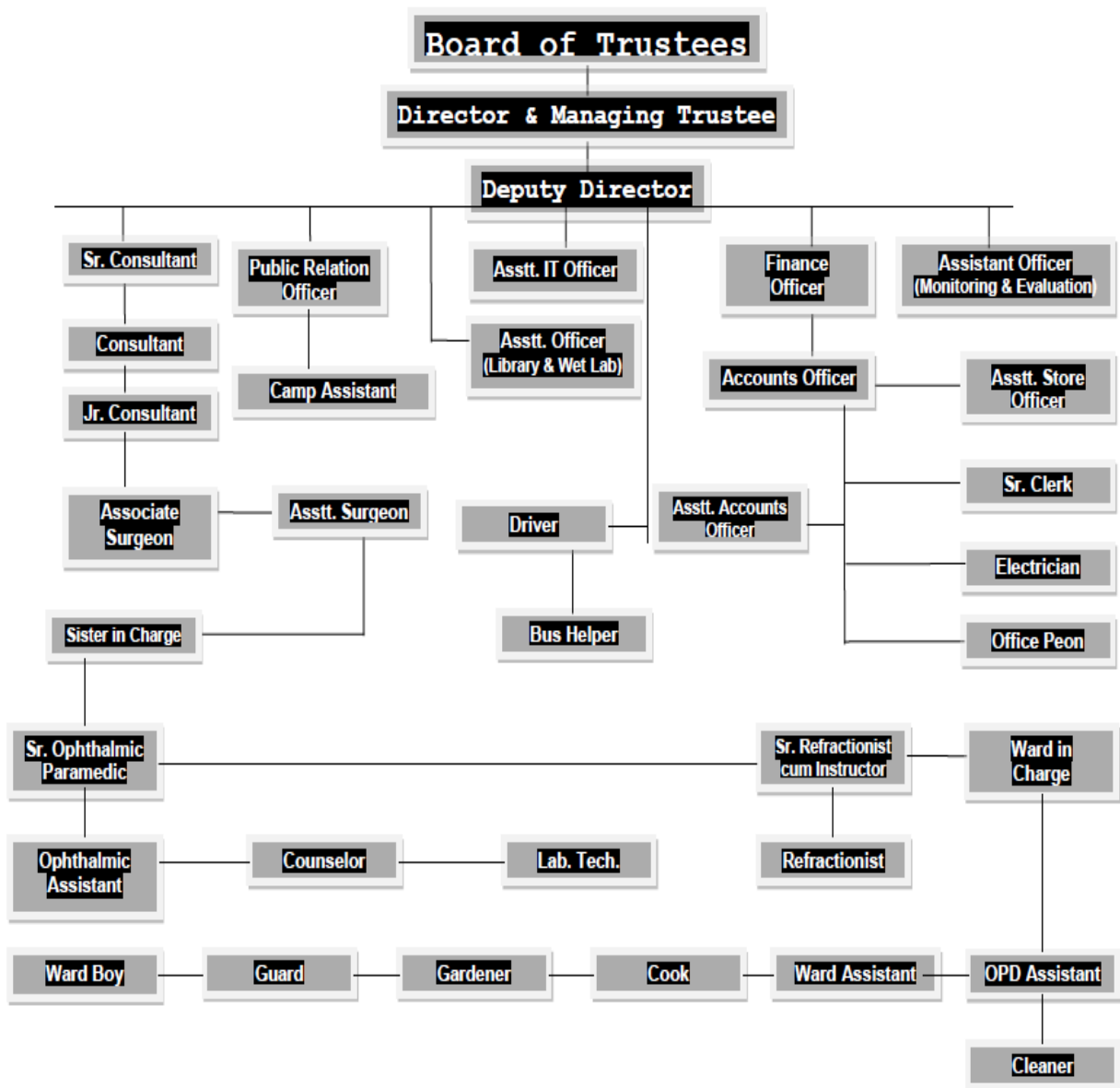
Daily basis concerned only with immediate needs without regard for the future, subsisting one a day at a time as per work written permits. It's a no work no pay basis. He/s will be the staff of KBNSBEH. He/s may be priority in future needs to be hospital staff appointment in the similar position as performance basis.

1.6 Few Definitions

- 'Organization' means Khulna BNSB Eye Hospital (BNSB).
- 'Board of Trustee (BOT)' means the committee formed with Board of Trustee Member's as stated in the Memorandum of Association of Khulna BNSB.
- 'Director' means the key person of the organization appointed by the Board of Trustee Member and act as Managing Trustee.
- "Appointing Authority" or 'Concerned Authority' means Board of Trustee. Director is the ex officio and member of BOT.
- Unit head means the Manager, Consultant, Surgeon, Procurement, Marketing, Business, Accounts, Audit and Compliance.
- 'Employee' means all categories of employees of BNSB.
- 'Position' means position as per organogram as approved by BOT.
- 'Service' means discharge of commitment / responsibilities by an employee/staff towards the organizations part of condition of employment
- 'Period of service' means the period starting from the date of joining till the last working day with BNSB.
- 'Deputy Director second key person of the organization appointed by the board of trustee.'

1.7 Designations, Job Titles and Approval of New Positions

Employees of KBNSBEH will be assigned a Grade, Designation and Job Title based on their specific job responsibilities. 'Employee Grade'- means numbers of grades that have been defined and matched to seven different levels of employees in the salary structure to ensure transparency in paying employee benefits. These are as follows:



2. Recruitment and Selection

2.1 Recruitment objective

The recruitment process shall be initiated with the approval of the Board of Trustees. The candidate who shall fill the vacant position may be a new comer or an existing employee or even an employee who served earlier but discontinued with good reputation. However, the candidate must fulfill the eligibility criteria of the particular position. No person shall be appointed to any post of the Hospital unless he or she is a citizen of Bangladesh. For first entry into the regular service of the Hospital an applicant must not be less than 18 years of age and the age must be up to 35 years for doctors on contractual basis.

- a. Always to recruit the most appropriate and experienced members for any vacant position;
- b. To follow fair, transparent and standard process;
- c. To serve as equal opportunity employer;
- d. To attract skilled employee at every level of organization
- e. To ensure highest standards of personal integrity and willingness to face challenges and to develop in changing environment.

2.2 Vacancies:

- a. Vacancies may occur when new positions are created or when the incumbent of an existing position is transferred to another position, resignation, termination, promotion or death.
- b. Vacancies may be filled either through exclusively internal recruitment which can be made by inter unit transfer of employees or through external recruitment.
- c. Vacancies will be advertised through a variety of ways, such as through advertisement in newspapers, notices placed on bulletin boards, advertisement in the job site, website of BNSB etc.
- d. Any employee of BNSB with requisite qualifications and background can apply through proper channel for the advertised position irrespective of his/her present grade provided that he/she has completed at least one year of service with BNSB.
- e. Details of qualifications required, experience, nature and location of appointment, information about salary, competencies and other relevant information should be included in the job vacancy advertisement.

2.3 Job specification

For the recruitment purpose, a detailed job description will be prepared by Admin in consultation with respective unit Head where the description and specification will be mentioned for the recruitment. The Director shall prepare/approve final job description. The job specification will include the educational and work experience (**Appendix-15**), the roles and responsibilities to be performed in the position.

2.4 Staff Requisition and Approval

For employment of regular staff, recruitment will be done as per organogram of the organization as approved by Director. A requisition for the new staff shall be raised by the Head of the Department to the Deputy Director, in the requisition form (attached in the annexure) after checking with the Deputy Director about the budget availability of the organization for that particular department. The requisition form shall be reviewed by the Deputy Director and forwarded to the Director for approval.

In case of contract staff, recruitment depends on the need of KBNSBEH following properly of the Director and approved board of trustees. Whenever any staff is required respective Unit Head will submit a requisition (**Appendix-1**) to the HR/Admin justifying the need of recruitment and job specification. HR/Admin will validate the requisition and put their recommendation which will be forwarded to the Director for approval. For project staff / casual staff / consultants Director can approve the requisition. The director shall issue the appointment letter after getting the recommendation from the selection committee forward by the Board of trustees.

2.5 Source Selection:

It is the responsibility of Admin and HR Officer to decide about the source to be selected to find out a suitable candidate. Following selection method will be followed to find out a deserving candidate.

I. External Source:

a. Advertisement:

Advertisement can be done in the following ways. Such as (i) through publicity in two national newspapers (in Bengali or in English) (ii) advertisement in the online job site and (ii) advertisement in the notice board. Human Resources Department will proceed for advertisement after getting approval of recruitment. **Appendix-2** is given for job advertisement.

b. Head Hunting:

Recruitment may also be made through head hunting and the Director/Deputy Director shall contact with the head hunting firms for recruitment of candidate. Resume shall be accepted from the concerned like-minded organizations and potential persons. The director's office may conduct this process by informing others through correspondence, e-mail, discussion etc.

c. Online Job Portal:

Recruitment may also be made through online job portal like bdjobs, chakri etc.

II. Internal source:

- a. Searching can be done from the existing staff of the organization to relocate / transfer existing staff to new role in order to avoid project delays and maximize on the capacity building and training that have been invested in existing staff. Also searching candidates from CV Bank of the organization could be one of the ways to find out the candidate. In this situation interested person may be known or unknown, having approached the organization for job and placed their CV earlier.
- b. Reference of existing employee with sound and unharmed background that doesn't conflict with recruitment criteria. In this case the referral employee could be the primary guarantor.

2.6 Selection Methods:

A selection committee consisting 3 persons would be formed before making a staff requisition or big recruitment. The selection committee shall consist Director, Deputy Director and Head of the relevant department. Subject to the approval of the Board of Trustees, the selection committee shall arrange for the interview of the candidates after short listing from the resume received. Once the interview is conducted, a recommendation for recruitment shall be made.

All the CVs which are collected internally/externally within given time frame will be short listed. Short listing criteria vary for each position. Job Description and Job Specification which are given in Requisition Form is the reference for setting the short listing criteria. However, Supervisor or Department Head will guide Admin and HR Officer for any other sort listing criteria if needed.

For special condition, such as (Management requirement, emergency recruitment etc.) from the table may be skipped as per the Department Head requirements. For project staff / casual staff / consultants Director can approve the requisition. The director shall issue the appointment letter after getting the recommendation from the selection committee and finally select to the approval of board of trustees.

2.6.1 Selection of Candidate

- a) No one who is below eighteen (18) years of age may be hired as employee either on regular or contract basis.
- b) Prior to interview, an application has to be submitted by all applicants mentioning the position applied with signature.
- c) Appointing or posting of spouse/blood relative in the same unit will be discouraged.
- d) Educational qualifications may be relaxed in case of highly experienced candidates.
- e) A standard screening tool may be utilized for short-listing of candidates. Short listing will be done by Admin / External consultant in consultation with respective unit. If BNSB receives less than 5 applications in that case all the applicants should be interviewed and no short-listing is necessary.
- f) Prior to short listing of internal candidates for interview, their service records including performance records for last two years must be consulted with.

2.6.2 Considerations in Selection

1. Closing date for the submission of application will be at least 15 days from the date of advertisement.
2. Prior to interview, application along with other documents must be submitted by all applicants as mentioned in the advertisement.
3. Having professional reference is preferred to know about the applicant.
4. Educational qualifications may be relaxed in case of highly experienced candidates.
5. As a general guideline, the number of candidates called for a written test should not exceed 10 (ten) per position. Similarly, in an ideal case, the number of candidates for viva should not be more than five per position;
6. Interviewees should be informed at least 5-7 days before the date of test / interview.
7. Tests will be administered with respect to the requirements of the job, and it should enable the interview board to identify strengths and weaknesses of the candidates.
8. Relative of the applicant cannot participate as member of the interview board. If the candidate is relative that member must disclose the fact to the chairman of the recruitment committee. Chairman will decide about participation in the interview.
9. In the event that a test is administered, all candidates both internal and external will be expected to participate the same test under the same conditions; 20-50 Marks can be assigned for written test and the time not exceeding one hour. Written test may be exempted for senior management level position.
10. The interview board may ask candidate's salary expectations and document the response, but the board may only discuss salary and benefits package in general terms. The recruitment board may not discuss or negotiate specific compensation package during interview unless there is a senior level management requirement.
11. Final negotiation of salary and benefits of candidates will be done by Director or Chairman after selection of the candidate based on the result of interview.

2.6.3 Approval of Appointment

After receiving recommendation from the recruitment committee HR/Admin will call the selected candidate for negotiation of salary and benefits. After negotiation, HR will prepare a list of candidates and present it to the Chairman of the Board for approval. Appointment letter signed by Director will be issued.

2.6.4 Appointment of Employee

Appointment of employee other than contractual /temporary will be done through a formal appointment letter (Appendix-3) duly signed by Director.

2.6.5 Joining Letter

At the day of joining employee will prepare a joining letter with reference to the appointment letter in prescribed format as given in Appendix-4. HR/Admin will preserve the letter in the personal file of employee for future reference. Person who is employed in another organization must produce acceptance of resignation or release order at the date of joining in KBNSBEH.

2.7 Probation Period

Policy

The 3 to 6-month probationary period is a time for both the employee and the organization to assess suitability, fit and competency within a role. Sometimes probation period 6 months only doesn't prove a person's capability or expertise to assess and in some cases if the performance is not satisfactory in this period, it may extend to another 3 months. During this period the KBNSBEH commits to reviewing employee performance and at the end of this time employment will be confirmed if the performance is satisfactory in that case s/he may be confirmed.

Procedure:

- i. Use system to track and monitor probationary periods
- ii. At the end of the probation period, the employee will get confirmation via a formal letter.
- iii. The employee may be terminated during probation period without giving reasons at any time by the appointing authority if the performance of the employee is considered unsatisfactory and/or he/she is found guilty of misconduct.
- iv. The probation period could be extended further with approval of the Director if it is found that more time is needed to assess the suitability of the person for the position.
- v. During the period of probation, an employee shall be eligible for leave as per leave policy.
- vi. Probation period may be excluded in case of highly experience, senior management position, contractual or temporary service.
- vii. Any employee under probation period shall not be eligible for any organizational benefits like bonus, increment, salary advance etc.

Daily or no work no pay basis staff may be required for KBNSBEH. Based on requirement that may deployed with following requisition, approval of Director, submission of application issue of appointment letter.

2.8 Confirmation

- a. New employee's performance will be assessed if the new employee is suitable for regular employment with KBNSBEH.
- b. In this connection the Unit heads will take initiative to assess the performance and recommends for confirmation addressing to Director.
- c. On successful completion of the probation period, the services of the employee shall be confirmed with effect from the date of joining. Confirmation letter duly signed by Director will be given to employee within 7 days of completion of probation period. Format of confirmation letter is given in **Appendix-5.**
- d. After confirmation of regular employment, concerned employee shall be eligible to receive all benefits as per KBNSBEH Policy.
- e. ID card will be issued for all employees irrespective of grade. Information to be collected in prescribed format given in **Appendix-13.**

2.9 Personnel Confidential File (PCF)

Personal information will be filled up by newly joined employee in prescribed form given in **Appendix-6.** KBNSBEH Admin assistant must maintain an up-to-date PCF that will include relevant documents like:

1. Job Advertisement with Benchmark
2. Job Application
3. interview scoring sheet
4. C.V. with photograph
5. National ID
6. Educational certificates and experience Certificate
7. Registration certificates with any Govt. Registered Authority
8. Any Training certificate and Diploma Certificates
9. Personal Details format
10. Appointment Letter
11. Joining letter
12. Confirmation letter
13. Appraisal format
14. Personnel Correspondence of individual employee

2.10 Re-Employment

No ex- KBNSBEH, Khulna employee can request for any re-employment once the person is resigned or terminated.

3. Employment Benefits

Statement of principle: KBNSBEH is committed to maintain salaries and benefits that are fair to all employees and competitive in the local marketplace. Organization management will ensure that the overall compensation package is sufficient to attract, recruit and retain high quality staff within the financial capabilities of KBNSBEH.

3.1 Definitions of employee benefits

- a) **Employee benefits** are all forms of consideration given by employer to employee in exchange of service rendered by employee.
- b) **Short term employee benefits** are employee benefits that are due to be settled within twelve months after the end of the period in which employee renders the related services.
- c) **Post-employment benefits** are employee benefits which are payable at retirement or separation such as provident fund, gratuity.

3.2 Basis of Calculation

The standard salary calculation is based on 6 working days a week, covering 42 hours per week, 24 working days per month and 52 weeks in a year.

3.3 Financial Benefits

3.3.1 Pay Structure

- a) KBNSBEH classifies its employees according to their designation on various grades. These grades shall be decided by the Director upon approval of the Board of Trustees. HR/Administration Unit must keep a copy of these grades of employees. The organization should pay salary on a monthly basis directly into the employee's bank account. Where banking facility is not available KBNSBEH may pay on different mode as per approval of the Director.
- b) The pay structure for different grades and steps will follow approved pay scale which is subject to change with the approval of the Board of Trustees. Pay scale will be preserved with confidentiality by HR/Admin and Accounts Unit. All employees may be aware of various job classifications and accompanying pay grades, but generally only a few know where each employee falls on the scale: the employee, his or her immediate supervisor, HR/Admin being responsible for human resource management and higher management.

3.3.2 Salary

- a) Salary is termed as a fixed regular payment, typically paid on a monthly basis which includes basic salary and other allowances as per pay structure. Basic salary is the fixed amount of money that is paid in return for work executed. It is the initial rate of compensation and does not include bonuses, benefits or any other possible compensation.
- b) Except for casual employees, every other employee, regular, probationary or contract, will be compensated as per **pay scale** as approved by the management from time to time for their services rendered to KBNSBEH in relation to the grade and position they occupy. **"Pay scale"** means a scale showing the rates of pay for employees working at each level of an organization.
- c) **Gross and net salary:** "Gross salary" is the total amount of money an employee gets in a month including all allowances and before any deduction is made. It also includes, overtime payment and bonuses. After all the deductions have been made what remains is the "net salary".

3.3.3 Allowances

Allowance is a fixed monetary amount paid by the employer to the employee, whether personal or for the performance of duties. These allowances are generally taxable unless a specific exemption is allowed by law. Different category of allowances as available in BNSB is discussed below which are subject to changes with approval of the Director.

3.3.3.1 House rent allowance

House Rent Allowance (HRA) is paid by the employer to the employee to meet the expenses in connection with rent of the accommodation. House rent allowance is entitled as per pay scale as approved by Management against applicable grade of employee. The house rent allowance is calculated as a certain proportion/ percentage of basic salary of respective grade.

3.3.3.2 Medical allowance

An amount of money that is paid by KBNSBEH to employees regularly for medical purposes. All permanent staff will receive a medical allowance per month irrespective of grade.

3.3.3.3 Conveyance allowance

A conveyance allowance is a means of transportation or the transferring of persons and things from one point to another that is paid by the employer to employee. All staff will receive a conveyance allowance grade. No conveyance allowance will be provided to an employee if transport facility is provided by BNSB.

3.3.3.4 Travel Allowance (TA), Daily Allowance (DA) and Accommodation Allowance (AA)

Travel expenses means the costs associated with travelling for the purpose of conducting official activities inside or outside Khulna or outside the country. These expenses outside Khulna include transport fare, accommodation and food cost. Travel expenses will be paid as per employee grade as approved by Management.

3.3.4 Festival Bonus

Festival bonus will be counted 3 times in a year. One is before the Bengali New Year festival which will be paid as 20% of the basic salary and another two festival bonuses will be counted as 100% of the two-month basic salary as per employee's grade which will be paid in two equal installments before each festival. The employee shall receive full festival bonus only if S/he has completed probation period and a regular employee.

3.3.5 Personal Salary Advance

Payment of advance against salary to any staff is not allowed.

3.4 Employee Income Tax

Income tax of employee will be deducted by KBNSBEH as per income tax rules at the time of making payment of monthly salary and allowance. Tax will be deducted from the taxable amount and deposited into national exchequer in accordance with the provision of Income Tax Rules. KBNSBEH will provide a certificate of deduction to payee in due time.

3.5 Retirement benefit

3.5.1 Contributory Provident Fund

Each regular (permanent/ confirmed) employee eligible for and accepted as a member of the Provident fund will contribute 10% of their monthly Basic Salary to the Provident Fund which will be deducted from the payment of monthly salary. KBNSBEH will make monthly contributions to the Provident Fund of an equal amount in the employee's name.

In case of retirement and resignation, the concerned regular employee will receive the total of his /her individual contributions and KBNSBEH's contributions, plus a prorated share of accrued interest resulting from investments of Provident Fund. Confirmed employee will be entitled to receive the contribution of the organization upon completion of 3 years from the date of implementation of PF Act and PF Rules of KBNSBEH.

3.5.2 Gratuity Fund policy

Gratuity is due to a regular employee who has completed continuous period of service of 5 years with KBNSBEH from the date of implementation of this scheme. Casual and contractual employees will not be eligible to gratuity benefits. Gratuity is calculated as follows:

- After completion of 5 to 10 years: @ one month's last drawn basic salary for every completed year of service.
- After completion of 10 to 20 years: @ one and half month's last drawn basic salary for every completed year of service.
- After completion of above 20 years: @ two month's last drawn basic salary for every completed year of service.

In case of gratuity calculation, fraction of a month will not be considered. Above 6 months will be rounded off to next digit. Gratuity will not be paid to employees who are dismissed due to guilty of misconduct or employment is terminated. Gratuity fund benefit shall be payable only on separation or retirement of service.

- 3.5.3 Each employee nominates person/persons with percentage to disburse due salary& benefit etc., in case of his/her death.

3.6 Increment

Annual increment shall be considered on the basis of the performance appraisal done yearly. Annual increment will be given based on Annual Staff Appraisal (ASA) as mentioned in the Chapter according to the scale defined against each grade. Increment should not be awarded to unconfirmed employee. The receipt of a Warning Letter / Suspension during the year of Assessment will result in the loss of an increment. For extraordinary performances from any employee special incentive shall be given. When an employee is promoted to higher post annual increment shall be due from the date of promotion. The time of annual increment shall be in January.

3.7 Time Scale:

Time scale shall be admissible subject to fulfilment of the following condition and as per approval of BOT.

- a. Where an employee is considered eligible for promotion but there is no vacancy for the same.
- b. Where an employee complete services in the same grade for than 10 years and next 20 years in the service period.
- c. Where the pay of an employee reaches the highest amount admissible for the particular grade and such further increment can't be allowed in normal course.

3.8 Cost of Living Adjustments (COLA)

The annual increment shall include COLA, individual performance increment and group performance increment. The Cost of Living Adjustment (COLA) is the periodic (often annual) change in salary based on changes in a cost of living index, typically the Consumer Price Index (CPI). Annual cost of living adjustments will ensure timely adjustments to the basic salary and this keeps the pay levels more competitive.

Cost of living adjustment will be made after approval of the Director followed by inflation analysis and recommendation from Head of HR and Head of Accounts & Finance. The Cost of Living (COLA) adjustment will be fixed based on inflation in the country's economy and management review of financial impact and available resources. COLA will be calculated using the average of the general consumer price indexes. The rate to be used are those which have been most recently published. The rate will be applied in the annual basic salary to arrive at the amount of cost of living adjustment. This additional amount to be distributed to employees during the distribution of monthly salary. This COLA adjustment will not increase the basic salary of the employee but It will be paid as cost of living allowance based on country's inflation.

Cost of living adjustments normally only go one way- UP. If the cost of living goes up, employee wages go up. But, if the cost of living goes down, employee wages don't go down. Instead, KBNSBEH shall probably won't give a cost of living raise that year.

Let's say the cost of living rose by 1.5% over the past year. KBNSBEH will give annual salary cost of living adjustments, so the raise of each employee's wages shall be by 1.5% only.

4. Attendance and Leave Policy

4.1 General Rule for Attendance

- a. Generally, the working days of KBNSBEH will be 6 days in a week through Sunday to Friday noon. Half of Friday and Saturday is weekly holidays. But the office can remain open at any day at the discretion of concerned authority of KBNSBEH.
- b. Office hour will be from 8.00 am to 3.00 pm from Sunday to Thursday with a break of half an hour at 11.30- 12.00 pm and from 8.00 am to 12.00 pm on Friday. If necessary concerned authority can assign any employee to work beyond the office hour in the interest of the organization.
- c. Employees of KBNSBEH shall be entitled to enjoy leave and holidays with full pay subject to fulfilment of conditions specified in this manual. All leave shall be granted in the form of half or full days except alternative leave.
- d. Biometric system of access control shall be used by all employees at the time of entering into and leaving the office. If it is not signed properly then the concerned employee will be treated as absent.
- e. Attendance register (**Appendix-7**) will be kept at entrance gate of the office and will be preserved by Administration Unit. Concerned person from Administration will take the register in his / her custody after 8.15 am and sign in the register.
- f. Maximum 15 minutes' flexibility can be allowed in the office. If any employee enters into the office between 8.15 am to 10.00 am then it will be considered as delay. One-day salary or one day leave will be deducted for every 3 days' delays in a month. However, this rule shall be relaxed for special cases like employees with new born baby.
- g. If an employee takes prior permission of concerned authority for the delays on account of official reason, then no deduction will be made.

4.2 Holidays

The office shall remain closed as per list of Holidays as approved by Government and this will be declared at the beginning of the year.

4.3 Leave Policy and Procedures

4.3.1 Types of Leave

Following leave facilities are available in the organization. These are as follows:

- i. Earned leave
- ii. Casual leave
- iii. Medical leave
- iv. Maternity leave
- v. Paternity leave
- vi. Alternative leave
- vii. Leave without pay

4.3.2 Procedure for Leave Application and Entitlement

Leave application must be submitted by the applicant mentioning the type of leave and period of leave and other information as required in the leave application form. The application should be submitted to HR and Admin Officer with and approval of Unit Head. Leave application of Unit Head will be approved by the Director and Leave application of Director will be approved by the BOT. Director's travel abroad has to be approved by the Chairman of BOT. Except maternity leave, all kind of leave applications for 3 months or more must be approved by Director.

All leave application shall be recommended by the Head of each department and approved by the Deputy Director. If anybody takes leave on Friday, half day of leave should be counted. Leave application form is given in **Appendix -8**. HR/Admin will preserve record of leave.

i. **Earned Leave:**

- a) Only regular employee is entitled to earned leave at the rate of one eleventh of the service spent on duty which is 1 day for every 11 days of service.
- b) Earned leave is not allowed during probation period, maternity leave period, education leave and special leave period
- c) Earned leave will be calculated on yearly basis and it would be carry forwarded to next year. Up to 30 days and total balance would not be more than ninety days.
- d) Contractual staff will be entitled for earned leave based on the contractual terms.
- e) An employee is not allowed to enjoy leave more than entitlement. However, if required, provision for special leave will be applied.

ii. **Casual Leave:**

- a) Casual leave can be availed by employee up to 15 days in a year to meet up the need of urgency.
- b) It can be availed maximum any time in a year and not more than 5 days at a time. If the period of leave is extended, then total additional period will be considered as earned leave.

iii. **Medical Leave:**

- a) Medical leave can be availed by employee in case of medical grounds for 15 days in a year.
- b) Medical leave must be supported by medical certificate if it is more than 3 days.
- c) Medical leave in excess of allowed days will be adjusted against earned leave balance.
- d) Medical leave can be availed during probation period proportionately based on the nature of employment.

iv. Maternity Leave:

- a) Female employee can avail maternity leave for a period of maximum 90 days with full pay provided that she has completed at least six months of service with KBNSBEH. This leave can be extended for further 2 months without pay in case of special need of the concerned employee.
- b) Maternity leave can be availed 2 times during the period with KBNSBEH
- c) Application for maternity leave will be submitted by the concerned employee at least eight weeks before commencement of the leave period.

v. Paternity Leave:

Any male employee who has been regular with KBNSBEH can avail paternity leave for 3 days with pay. This leave may be availed maximum 2 times during the period with KBNSBEH.

vi. Alternative leave:

Alternative leave can be availed by employee if he/s works on holiday but he/s will not get as extra salary those days.

vii. Leave without pay

When there is a necessary leave requirement but that does not cover any of the above criteria may request for this category of leave. Maximum 15 days leave without pay may can be availed by an employee in a year. Leave without pay may or may not count towards long service leave depending on the conditions of employment. Management has the discretion to approve leave without pay that an employee is not otherwise entitled to.

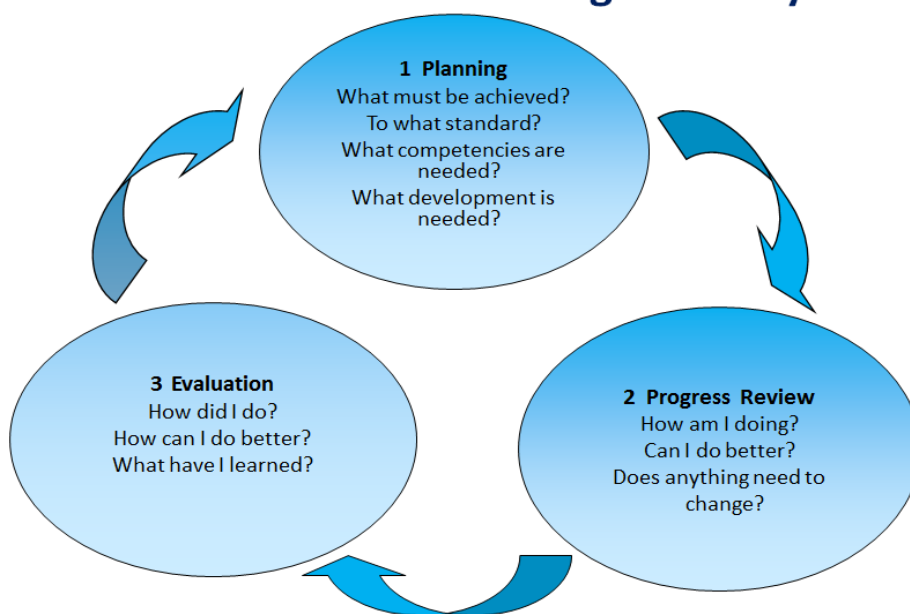
5. Performance Management System (PMS)

5.1 What is PMS?

Performance Management System is a systematic process by which an individual employee's performance is planned, organized, monitored, appraised, guided, and rewarded. The system does not merely represent an annual event rather it represents a systematic year-round process. The role of performance management is to ensure that an individual employee performs to the best of his/her abilities and realizing own potential and thus fulfill individual and organisational objectives.

Performance Management System is viewed as a cycle having different inter-linked components, each of those having sub-components. The system starts with establishing mutual goal setting at the initial stage of the performance year. Secondly, the system ensures ongoing performance monitoring and feedback, and encourages two way communications between supervisor and supervisee. Finally, the performance cycle ends with evaluation of performance. The various stages of Performance Management Cycle are shown below:

The Performance Management Cycle



5.2 Purpose of the Staff Appraisal Process

The Annual Staff Appraisal (ASA) serves two main purposes:

- a. Salary review: ASA serves as the basis for the annual salary review.
- b. Staff development: ASA is an essential tool for staff development. This process should serve to clarify performance expectations between supervisors and subordinate staff. Employees should clearly understand areas which need to be improved. Supervisors also should clearly describe the support they may offer to help employees strengthen their performance. The ASA is the most important record of these understandings.

5.3 Performance Planning / Individual Operational Plan

Performance planning / Individual Operating Plan (IOP) a clearly defined plan of action, which are mutually discussed and agreed upon by the supervisor and the supervisee at the beginning of the year. Expectations must be discussed between supervisors and supervisee to achieve a clear understanding of critical areas of performance.

5.4 Annual Staff Appraisal (ASA)

- i) At the end of each year Annual Staff Appraisal should be conducted. Both supervisee and supervisors should better understand the expectations of each other and be better prepared for the coming year.
- ii) Unit Heads, Head of Finance, Head of Surgeon/consultant and Director will assess the level of competency of supervisee as per instruction given in the prescribed form in **Appendix-9**. In determining the level of performance and competency of supervisee, 360-degree feedback should also be taken into account as described in this chapter.
- iii) Unit Heads, Head of Finance, Head of Surgeon/consultant and Director should identify the development needs of the employee based on the evaluation of performance and prepare training plan for the next year. This plan for development has to be agreed between these two parties and approved by supervisor, Department Head of the Unit.
- iv) Annual staff appraisal of all staff must be completed with 15 days remaining of the close of the year by the respective and the assessor and the result of appraisal must be submitted to HR/Admin along with comments and recommendation. Admin will start compilation and discuss with Accounts for budget availability as there is a financial impact as a result of performance increment and bonus proposed as performance reward
- v) Director should review and approve and sign all the appraisal of employees beyond the calendar year. If necessary, can revise the recommendation based on previous track record and direct communication with respective employee.

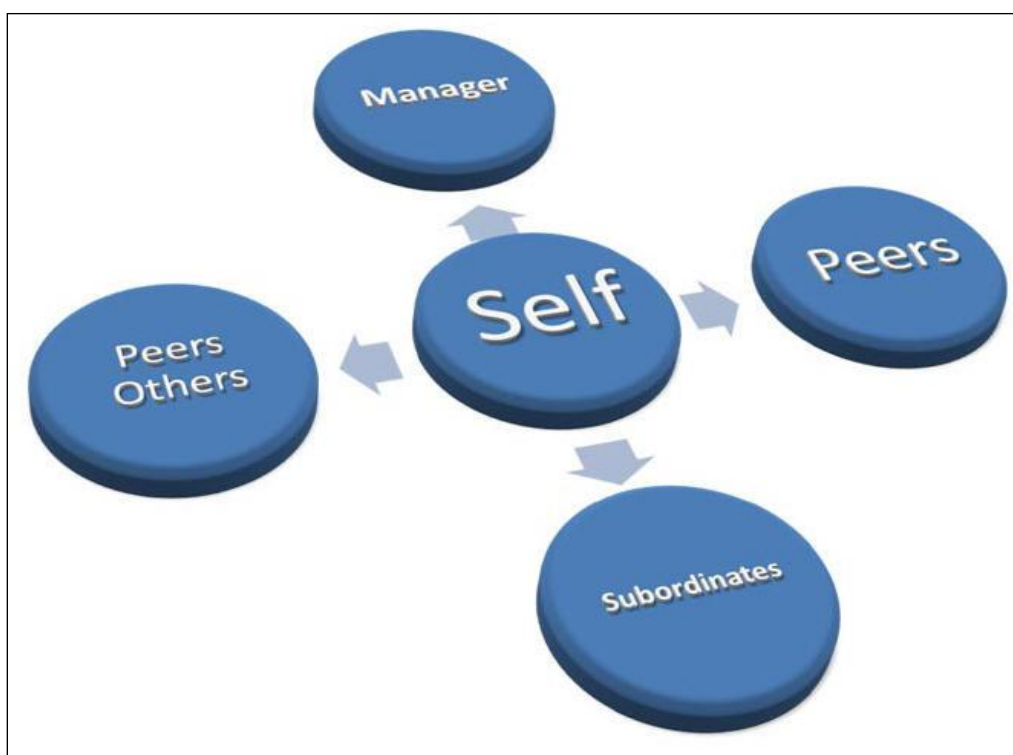
5.5 Performance Monitoring

- 1) **Regular feedback, coaching and mentoring:** Supervisors should regularly review and discuss performance with the employee. These discussions need not be documented, but frequent feedback helps an employee recognize and maintain areas of good performance and improve any weak areas.
- 2) **Training:** Training describes any activity which encourages professional growth and development among employees. Supervisors should be careful to provide the necessary

support through feedback and coaching to ensure that the employee receives the maximum benefit.

- 3) **Responsibilities of Primary Evaluator:** The responsibility for finalizing the annual performance appraisal lies with the primary evaluator. However, an accurate, fair and objective performance appraisal requires inputs from a number of sources. Before finalizing the ASA the supervisor should discuss with the employee any special accomplishments which should be included in the evaluation.
- 4) **Peer review (360-degree Feedback):** The Primary Evaluator should collect input from secondary sources before completing the appraisal process. Peer review may also include persons in other projects or units with whom the employee has frequent interaction or colleagues in other projects who may have a view on the employee's performance.

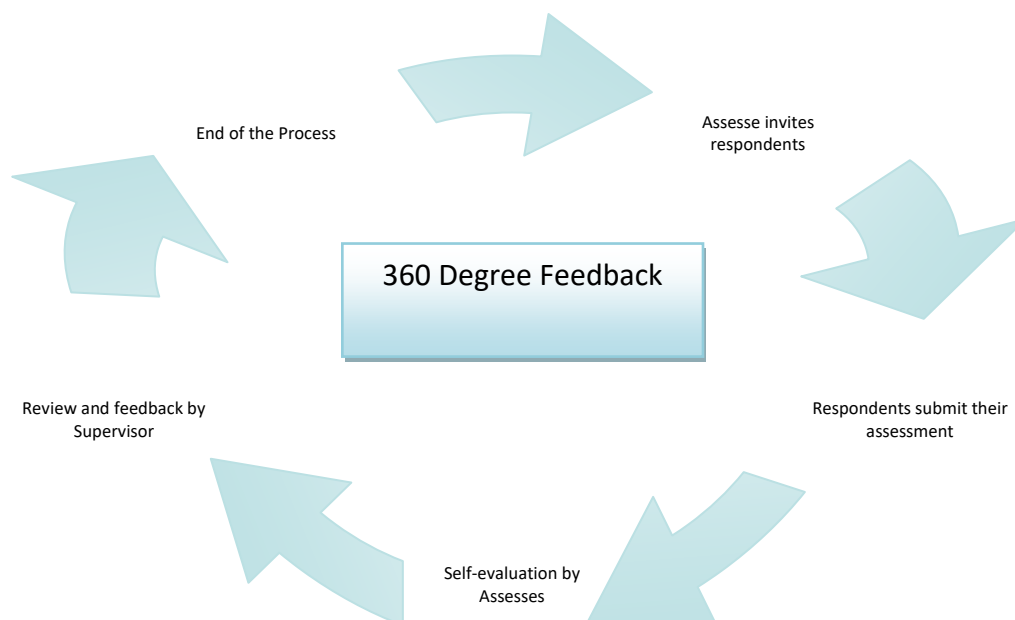
360 Degree Feedback



Process of 360-degree feedback:

- Employee will invite the respondent with a form **(Appendix-12)** to provide assessment about him /her.
- Respondents will submit their assessment.
- Employee will do self-assessment
- Final Report will be prepared by Supervisor after compilation of all feedback
- Finally, feedback of Supervisor will be given to employees who will show the gaps in competency level and plan for improvement. Diagramed presentation of 360-degree feedback is given below.

Process flow of 360-degreefeedback



5) **Responsibilities of Employee:** Each employee must share the responsibility of contributing to and learning from the annual performance appraisal process. Employees must try to understand the expectations of their supervisors and the types of performance which merit positive recognition.

6) **Responsibility of HR/Admin:** HR/Admin will finally review the contents of the ASA form and provide with necessary inputs to appraiser. Additional comments will be made by Admin before the employee has signed the form.

7) **Performance Ratings:** KBNSBEH uses five scale ratings for performance, as follows:

i) **Outstanding Performance (Achievement level 100% +)**

Employee performance is outstanding when it exceeds the expectation. This may include one of the following:

- Exceeds the set target
- Employee meets or exceeds expectations in spite of challenging circumstances.
- Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) coaching others, or iii) creating results that pave the way for others and/or are used as a role model.

ii) **Very Good Performance (Achievement level 90% - 100%)**

Employee performance is very good and completely satisfactory. The next step for this employee would be to exceed targets, and/or influence others to improve their performance. Employee requires little guidance to perform at a high level.

iii) **Good Performance (Achievement level 75%- 90%)**

Employee performance is good, but still has room for improvements. Employee requires occasional guidance and training for performance to be completely satisfactory.

iv) Average (Achievement level 50% - 75%)

Employee has potential, but performance is average. Employee may be new to the job or task and is developing. Employee requires frequent guidance / supervision.

v) Below Average (Achievement level below 50%)

Employee performance is poor and requires significant improvement. Employee may actually be doing things that negatively affect others' performance.

5.6 Recognition and Reward

Significantly Exceeds Requirements (SER): The employee consistently demonstrates superior performance. Initiative and outputs are above the stated requirements. The employee is extremely competent and knowledgeable individual who consistently exceeds requirements. The rating should be reserved for truly outstanding performance. Employees rate SER will receive Three Step increment.

Fully Meets Requirements (FMR): The employee consistently demonstrates excellent performance. Initiative and outputs are dependable and high quality as per the stated requirements. The employee is very competent, knowledgeable individual who consistently meets all the requirements of the position. Employees rated FMR will receive Two-Step increments.

Meets Most Requirements (MMR): The employee demonstrates good performance in most areas, but needs improvement in one or more aspects relevant to the Job's responsibilities. Initiative and outputs are generally good as per the stated requirements. The employee is competent and knowledgeable in most aspects of his/her work but needs to improve in one or more critical areas of the job. Employees rated MMR will receive One-Step increment.

Below Requirements (BR): These employees need to improvement in several critical areas to satisfactorily achieve his or her job. Initiative, outputs and quality are below stated requirement. The employee has demonstrated the necessary competence on knowledge but still needs to further developing critical skills to perform adequately. Employees rated BR will not receive merit increment.

Salary Increment:

Level of Performance	Appraisal Score	Reward Type
1	Below Average	will be kept on probation and a warning letter will be issued- consecutive 3 months performance at this level shall lead to separation
2	Average	3% employee shall not be entitled to any salary increment
3	Good	5% increment in basic salary
4	Very Good	7% increment in basic salary
5	Outstanding	8% increment in basic salary / Promotion. Promotions subject to fulfillment of promotion policy

Admin will prepare the proposal of increment and Accounts will check availability of budget of the organisation. In preparing the proposal Admin and Accounts will discuss with respective Unit Head

and Unit supervisor for revision if required. Finally, revised proposal will be submitted to Director by 31 December and it has to be approved by Director in consultation with Treasurer and Chairperson of Board Members. After necessary approval, increment will be effective from 1 January of the year.

5.7 Promotion Policy:

Promotion can't be claimed as matter of right. Nevertheless, the criteria for promotion stated the following general conditions must be observed while giving promotion:

- a. Availability of post
- b. Availability of Vacancy
- c. Service record of the candidate for promotion.

Only Confirmed regular employees may be given Promotion (**Appendix-15**) from one grade to another grade. Any promoted employee may be reverted to the previous post or grade for unsatisfactory performance.

Decision for promotion will be given based on the following factors:

- a) Achievement of outstanding result as per performance assessment
- b) Length of service; completion of minimum 3 years as confirmed employee and basis of position
- b) Educational qualification
- c) Total Working experience and finally
- d) If there is vacant position which can be filled out
- e) The post of Director being a constitutional post appointment in the post shall be treated as appointment, not as promotion.

Director will take the decision for promotion based on the recommendation from the Annual Staff Appraisal process and availability of the vacant position as per approval of Board of Trustee.

5.8 Job Rotation

The management of the organisation reserves full authority to rotate jobs when needed after completion of the Annual Staff Appraisal. Admin in consultation with the line supervisor will arrange the job rotation. Job rotation should be finally approved by Director.

5.9 Evaluation by Board of Members

BM reserves the right to check and evaluate the annual staff appraisal at any point of time if they think necessary.

6. Cessation/Termination of Employment

6.1 Ground of Cessation

Employment with BNSB will be ceased in the following circumstances.

- i) Normal Retirement
- ii) Early Retirement
- iii) Resignation
- iv) Dismissal
- v) Death
- vi) Termination
- vii) Temporary Suspension

6.2 Procedure of Cessation/ Termination

i. Normal Retirement:

On completion of the age of 60 (sixty) years and employee shall normally retire from the service of the Hospital. An employee will notify Admin 6 months before the retirement and shall be entitled to receive Leave Past Retirement (LPR) for 01 (one) month with full pay. Concerned employee will get the retirement benefits as per policy such as Provident Fund and Gratuity Fund along with other dues like salary, allowances, and bonus. Final settlement will be completed within one month of retirement.

ii. Early Retirement:

Even though normal retirement age in KBNSBEH is 60 years, an employee may choose /opts for early retirement between an age bracket of 55 – 60 years or in a situation of above 5 years of continuous service in KBNSBEH. Concerned employee will get the retirement benefits as per policy such as Provident Fund and Gratuity Fund along with other dues like salary, allowances, and bonus. Final settlement will be completed within one month of retirement.

iii. Servicer Extension:

If the Board of Trustees feels that a particular employee can't be spared in the interest of hospital and he/s possess sound health and active habits, his/her services may be extended for period of 2 (two) years subject to renewal by board by one year; but such extension shall be on contract basis and remuneration fixed by BOT and the incumbent shall not be entitled to any Fringe benefits as per service rules of the hospital. However, function and responsibility of the employee shall remain unchanged during contract period. Nevertheless, what is stated herein above both board and the employee reserve the right to terminate the contract with one-month prior notice. On expiry of contract period the service of the employee on contract basis may be extended by the board for further period/periods with the consent of the employee.

iii. Resignation:

- A resignation is a personal decision to exit an organization. It can take place for various reasons such as better opportunity in terms of salary, career advancement, migration, work life balance, working environment etc. Confirmed employee must submit his / her resignation letter with 30 days' notice before the resignation is effective
- Resignation letter of employee has to be submitted to the Director through Head of the Unit and Admin.
- 30 days' period will be counted from the day of the notice submission until the last working day unless the last day is a holiday. In that case the day immediately preceding the holiday will be counted as last working day.

- Balance of earned leave can be adjusted against notice period.
- In case of short fall of days in the notice period salary will be deducted from the final settlement against the number of day's remains shorter than 30 days.
- Final settlement will be calculated by Accounts when Accounts will be satisfied that:
 - a) Notice in lieu of salary has been deducted where applicable
 - b) Gratuity balance has been duly calculated as per policy
 - c) Bonus is calculated proportionately
- Final settlement amount will be paid after receiving the clearance from the Director. Clearance form is given in **Appendix 14.**
- If any employee wants to withdraw the resignation, he /she can do it within 7 days after submission of notice. In this regard formal application with proper justification of withdrawal of resignation to be submitted to the Director. The Director will take decision of acceptance or rejection at his / her own discretion.
- Exit interview will be conducted by HR/Admin as mentioned in this chapter later.

iv. Dismissal:

Dismissal (also refers to firing or sacking) is the termination of employment by an employer against the will of the employee. KBNSBEH management can dismiss an employee as part of disciplinary action against allegation of misconduct or dishonesty as mentioned in the Code of Conducts. Decision for the dismissal must be communicated in writing through a letter signed by the Director. In case of dismissal concerned employee will get the benefit of salary.

v. Death in service:

Separation from KBNSBEH may take place if any employee dies for whatever reason during the employment with KBNSBEH. Following benefits will be paid in case of death in service:

- Salary until last working day
- Proportionate bonus
- Provident Fund as per policy
- Gratuity as per policy

vi. Termination:

Any employee needs to be terminated S/he must be issued with a letter against performed office, without showing any cause or following show cause notice, enquiry if require causes of termination must be identified, proved and as that basis with the approval of Board of Trustees. Director may terminate the accused staff by giving cause 30 days' advance notice or 3 (three) month gross salary in lieu of notice along with other benefits as per entitlement. The Director has no right to terminate any employee without assigning any reason.

vii. Temporary Suspension

Suspension means temporarily prevent from continuing the job. Suspension period will not exceed 90 days. Suspension order can be issued by appointing authority in case of breach of code of conduct as mentioned in this manual. During the period of suspension employee will get a living allowance which is comprised of maximum 50% of basic and other allowances in full. The suspended employee will not perform any job but will attend the office as per official rules. Suspension order can be withdrawn if it is proved that the accused is innocent. He / she will get the balance of 50% and from the withdrawal date and will get the full payment of salary from onward as per regular procedure.

6.3 Termination during Probation Period

Notice for termination can be given during probation period if the concerned employee cannot perform up to the mark. In that case salary up to last working days will be paid.

6.4 Exit Interview

- Exit interview is applicable in case of normal retirement and separation by resignation.
- Exit interview is conducted with departing employees, just before they leave.
- From the employer's perspective, the primary aim of the exit interview is to learn reasons for the person's departure, on the basis that criticism is a helpful driver for organizational improvement.
- From the departing employee perspective, an exit interview is a chance to give some constructive feedback, and to leave on a positive note, with good relations and mutual respect. Recrimination, blame, revenge and spite are destructive feelings and behaviors, so it should be avoided during the interview session. Therefore, the exit interview is an opportunity to shake hands and leave friends, not enemies.
- Exit interview will be conducted by Admin. Admin will try to find out the reason for leaving. In this connection Admin will take feedback on the above mentioned areas which will be analyzed for future decision.
- Exit interview form is given in **Appendix-11**.

6.5 Release Procedure

- a) After acceptance of resignation, concerned employee will be provided a letter by Admin with a deadline for handing over the charge to the designated person as mentioned in the letter (a copy to supervisor to be given).
- b) A list of the files, documents, manual, books and records, office equipment and its condition, stationary and any other miscellaneous items to be prepared by respective employee which will be handed over to the supervisor.
- c) Employee should surrender the ID card or any office pad/name card to Admin.
- d) Clearance/no objection should be obtained in the prescribed form from respective section before final payment to the employee.
- e) After completion of the above steps the Accounts and Finance will calculate the total dues based on information provided by Admin and disburse the dues to the concerned employee through A/C payee cheque.

7. Code of Conducts and Relevant Policies

7.1 Definition of Code of Conduct, the purpose

Code of conduct are “principles, values, standards, or rules of behavior that guide the decisions, procedures and systems of an organization in a way that (a) contributes to the welfare of its key stakeholders, and (b) respects the rights of all constituents affected by its operations.”

7.2 Who Must Follow the Code?

The Code of Conduct applies to all level of employees of KBNSBEH whether regular or contractual. This policy affirms. KBNSBEH's belief in responsible social and ethical behavior from all employees. The code of conduct clarifies the standards of behavior that KBNSBEH expects from all employees.

7.3 Rules

7.3.1 General Rules

Code of Conduct policy applies to all employees and provides the framework of principles for conducting business, dealing with other employees, Clients and suppliers. The Code of Conduct does not replace legislation and if any part of it is in conflict, then legislation takes precedence. This policy is based on the following general rules:

- I. Act and maintain a high standard of integrity and professionalism
- II. Be responsible and scrupulous in the proper use of Company information, funds, equipment and facilities
- III. Be considerate and respectful of the environment and others. No employee is allowed to disregard the gender policy
- IV. Exercise fairness, equality, courtesy, consideration and sensitivity in dealing with other employees, clients and suppliers
- V. Perform duties with skill, honesty, care and diligence. Abide by policies, procedures and lawful directions that relate to the employment with KBNSBEH
- VI. Avoid the perception that any business transaction may be influenced by offering or accepting gifts. Under no circumstances may employees offer or accept money.
- VII. Without prior approval of concerned authority, no employee will publish or disclose any information in front of media or any other people.
- VIII. No employee shall absent himself /herself from duty or leave the station without prior permission from the competent authority.
- IX. No employee shall accept job elsewhere even on part-time basis or take admission in any school, College, and other institutions as a regular student without obtaining prior permission from the Director.

KBNSBEH expects co-operation from all employees in conducting themselves in a professional, ethical and socially acceptable manner of the highest standards. Any employee in breach of this policy may be subject to disciplinary action, including termination. Should an employee have doubts about any aspect of the Code of Conduct, they must seek clarification from the HR/Admin Manager.

7.3.2 Dress Code for support staff and drivers

KBNSBEH's objective in establishing a safe and comfortable environment includes setting some standards for workplace dress code. This is to enable all people to project a professional image that is in keeping with the needs of KBNSBEH. Office employees are expected to dress business casual during work hours. All office employees must dress in a neat and well-presented manner at all times.

7.3.3 Rules regarding involvement in personal assignment or business

- i. Employee is not allowed to be engaged in doing assignment or business with any government organization or work temporarily under any person without prior consent of concerned authority.
- ii. If any employee expresses interest in engaging himself / herself in any other organization in payment of remuneration, he/ she must submit an application to the Director in writing. The Director can approve the request considering operational and business policy of KBNSBEH. Contractual and regular employee can engage only in the business or professions of its own without affecting the official work of KBNSBEH.

7.3.4 Rules regarding temporary suspension

As a result of investigation of allegation by KBNSBEH if it is proved that any employee was found guilty of misconduct or if any verdict is passed by the court against the staff in that case KBNSBEH management can suspend temporarily.

7.3.5 Rules regarding gifts / personal loan

Staff of BNSB is not allowed to take any gift / personal loan or any kind of undue advantage from subordinate or from the person involved in the supply of goods or services of BNSB. Loan can be taken only from the authorized institution engaged in this purpose.

7.3.6 Rules regarding misconduct

Following list of acts will be considered as misconduct by employee:

- i. Disregarding any lawful official order from superior;
- ii. Involved in theft of any asset of KBNSBEH, dishonesty, conduct fraudulent activities;
- iii. Habitually late attendance and ignoring tendency towards job responsibilities
- iv. Intentional act of non-compliance with the terms and condition of appointment or any policy of the organization;
- v. Any act of indiscipline or unethical behavior;
- vi. Damaging or bring any harms to the property of KBNSBEH and unauthorized possession of any official documents
- vii. Failure to protect any asset / official document by any person responsible for security of those asset/ documents
- viii. Giving false information regarding name, age, father's name, qualification, previous service etc. in the letter of application
- ix. Any act of sexual harassment as mentioned in the Gender Policy.

7.3.7 IT, Internet & Email Policies

Internet Use

The internet is provided by KBNSBEH for operational use. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staffs need to be aware that some forms of internet conduct may lead to criminal prosecution.

Email Use

To protect KBNSBEH from the potential effects of the misuse and abuse of email, the following instructions are for all users:

- i. Email facilities are provided for official correspondence and communication
- ii. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
- iii. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening, and discriminatory, involves the harassment of others or concerns personal relationships.
- iv. When using email, a person must not pretend to be another person or use another person's computer without permission.
- v. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may include dismissal.

Discrimination, Sexual Harassment and Bullying

BNSB is committed to providing a workplace free from discrimination, sexual harassment and bullying. Behavior that constitutes discrimination, sexual harassment or bullying will not be tolerated and will lead to action being taken, which may include dismissal. For the purposes of this policy, the following definitions apply:

Discrimination:

Direct discrimination occurs when someone is treated unfavorably because of a personal characteristic that is protected under modern human resource manuals.

Indirect Discrimination occurs when a rule seems neutral, but has a discriminatory impact on certain people. For example, a minimum height requirement of 6 foot for a particular job might be applied equally to men and women, but would indirectly discriminate on the basis of sex, as women tend to be shorter than men.

Sexual harassment includes unwelcome conduct of a sexual nature in circumstances in which it could reasonably be expected to make a person feel offended, humiliated or intimidated a reasonable person, having regard to all the circumstances, would have anticipated that the person harassed would be offended, humiliated or intimidated.

Workplace bullying may include behavior that is directed toward an employee, or group of employees, that creates a risk to health and safety e.g. physical and/or verbal abuse, excluding or isolating individuals; or giving impossible tasks.

Employees must report any behavior that constitutes sexual harassment, bullying or discrimination to their manager. Employees will not be victimized or treated unfairly for raising an issue or making a complaint.

7.3.8 Disciplinary Action / Punishment

If any employee violates any of the rules mentioned above willingly or unwillingly or by any means he / she will be held responsible for the misconduct and be punishable in any one or more of the following manner.

- i. Warning letter
- ii. Withheld increment up to a certain time
- iii. Recovery of the amount pertaining to damages made to KBNSBEH.
- iv. Downgrading the existing scale / position / downsizing the salary keeping in the existing scale
- v. Dismissal / firing from the job
- vi. Temporary Suspension up to 90 days
- vii. Force retirement

7.3.9 Procedure for Disciplinary Action / Punishment

- i. The aggrieved staff / survivor must submit a complaint in writing at the office of The Director.
- ii. After receiving the complaint, a 'show cause' letter will be issued by Admin to the person charged with misconduct upon instruction from the Director.
- iii. The accused must submit his / her response to Admin with proper justification within 10 days of the receipt of the show cause letter. If no reply is received within the mentioned time the allegation will be deemed to have been accepted by the accused and necessary action will be taken accordingly.
- iv. After submission of explanation to Admin it will be forwarded to the Director. If necessary, an investigation may be conducted by the immediate superior of accused or by other members as required to investigate the allegation as per decision of the Director.
- v. After submission of investigation reported will take decision about disciplinary action.
- vi. Concerned authority will take decision within 21 days of receipt of the investigation report and communicate in writing to the accused person. Concerned authority can refer to the decision related to the similar nature of allegation if required.

7.3.10 Procedure for Appeal

- i. Any person charged with allegation and aggrieved with the decision of disciplinary action already communicated to him/her, can file an appeal before BOT through the Director within 15 days of receipt of the official letter.
- ii. The Director will forward the letter to BOT with his / her comments regarding the decision and BOT will take a review of the decision and pass their judgment within two months of the receipt of the appeal.
- iii. If the decision by BOT is passed against the accused in that case, he / she can apply to BOT within 15 days of the decision for reconsideration.
- iv. Communication between BOT and the accused will be channelized through the Director.

7.3.11 Sexual Harassment Protection Policy

Disciplinary Committee shall handle the sexual harassment issue and will take complaints, investigate the matters and take appropriate decision.

7.3.12 Safety and Security Guideline

The principles and guidelines set out below are intended to help employees to assess and ensure safety and security of its own life and property of BNSB belongs to them while performing duties inside and outside the premises of BNSB. Guidelines are as follows:

- All employees must keep employee ID while going out from home or office.
- A First Aid box will maintain at BNSB office by Admin Unit for primary care of employee in case of any injury.
- Fire extinguisher covering the floor space should be preserved at BNSB office.
- At the time of travel, employees will not interact with strangers and take any food from strangers.
- Avoid such situation that would lead to security threat. Such as not to travel at midnight or very early morning in a hired taxi / auto rickshaw alone.
- All employees must follow Traffic Rules while driving its own vehicle or official vehicle.
- Drivers should have a clear eye vision. Eye test should be conducted before appointing a driver.
- Admin Unit should conduct an awareness program about the above guidelines among the employees after joining KBNSBEH.
- Driving test is mandatory for drivers before joining and routine check-up of this is required once in a year.

8. Appendix

8.1 Appendix-1: Employee Requisition

Khulna BNSB Eye Hospital (KBNSBEH B), Khulna

Employee Requisition.

Date:

Requesting Unit:

Reason for recruitment: Replacement / New recruitment (please tick where applicable)

Category of Staff: Regular / Contractual/ Daily basis (please tick where applicable)

Estimated time of placement:

Job Specification:

1. Name of the post/designation
2. Qualification required
3. Working area/location
4. To whom the employee shall report
5. Job responsibilities
6. Project Title & duration
7. Salary and benefits
8. Experience and skill
9. Additional requirement (if any)
10. Funding service

Remarks by Requester (if any)

Comments on budget provision by Accounts:

.....

Concerned Department

HR & Admin Officer

Director and Managing Trustee

8.2 Appendix-2: Job Advertisement Notice

Khulna BNSB Eye Hospital (KBNSBEH), Khulna **Job Advertisement Notice**

Position:

No of Vacancy:

Job Description / Responsibility

- 1.....
- 2.....
- 3.....

Job Nature: Full-time / Contractual/Daily basis

Educational Requirements:

.....

Experience Requirements: Minimum years

Additional Job Requirements:

- Age ... to .. year(s)
- The applicants should have experience in the area of
- The applicants should have experience in
- Experience in will be an added advantage
- Should have good knowledge on Hospital/clinic/Healthcare activities & service.
- Fluency both in Bangla & English.
- Should have the ability to handle pressure.
- Should have good computer knowledge especially in Microsoft Office.

Salary Range: Negotiable

Job Location: Khulna but willing to travel to anywhere in Bangladesh as required.

Reference:

Please send your CV with an application to the address mentioned below:

Khulna BNSB Eye Hospital (KBNSBEH), Khulna

P.O. Shiromoni – 9204, Khulna

Email: kbnsbeh@gmail.com

(Please attach 02 copies PP size recent colored photograph, photocopy of National ID, Experience Certificate, and photocopy of Educational Qualification Certificates with CV).

Application Deadline:

8.3 Appendix-3: Appointment Letter

Khulna BNSB Eye Hospital (KBNSBEH), Khulna

To

Date:

Subject: **Appointment Letter**

Dear: Mr. / Ms.

With reference to your application dated _____ and subsequent interview, BNSB is pleased to appoint you as _____ effective _____ under the following terms and conditions:

1. You will be on probation for a period of 6 (six) months from ----- the date of your joining.
2. You are placed in Grade ----- and your monthly salary will be as follows-

Basic Salary	Tk.	
Housing Allowance	Tk.	
Medical Allowance	Tk.	
Transport Allowance	Tk.	
Total	Tk.	

You will also receive all other admissible allowances/benefits as per organizational policy.

3. During the probationary period, your service may be terminated by either party on 24 (twenty-four) hours' notice, without assigning any reason whatsoever.
4. However, your probationary period, may be prolonged if it is deemed necessary.
5. After satisfactory completion of the probationary period (Six months of continuous employment from the date of appointment), you will be assessed and confirmed in your position by letter based on the result of assessment.
6. KBNSBEH reserves the right to deduct income tax at source from your payment as per the Income Tax Regulations of the Government of Bangladesh.
7. Increments and promotions are not automatically granted but shall be at the discretion of KBNSBEH.
8. Your work week will be 42 hours a week, Saturday through Thursday.
9. Your place of posting shall be at

10. You might have to travel outside if required. In that case you will get TA/DA allowances as per policy.
11. No TA will be given for office up down.
12. Your duties as _____ will be as per the attached job description which is subject to future revision, if necessary. Further, you may have to do other works as assigned
13. To further the interests of the organization you may be required to work anywhere in Bangladesh, as KBNSBEH so desires. You may be asked to perform other assignments reasonably associated with, but not listed in your present job descriptions. Such assignments may include work related to KBNSBEH emergency/disaster response operations.
14. You shall be entitled to leave as per leave policy
15. The acceptance of your joining in KBNSBEH is contingent upon submission of original copy of release order from the last employer.
16. You will be bound by the terms and conditions, policies, rules and regulations of KBNSBEH that are currently in force and any new terms and conditions, policies, rules and regulations that may be effective in future.
17. If the above terms and conditions are acceptable to you, please sign and date all copies of this Appointment Letter in the space provided below, and retain the original for your records.

I have read this Letter of Appointment and I willingly agree to accept the terms and conditions, as offered.

Accepted

Signature of Employer

Signature of Employee

Name & Date:

8.4 Appendix-4: Joining Letter

Date:

To
The Director
Khulna BNSB Eye Hospital (KBNSBEH)
Shiromoni
Khulna.

Sub: **Joining letter**

Dear Sir / Madam,

With reference to the appointment letter dated I have joined your esteem organization today at am at head office of KBNSBEH.

This is for your information and necessary action please.

Thanking You

Yours faithfully

Signature :

(Name of Employee)

Date:

8.5 Appendix-5: Confirmation Letter

Khulna BNSB Eye Hospital (KBNSBEH), Khulna

Date:

To

Subject:

CONFIRMATION

Dear Mr. /Ms.

On satisfactory completion of your probationary period with Khulna BNSB Eye Hospital, we are pleased to confirm you as _____ effective _____ under the same terms and conditions as given in your Appointment Letter dated _____ wherein it states your effective date of joining on _____.

It is expected that you will extend your full cooperation for timely completion of activities of KBNSBEH. KBNSBEH looks forward to your continued efforts to make KBNSBEH an effective organization.

Sincerely,

Director & Managing Trustee

CC: a) Admin Department
b) Accounts Department

8.6 Appendix-6: Personal Details**Khulna BNSB Eye Hospital (KBNSBEH), Khulna****Personal History Form**

Employee #.

Project:

Department:

Mr./Mrs./Miss.			
	Surname	First Name	Middle Name

PLEASE TYPE OR FILL IN WITH BLOCK CAPITAL

AFFIX
PHOTOGRAPH

1.a Mother's Name:	1.c Spouse Name		
1.b Father's Name:			
2. Present Address		3. Permanent Address	
Mobile no.		Mobile No.	
4. Date of Birth	5. Place of Birth	6. Home District	7. Nationality
8. Religion	9. Sex	10. Height & Weight	11. Blood Group
12. Marital Status: Single ☐ Married ☐ Date _____ Divorced ☐ Date: _____			

13. Dependents (including parents, children who are dependent on you)

Name	Date of Birth	Relationship

14. Have you any relatives working in BNSB: Yes ☐ No ☐		
If 'Yes', state name, relationship and place. Attach separate page if necessary.		
Name	Relationship	Office

15.	Name of Family Member	Relationship	Occupation	Where Employed		
16.	Language (List mother tongue first)	Read Easily/ Fairly/ Not Easily	Write Easily/ Fairly/ Not Easily	Speak Easily/ Fairly/ Not Easily	Understand Easily/ Fairly/ Not Easily	
17. Education (give full details in chronological order):						
Name and address of the institution (High School and above)		Type	Years Attended		Degrees or Qualifications obtained	Main Course of Study
			From	To		
18. Professional qualification/technical or specialized training obtained, including membership in professional bodies.						

19. Driving: Do you have a driving license?

Yes _____ No _____ License Number _____ Valid upto _____

20 What are your hobbies? _____

List your extra curricular activities? _____

21. Past Employment History:

Name and address of Organization	Position held	Period		Salary	Reason of leaving
		From (Date)	To (Date)		

Total Length of service : Year _____, Month _____, Day _____

22. Have you any objection to our making enquiries from your previous employer?

Yes ☐ No ☐

List two persons not related to you, who are familiar with your character, qualifications and competence; whom we may contact at any time:

Full Name	Full Address	Business or occupation

24 I certify that the statement made by me in answer to the foregoing questions are true, complete and correct to the best of my knowledge and belief. I understand that my misrepresentation or material omission made on a personal history form or other document requested by the organization renders a staff member liable to dismissal.

Place:

Date:

Signature of Employee

8.7 Appendix-7 Attendance Register

Khulna BNSB Eye Hospital (BNSB), Khulna Attendance Register

For the Month of

Date	Name of Employee	ID No	Designation	Unit Name	Arrival Time	Departure Time	Signature of Employee

HR & Admin Office
Date:

8.8 Appendix-8 Leave Application Form

Khulna BNSB Eye Hospital (BNSB), Khulna

Leave Application Form

Name of Applicant:

Telephone Number (if any):

Contact address:

Type of Leave	From	To	Number of Days	Remarks/Causes of Leave

Signature of the Applicant

Leave Position (Official use only)

Status of Leave	Annual Leave/ Sick Leave/ Any Other Leave
Leave due	
Enjoyed	
Credit	

Recommended by

Approved/Not Approved

Signature of Authority

8.9 Appendix-9: Annual Staff Appraisal (ASA) Form**ANNUAL STAFF APPRAISAL (ASA)**

Name of the Employee:	Position:
Name of the Supervisor:	Grade:
Date of Appraisal:	Period:

ASSESSMENT ON INDIVIDUAL GOAL ACHIEVEMENT

INDIVIDUAL GOALS	RATING				
	OUTSTANDING	VERY GOOD	GOOD	AVERGAE	BELOW AVERAGE
1.					
2.					
3.					

ASSESSMENT ON COMPETENCY LEVEL (please use tick mark where applicable)

CRITERIA	APPLICABLE FOR	OUTSTANDING	VERY GOOD	GOOD	AVERGAE	BELOW AVERAGE
LEADERSHIP SKILL	Grade 3 to 7					
INDIVIDUAL PLANNING SKILLS	Grade 3 to 7					
CONCEPTUAL ABILITY	Grade 3 to 7					
PROBLEM SOLVING & DECISION MAKING	G4 to G7					
GENDER SENSITIVITY	ALL					
TEAM WORK	ALL					
COACHING AND FEEDBACK SKILLS:	G4 to G7					
PUNCTUALITY	ALL					
VERBAL AND WRITTEN COMMUNICATION	ALL					

ASSESSMENT BASED ON 360 DEGREE FEEDBACKS (Applicable for Grade V and above):

--

OVERALL RATING BY SUPERVISOR:

OUTSTANDING	EXCELLENT	VERY GOOD	AVERGAE	BELOW AVERAGE
-------------	-----------	-----------	---------	---------------

TRAINING NEED / COMMENTS BY SUPERVISOR

--

Signature of the Supervisor

Date:

Supervisor's Evaluation by Supervisee on Implementation of Performance Management Process

Supervisee must evaluate the supervisor's implementation of performance management process in terms of the following criteria:

Were you satisfied with your manager's implementation of the performance management process throughout the year?

Yes ☐ No ☐

If no, please suggest below how your performance could have been more effective?

--

Signature of the supervisee:

Date:

Signature of Deputy Director

Date:

INSTRUCTIONS FOR RATING

PERFORMANCE RATING DEFINITIONS

- i) **Outstanding Performance (Achievement level 100% +):** Employee performance is outstanding when it exceeds the expectation. This may include one of the following:
 - Exceeds the set target
 - Employee meets or exceeds expectations in spite of unusually challenging circumstances
 - Employee's performance influences others to perform better, by either: i) naturally motivating and inspiring others to perform better, ii) coaching others, or iii) creating results that pave the way for others and/or are used as a role model.
- ii) **Very Good Performance (Achievement level 90% - 100%):** Employee performance is excellent and completely satisfactory. The next step for this employee would be to exceed targets, and/or influence others to improve their performance. Employee requires little guidance to perform at a high level.
- iii) **Good Performance (Achievement level 75%- 90%):** Employee performance is good, but still has room for growth. Employee requires occasional guidance for performance to be completely satisfactory.
- iv) **Average (Achievement level 50% -75 %):** Employee shows potential, but performance is average. Employee may be new to the job or task and is developing. Employee requires frequent guidance.
- v) **Below Average (Achievement level below 50%):** Employee performance is poor and requires significant improvement in the short-term. Employee may actually be doing things that negatively affect others' performance

8.10 Appendix-10: Summary of Assessment

Khulna BNSB Eye Hospital (KBNSBEH)

**ANNUAL STAFF APPRAISAL FOR THE YEAR ENDED
SUMMARY OF ASSESSMENT**

Name of Department:

[illegible]

Prepared by _____ Reviewed/Approved by _____ Final Approval by _____
Designation: _____ Designation: _____ Designation: _____

8.11 Appendix-11: Exist Questionnaire

Khulna BNSB Eye Hospital (KBNSBEH) EXIT QUESTIONNAIRE

(To be completed by an employee. Completing this questionnaire is mandatory for the staffs who has resigned and resignation is accepted.

Emp. ID # _____ Office _____ Grade/Step _____

Project/Dept. _____ Designation _____

Joining Date: _____

Effective date of resignation _____

(Please tick the boxes as you find most appropriate)

1. Why are you resigning?

a) **Family Problems**

- ☐ i) Sickness of Parents
☐ ii) Only earning member of the family. Requires posting nearby home.
☐ iii) Family pressure (such as for marriage / family business)
☐ iv) Others, please specify.....

b) **Professional Problems**

- ☐ i) Feel there is no scope for advancement
☐ ii) Rejected for promotion/new position
☐ iii) Better job opportunity/ higher salary/ benefits
[a] Govt. [b] Overseas [c] Other NGO/Agency
☐ iv) Others, please specify.....

c) **Personal Reasons**

- ☐ i) Going for advanced studies
☐ ii) Didn't get along with supervisor/other staff
☐ iii) Not happy with the work/work pressure
☐ iv) Marriage/ Pregnancy
☐ v) I do not wish to disclose the reason.

d.If other reason: Specify if Yes

2. Was there anything KBNSBEH could have done to prevent your resignation? YES/NO.
If yes (Please Clarify)

3. Is there anything you would like to say, in general, about your time in KBNSBEH office?
YES/ NO. If Yes (Please Clarify)

Signature of Employee _____ Date _____

Signature of HR/Admin _____ Date _____

NOTE: (All information contained on this form will be kept strictly confidential, will be kept in the personnel file, and will be used only as a management tool to better identify reasons for resignations)

8.12 Appendix-12: Experience / Clearance Certificate

TO WHOM IT MAY CONCERN:

This is to certify that Mr. / Ms _____, S/O / or D/O Mr. _____

_____, Post Office _____,

Thana _____, District _____ has worked for

BNSB as _____ from _____ to _____

Mr./ Ms. _____ has no obligation towards the organization. BNSB has also cleared all the dues as per terms and conditions of appointment.

On behalf of BNSB
(Signature/Designation)

8.13 Appendix-13: Information for ID Card

Information for ID card

Name of the employee	
Designation	
Blood Group	
Unit/ Department	
Date of Joining	
Type of employment	
Mobile No.	
Marital Status	
Permanent Address	
Mailing Address	

8.14 Appendix-14: Employee Clearance Form

Employee Clearance Form

To be filled up by employee:

Name of the employee:			
Designation:			
Department:			
Joining date	/ /	Resig. date	/ /
Last date of working:	/ /		

To be filled up concerned Department

Comments:

 Signature of Department Head

To be filled up by Admin

- a) Leave balance in days:
- b) ID Card is handed over:
- c) Visiting card is handed over:
- d) Laptop is handed over:
- e) Mobile phone is handed over:
- f) Short fall of notice period (if any):

Yes	No	N/A
Yes	No	N/A
Yes	No	N/A
Yes	No	N/A

 Signature of HR/Admin officer

To be filled up by Library In Charge

Books handed over:

Yes	No	N/A
-----	----	-----

 Signature of Library Incharge

Accounts Clearance

a) Salary due to employee:	Tk.	
b) Proportionate bonus due to employee	Tk.	
c) Unadjusted I.O.U. balance:	Tk.	
d) Unadjusted program advance:	Tk.	
e) Unadjusted PF loan:	Tk.	
f) Notice in lieu of salary:	Tk.	
g) Gratuity balance due to employee:	Tk.	
h) Any arrear adjustment		
Total payable / (receivable)	Tk.	

 Signature of Accounts officer

 Signature of Finance Head

 Approval of Executive Director

8.15 Appendix-15: Grades with Qualification and Promotion Criteria

Grade	Post	Minimum Qualification	Promotion Criteria
I	Senior Consultant	a. DCO & equivalent qualification b. FCPS or equivalent qualification	a. 5 years' Service as Consultant b. 3 years' Service as Consultant
II	Consultant	a. DCO & equivalent qualification b. FCPS or equivalent qualification	a. 5 years' Service as Jr.Consultant b. 3 years' Service as Jr.Consultant
III	Junior Consultant (Jr. Consultant)	a. DCO & equivalent qualification b. FCPS or equivalent qualification	a. 3 years Confirmed Service as Assistant Surgeon b. Eligible for Direct recruitment
IV	a. Assistant Surgeon	MBBS from any recognised Institution	Direct recruitment
	b. Hospital Administrator	MBA or Master in Management from recognised University	5 years' service as Administration officer
	c. Finance Officer/ Senior Accounts Officer	MBA or Master in Commerce from a recognised University	5 years' service as Accounts Officer
V	a. Public Relation Officer (PRO)	Master Degree, Preferably in Marketing from a recognised University	Direct recruitment or 10 years' Service as Assistant Public Relation Officer
	b. Administration officer	MBA or Master in Management from recognised University	Direct recruitment
	c. Accounts Officer	MBA or Master in Commerce from a recognised University	Direct recruitment or 10 years' Service as Asst. Accounts Officer
	d. IT Manager cum Monitoring Officer	Master in Management/ Accounting from recognised University and in case of IT Manager degree/Diploma in Computer Science from a recognised University	Direct recruitment Or 10 years' Service as Assistant IT Officer
VI	a. Asstt. Accounts Officer	Bachelor in Commerce from any recognised University	Direct recruitment.
	b. Asstt. Store Officer	Bachelor in Commerce from any recognised University	Direct recruitment.
	c. Asstt. Public Relation Officer	Bachelor degree from any recognised University	Direct recruitment.
	d. Asstt. IT Officer/ Asstt. Monitoring Officer	Bachelor degree in Commerce/ Science and Diploma or Completion of Training in IT course from recognised Institution	Direct recruitment.

VII	a. Sister-in-Charge/Matron	SSC in Science group and diploma in nursing or successful completion of Ophthalmic Assistant Training	5 years' service as Senior Ophthalmic Paramedic
	b. Senior Refractionist cum Instructor	HSC in Science and Completion of Refractionist Training Course	10 years' Service as Refractionist or Completion of higher training in Refractionist course and capable of acting as trainer. Graduate employee shall get preference.
	c. Senior Ophthalmic Paramedic cum Instructor	HSC in Science and Completion of Ophthalmic Assistant Course	10 years' Service as Ophthalmic Paramedic or Completion of higher training in Ophthalmic Assistant course and capable of acting as trainer. Graduate employee shall get preference.
VIII	a. Senior Ophthalmic Paramedic/ Senior Ophthalmic Assistant	SSC in Science group and successful completion of course in Ophthalmic Assistant	10 years' service as Ophthalmic Paramedic
	b. Senior IT Technician	Bachelor degree in Science group and completion of IT Training course from any reputed Institution	Direct recruitment or 10 years' service as IT Technician
	c. Senior Bio-Medical Technician	Diploma in Electronics from a recognised Institution	10 years' service as Bio-medical Technician
	d. Senior Lab. Technician	HSC in Science	10 years' Service as Lab. Technician
	e. OT Sister	HSC in Science	5 years' Successful completion of service as Ophthalmic Asstt. / Paramedic & 2 years' experience in OT Management. Graduate employee shall get preference.
IX	a. Ophthalmic Paramedic/ Ophthalmic Assistant	SSC in Science and Completion of Ophthalmic Assistant Training Course	Direct Recruitment
	b. Refractionist	SSC in Science and Completion of Refractionist Training Course	Direct Recruitment
	c. Store Keeper	HSC in Commerce	Direct Recruitment
	d. Lab. Technician	HSC in Science	Direct Recruitment
	e. Counselor	Bachelor Degree from any recognised University	Direct Recruitment
	f. Senior Driver	Valid Driving License	10 years' service as Driver
	g. IT Technician	HSC in Science, completion of Computer Training course from any reputed Institution.	Direct Recruitment
	h. Low Vision Technician	SSC in Science. Completion of Training course as Refractionist and Low Vision Training Course	Direct Recruitment
	i. Bio-medical Technician	Diploma in Electronics from any recognised Institution.	Direct Recruitment
	j. Senior Clerk	HSC	10 years' service as Clerk
	k. Senior Typist	HSC	10 years' service as Typist
	l. Medical Record Keeper	HSC in Science	Direct Recruitment

X	a. Driver	Read up to class VIII from any School, Valid Driving License with 3 years' experience	Direct Recruitment
	b. Senior Optical Dispenser	SSC in Science	10 years' experience as Optical Dispenser
	c. Senior Salesman	SSC in Science	10 years' experience as Salesman
	d. Clerk	SSC	Direct Recruitment
	e. Typist	SSC	Typing speed 40/30 words per minute
XI	a. Salesman	SSC in Science	Direct Recruitment
	b. Optical Dispenser	SSC in Science	Direct Recruitment
	c. Paramedic	SSC in Science	Direct Recruitment
	d. Camp Asstt.	SSC in Science	Direct Recruitment
XII	a. Paramedic Assistant	Read up to class VIII	Direct Recruitment
	b. Peon	Read up to class VIII	Direct Recruitment
	c. Guard	Read up to class VIII	Direct Recruitment
	d. Cook	Read up to class VIII	Direct Recruitment
	e. Electrician	Read up to class VIII with 3 years' experience as electrician	Direct Recruitment
XIII	a. OPD Registrar	Read up to class VIII	Direct Recruitment
	b. Ward Asstt.	Read up to class VIII	Direct Recruitment
	c. OPD Asstt.	Read up to class VIII	Direct Recruitment
	d. Nursing Aid	Read up to class VIII	Direct Recruitment
	e. Laundry Operator	Read up to class VIII	Direct Recruitment
	f. Cook Helper	Read up to class VIII	Direct Recruitment
	g. Cleaner	Read up to class VIII	Direct Recruitment
	h. Gardener	Read up to class VIII	Direct Recruitment