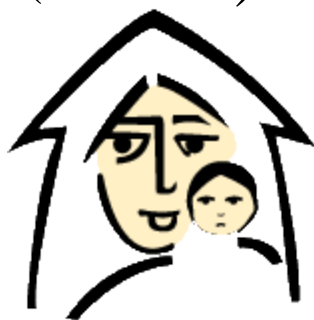


# **RECRUITMENT POLICIES**

Of

MUKTI NARI-O-SHISHU UNNAYAN SANGSTHA  
(MNSUS)



22/1 Titumir Road, Thanapara, Kushtia-7000

Mobile: 01716-406976, 01715-167864, E-mail: [muktiorg@gmail.com](mailto:muktiorg@gmail.com),

Web: [muktinari.org.bd](http://muktinari.org.bd)

December 2018

## ***Table of Contents***

### ***CHAPTER– 1: INTRODUCTION, OBJECTIVES AND APPLICATION***

<b><i>Sl.</i></b>	<b><i>Contents</i></b>	<b><i>Page no.</i></b>
<i>1.1</i>	<i>Introduction .....</i>	<i>04</i>
<i>1.01</i>	<i>Vision .....</i>	<i>04</i>
<i>1.02</i>	<i>Goal .....</i>	<i>04</i>
<i>1.2</i>	<i>Title &amp; Application .....</i>	<i>05</i>
<i>1.3</i>	<i>Process for updating this manual .....</i>	<i>05</i>
<i>1.4</i>	<i>Definitions .....</i>	<i>05</i>
<i>1.5</i>	<i>Personal Manual .....</i>	<i>06</i>
<i>1.6</i>	<i>Purpose of this manual .....</i>	<i>07</i>
<b><i>CHAPTER– 2: Recruitment Policies</i></b>		
<i>2.1</i>	<i>General Policies .....</i>	<i>08</i>
<i>2.2</i>	<i>Recruitment procedures .....</i>	<i>09</i>
<i>2.2.a</i>	<i>Notification .....</i>	<i>09</i>
<i>2.2.b</i>	<i>Explore internal sources .....</i>	<i>09</i>
<i>2.2.c</i>	<i>Advertisement .....</i>	<i>09</i>
<i>2.2.d</i>	<i>Job application .....</i>	<i>10</i>
<i>2.2.e</i>	<i>Short listing .....</i>	<i>10</i>
<i>2.2.f</i>	<i>Interview process and selection .....</i>	<i>10</i>
<i>2.2.g</i>	<i>Place of interview .....</i>	<i>11</i>
<i>2.2.h</i>	<i>Interview board/selection committee .....</i>	<i>11</i>
<i>2.2.i</i>	<i>Interview process .....</i>	<i>11</i>
<i>2.2.j</i>	<i>Finalization of recruitment .....</i>	<i>12</i>
<i>2.2.k</i>	<i>Offer of employment .....</i>	<i>12</i>
<i>2.2.l</i>	<i>Appointment .....</i>	<i>12</i>
<i>2.2.m</i>	<i>Probationary period .....</i>	<i>13</i>

2.2.n	<i>Re-employments.....</i>	<i>13</i>
2.3	<i>Job Description (JDs) .....</i>	<i>13</i>
2.3.1	<i>Factors to be considered in setting of Jobs description.....</i>	<i>14</i>
2.3.2	<i>Contents of a standard Job description.....</i>	<i>14</i>
2.4	<i>Personal files and records.....</i>	<i>14</i>
2.4.1	<i>Contents of personal file.....</i>	<i>14</i>
2.4.2	<i>Access to personal file.....</i>	<i>14</i>
2.4.3	<i>Personal file maintenance procedure of head office/ project office employees.....</i>	<i>15</i>
2.4.4	<i>Ex-employees personal file.....</i>	<i>15</i>

## CHAPTER – 1

### INTRODUCTION, OBJECTIVES AND APPLICATION

**1. Introduction:** Mukti Nari-O- Shishu Unnayan Sangstha is a non-government, non-political and non-profitable right-based organization. It was established on the 1st January, 1990 by some courageous, committed, dedicated and hard working women leaders, led by Momotaz Roomy with a view to overall emancipation distressed and under privileged women and children. The founder of the organization, Momotaz Roomy, played a vital role in 1969 movement and liberation war of Bangladesh in 1971. She led several movements to protest against violence and torture. She and her associates formed this organization to build a fair society free from torture and violence. To established an exploitation free just society for women, men and children. To establish a fair society this is free from superstition, ignorance, diseases, human rights violation and hunger.

NGOs are well recognized for their contribution to the society at large and specifically to the deprived segment of the society. It takes programs and activities for the sustainable development for them. To do this novel job, NGOs utilize resources. Often this resource comes from various sources outside the organization. Therefore, NGOs have double-edged responsibility to use the resources. One is to ensure good impact at the community and the other is to use the resources economically and prudently. NGOs, in general, are successful in making good impact at the community. However, the second consideration remains a challenge for many NGOs. MNSUS is well recognized for its developmental impact. This manual is a positive step to ensure commitment towards achieving excellent Human Resources procedures and Management within the organization perfectly.

**1.01 Vision:** To establish an exploitation free just society for men, women, and children.

**1.02 Goal:** To establish human rights focusing women and children rights and a congenial atmosphere for woman development through ensuring good governance and developing skilled human resource.

**1.1 Objective:** Mukti Nari O Shisu Unnayan Sangstha believes that a well-designed Human Recourse Manual is necessary for its smooth operation and ensuring transparency and accountability.

Overall objectives of this Manual are:

- i. To guide the management of Mukti to ensure optimum utilization of the recruitment at all level of its operation.
- ii. To guide all levels of staff of Mukti to understand the policy, procedures and practices of the organization to adhere the organization's custom, rules and practices.
- iii. To facilitate transparent and fair practice in acquisition, utilization and handling of the most important and sensitive resource of the organization;

- iv. To facilitate and ensure basic requirement of Mukti's staff according to ability of Mukti.
- v. To enhance the good manner and discipline in the recruitment within Mukti to create a positive image of the organization;
- vi. To ensure fair judgment to Mukti's staff at all level without any gender discrimination

This manual also incorporates the service rules and regulations of MNSUS which are fundamental to the Human Resource of the organization. It explains the basic human resource management rules and regulations to be followed by Mukti Nari O Shisu Unnayan Sangstha to the extent practicable and describes the procedures under those rules, which have made it very handy to be used in recruitment process. These objects can only be achieved by strict compliance of approved policies and procedures.

## **1.2 Title and Application:**

- 1.2.1 This manual shall be called as the **“Recruitment Policies”** of Mukti Nari O Shisu Unnayan Sangstha (MNSUS).
- 1.2.2 The rules and regulations of this manual will be effective from the date of approval by Executive Committee of MNSUS. These rules and regulations shall apply to all employees of the organization irrespective of grade, position and category of employment.

## **1.3 Process for updating this manual**

- 1.3.1 The Executive Committee of MNSUS has the right to modify, amend, replace, revise and or add provisions of this manual in such a manner and to such extent, as they may deem appropriate to meet the demand of the time and the interest of Mukti. All the amendment/addition/deletions need the approval from the Executive Director or designate of the organization.
- 1.3.2 Any change or modification / amendment, as approved by the Executive Committee shall be circulated through inter-office memo / circular under the signature of the ED of the Executive Committee or his/her designate.
- 1.3.3 All the changes / amendments that have been taken place since the date of last revision, with the approval from Executive Committee, shall be incorporated in the revised version of the Personnel Manual.
- 1.3.4 Executive Committee may appoint consultant / consulting firm or form a committee / sub-committee to review and update the manual annually or bi-annually or when it is deemed required.

## **1.4 Definitions**

In this Manual, unless anything contrary in the subject or contract, the:

- 1.4.1 MNSUS means the “Mukti Nari O Shisu Unnayan Sangstha”
- 1.4.2 Organization means MNSUS.
- 1.4.3 General Executive Committee means the committee formed by the members of MNSUS through

electoral process.

- 1.4.4 General Secretary/ designate means General Secretary/ designate of the executive committee and she will act as an Executive Director or Chief Executive Officer (CEO) of MNSUS.
- 1.4.5 Appointing Authority means Executive Director/ Chairman/ designate, as applicable to MNSUS and/or any other person as may be authorized to make appointment to such post or class of posts in MNSUS.
- 1.4.6 Chairman means the President of MNSUS
- 1.4.7 Member means Member of the MNSUS.
- 1.4.8 Admin & Finance Chief means head of the Admin & Finance Department.
- 1.4.9 Employee means a person employed in the organization whether probationary or permanent or casual/part time basis.
- 1.4.10 Probationer means a person serving a probationary period, either specific or extended, in a position.
- 1.4.11 Contractual Staff means a person whose employment is of contractual nature, usually not more than one year.
- 1.4.12 Consultant means a person or a firm/ company appointed by MNSUS on specific terms and conditions for rendering consulting services/ expert advices professionally for a limited period of time or for specific assignments.
- 1.4.13 Duty means services of an employee, whether permanent, probationary, Part-time, temporary or casual.
- 1.4.14 Service includes the period during which an employee is on duty or on leave authorized by the competent authority but does not include any period during which an employee is absent from duty without permission or overstays his/her leave unless such period of absence or overstay is regularized by a written order by the competent authority.
- 1.4.15 Basic Pay means the base pay as per the organization salary matrix/pay scale excluding benefits and allowances, which have been sanctioned for a post held by an employee.
- 1.4.16 Salary means the amount, inclusive of the benefits and allowances drawn monthly by an employee as the pay and allowance that has been sanctioned for a post held by an employee.
- 1.4.17 Allowances means payments made to employees in addition to their Basic Salary.
- 1.4.18 Bonus means a payment declared as additional benefit and payable in addition to monthly pay during main festival(s).
- 1.4.19 Government means Government of the People's Republic of Bangladesh.

## **1.5 Personnel Manual**

This Manual presents the standard Recruitment Policies of MNSUS. It is intended for use by managers of all levels but truly belongs to all employees of MNSUS. This Policy Manual constitutes a set of policies and guidelines for Recruitment any staff in the organization. This Manual reflects the organization's mission, basic Recruitment, sets forth the ethical, strategic and organizational parameters within which the organization interacts with its staff, and provides a framework for logical and consistent management decisions.

## **1.6 Purpose of this Manual:**

The purpose of the Personnel Policy is to set down the policies, conditions, rights and obligations of the employee's subject to their performing of the duties and responsibilities in their respective job descriptions.

From the time of hiring, each employee will have access to this policy, so that he/she can adhere to it with full knowledge and information. In fact,

- a. Both the management and staff of MNSUS can refer to the rules and guidelines for use in their human resource practices.
- b. Employees of MNSUS are employed, developed, treated and compensated equally and fairly under a common set of terms & conditions as per the guidelines.
- c. Personnel practices are consistent with the spirit and intent of customary and local laws & regulations, and of other similar organizations, in the country.
- d. No statement/policies in this manual can cover all possible situations that might be encountered. As a result, in certain places this manual presents some Statements of Policy. The Statements of Policy will guide the managers who may confront a situation that is not adequately foreseen by this manual.

This manual cannot be shared with outside person(s) or organization(s) without authorization from the ED or his/her designates. The Executive Director is entrusted with the final responsibility for interpretation, administration and application of this personnel manual.

This manual will supersede all the previous policies, practices, and Terms & Conditions of employment which are found inconsistent to the new ones. All Units/Departments and Project offices of MNSUS shall at least keep one copy of this Manual for use. The concerned Unit and Project offices are responsible for updating the copies of their Recruitment Policies after receipt of any amendment from HR department.

It is expected that all managers and staff of MNSUS will comply with the policies, rules and regulations stated in the Manual and ensure its effective application.

This manual may be produced in a loose-leaf binder so that any interim revisions can be inserted easily.

## CHAPTER – 1

### **RECRUITMENT**

#### **2.1 General Policies**

MNSUS believes in equal employment opportunity to each individual, regardless of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, veteran status, or any other occupationally irrelevant condition including the status of HIV/AIDS. This policy applies to recruitment and advertising; hiring and job assignment; promotion, demotion and transfer; layoff or termination; rates of pay and benefits; selection for training; and the provision of any other human resources service.

MNSUS is committed to recruit suitably qualified and experienced Bangladeshi citizens for all vacant positions by means of-

- a) Effective and appropriate recruiting, screening and selection procedures;
- b) Selection standards relevant to education, skills, training, experience, and knowledge necessary for successful job performance;
- c) The hiring procedures conform to the local law and the organization's requirements and financial situation.

2.1.1 MNSUS intends to provide a method to hire, motivate, and retain employees who have shown outstanding performance during their service tenure. The organization also recognizes its obligation to provide orientation on the organization's operation and the assigned job of the new employee so that he/she can begin his/her job in the best possible way.

2.1.2 Anyone below 18 (eighteen) years of age cannot be hired as an employee for MNSUS on regular, contractual, or temporary status.

2.1.3 MNSUS shall not knowingly employ a woman during 6 (six) weeks immediately preceding or post-delivery.

2.1.4 Under no circumstances a regular or contractual employee of any other organization is allowed to undertake regular or long-term contractual employment in MNSUS.

2.1.5 All the appointment in MNSUS shall conform to its existing position with grade and salary chart and the newly recruited staffs may be called through letter issue or phone call or Email from January 2018.



## **2.2 Recruitment Procedures**

### **a. Notification:**

The HR should be informed by the respective supervisors of any vacant position so that the HR can coordinate/ notify the other MNSUS offices about the vacancy. Where necessary, the HR will review the available records and database to see if there is any qualified and suitable candidate available from MNSUS internal sources or prospective external candidates already identified earlier. The Executive Director or designate should be informed of the event where his/her approval is required. In special circumstances and for making a quick decision the HRD may propose any suitable staff within MNSUS for the vacant position to the Executive Director or designate.

For all new positions, a job description shall be established and include the following elements:

- ✓ Position summary
- ✓ Description of duties and responsibilities
- ✓ Conditions of work
- ✓ Qualifications and Experience

Notice of a new or vacant position must be approved by the management before it is released publicly.

### **b. Explore internal sources:**

It is in MNSUS's policy to give preference to appoint internal candidates provided that the employee is suitably qualified for the vacant/new position and also meet the existing and future requirements. Such appointments may be made by the way of promotion, up gradation or transfer with the approval of the Executive Director or designate. All these changes shall cover the respective policies as stated in respective sections of this policy manual. "Any change of job will not compromise on MNSUS's commitment to need for professional competence and standards for excellence."

Employees, who were made redundant, can be considered for re-employment if he/she meets all the requirements.

### **c. Advertisement**

Recruitment for a new or vacant position can be opened to internal and external competition. For external recruitment, positions in the professional category can be advertised publicly through newspapers/internet if

they are regular positions, or if there is a limited tendering process for consultation.

As a usual procedure, job vacancies in MNSUS will be advertised through internal notices to the concerned offices and national/local newspapers. Advertisements should indicate the position, nature of appointment, location, major areas of responsibility, Terms & Conditions such as salary, duration, minimum education level, work experience, special requirements etc. Based on the information provided by the Unit or Department head, the HRD will arrange advertisements for the vacant positions.

For internal circulation, the job vacancy notices will be sent to project offices down to the team levels, as well as in the head Office. In some cases, if deemed necessary, other organizations may also be notified. Head hunting policy may be followed to fill any required position.

The Executive Director or designate reserves the authority to waive the need of advertisements for any specific vacant positions(s) and can decide, after consultation with the HRD, to fill in the post(s) by internal selection, promotion, transfer, and reject.

**d. Job Applications:** All internal and /or external applications will be received by the HR Department.

**e. Short listing:**

The concerned department head & HR will be responsible for primary short-listing of the candidates for the position of all grades. The HR Department may suggest including or excluding applications in the short-listing process, if necessary.

**f. Interview Process and Selection:**

As a general rule, a selection committee comprising of, at least two members shall be assembled for filling all positions where at least one member from admin department is must to maintain all formalities for the recruitment.

The responsible member of the committee or designate will go through all of the applications received, retaining those that show the best qualifications and experience which is completely match with the job specification or requirement. It will evaluate each candidate's application with the help of an evaluation form created beforehand, containing well-defined criteria or through expert group and evaluation sheet/note should be kept in the HR file as future reference.

A list of the candidates chosen to be interviewed will be short listed by the Selection Committee and informed to the short listed candidates issuing interview card and confirm them through mail or phone for written test and/or interview. In the event an internal candidate has already been identified, the concerned supervisor will send/submit their recommendation through HR along with the interview result to the Executive Director or

designate for approval. The process should be documented in the employee's personal file. No candidate, internal or external, is guaranteed an interview. Candidates will be short-listed by the management for interview based on the candidate's competency and written test result for the position applied. The interviews will serve to make a final choice and also to establish a database of potential future candidates.

**g. Place of interview:**

The Program Director/Project Coordinator or designate will be responsible for the arrangement of the interviews to be held at the project level. The HR department will be responsible for the same at the head Office.

MNSUS will not provide any TA/DA for interview.

**h. Interview Board/Selection Committee :**

An Interview Board/Selection Committee will be formed comprising the following personnel:

At Head Office: -

Line Manager and/or Department Head and HR, The Executive Director and /or any designated person(s) may join depending on level/grade of the position.

At Project Office: -

Line Manager/Relevant Coordinator, any designated person from Head Office / HR.

**i. Interview Process: -**

The Interview Board/Selection Committee may undertake some or all of the following tests or adapt any other devices in selection process:

- Written test
- Face to face interview
- Practical operation test
- Field visit observation
- Any other tests as deemed necessary for the post

Usually there will be one interview. At the central level, the Executive Director or designate will be the head of the Interview Panel and other panel members will submit a written recommendation of selected candidates to the Executive Director or designate for the final selection.

Upon completion of the test/interview, the selection committee will prepare the "Proceedings of Recruitment" and submit to the Executive Director or designate for approval.

For appearing in the driving test, the candidate must show/produce a valid driving license to the recruitment authority, if applicable.

**j. Finalization of Recruitment:**

Once a preliminary decision is made, MNSUS office will verify certain information as provided in the Job application & CV such as educational degree, work experience, last employment status etc. MNSUS authority will request the candidate to tell if he/she is convicted of any crime, only in the event the information.

The Executive Director or designate are the final authority for selection and appointment of all employees of MNSUS.

**k. Offer of Employment:**

The selected candidate(s) will be offered the employment with MNSUS as per Personnel Manual provided that all information is favorable during the finalization of appointment. The offer of employment will state the major terms and conditions of employment with MNSUS such as the name of position, the nature of appointment, posting place, date of joining, salary status, probationary period, and conditions of confirmation, binding to MNSUS HR Manual. Any offer of employment must be contingent upon the final reference check with the present or last employer.

**Reference check:** Immediately after offering the employment, MNSUS will check the personal referees and the present or last employer of the selected candidate.

**l. Appointment:**

The Appointing authority of MNSUS will issues an Appointment letter to the selected candidate(s), according to the HR Policy Manual. The appointment letter must include:

- Job title, Grade/ Step and Salary
- Nature of appointment (applicable for Contractual employee)
- Place of posting
- Name of programmer, section, or department
- Effective date of appointment
- Probationary period, conditions of confirmation and notice period
- Ending date of employment (applicable for contract employee)
- Leave and benefits
- Any other terms and conditions

A current Job description should be attached with the contract paper. The Appointment letter, service contract and the Job description will become valid only after being signed by the Executive Director or designate and the employee, in the space provided for the purpose.

Persons who are employed with another organization must provide clearance/ release letter to MNSUS at the time of joining.

It is expected that all the employees of MNSUS should read the Personnel Manual, Administrative Policies

and other relevant important documents of MNSUS at the time of appointment.

The senior staff will have to pay two months' salary and the junior staff one-month salary as security money before joining the respective position. The amount will be given back to the payee, at the time of ending service.

**m. Probationary Period:**

There is a provision of services in Mukti that each employee who has been recruited for a regular position must complete a period of six (6) months of probation to become a regular staff. However, the management has the discretion to extend/not to extend the probation period for a maximum further 6 months. During the probation period, the management would observe the employee's competence, interest to the job, attitude & behavior etc. At the end of the probationary period the employee's supervisor would make an evaluation of the performance of the probationer and recommend to the Executive Director to confirm or not to confirm or to extend the probation period and whatever deemed suitable.

**n. Re-employments:**

All re-employments in MNSUS are subject to approval by the Executive Director or designate. Such request of any person may be considered only if there is a vacancy and subject to his/her favorable performance in the past and if he/she meets the organization's current requirement. Re-employment will not be automatic and the applicant has to go through the recruitment process and compete with other candidates who have applied for the post.

An employee who was dismissed or terminated is not eligible for re-employment with MNSUS.

**2.3 Job Description (JD):**

List of duties and responsibilities that an employee has to perform in her/his position. Job Description is one of the important factors of the Annual Performance Appraisal. The Job Description should be set by Mukti based on the requirement of the particular position. Job Description should be reviewed and updated on regular basis.

Job description is the basis of MNSUS's recruitment/appointment, placement, training, assignment, performance appraisal, salary, promotion, and other personnel actions for its employees.

The appointing authority and the line manager shall ensure that each employee has an appropriate and updated job description stating clearly the context, purpose, Organogram, duties & responsibilities of the employees and person specification.

Job description will be prepared and provided to the employee when he/she is appointed, promoted, newly assigned or when deemed necessary.

Each job description shall include the items as per this Human Resource Manual.

For a new position, the concerned PC/ Department head must submit a Job Description for the requested position to the Executive Director or designate through HR.

**2.3.1 Factors to be considered in setting of Job Description (JD):**

- i. Responsibilities required performing in a particular position.
- ii. Organogram/Management Structure of the Organization.
- iii. Priority of Tasks on the basis of Mukti's needs.

**2.3.2 Contents of a Standard Job Description:**

- i. Designation
- ii. Grade
- iii. Project/Section
- iv. Details Description of responsibilities
- v. Manner of doing
- vi. Reporting relationship

**2.4 Personal Files and Records**

MNSUS shall open a Personal File for each individual employee, starting from the date of his/her appointment.

MNSUS will maintain separate files for employees' payroll, compensation, benefits, provident fund calculation, and income tax calculation (if applicable).

MNSUS maintains a general leave file for all employees of the respective office. Leave applications of the employees will be kept in this file until the end of project/calendar year. After preparing and retaining the annual leave statement up to the project/calendar year of the preceding year all leave applications will be preserved in personal leave files.

**2.4.1 Contents of Personal File :**

A Personal File will contain Job Advertisement, Job application, CV, copy of Certificates and Licenses (for relevant case), Interview and test related papers, Reference letters, Appointment letter, Job Description, joining letter with acceptance, Important correspondences on leave matters, Medical records, Performance Appraisals, Employee's status and Salary changes including Transfer, Increment, Promotion, Disciplinary actions and any communications with regard to him/her. In the file, employee's correspondence record form will be kept and filled in properly. This form will indicate the contents of correspondences, documents, and information on the employee at a glance.

**2.4.2 Access to Personal File :**

The Personal File is treated as a confidential document. At the head Office level, the HR and at the project

level the Centre Managers are responsible for maintenance of the Personal Files. Administrative Assistant or the assigned person, as delegated, will maintain/ update the Personal Files of the MNSUS offices.

All personnel documents are confidential and therefore, access to employee's personal file is restricted to the employee's line managers and senior management.

On written request of an employee, PC/Centre Manager/HR may allow the employee to see his/her personnel documents (with the exception of any confidential documents not to be shared with her/him; reasons must be described).

#### **2.4.3 Personal file maintenance procedure of head Office/Project Office employees:**

- **Head Office Employee:**

Individual files will be kept at MNSUS head office for all regular and contractual employees.

- **Project Office Employee:**

Duplicate files will be kept in the respective project office and original files will be kept in the head Office.

All correspondences for personal file of the project employees must be prepared in duplicate for both of their original and duplicate files.

#### **2.4.4 Ex- Employees' Personal File:**

The personal file of ex-employees, subject to the final payment is made, will be destroyed after 3 years or donor requirement from the date of employee's separation. In such cases, the concerned office will keep a record (note) of the destroyed files. In the event any dispute between MNSUS and Employee, the concerned file cannot be destroyed until the dispute is solved.

MNSUS office will ensure the proper maintenance of all documents with regard to the employees so that these can appropriately serve the purpose of audit/legal requirements and can be used as reference for future action.