

HUMAN RESOURCE MANUAL

IMPACTX FOUNDATION

"Be the Reason Someone Smiles Today"



House-07, Road-04, Gulshan-01, Dhaka-1212

Web: www.impactxfoundation.com

E-mail: impactxfoundationinfo@gmail.com

Phone: +88 01715 275255



Impactx Foundation

IMPACTX FOUNDATION

House-07, Road-04, Gulshan-01, Dhaka-1212

Email: impactxfoundation@gmail.com

Contents of the Manual

SL. No.	Chapter No.	Chapter Name	Page No.
01.	Chapter 01	Introduction	04
02.	Chapter 02	Recruitment, Selection and Placement	10
03.	Chapter 03	Performance Management, Increment and Promotion Policy	14
04.	Chapter 04	Training, Development and Internship Policy	20
05.	Chapter 05	Working Hours, Leave and Holiday Policy	24
06.	Chapter 06	Pay Structure, Benefits and Allowance Policy	31
07.	Chapter 07	Workforce Exit and Disciplinary Action Policy	39
08.	Chapter 08	Limitations of the Manual	46



Impactx Foundation

President's Note

It gives me great pleasure to present the very first Human Resource Manual for its Associates it is a vital document that reflects the values, vision, and work ethic of ImpactX Foundation. This ensures that all within the Foundation have consistency in operations and decision making

Our Foundation is built not just on principles and projects, but on people. The strength of ImpactX Foundation lies in the dedication, professionalism, and compassion of our team members. This manual is designed to support and guide you in that journey-offering clarity, consistency, and a shared understanding of how we work together to serve others with purpose and integrity

At ImpactX, we believe that every individual on our team plays a critical role in achieving our mission of social empowerment and community development Whether in the field or behind the scenes, your work matters. This manual is not merely a collection of policies it is a reflection of our Foundational culture rooted in respect, accountability, fairness, and mutual growth

As you read through these pages. I encourage you to engage not just with the rules, but with the spirit behind them. We are committed to fostering a workplace that is inclusive, safe, and inspiring-a place where each voice is valued, and each contribution is recognized

Thank you for being part of ImpactX Foundation together, let us continue to build a better, more just society-one action, one person, and one principle at a time. As we look to the future, "ImpactX Foundation" remains committed to deepening our impact and expanding our reach-guided by empathy, accountability is an unshakable hope for a better tomorrow.

With heartfelt gratitude,
Mohammed Abdul Kabir
President
ImpactX Foundation



Impactx Foundation

CHAPTER 01

INTRODUCTION

1.01 Introduction

The main motto of a manual is to ensure that, all common issues are clearly defined and the procedures to be followed are explained. This ensures that, all within the Foundation have consistency in operations and decision making.

The Executive Committee of ImpactX Foundation is pleased to introduce its first Human Resources Manual for its Associates. The terms and conditions of Employment of the Associates will be governed in accordance with these Manual/regulations and/or rules, or law of the land.

01.02 Title

This Human Resources Manual shall be named and recognized as “ImpactX Foundation Human Resources Manual”. These regulations of the Manual shall come into force immediately.

01.03 Review & Modification

These regulations will be reviewed any time as per emergency/as and when requirement basis and at least once in every two years by the Executive Committee.

All decision makers are expected to have access to the manual of his/her department. It is recommended that they consult their departmental manual frequently, to foster uniformity and consistency in the output of the department as a whole.

This manual can be amended by President only after he/she has obtained written consent from the Executive Committee.

Following of the written procedure in the Manual is mandatory and no exception will be allowed by the President of ImpactX Foundation.

01.04 Access to Information

A copy of these regulations of the Human Resources Manual of ImpactX Foundation shall be appropriately displayed and disseminated as decided by the Executive Committee.

01.05 Basic Concepts & Meanings

In this Human Resources Manual unless there is anything repugnant in the subject or context:



Impactx Foundation

- a) 'Acts' means relevant Legislations/Acts regulating the terms and conditions of service of the Associates.
- b) 'Adult Associate' means an Associate who has reached 18 (eighteen) years of age at the time of joining/applying for any post in ImpactX Foundation.
- c) 'Advisor/Consultant' means such individual(s), either Bangladeshi or foreign, appointed on specific terms & conditions as determined by the Executive Committee on a special contract for rendering consultancy, advisory or technical services.
- d) 'Allowance' means additional payments made to an Associate in excess of their basic salary.
- e) 'ImpactX Foundation' means ImpactX Foundation and registered with the NGO Affairs Bureau on June 13, 2022, No-3296.
- f) 'Appointing Authority' means the Executive Committee. The President of ImpactX Foundation appoints in the name of the Executive Committee as per power delegated by the Executive Committee. The power of appointment to the posts of Director and President remains with the Executive Committee.
- g) 'Associate' means any person, including an Apprentice or Temporarily employed to do any skilled, semi-skilled, manual, technical, trade promotional or clerical work for hire or reward whether the terms of employment be expressed or implied, but does not include any such person who is employed mainly in a managerial or administrative capacity, and functions mainly of managerial or administrative nature.
- h) 'Basic Salary' means the scale pay, excluding benefits and allowances, which have been sanctioned by the appointed authority for a post held by an Associate.
- i) 'Casual Associate' means an Associate whose employment is of a casual nature (operational requirement basis) and who is paid on an hourly basis where payment is decided by the Treasurer.
- j) 'President' means Chairperson of the Executive Committee of ImpactX Foundation.
- k) Executive Committee means Executive Committee/ President or any other member designated by the Executive Committee to exercise the powers under these rules.
- l) 'Discharge' means the termination of service of an Associate for reasons of physical or mental incapacity or continued ill health or such other similar reasons not amounting to misconduct but declared by the Registered Medical Practitioners.
- m) 'Disciplinary Action' means penal action against the Associates as laid down in these Manual and/or the Law of the Land.
- n) 'Dismissal' means the termination of service of an Associate due to misconduct/violation of ImpactX Foundation Code of Conduct.
- o) 'Duty' means service of an Associate including leave authorized by the competent authority.
- p) 'President' means the President of Executive Committee of ImpactX Foundation.
- q) 'Holiday' means a day declared as closed by a decision of ImpactX Foundation including national holidays.



Impactx Foundation

- r) 'Honorarium' means the payment of an Advisor/Consultant/Volunteer which will not be treated as remuneration/compensation/benefit rather an honor for their contribute/advice.
- s) 'Member' means the member of ImpactX Foundation who is required to pay a membership fee or a subscription fee.
- t) 'Outsource Associate' means an Associate engaged by a contractor/third party.
- u) 'Part Timer' means person who works on a Part Time (for specific period of time) basis and is paid on an hourly basis.
- v) 'Per diem' means a specific amount of money as daily allowance ImpactX Foundation provides to an individual related to any operational activities of ImpactX Foundation on per day basis to cover living expenses when traveling for work.
- w) 'Post' means a sanctioned position in the Foundation including its projects and must be approved by the Executive Committee.
- x) 'Salary' means the amount, inclusive of the benefits and allowances, drawn monthly by an Associate as the pay and allowances that have been sanctioned for the post held by the Associate.
- y) 'Seasonal Associate' means an Associate who is employed in an establishment for a seasonal work and performs such work for the season only.
- z) 'Temporary Associate' means an Associate who has been engaged for work which is essentially of temporary in nature and is likely to be finished within a limited period of time.
- aa) 'Termination' means termination of an Associate without assigning any reason by the Executive Committee either by serving prescribed notice or upon payment in lieu of such notice.
- bb) 'Trainee' means an Apprentice or a Learner who may or may not be paid any remuneration/allowance during the period of his/her training/learning period.
- cc) 'Treasurer' means, a member of Executive Committee of ImpactX Foundation responsible for running the treasury of ImpactX Foundation.
- dd) 'Vice-chairperson' means, a member of Executive Committee of ImpactX Foundation who shall be immediately subordinate to Chairperson and perform such functions as may be determined by the Executive Committee.
- ee) 'Volunteer' means a person who voluntarily undertakes or expresses a willingness to undertake a service without pay which is consistent with the vision, mission, core values, goals and objectives of ImpactX Foundation.



Impactx Foundation

01.06 About ImpactX Foundation

ImpactX Foundation is a non-profit, government approved, charitable Foundation established in 2016 and dedicated towards enlightening and improving the lives of economically and socially deprived children and members of the society. ImpactX Foundation aims to provide basic education to the underprivileged children in a view to bring them into mainstream society. It also aims to provide livelihood support to disadvantaged people and relief materials to victims of natural calamities and to raise awareness about early marriage, dowry, and gender-based violence and other social evils.

01.07 Mission

Our mission is to safeguard, preserve, and uphold the fundamental rights of underprivileged children and socially disadvantaged segments of the population, aiming to eradicate all forms of poverty and discrimination from society. We aspire to establish a secure society where children are healthy and well-educated. This will be achieved by offering essential educational resources and nutritional aid to underprivileged children, as well as by generating employment opportunities and providing vocational training in areas such as sewing, mobile repairing, and computer skills.

01.08 Vision

To build A Bangladesh where every underprivileged child has equal access to education, healthcare, nutrition, and safe opportunities to grow into a capable and empowered individual.

01.09 Objectives

1. To set up learning centers for providing education to underprivileged children.
2. To set up vocational training centers for providing technical education to underprivileged youth.
3. To establish health camps for ensuring quality health care among the poverty stricken people, especially children.
4. To arrange programs for the welfare of victims of natural disasters such as floods, cyclones, earthquakes, storms and thunderstorms with a special emphasis on children's welfare.
5. To create awareness regarding the protection of environment from pollution.
6. To arrange programs for waiting awareness about child labor, human trafficking and the plight of elderly and physically challenged people.
7. To create awareness about the impact harmful diseases on underprivileged children.



Impactx Foundation

01.10 Extent of Application

The provisions of the Human Resources Manual of ImpactX Foundation shall only be applicable to the Associates, who come under the purview of the definition at Clause 01.05 (g) of Chapter 01 of Human Resources Manual of ImpactX Foundation.

01.11 Professional Code of Conduct (PCC)

In many third world countries children are often the most vulnerable section of the population, requiring specific attention for protection of their basic human rights.

It is possible that, one official/operational activity might not impact the rights of adults, but the same activity could adversely impact the rights of a child.

The following regulation consists of ImpactX Code of Conduct which is specifically aligned with the values and principles of ImpactX Foundation. All Associates of ImpactX Foundation are required to follow the Code of Conduct comprising of a non- exhaustive of ethical norms and behavior including but not limited to the following-

1. Associates of ImpactX Foundation must end the concept of Human Rights and specially Children Rights as well as respect those rights in all levels of Associates, positions, decisions, believes and actions.
2. Avoidance of and protection against sexual abuse, harassment, physical violence or any other form of abuse of children or any other individual connected with the Foundation.
3. Avoidance of and protection against exploitation or abuse of children or any other individual connected with the Foundation in any work.
4. Refrain from attempting to influence children or any other individual connected with the Foundation to subscribe to any particular form of religious belief, sect or political ideology or forcing them to attend any such place of worship, rally etc.
5. Refrain from taking the children to any place individually or in collusion or conspiracy with any other person or placing them in custody of any person with an intention to exploit, misguide, sexually or physical assault or harass them, whether such harm is caused or not.
6. Ensuring respect for basic rights of all humans being regardless of gender, disability, ethnicity, religion, caste, language, HIV status and other aspects of identity.
7. No one is allowed individually or collectively to get involved in any action or behavior in such a way that may create a conflict between individual or group interest and that of the Foundation. Each will foster team work maintaining appropriate work place behavior.
8. All Associates of ImpactX Foundation shall behave in such a manner that promotes team spirit in a cohesive, congenial and mutually supportive work environment and must show respect to each other in terms of their responsibility.
9. An individual may not be employed as an associate in ImpactX Foundation if he/she has a past conviction record. An Associate shall not be permitted to be involved with



Impactx Foundation

any type of business or employment during the service with ImpactX Foundation. Any incorrect misleading information regarding the above will be considered as a ground for dismissal from service and/or stern administrative action by the Executive Committee of ImpactX Foundation.

10. Associates of ImpactX Foundation are not allowed to participate in active politics. Discussion or details on political matter are strictly prohibited in ImpactX Foundation premises.
11. ImpactX Foundation will not allow any act of harassment, persecution or discriminatory practice, in the work place.
12. Any act of insubordination, negligence of duties and violation of Code of Conduct of ImpactX Foundation shall be viewed seriously and will attend strong disciplinary action/administrative change.
13. Each Associate of ImpactX Foundation must safeguard the properties and assets of ImpactX Foundation including the goodwill and image of the Foundation.
14. Associates of ImpactX Foundation must, at all times avoid accepting or offering any illegal gratification in any form whatsoever from vendors, co-worker or any other persons who can benefit from dealings and transactions with the Foundation.
15. Associates of ImpactX Foundation are under a duty to protect the safety and wellbeing of own and others.
16. Associates will not release to others, any private or confidential information relating to the ImpactX Foundation unless legally required to do so and after taking proper approval from the Competent Authority.
17. Associates of ImpactX Foundation shall not take part in any act or omission which is against the interest of the ImpactX Foundation or subversive of discipline or any conduct which is punishable under the appropriate law of the land.



Impactx Foundation

CHAPTER 02

RECRUITMENT, SELECTION & PLACEMENT

02.01 Employment Rules

ImpactX Foundation is an equal opportunity employer, which shall recruit as per its operational requirement irrespective of race, religion, color, sex, sexual orientation, national or ethnic origin, age, languages spoken, disability, or socioeconomic status. ImpactX Foundation is committed to ensuring that the recruitment and selection is conducted in a systematic, efficient, and effective manner, and, promotes equal opportunity.

The Recruitment and Selection Policies are based on the following principles:

- Fair and consistent
- Non-discriminatory
- Conforms to statutory regulations and agreed best practices

02.02 Conditions of Restriction of Employment

- ImpactX Foundation shall employ adult associates who have reached 18 (eighteen) years of age.
- No direct relative of an associate shall ordinarily be employed at ImpactX Foundation.
- ImpactX Foundation strongly prohibits/opposes dual employment (i.e., working simultaneously in more than one org.) in case of except part-time employees.
- In case of permanent employment, no application shall be received for appointment to a vacant position from an individual who completed 55 years of age.

02.03 Manpower Requisition

Recruitments may be made for two reasons:

- a) For new positions – when there is a new position created due to expansion of activities or starting of new projects.
- b) For vacant positions – when a position becomes vacant due to transfer, promotion, resignation or removal of on Associate.

When position is identified and approved, hiring associate/s provide the requirement to Human Resources Department with details such as position designation, number of positions, department etc. If the requisition is found justified the Head of Human Resources will approve it and obtain approval from the President.

The President may seek explanation from the Human Resources Department from time to time regarding the necessity for recruitment.



Impactx Foundation

02.04 Job Description (JD) or Hiring Profile

Job Description or Hiring Profile is defined by the associate based on the position requirement to help sourcing the right candidate. The Human Resources Department is to be contacted for any advice/ assistance, if required, in completing Job Description or Hiring Profile.

02.05 Recruitment Methodology

- Executive Committee will constitute a Human Resource (HR) Sub-committee, which with the approval of Executive committee, will take all decisions relating to appointment, promotion and removal under the HR manual.
- Recruitments to ImpactX Foundation may be made by placing an advertisement for recruitment in print or electronic media, e.g., newspapers, online job portals etc.
- Examination of previous applications, or those held on file within the Human Resources Department for the last six months.
- Internal job advertisement within the ImpactX Foundation and its subsidiaries (if applicable).

02.06 Interview Coordination

- a) Interviews will be scheduled as per the candidate's availability and the time constraints of the interviewing members.
- b) As the time of interview, each panelist will keep the interview pack containing:
 - copies of resumes
 - blank interview evaluation form;
 - a copy of the job description;
 - a copy of published job advertisement

02.07 Selection of Short listed Candidates

Selection procedures may vary. At its simplest this may involve a basic interview and skills testing. However, depending on position it may include written test, presentations to the interview panel on a chosen topic and/or a series of individual interviews on various topics.

During interview, the panelist will ensure that the Interview Evaluation form is completed. When all candidates have been interviewed in the final round, the panel will decide on the best person for the post. Before final decision, the candidate may be required to go through two or three rounds of interviews as decided by the HR Sub-committee. The interview panel will consist of at least two persons.



Impactx Foundation

During the selection process, if any, recommendation or request comes from any corner to the Executive Committee to recruit any particular candidate, he/she shall not be hired regardless of his/her qualification, education or experience.

(Note: Executive Committee of ImpactX Foundation serves the right to design testing methods in the manner it thinks appropriate from time to time).

The interview shall be conducted by the Human Resources Department under a set of standards in a definite system. The judgment of the concerned Department Head/Project Coordinator in respect of selection of candidates would be considered and the approval of the President shall be the basis for the final selection.

02.08 Reference Check

Thorough checks have to be carried out of the stated credentials & background of the finally selected candidates for the selected job. HR Committee will check the candidate's following details:

- Referee(s)
- NID card
- All academic certificates and transcripts
- Legal Status

02.09 Selection of Final Candidate

If reference check is cleared, Human Resources Department will inform the successful candidate(s) as soon as possible, negotiate starting salary and inform the joining date along with a request to complete medical check-up.

02.10 Offer Letter

The Executive Committee will issue a Letter of offer, stating the date of joining, salary and none of the position offered. Project Coordinator will be required be notified if the appointee refuses the offer, or if there are any other details to be cleared.

02.11 Joining Day

On the joining day the Human Resources Department shall issue the appointment letter along with Job Description, which has details of position, location, salary, duties and responsibilities of the role. The appointee will be given all relevant joining forms to complete. On completion of the forms and submission of the required documents, the Associate will be issued Letter of Appointment and Job Description.



Impactx Foundation

02.12 Orientation Program

Human Resources Department will organize an intensive Orientation Program for all newly appointed Associates before placement in the job. During the orientation program, the newly appointed associates will receive a clear concept about the vision of the Foundation, required competency, job responsibility, activities of different Departments/Projects of the ImpactX Foundation and guiding principles to build his/her career and the growth of the Foundation.

A guideline for designing the Orientation Program is given below:

a) The first day will consist of “Introduction” to the ImpactX Foundation where the following subjects are to be given priority:

- A general briefing on ImpactX Foundation’s activities.
- History, description and different components of the ImpactX Foundation.
- Vision, mission, values, goals and objectives of the Foundation.
- Subsidiary operations and future prospects.
- An Associate’s significance to this Foundation.
- A briefing about the expectations from the ImpactX Foundation for an Associate and how they should behave.
- Introduction with the colleagues.
- A briefing on Fire & Safety measures, Security and First Aid.

b) 2nd and 3rd day program will contain job related activities and the activities in other Departments as well as programs/projects. There will be participation of other Departmental Heads/Project Coordinators, as far as manageable within the program.

Orientation Program may be re-designed/rescheduled as per the approval of the President of ImpactX Foundation due to operational emergencies.

02.13 Placement & Follow up

As soon as the orientation program is over, Department Heads/Supervisors/Project Coordinators will arrange for placement in the assigned jobs of the newly hired associates.

This opens the phase of follow-up of the employee's performance as a continuous process, until the period of probation/observation ends. The employee competency profile on compliance form must be completed before the end of the probation period.

The follow-up policy consists of Performance Appraisal Evaluations, which will be done on a quarterly basis by the Department Head/Project Coordinator concerned and will be forwarded to the Human Resources Department for review by the President in the first week of every following quarter.



Impactx Foundation

02.14 Probation & Confirmation of Service

The period of probation for an Associate of ImpactX Foundation shall be 06 (six) months, in case of skilled Associates, if for any reason during this period of 06 (six) months, it is not possible to determine the performance of the Associate. The probation period may be extended for a further period of 03 (three) months.

Associates not scoring “Marginal Performer (MP)” shall not be confirmed in service, if not otherwise considered suitable by the Executive Committee.

The Executive Committee. Reserves the full rights to set standard criteria for Associates’ Performance Appraisal and the decision of the Executive Committee in this regard shall be final.

The standard set by the Executive Committee for Associate’s performance appraisal, will be duly notified for information of the concerned associate.

The President will be the responsible for issuing appointment letter and confirmation letter as well following proper evaluation of performance during probation period.



Impactx Foundation

CHAPTER 03

PERFORMANCE MANAGEMENT, INCREMENT & PROMOTION POLICY

In the overall vision, mission & objective process of the ImpactX Foundation, the importance of Human Resource Development and the need for harnessing its full potential can hardly be overemphasized. This Performance Appraisal System is designed to be a vehicle for motivation and development of the people and therefore will be an integral part of ImpactX Foundation's vision and mission process.

ImpactX Foundation expects that the effort of the associates shall be directed towards achievement of its goals and consequently ImpactX Foundation seeks to develop the capacity of the Executive Committee and maintain Associate's motivation to achieve those goals. In return it is recognized that an associate of ImpactX Foundation expects-

- The opportunity for development & growth of personal capability.
- A fair reward commensurate with his/her current contribution and
- Career advancement on the basis of his/her performance and ability to handle greater responsibility.

03.01 Performance Appraisal System of ImpactX Foundation

Performance Appraisal System (PAS) of ImpactX Foundation is a two-way process carried out in a systematic way at regular intervals on a partnership basis between the Associate's and his/her immediate supervisor. It is a continuous process primarily aimed at improving Foundational performance through development of individual capabilities. Performance is result oriented. Disciplinary matters should not be discussed during the appraisal discussion but dealt with as they arise, in order to avoid negative feelings.

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

- Remove performance gaps.
- Attain improvement of performance so as to better able to face challenges, and
- Recognize and appreciate superior performance.

For new Associate, initial assessment shall be done on completion of her/his probation period, Otherwise Appraisal will be done twice a year, i.e., once in the middle of the year named Mid-Year Review (MYR)¹ such as June-July and the final one is November-December which will be named as Annual Performance Review (APR)² based on approved guidelines

¹ See annex-

² See annex-



Impactx Foundation

03.02 Setting Individual Key Objectives/Goals

During the planning process, each Project Coordinator needs to develop a unit plan. This is based on an assessment of local needs and realities, aligned to Foundational goals as expressed in the national/regional/continental/ international plan. The Project Coordinator ensures that the plan is properly communicated to all Associates aligned with that Project. Based on the unit plan, each Associate then prepares an individual work plan in consultation with their concerned authority. The timeline for completion of review discussions for past year and submission of Individual Work will be effective from the December 15 of the Appraisal Year.

Plan for upcoming appraisal year may be set as on 15th November of each year. Based on the outcome of performance appraisal meeting, Project Coordinator and Associate should review the Individual Work Plan and make necessary changes if required. However, the Associate may opt to submit the Individual Work Plan within a week after performance appraisal meeting so that he/she can have some time to think through it. Individual work plans cascade from the priorities expressed in the unit plan, as well as the key tasks set out for the department. The individual work plan defines the priority objectives (usually 4-5, but it may be more or less) for the year ahead, with measurement Indicators. The individual work plan also includes key competencies required for the work and a development plan for the year ahead.

The individual work plan must be discussed between the Associate and his/her Project Coordinator. Individual plans will be a reflection of the work that needs to be achieved and would be a combination of the local/national plans with a scope for individual development.

Performance objectives are intended to focus the Associate's efforts on the most strategically important areas, and to stretch his/her capabilities and skills. Agreed objectives should not include standard routine activities that the Associate is expected to do in the normal course of his/her work, which are set out in the job description. To be effective, key-objectives should be written in a SMART (Specific, Measurable, Achievable, Realistic & Time-bound) format.

03.03 Setting Individual Competencies

Competencies refer to knowledge, skills and attitude (KSA), which are required for successful performance of a role. Depending on the role, competencies will be determined that the associate is expected to exhibit in the normal course of his/her work. Few examples of competencies could be work quality, work commitment, leadership skills etc.

03.04 Setting Learning & Development Objectives

ImpactX Foundation's commitment is to support the continuous learning & development of its associate, as expressed in the Human Resources Manual above and is facilitated by requiring associates to plan and undertake at least 02 (two) learning & development activities per year. This ensures that associates continuously enhance the skills, knowledge and competencies needed to perform their current roles effectively, while also ensuring they are equipped for future roles and challenges that may arise.



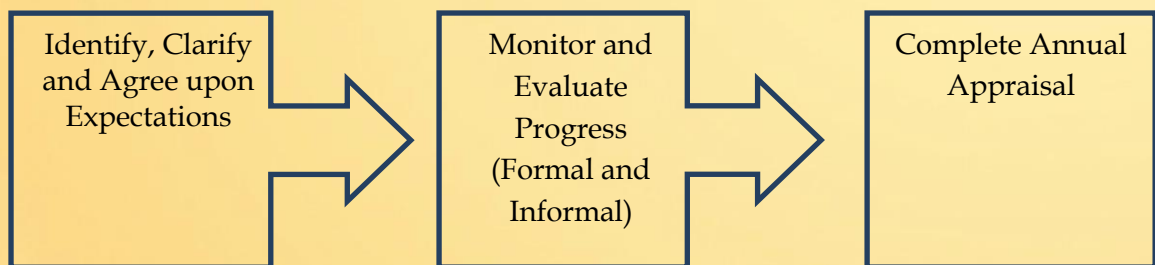
Impactx Foundation

Learning activities are broadly defined as planned and structured activities whose primary purpose is to build individual capabilities. Project Coordinators play a critical role in helping associates to understand their development needs, and may suggest particular development objectives that the associate needs to develop in order to ensure successful completion of the work plan or for capacity building.

Associates for their part are responsible for proactively promoting their own development and ensuring agreed development plans are followed through. Prior to the discussion meeting, the associate will develop a work plan for the next performance cycle in consultation with the Project Coordinator. The draft work plan is brought to the appraisal meeting where any necessary final adjustments are made.

3.05 Performance management process

Supervisors should consider that performance management is not an annual event, rather it is year round activity. The process looks at the following important 3 steps:



1. Determine, agree and share what is expected from the members in terms of accomplishment of objectives and job performances in this context of his/her job description. This is usually set at the beginning of a performance year.
2. Sit with the employee to review and monitor the progress level of objectives or job performances and revise objectives, if situation demands so. The period of such review may be a month for a poor to average performer, while a longer period, say 3 months, may be needed for better performers. This review session may be formal or informal depending on circumstances. However, the supervisor and the supervised members should take notes on the outcome that may be used for future reference.
3. Complete annual appraisal in a formal way by using prescribed format and guidelines. The appraisal focuses on the following aspects:
 - a) Evaluate to what extent and how members have completed assigned duties and responsibilities as well as pre-determined targets within a specified time frame. In this context the aptitude of the members shall be given due consideration.
 - b) Identify what should happen in future so that the individual can perform better and set a work plan for future for personal and professional development and better contribute to the achievement of Foundational goals.
 - c) How to recognize superior performance so as to motivate the members.
 - d)



Impactx Foundation

03.06 Measurement Indicator & Rating

Measurement indicator refers to evaluation or measurement of the set key-objectives without any bias. Depending on the role, measurement indicators can be assigned e.g. time, cost, quantity/volume, zero error etc.

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

SL No.	Rating Name	Definition of Rating Standards
01.	Outstanding (OS) = 90 - 100	Has far accomplished all performance objectives and standards. Made unusually significant contribution resulting in major changes or significant improvements within own areas of responsibility.
02.	Exceeds Requirements (ER) = 80 - <90	Has exceeded overall performance objectives and standards. Have skills to be consistently successful in meeting difficult challenges.
03.	Meets Requirements (MR) =70 - <80	Has successfully achieved performance objectives. In few instances may have exceeded some objectives and missed some; but on the balance has competently performed the duties of the job.
04.	Partially Meets Requirements (PR) = 60 - <70	Has somehow performed most of the responsibilities. Met a few objectives but has not reached agreed standards of quality or quantity of performance objectives.
05.	Unsatisfactory (U) = 50 - <60	Has not performed the tasks satisfactorily. On the balance, has not achieved established performance objectives.
06.	Poor (P)<50	

03.07 What to evaluate and who

Evaluation: Project coordinator will evaluate employee's overall job performances considering the following:

1. Performance according to assigned job.
2. Professional, Interpersonal, Leadership and General Conduct.



Impactx Foundation

- **Self-evaluation:** If the member disagrees with the rating of supervisor, self-evaluation will be re-quired. Following will be considered:
 1. Performance according to assigned job.
 2. Professional, Interpersonal, Leadership and General Conduct.
- **Evaluation by associate/members (applicable for staff members of grade V and above):** The associate/member shall evaluate his/her supervisor considering the following:
 1. Supervision and decision-making.
 2. Cooperation and coordination.
 3. Interpersonal relationship and team building.
- **Peer evaluation:** It shall be done considering the following:
 1. Cooperation and coordination in carrying out each other's responsibilities
 2. Nature of interpersonal relationship and team building
 3. Overall attitude and behavior.

03.08 Appraisal Form, Timeline and Disagreement Handling

1. Separate appraisal forms shall be used for supervisors, self, members and peer evaluation.
2. The duration of appraisal period is usually one year, however, considering the need as recommended by respective Executive Members and approved by the President, appraisal may be conducted after a period of six months or any other period. Usually performance appraisal exercise will be carried out on the 1st of January of each year. Appraisal must be completed and submitted to HR in due time/date.
3. All confirmed members are subject to annual appraisal process.
4. If there is any disagreement between the assessor and the asses see (below the level of the Executive Member) in respect of scores or comments in the Performance Appraisal, the assessment shall be forwarded to the Executive Committee for settlement.

3.09 Annual Increment

Annual increment of pay is not awarded automatically but linked with performance. All Permanent Associates of ImpactX Foundation on completion of 01 (one) year continuous service with shall be forwarded to the Executive Member for settlement. the ImpactX Foundation, will be eligible for the yearly increment on the following 1st of January every year. ImpactX Foundation will decide on a yearly basis the guideline for increment linked to the following Appraisal rating:



Impactx Foundation

Rating Name	Increments
Outstanding (OS)	Two Increment
Exceeds Requirements (ER)	One Increment
Meets Requirements (MR)	One Increment
Partially Meets Requirements (PR)	Half Increment
Unsatisfactory (U)	No Increment
Poor (P)	No Increment

03.10 Promotion & Market Adjustment

As a part of the associate's career growth and motivation as well as achieving Foundational goals ImpactX Foundation provides promotion & market adjustment every year.

Selection of associates for promotion & market adjustment will be based on the Performance Score and Market Demand wonder to retain its existing and potential resources. ImpactX Foundation Executive Committee reserves the right to select Associates for Promotion & Market Adjustment. Generally, promotion is given when an associate has gained sufficient knowledge and experience and has demonstrated an ability to take on significantly greater responsibilities and as a result their position is upgraded to a higher level to take on increased functions of the sector/area. Moreover, an associate can be promoted as a result of being directly recruited into a newly created or vacant position with greater responsibilities through the usual recruitment process (replacement promotion). In both cases, promotions are usually subject to moving from one grade to another or with salary increase within the same Grade.

****All promotions are subject to the approval of the President of ImpactX Foundation****



Impactx Foundation

CHAPTER 04

TRAINING, DEVELOPMENT AND INTERNSHIP POLICY

The main motto of ImpactX Foundation is to support associates/Executive Members development initiatives which meet the objectives of developing and strengthening technical skills specific to the concerned program, as well as developing and strengthening managerial skills and responding to ImpactX Foundation's longer-term Foundational needs. ImpactX Foundation recognizes that upgrading the skills of its associates contributes to increased Foundational effectiveness and improved morale and confidence of the members. Associates must also recognize that ImpactX Foundation's investments in associate development and training are made with the limited resources and ImpactX Foundation expects that, associates who receive such benefits should use them for the betterment of the Foundation. Finally, it is recognized that training and associate's development are shared responsibilities.

The main objective of training is to make sure that the employee's job related knowledge is enhanced and they can perform their job better. Member training is also viewed as a means for improving morale and confidence. While ImpactX Foundation will endeavor to create development opportunities for associates, it is up to the individual associate to seek such opportunities inside or outside ImpactX Foundation, consistent with a mutually agreed upon development plan.

4.1 Basic Principles

1. Members training and development is viewed as a shared responsibility. Both the concerned Member and her/his superior will discuss and go through different aspects of training before a decision is taken.
2. Members training and development must have relevance to specific position needs and her/his future career prospect. It should be result oriented in the sense that Members, after return from training will use their learning for the better performance of the Foundation.
3. All training should have prior budget provisions and it should be cost effective. Training plan should consider available financial resources for Members development. Funded training Programs can be availed provided these are consistent with above.
4. Project Coordinators, in their personnel follow-up policy, shall identify the basic training needs for their people and recommend training on the job, if necessary.
5. If the cost of training borne by ImpactX Foundation or sponsored by others on behalf of ImpactX Foundation exceeds BDT. 200,000 (two lacs) only, including salary and benefits and cost of travel, training fees, boarding and lodging; the Member will have to sign a bond giving undertaking to serve ImpactX Foundation for 1 (one) year on return from the training. If the cost exceeds BDT 500,000 (five lacs) only, the undertaking will be for 3 (three) years. Where actual cost of any component of the training program is not available, ImpactX Foundation will make an estimate for the purpose. This must be approved by the Executive Committee of the ImpactX Foundation.



Impactx Foundation

6. ImpactX Foundation shall maintain a separate budget for its manpower development each year, which will be particularly spent on developing its employees, relevant to their job.
7. Members can identify his/her training needs and opportunities in line with his/her job responsibilities and career goals with ImpactX Foundation.
8. The training unit is responsible for providing information and necessary support in regard to need based training activity. It is also the responsibility of HR Department to coordinate with in-country and overseas training institutes and resource persons with regard to exploring training opportunities. Every effort will be made towards making training cost-effective and job-oriented.
9. Every member having attended any training shall be under obligation to submit a written report/ presentation stating, inter alia, applicability of the training in ImpactX Foundation.
10. The HR and Training unit shall explore and support the career development initiatives of the members for various units/division and assist to implement it properly. This shall be in consultation with respective senior officers and members.

4.2 Type of Training: Training is provided for all Associates of ImpactX Foundation as follows

1. On-the-job Training (OTJ):
2. Technical training in areas of associate's duties and responsibilities is being conducted by associate's coordinator.
3. General subjects which can be utilized by all departments will be determined, varying according to the necessities for ensuring efficient service to the end level which will help in Exceeding Executive Committee's Expectations will be arranged and conducted, in line with the Standard Operating Procedures (SOPs), in the classroom.
4. Training outside the Office:
5. There are many outside associations, institutions which offer many training courses, and seminars in which ImpactX Foundation may nominate its associates to attend for development, and eventually implement those in delivering their service in the office.
6. **Exposure Trips:**

Exposure trips include inter-sector visits, visits to other project sites, visit to other Foundations in order to gain a better understanding of good practices that are relevant to the Associate's current job or future responsibilities.

- **Cross Training and Self-development:**

ImpactX Foundation recommends all Associates to develop themselves through knowledge and practical skill. Human Resources Department will facilitate their development by providing all possible resources for the Cross training in different sections of the same Department or in the Different Department of the ImpactX Foundation or in different projects as per approval of the President. However, the associate has to apply to his/her respective Project Coordinators and the Department where he/she wants to do the Cross Training. After the approval of the Project Coordinator, Human Resources



Impactx Foundation

Department will arrange the Cross Training for the Associate, in line with the ImpactX Foundation Standard Operating Procedures (SOPs).

- **Training by Meeting:**

Learning and Development is a continuous process in ImpactX Foundation to adjust with the continuous changes in the NGO Sector in Bangladesh. Therefore, ImpactX Foundation shall take training and development as a continuous process too. The Project Coordinators shall organize monthly meetings with associates and give briefings on relevant aspects, for the development of efficiency and mental make-up.

- **Higher Education/Degrees and Certificates:**

Higher education refers to a course of study leading to a recognized degree or certificate awarded by a qualified institution. The degree can be pursued through full or part-time study, self-study, online courses, or by attending a traditional higher education institution.

4.03 Acting/In-charge appointments:

Qualified Associate will have the opportunity to be appointed to existing regular, full timepositions within ImpactX Foundation. Opportunities for acting appointments arise when there is an unanticipated change in position or new ImpactX Foundation initiative. An acting appointment must be approved by the Project Coordinator and President of ImpactX Foundation.

4.03 ImpactX Foundation (ImpactX Foundation) Intern

A learner – usually a graduate or a graduate student - who is granted an affiliation with ImpactX Foundation for empirical experience of work for a limited period with no financial benefits or benefits other than the allowance indicated hereinafter, is called ImpactX Foundation Intern. The Internship in ImpactX Foundation may or may not be related to a Degree Program that the intern may be enrolled in at the time of Internship. The Internship program in ImpactX Foundation shall follow the principles below:

1. Students enrolled in final year Masters or equivalent level or post-Masters studies in a recognized university, or who have completed such studies but are not currently employed in a full-time job, may apply directly or through appropriate authority of the University for a Position of Internship in ImpactX Foundation.
2. Candidates are required submit substantive application including statement of purpose (SOP), synopsis, full curriculum vitae, two passport size photo-graphs, and names and contact addresses of at least two referees. The position of Internship is offered only after satisfactory evaluation of the applicant's qualification, potential and interest. ImpactX Foundation reserves full rights to evaluate, judge and take decision on the candidate's applications.
3. Once a candidate is selected for internship, a letter of contract will be issued by an authorized officer of ImpactX Foundation while will be countersigned by the Intern, implying that the terms and conditions detailed herein will be applicable.
4. The Intern will work under the supervision of a senior member of the ImpactX Foundation.



Impactx Foundation

5. The tenure of Internship is usually 10 weeks, and shall not extend to a period of more than 6 months.
6. Interns are not entitled to salaries and benefits. However, Tk. 6000.00 will be paid as gross monthly allowance to cover conveyance and incidental expenses.
7. One week before the end of the tenure of Internship, the Intern will submit a detailed report to the Supervisor narrating and analyzing the outcome of the internship. On the basis of this report and overall evaluation of the Intern's work during the tenure of internship, ImpactX Foundation will issue a Certificate to the Intern indicating quality of performance.



Impactx Foundation

CHAPTER 05

WORKING HOURS, LEAVE & HOLIDAY POLICY

05.01 Working Hours

1. Main Office is required to work from 10:00 a.m. to 6:00 p.m., with a lunch & prayer break of half hour. The normal work schedule for main campus is from Saturday to Thursday.
2. A regular workday shall normally begin at 10:00 am and ends at 6:00 pm. working hours of support members will be from 10:00 a.m. to 6.00 p.m. on each working day.
3. Standard working hours for an associate, under Bangladesh Labor Act 2006, shall be 48 hours a week and 8 hours per day, exclusive of one hour break from duty for meals, rest and prayer.
4. During the working days on special occasions, office hours shall be determined by the management.
5. In general, associates of ImpactX Foundation who work in different areas/regions as well as work in shifts, shall maintain a working week of not less than forty (48) hours. The working hours of associates' residing within the village or youth facilities shall be determined with reference to the need for interaction with the children and as per requirement of the operations.

05.02 Break for Meal, Rest & Prayer

An associate of ImpactX Foundation shall be allowed an interval of at least one hour every working day for rest, meal and prayer.

05.03 Day-off/Weekly Holiday

Every Associate of ImpactX Foundation shall receive a day-off during a week and the day-off is to be decided and declared by the Project Coordinator with the approval of competent authority depending on the work schedule.

05.04 Shift Work

Associates of ImpactX Foundation may be required to work in a split shift, i.e. morning shift and evening shift. But in no way, actual working hours shall exceed 09 (nine) hours a day, including rest time.



Impactx Foundation

05.05 Work Schedule

Work schedule/duty roster will be determined according to the volume of operation by each Department/Project. The Department Head/Project Coordinator will prepare the work schedules monthly/fortnightly/weekly as convenient to the operation.

05.08 Attendance/Punctuality

All associates of ImpactX Foundation are expected to be regular and punctual in their attendance, i.e., being in the office and ready to work, at their starting time each day (see working hours). Absenteeism and tardiness place a burden on other associates and on the Foundation. If an associate is unable to report for work for any reason, he/she shall notify his/her supervisor before 11.00 a.m. of that day or two hours prior to reporting to duty, whichever is earlier.

The supervisor is then responsible to inform Human Resources Department. The associate is responsible for communicating directly with his/her Project Coordinator about his/her absence. It is not acceptable to leave a message on a Coordinator's voice mail or through another associate except in extreme emergencies.

On any occasion if associate wants to work some hours extra other than the routine working hours, he/she must notify his/her Coordinator at least 01 (one) working day in advance. This is to ensure that associate gets permission to enter office premises and to get necessary assistance if required.

05.09 Attendance and Leave Management

1. The members shall be punctual which shall be one of the criteria for evaluation of their performance. Indiscipline is a violation of code of conduct and may warrant disciplinary action.
2. If any member fails to reach office on time for three days a month this may result in deduction of one day's salary.
3. At the time they arrive in the office all member shall record their attendance daily in the Attendance Register unless they are on leave, on tour or ill on attending a meeting/conference or training outside this office. Attendance register could be maintained manually and/or electronically as available.
4. A member who desires leave shall apply to the competent authority through proper channel in the prescribed leave form.
5. For any planned leave a member shall normally apply one week in advance. In case of sickness or emergency the approval shall be obtained afterward but intimation is required.
6. Application for extension of leave shall be submitted by the member to the competent authority before the expiry of the granted leave.
7. A member who remains absent for any period in excess of sanctioned leave without approval or intimation shall be liable to disciplinary action.



Impactx Foundation

8. For calculation of leave salary for deduction or payment purpose the standard working days in a month will be considered as 30 days.

05.10 Absenteeism

Associates of ImpactX Foundation should plan leave days in advance whenever possible to ensure smooth office functioning. In case of unexpected absence, associates are required to inform their concerned authority immediately. Absence for more than 10 (ten) consecutive days without information will be assumed as desertion of the engagement. Required action as stipulated by the law will be taken.

05.11 Leave Policy

ImpactX Foundation believes that, leave is a right for an associate not a privilege. The purpose of leave is to ensure that associates meet their social obligations/personal requirements. ImpactX Foundation provides the following types of leaves for its associates-

- Casual Leave (CL),
- Sick Leave (SL),
- Earned Leave N(EL)
- Maternity Leave (ML),
- Paternity Leave (PL)
- Leave Without Pay (LWP)
- Substitute Leave
- Study Leave

5.12 General Principles

1. The concerned authority is responsible for drawing up an Annual Leave Plan with the approval of Executive Committee.
2. The members shall not be allowed to leave station without special permission from the concerned authority.
3. All staff shall enjoy their admissible leave with approval of the competent authority.
4. The member shall not claim leave as a matter of right but a facility provided to a member. Therefore, depending on the Foundational need, the competent authority may refuse to grant leave or cancel leave already granted or change the nature of leave or recall a member before the expiry of his/her leave. \
5. Probationary member will be entitled to earned leave and casual leave as due.
6. At the time of member separation any excess leave availed by a member compared to his/her entitlement must be adjusted with final payment.



Impactx Foundation

7. Leave can be requested and granted in the form of half or full day (half-day leave is equivalent to four hours in the day).
8. Earned leave and casual leave can be taken together. Casual leave can be suffixed or prefixed with weekends and/or holidays, but cannot be combined both ways except in exceptional cases and open obtaining approval of the President.
9. Unauthorized absence from attending office for a continuous period of ten working days shall generally result in termination of job/contract.
10. All leave records shall be properly maintained.
11. No leave shall be granted to a member who is under suspension.
12. It is ImpactX Foundation policy to record and calculate the earned leave and casual leave based on the calendar year.

05.13 Casual Leave

1. Each and every associate of ImpactX Foundation shall be entitled to casual leave with wages for only 12 (twelve) days in a calendar year.
2. No Associate shall be allowed to avail more than 03 (three) consecutive days as Casual Leave, if not otherwise considered by Executive Committee from time to time.
3. Casual Leave shall not be accumulative and may only be availed during the calendar year to which it relates.
4. Granting of Casual Leave will depend on the exigencies of operation and will be at the sole discretion of Head of the Project Coordinator. Prior permission from President must be taken by an Associate before proceeding on such leave.
5. Casual Leave cannot be availed if substitute leave is still due.

05.14 Sick Leave

1. Each and every associate of ImpactX Foundation shall be entitled to only 10 days' sick leave in a calendar year with full pay.
2. Sick leave not availed by any member during a calendar year will not be carried forward.
3. Leave for illness for more than three consecutive days shall be adjusted against earned leave and if earned leave has been exhausted, such absence may be granted against leave not due, which will be adjusted from leave earned subsequently.
4. In case of an associate found absent from duty on grounds of continuous ailment, the Executive Committee may after verification, decide to discharge the concerned Associate on the ground of physical and mental incapacity under provisions of these Regulations and/or Section-22 of Bangladesh Labor Act, 2006.



Impactx Foundation

05.15 Earned Leave

Associates who have completed 01 (one) year of continuous service with ImpactX Foundation, will be allowed annual leave with full wages during the subsequent period for the working days of previous year. Annual leave (earned leave) will be calculated as follows:

1. A regular member is entitled to 24 days earned leave (at the rate of 2 days per month) per year.
2. A maximum of 60 (Sixty) unused earned leave may be carried over by a member to the succeeding year.
3. Encashment will be on the basis of basic salary as of 31 December of the year of leave earned. A member may opt for non-encashment of his/her leave in which case the leave will be added to his/her accumulated balance of up to 60 days in the whole period of employment in ImpactX Foundation. Leave once opted for non-encashment cannot be encashed later.
4. A member wanting to take earned leave of five (5) or more working days should apply sufficiently in advance.
5. All kinds of legal and technical clarification on leave administration shall be issued from the Human Resources Department from time to time through memos and general notices.

5.16 Maternity Leave

1. A female member on regular/project position shall be entitled to maternity leave with pay for a period of total 180 calendar days consecutively before and after child birth. Commencement of maternity leave shall depend on medical advice of the attending physician.
2. During her service in ImpactX Foundation a female member shall be entitled to maternity leave only twice. A women member with one child before joining ImpactX Foundation shall be entitled to maternity leave with pay only once.
3. In case a new mother (member) or baby is at risk after the end of maternity leave period she may request in writing for leave without pay along with a doctor's certificate indicating the special circumstances.
4. ImpactX Foundation will not knowingly engage a woman during six weeks immediately preceding the date of delivery.
5. A pregnant female member must notify upon confirmation of her conception and apply at least 6 (six) weeks before the expected date from which she is interested to go on Maternity Leave.
6. If a pregnant female member of the member requires shorter than normal daily working hours, she may take leave following the due process, which will be adjusted against her earned/casual leave. Any leave application must be for



Impactx Foundation

multiple of four hours (half day) which can be spread over a number of days (no one day's leave can be less than one hour).

5.17 Service condition during maternity period

- Supervisor (s) shall ensure than the travelling female employees during pregnancy is limited depending on her physical condition.
- A female member shall not be dismissed or terminated during the period of pregnancy unless an offence constituting moral turpitude or serious misconduct is proved as per disciplinary procedures.
- A new mother, who has a child up to 2 years, may be allowed breast-feeding time at her residence subject to an upper limit of 90 minutes in conjunction with lunch-time.

5.18 Special Leave for Paternity Purpose

- All ImpactX Foundation member other than the temporary/short-term ones, shall for the reasons of full time care of the new born child and/or wife, be eligible for special leave of 07 working days with pay. Such leave shall be taken in a stretch and shall start within a week of the birth of the baby.
- Such special leave is applicable for maximum of two occasion.

5.19 Leave without pay

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



Impactx Foundation

05.20 Substitute Leave

If a holiday overlaps with any associate's normal day-off he/she will be entitled to one day's additional holiday. If it is not possible to allow substitute leave due to genuine reasons, he/she will be allowed overtime with one day's compensatory leave afterwards.

Although ImpactX Foundation discourages its associates to work in any Holiday, subject to exigencies of the work & work schedule, Associates may be required to work on different holidays with the consent of the Executive committee. Furthermore, substituted Leave must be availed within 03 (three) months of the accrual.

6.21 Study Leave

Study leave is granted to the member who, on their own initiative, secures funds for studying for a specified period in an area which is considered relevant to his/her work in ImpactX Foundation. A regular member having served ImpactX Foundation for 3 years or more may be allowed leave to pursue higher study at his/her own arrangement having no cost involvement of the Foundation. Maximum of two years of such leave may be approved by the HR Committee on recommendation of the President provided that the proposed study is considered beneficial to the Foundation. ImpactX Foundation will not pay any salary or benefits for the period of leave.

[When any kind of Leave will be consumed (Except paternity Leave) and a normal day off or any Festival/General Holiday coincides with the Leave, Leave will be counted as continuation and no Substitute Leave will be allowed.]



Impactx Foundation

CHAPTER 06

EMPLOYMENT PAY STRUCTURE, BENEFITS& ALLOWANCES POLICY

06.01 Pay Structure

The pay structure of ImpactX Foundation is designed to achieve consistent pay practices, equal working opportunity as well as competitive salary package in the job market which is reflective of the value of Human Resources.

ImpactX Foundation ensures that, all the Associates are paid based on their qualifications, experience, performance and quality of the work done. Compensation/Cost to Foundation constitutes basic salary plus any or all other allowances & benefits applicable from time to time and as decided by the Executive Committee of ImpactX Foundation.

Salary & other benefits for new hire irrespective of working duration and nature will be determined according to ImpactX Foundation Human Resources policies and procedures. ImpactX Foundation will ensure that all member doing similar jobs/similar responsibility are rewarded in an equitable way.

A Pay Structure of ImpactX Foundation has been shown below-

SL.	Grade	Position	Basic	COLA	H.R.	Conv. (Trans+I CT)	Med.	Children Allowance	Gross
01.	XV	President	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	3,000	TK 5000	N/A	-
02.	XIV	Vice-President	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	2,000	TK 3000	N/A	-
03.	XIII	Secretary General	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	2,000	TK 2500	N/A	-
04.	XII	Joint-Secretary General	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	1,500	TK 2000	N/A	-



Impactx Foundation

05.	XI	Treasurer	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	1,000	TK 1500	N/A	-
06.	IX	Joint Treasurer	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	1,000	TK 1500	N/A	-
07.	VIII	Executive Member	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	1,000	TK 1500	N/A	-
08.	VII	Executive Member -2	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	1,000	TK 1500	N/A	-
10.	VI	Publicity Editor	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	500	TK 1500	N/A	-
11.	V	Deputy Publicity Editor	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	50% of Basic Salary	500	TK 1500	N/A	-
12.	IV	Office Secretary	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	65% of Basic Salary	500	TK 1500	Tk.1500 per child up to maximum 2 children (5 – 18 year)	-
13.	III	Deputy Office Secretary	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	65% of Basic Salary	500	TK 1500	Tk.1500 per child up to maximum 2 children (5 – 18 year)	-
14.	II	IT Coordinator	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	65% of Basic Salary	500	TK 1500	Tk.1500 per child up to maximum 2 children (5 – 18 year)	-



Impactx Foundation

15.		Project Coordinator	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year					
16.		Program officer	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year					
17.		Office Assistant	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year					
18.	I	Teacher	According to scale approved by the Executive Committee	As determined by the Executive Committee in each year	65% of Basic Salary	500	TK 1500	Tk.1500 per child up to maximum 2 children (5 – 18 year)	-

- All regular and project Associates Designations and Pay Structure will be under the above mentioned structure and subject to the approval of President and Executive Committee.
- Associates will receive an increment after each year subject to the approval of the Executive Committee and President.
- If any Associate joins in any time over the year, he/she will be entitled for Annual Increment subject to the job confirmation during the year and pro rata basis and must be approved by the President.
- Early basis Contractual Associates will receive Annual Increment after the completion of the Contract Period and Renewal of the Contract, which must be approved by the President and Executive Committee.

06.02 Income Tax:

All associates of ImpactX Foundation, if applicable, are liable to pay income tax as per rules of the Government of Bangladesh. ImpactX Foundation shall deduct the amount of tax payable on salary at source before payment and de-posit the same to the Treasury on monthly basis. Such deductions shall be intimated to the concerned Associate.



Impactx Foundation

06.03 Festival Allowance

All Associates of ImpactX Foundation will be entitled to Festival Bonus Twice a year considering their religious beliefs and subject to the decision of the Governing Body of ImpactX Foundation.

All associates who are permanent & confirmed will be eligible for full bonus during a year.

Associates who have already completed 06 (six) months of probation period but have not yet been confirmed by the Executive Committee will receive Festival Bonus @ 50%.

Associates who have already completed 03 (three) months of service will be entitled to Festival Bonus @ 25%.

Associates who have already joined ImpactX Foundation but have not completed 03 (three) months of service will not be entitled to any Festival Bonus.

For time calculation regarding bonus entitlement, only Festival day will be counted and must be approved by the President and Executive Committee.

All bonuses will be paid in terms of Basic Salary.

For temporary/contractual Associates, bonus will be calculated based on 40% of the Consolidated Salary and for time period to disburse the festival bonus, permanent Associates' rules will be applicable.

06.04 Insurance Coverage

ImpactX Foundation shall maintain group insurance coverage at the expense of the Foundation for its confirmed and regular Associates. This shall be guided by the group insurance coverage procedure developed jointly by ImpactX Foundation and the concerned insurance authority.

06.05 Remuneration & Need Based Associates

ImpactX Foundation often recruits need-based, temporary personnel for short periods of time to assist in selected activities, particularly in relation to research and surveys as well as teaching in different project areas. The recruitment of such need-based personnel is carried out through a competitive process.

A review of the existing compensation package for short-term recruits has been undertaken in line with current market dynamics on the basis of which the following allowance structure has been approved by the ImpactX Foundation Executive Committee Team:

Sl. No.	Designation	Amount
01.	Intern	BDT. 10,000 Per Month
02.	Teacher	BDT. 10,000 Per Month

*** Remuneration may be changed at any time as per the discretion of the Executive Committee of ImpactX Foundation.



Impactx Foundation

06.06 Travel Cost:

ImpactX Foundation associates are expected to do local, outstation or foreign travel depending on their role and responsibilities. Prior to travel, an associate should seek approval from the approving authority. Local travel refers to travel within municipal limits of the city where office is located; outstation travel refers to travel to other districts and foreign travel to refer travel to other country.

In case of travels by Associates, as a rule, only public transportation should be used. In cases where public transportation cannot reasonably be used, a project vehicle/private vehicle can be used. The following table sets out the vehicles then should ordinarily be used by ImpactX Foundation Associates.

SL No.	Grading	Local Travel	Out Station Travel	Foreign Travel
01.	XIII-XV	Office Car/Taxi	Air (economy)/Office Car/AC Bus	Air (economy class)
02.	VII-XII	CNG/Taxi/Auto Rickshaw	Bus/Train	Air (economy class)
03.	I-VI	Bus/Other Public Transport	Bus/Other Public Transport	Air (economy class)

- Executive Committee of ImpactX Foundation reserves the right to approve any associates travel by air as per operational emergency.
- Transportation Cost will be provided on at actual basis and subject to the approval of Treasurer.

06.07 Accommodation Cost:

ImpactX Foundation will be responsible for the accommodation costs of its Associates who are working/ performing any assigning duty outside the work station (within the country) or on any operational trip, as per following schedule-

SL No.	Particulars	Director & Above	Associates
01.	High Cost Area	BDT. 3,000	BDT. 1,500
02.	General Cost Area	BDT. 1,500	BDT. 1000



Impactx Foundation

Accommodation cost in the Metropolitan areas may be increased/changed subject to the approval of the President.

ImpactX Foundation will be responsible for the accommodation cost of its associates who working/performing any assigned duty outside the work station (outside the country) or on any operational trip, which will be paid on at actual basis as per the bill produced by the associates and approved by the Treasurer.

06.08 Per Diem

ImpactX Foundation will provide a specific amount of money as daily allowance to an individual related to any operational activities of ImpactX Foundation on a daily basis to cover living expenses when traveling to work. This payment will be paid as per the following schedule-

SL No.	Particulars	Amount
01.	Bangladesh	BDT. 1000
02.	South Asian Countries	USD. 25
03.	Developed Countries	USD. 40

- All expenses of Executive Committee and President incurred in connection with ImpactX Foundation related to travel and work shall be borne by ImpactX Foundation on actual basis.



Impactx Foundation

06.09 Provident Fund

All permanent & confirmed associates of ImpactX Foundation shall be eligible to become the members of the Employees Provident Fund, as per the rules of the Fund.

Associates of ImpactX Foundation shall be entitled to only their own contributions to the Provident Fund if their Service tenure is less than 05 (five) years. On the other hand, they will be entitled to their as well as ImpactX Foundation's contributions to the Provident Fund if their service tenure at the time of separation is 5 years or more.

06.10 Medical Facility

Associates of ImpactX Foundation shall be covered by the Health Insurance Agreement. Other expenses shall be borne by the Associate himself.

06.11 Death Benefit

In the event of death of a permanent and confirmed associate of ImpactX Foundation, the legal heir of the deceased Associate will be paid Tk. 2,50,000 (two lac & fifty thousand) only as death benefit with other existing benefits as admissible under this Human Resources Manual.

Further, Tk. 30,000 (thirty thousand) only shall be payable by ImpactX Foundation as funeral expenses which shall be paid in cash to the deceased's family members immediately after the death.

06.12 Gratuity

All permanent & confirmed associates of ImpactX Foundation shall be eligible to get Gratuity at the time of separation at the rate of 01 (one) year's Basic Salary for each completed year of Service or for any part thereof in excess of six months after successful completion of 03 (three) years continuous service with ImpactX Foundation.

6.13 End of Contract Benefit

- All regular members shall be entitled to gratuity or end of contract benefits calculated on the basis of basic salary and service length.
- Service member may be entitled to end of contract benefit of fixed amount based on service length.



Impactx Foundation

6.14 Provident Fund and other Benefits

- Members will contribute 10% of their monthly Basic Salary to the Provident Fund effective from his joining date. IMPACTX FOUNDATION will make equal monthly contributions to the Provident Fund account. In case of resignation, termination, retrenchment or discharge after a minimum of two year of continuous service with ImpactX Foundation, the member will receive the total of their individual contributions and ImpactX Foundation contributions.
- If a member leaves IMPACTX FOUNDATION engagement before completion of two year of continuous service, the member will receive their individual contribution only.
- The Provident Fund Trust rules shall be applicable once he/she becomes the member of the Provident Fund.
- Basic Salary and other allowances are applicable up to the last working day for getting financial benefits at the end of contract or job.
- Every member has the right to receive an engagement experience certificate from the Human Resources Department.

6.15 Provident Fund Loans/Advance

Any advance or Loan against Provident Fund and other entitlements should be as per the Provident Fund Trust Deed. Members may also apply to the Provident Fund trustees for loans against their accumulations as per the conditions laid down in Provident Fund Trust Rules and for meeting the following expenses:

- Medical expenses for self and family.
- Educational expenses for children or other family member
- Acquisition of property for personal use of the member
- Construction of house for personal use of the member
- Wedding expenses of the member or any of his/her family members.



Impactx Foundation

CHAPTER 07

WORKFORCE EXIT AND DISCIPLINARY ACTION POLICY

Disciplinary action is warrant for misconduct, violation of code of ethics and any activity detrimental to the interest of the Foundation. Disciplinary actions are not intended and should not be used to alienate the member from the Foundation.

- a) Whenever disciplinary action is required, it is important that the penalty imposed be commensurate with the offence.
- b) When the disciplinary action is warranted to the Member may be subject to the following actions, subject to due process in issuing show cause notice and inquiry, if considered necessary.
 - i) **Verbal Advice:** Supervisor may advise the member concerned verbally to refrain from committing such offence in future.
 - ii) **Written Warning:** A warning letter may be issued to a member for an offence (misconduct) which does not warrant dismissal.
 - iii) The member may be issued a confidential letter describing the offence and warning that repetition of such offence shall bring dismissal.
 - iv) Warning letter may be issued by the HR unit on the advice of the Committee Member and approval of the appropriate authority.

07.01 Separation

Separation from the job means separation from ImpactX Foundation job contracts which can take place in various ways. ImpactX Foundation and associates both have the right to separate from each other in the following ways.

- Separation by associates her/himself.
- Separation by ImpactX Foundation.

07.02 Separation by Associates himself:

Separation by Associate himself takes place in 3 ways:

- a) Resignation
- a) Voluntary Retirement
- b) Death



Impactx Foundation

07.02.01 Resignation

If an Associate desires to resign from the service, 30 (thirty) days' notice is to be given to the concerned authority. However, the concerned authority may accept a shorter notice period in special cases.

Note: [For all practical purposes and clarification, reference shall be made to Sec-27 of the Bangladesh labor Act, 2006]

07.02.01 Voluntary Retirement

Permanent Associates who have completed 15 (fifteen) years of continuous service and not have exceeded 55 (fifty-five) years of age, may apply for voluntary retirement. 30 days written notice is mandatory for taking the opportunity of Voluntary Retirement.

07.02.01 Death

Associates will be automatically separated in the event of death. Separation will be effective from the date of death and all entitlements will be ceased thereafter. A death certificate needs to be submitted to ImpactX Foundation by the family member/nominee/ legal heir/successor of the deceased. All financial settlements will be handed over to the designated nominee(s) by the deceased as per Human Resources Department record. In case there are no nominees, a court order indicating the successors as per Bangladesh Law should be submitted by the legal heirs/successors to claim any dues from ImpactX Foundation.

07.03 Separation by ImpactX Foundation

Separation by Associate himself takes place in 6 ways.

- a) Regular Retirement
- b) Retrenchment
- c) Termination
- d) Discharge
- e) Release
- f) End of Contract.

07.03.01 Regular Retirement

An Associate shall be retired from the service upon completion of 65 (sixtyfive) years of age. Date of Birth will be determined on the basis of Secondary School Certificate (SSC) or equivalent degree. In absence of SSC Certificate, date of birth will be counted on the basis of date provided by the employee to the Human Resources Department at the time of joining.



Impactx Foundation

07.03.02 Retrenchment

Retrenchment may be considered when an Associate must be removed because his/her position no longer exists and there is no suitable alternative employment or if ImpactX Foundation decides to cease operation from any part of Bangladesh. The person who will be declared retrenched shall be entitled to three months (03) written notice or pay in lieu thereof.

07.03.03 Release

- a) A member who has been terminated or dismissed, or has resigned shall take clearance from the place of posting and take release from the Human Resource Department of head office.
- b) Field based service member may take release from the concerned field office.

07.03.04 Termination

- a) ImpactX Foundation may terminate any regular member without assigning any reason by giving 1 (one) month notice or payment of a sum equal to the one month gross salary in lieu of such notice at any time. This benefit will be given before the expiry of the fifteenth working day from termination date.
- b) Although ImpactX Foundation is not bound to state any reason in the termination letter but sufficient ground should be recorded in a separate termination file to be kept in the custody of President as a confidential document.
- c) The terminated member will receive admissible dues at separation.
- d) Termination letter will be issued by the President.

7.03.04.01 Termination Benefits

The terminated member shall be entitled to the following benefits:

- a) Unpaid salary and allowances up to the last day of work;
- b) Encashment for the unused balance earned leave, if any;
- c) Any other benefits as admissible in the context of the termination as determined by the authority

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



Impactx Foundation

07.03.04 Discharge

An Associate may be discharged from the service for reasons of physical or mental incapacity or continued ill-health or such other reasons not amounting to misconduct.

A permanent Associate, who has completed 5 years of continuous service as a confirmed associate, will be entitled for discharge benefit only on medical grounds, on recommendation of the Medical Officer (at least two). A person who has been declared as Medically Discharged shall be entitled to one month written notice or pay in lieu thereof.

07.03.05 Contract End

The Executive Committee of ImpactX Foundation reserves the right not to renew/ any associate's existing contract after the completion of the duration of Contract. The Associate should be notified in writing regarding discontinuation of Contract 15 (fifteen) days prior to the expiry of the Contract.

An Associate whose contract has expired shall be entitled to the following benefits at the time of Separation –

- Last consolidated salary of the Associate up to the last working day;
- Encashment of earned leave only for the existing Contract period;
- An employment experience certificate from the Human Resources Department;

7.04 Misconduct Defined

- a) The following acts on the part of a member shall be considered as misconduct:
- b) Violation of ImpactX Foundation's values and code of ethics.
- c) Willful insubordination or disobedience to any reasonable order of the supervisor(s).
- d) Theft, fraud or dishonesty in connection with the property of ImpactX Foundation.
- e) Taking or giving bribes or any illegal gratification in connection with his/her work.
- f) Habitual "Absence without Leave" or absence without authorized leave.
- g) Habitual late attendance.
- h) Breach of any terms and conditions of service rules or employment or any rules applicable to ImpactX Foundation or any rules made thereunder.
- i) Riotous, disorderly or indecent behavior of the employee.
- j) Habitual negligence or neglect of work.



Impactx Foundation

- k) Willful damage to work in process or to any property of ImpactX Foundation.
- l) Tampering with records and registers of ImpactX Foundation.
- m) Unauthorized removal of records and registers of ImpactX Foundation.
- n) Failure to observe the safety and security of the office article and records and registers of ImpactX Foundation property kept in charge of the employee.
- o) Use of drugs, intoxicating substances, narcotics drinking alcohol, smoking in office;
- p) Sexual harassment and violation of other provisions of Gender Policy.

7.05 Show Cause

- a) When a complaint is received against a member who is serious in nature and falls under misconduct as defined in this manual, a charge sheet shall be prepared and an member shall be issued a show cause letter asking, why disciplinary action will not be taken against him/her.
- b) On receipt of show cause letter, the member shall explain his/her position within 5 working days.
- c) The show cause letter must mention the specific charges and shall be issued by HR/Treasurer with the approval of President.

7.06 Investigation

On receipt of the reply from the member or expiry of the time period given in the show cause letter, the President may constitute a committee with appropriate level of officers with no conflict of interest for appropriate investigation and report.

7.07 Punishment

- a) Based on report of the enquiry committee, President will decide whether the accused will be dismissed/terminated/asked to resign or reprimanded in other ways.
- b) Dismissal/termination/Reprimanded letter is to be issued with the written consent of President.
- c) Payment in case of dismissal:
 - i) Unpaid salary and allowances up to the last day of service; and
 - ii) Encashment for the unused balance earned leave, if any.



Impactx Foundation

7.08 Procedure of Suspension

- a) A member charged with misconduct may be suspended pending an enquiry into the charges against him/her, but the period of suspension shall not exceed thirty (30) days.
- b) The suspended member shall be paid 50% of his/her basic salary during the period of suspension. This payment is not reimbursable, even if dismissal occurs. Any other allowances are not entitled during the time of suspension.
- c) The member should be issued a Suspension Order, which shall take effect immediately on delivery.
- d) If the member is not found guilty, he/she shall be deemed to have been on duty for the period of suspension for enquiry, and shall be entitled to his/her unpaid balance of basic salary and other benefits (if applicable) for the period of suspension.
- e) A suspended member cannot attend the office or sign any official documents and should not have access to the same. In case such access to records is needed for his/her defense; access may be given subject to specific permission of the President.

7.09 Grievance Procedures

- a) ImpactX Foundation shall endeavor to provide prompt and orderly resolution of all types of grievances relating to engagement conditions.
- b) Any member may submit personal grievances within 15 days of the occurrence of the incident.
- c) Members will submit written and signed complaint to the President in person or via a designated box/ e-mail. The President shall consider and dispose of the complaint within 30 days.



Impactx Foundation

CHAPTER 08

LIMITATIONS OF THE MANUAL

08.01 Limitation of the Manual

The Human Resources Manual of ImpactX Foundation shall be applicable in full, to the Associates and members of the Executive Committee of ImpactX Foundation who are in the engagement of ImpactX Foundation as determined to be identified by the Executive Committee and duly notified to all concerned.

08.02 Suggestion

All Associates of ImpactX Foundation are encouraged to submit suggestions to improve the operation, i.e. saving time, money, materials, work efficiency, safety measure, etc.

The Executive Committee decided on its Meeting held on 2026.

Approved by

Secretary

ImpactX Foundation

Date: _____

President

ImpactX Foundation

Date: _____