



HUMAN RESOURCE POLICY MANUAL

YEAR 2023



This is a summary of our HR policies. Please email hr@chrfd.org for any queries or additional details.



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Section 1: Introduction

1.1 About the Organization

Founded in 2007, the motto of the not-for-profit organization, namely the Child Health Research Foundation (CHRF), is to prevent infections and save lives. The organization's mission is to improve child health in Bangladesh and around the world by facilitating appropriate policy decisions through research and advocacy. The vision of the organization is to see zero deaths and disabilities in children due to preventable diseases.

CHRF has a multidisciplinary team of healthcare providers, including community health workers, biostatisticians, biologists, clinicians and many more. CHRF has a network of five laboratories around Bangladesh and works with various urban and rural hospitals to provide low-cost diagnostic services.

CHRF believes in teamwork and that an organization can only succeed if it works as a team. To this end, every single member of CHRF is equally important to the organization. Every day at work, all members of CHRF strive to create a virtuous cycle, where they ensure the optimal use of available resources. Working in Bangladesh, with Bangladesh and for Bangladesh, CHRF values patient service over all else. CHRF believes in 'science by and for the many, not the few' - and fights for everyone's equal access to the practices and benefits of science.

CHRF's Core Values

SERVICE

We choose to serve first and serve those who need service the most. We are dedicated to providing our time, energy and resources to serve Bangladesh and its people.

EDUCATION, ENGAGEMENT & EMPOWERMENT

We support, trust, and empower all employees to further the shared mission of our organization. We are committed to developing the confidence of all employee's individual talents and capabilities. We believe that the only way to grow is to grow together.



TEAMWORK

CHRF works like a family, we all work as a team. We want to go far and want to be together. We honor relationships and take responsibility for fostering trust, respect, and good will. All in all, we do not want to leave behind!

INTEGRITY

CHRF team believe in honesty, transparency and accountability, and make promises that we keep. If we make mistakes, we acknowledge and learn from our mistakes. Our team NEVER side with the wrong, and welcome accountability.

RESPECT

We respect each other equally regardless of their designation, age, sex, color, ability, family, power, privilege, or connections. We respect everyone we work with, and work for. We respect others and expect to be respected by others.

EXCELLENCE

We do not compromise with quality. We only promise to deliver when we know those we can and will deliver our best.

CHRF's Divisions

CHRF is divided into 6 research divisions and 3 administrative divisions:

Research divisions:

Division 1. Clinical Microbiology & Diagnostics

Division 2. Genomics

Division 3. Biochemistry and Molecular Biology

Division 4. Clinical/vaccine trials

Division 5. Public Health

Division 6. Science Communication and Advocacy

Administrative divisions

Division 1. Information and Communications Technology (ICT)

Division 2. Administrative/HR division

Division 3. Finance

1.2 Purpose and Applicability of HR Manual

The purpose of creating this manual is to provide guidelines for all members of CHRF to work in harmony, learn from each other and create a safe working environment so the organization can continue serving Bangladesh. The clauses outlined in the manual applies to all members of CHRF and hopes to aid informed decision-making on situations regarding the workplace.

1.3 Revision of HR Policy Manual

We believe the policies of the organization should be driven by the people of the organization. In order to keep this manual and its policies updated in real time, a group will meet every year and discuss potential revisions. This group will consist of 20 members, where 10 members will be permanent, and 10 new members will join every year. Suggestions can also be submitted anytime through an email or letter addressed to the head of administration.

The Executive Director can add clauses to update and revise the manual as they see fit, based on the needs of CHRF at any time. The Board of Directors can propose revisions to be ED at any time.



Section 2: Recruitment and Employment Policy

2.1 Policy Statement

At CHRF, we believe in creating equal opportunities for all. We consider all qualified applicants to join our team without regard to race, color, religion, sex, gender, or disability status. There is no room for nepotism during the selection process for employment, and all candidates are evaluated solely on their merit. Once a part of CHRF, we strive to support all our members, especially the women of CHRF.

2.2. Selection Tests for Recruitment

To become a member of CHRF, one must be passionate about their work, and their values must align with CHRF's core values. Every member of CHRF must acknowledge that humanity, ethics, and equity come above all, and candidates must be asked specific questions to confirm these alignments.

2.2.1. CHRF may take written tests, or opt for group discussions, face-to-face or virtual interviews to select a candidate for recruitment.

2.2.2. A selection committee will be formed for every selection, which will consist of the immediate supervisor responsible for the advertised designation and other CHRF members, depending on the level of responsibilities the prospective candidate will have once selected. If part of a project, the principal investigator will be a key decision-maker on who to involve in the selection committee. The selection committee must not have any conflict of interest. All conflict of Interest must be declared. In case a conflict is recognized after a selection committee is formed, the member with the conflict must recuse themselves. All declarations must be documented with written and signed evidence.

2.2.3. Ideally, the selection committee will meet in advance to prepare and agree on questions, tests, etc. to be asked, relevant to the job position and responsibilities. An



assessment sheet will be filled and recorded for each candidate, by every member of the selection committee.

2.2.4. There is no minimum mark requirement to pass, the selection committee is free to select the best candidate as they see fit. Once selected, the ED will be informed of the decision. The most important criteria for selection at CHRF are passion for work and strong alignment with the core values of CHRF. Skills, educational background, qualification and grades are important but cannot replace alignment of values.

2.2.5. Open positions must be advertised on the organization's website and any other platform of choice. All vacancy announcements made by CHRF shall outline the job responsibilities, as well as the respective minimum skillset, prior experience and knowledge required for candidates to be considered. If a chosen candidate is deemed to be more suitable for another position by the selection committee, with the permission of the ED, the candidate may be offered the alternate position.

2.2.6. The HR and Admin division may maintain a list of potential candidates for those not selected but showed promise, which may help fulfill the organizational needs for similar positions.

2.3 Appointment Letter

2.3.1 Before issuing an appointment letter, CHRF Administration shall conduct the necessary reference checks and maintain records of interview sessions of successful candidates including the completed marking rubrics from the selection committee. CHRF will issue an appointment letter for the selected candidate once they agree to join. The letter will include the prospective employee's immediate supervisor, who they will report to regarding all progress and leaves.

The appointment letter will outline job duties and responsibilities, joining date, salary, specified probation period, terms (fulltime or part time) and any other clauses deemed appropriate by the selection committee. All immediate supervisors will have another team member assigned as their substitute, who will take over when they take are or away and if they decide to leave the organization.



2.3.2. The probation period for new employees is generally 3 months, but can be changed depending on the immediate supervisor's decision and final permission from the ED. If the employee's performance is not satisfactory enough for job confirmation, the immediate supervisor will consult the employee regarding extension of probation period or end of contract. At the end of the 3-month probation period or midway, the group leader of the team, direct supervisor of the employee, in the presence or with the permission of a director of the board must hold a meeting to discuss the potential continuation of the employee. The immediate supervisor must also have a separate meeting with the candidate to enable an insightful discussion regarding their progress.

2.3.3. The immediate supervisor can also waive the probation period for an experienced candidate, with final permission from the ED.

2.4. Acceptance Letter

Upon joining CHRF, the candidate will need to provide an acceptance letter to HR and Admin Division, which outlines their willingness to carry out the job responsibilities and be a part of CHRF. They will also need to provide personnel files and records, along with their emergency contact details (provided in supplement).

2.5 Induction and Orientation

A new employee will be provided with information regarding CHRF's rules and regulations, history, values, philosophy, mission, project and research themes. A team at CHRF will be dedicated to providing a general orientation. It is the responsibility of the immediate supervisor to ensure that the newly joined employees are oriented on both matters relating to individual projects/units and the general issues.

2.6 Training opportunities and professional growth

All employees of CHRF are expected to collaborate to build a continuously improving professional development culture, which includes seeking new learning



opportunities. All employees who have worked for CHRF for over three months can participate in external training programs individually or in teams.

The budget for training programs will be covered at cost, if beneficial to CHRF and relevant to its work and existing projects. For the internal training session, the organization shall maintain an attendance sheet properly.

2.7. Re-employment

Reemployment may be of several types, including an employee coming back to the country from overseas or an employee who had previously been asked to leave the organization, etc. Reemployments will depend on the vacancy and job availability, and new positions may be created for exceptional candidates after they go through the selection process again.

2.8 Classification of Employees

2.8.1. Core Employee: There is a limit in the number of core employees, depending on the funding/resources, performance, and contribution/relevant work of the employee in question. For a core employee, there is no contract, and no end date. Retrenchment of a core employee can only be done in exceptional cases for example substantial loss of funding, but only with the permission of the ED.

2.8.2. Project Employee: Employee starting their contract under a specific project that has an end date.

2.8.3. Additional/Short-term/Contract Employee: Employees signed on with or without a project will be appointed for research for a specified duration. Provided they bring a grant with the research outcomes and outline a planned project which attracts funding, or if their services can be utilized at other CHRF activities, their contract may be extended accordingly.

2.9 Age Limit of Employees



No person less than 18 years or older than 70 years shall be appointed to any post of CHRF.

However, children <18 years can work as interns, trainees or volunteers where the experience will help their careers by developing skills. In addition, in exceptional cases, the ED and Board of Directors can extend the upper limit of age, based on performance, noteworthy past experience or ability to bring funding.

2.10 Office Attendance

2.10.1. All employees of CHRF are expected to maintain punctuality, confidentiality, and decency in the workplace, including maintaining dress code, carrying ID cards, etc. It is also expected that all employees will maintain professionalism and practice politeness with everyone, even outside the workplace. On any given day, employees unable to arrive to work on time should let their immediate supervisors know beforehand so they can prepare the workflow of the day accordingly. CHRF has no fixed vacation days; the organization runs on trust that all members will always do their best to complete their assigned work, and if the member is unable to come to work, there must be valid reasons. Office attendance/timesheet and completion of assigned tasks will be discussed and considered during regular evaluations.

2.10.2. For employees directly charged to any specific grant(s), a detailed timesheet including documentary evidence outlining levels of actual effort on programme activities will be maintained. The detailed timesheet must be approved by CHRF members with delegated authority depending on their qualifications, experience, and expertise.

2.11 Workstation

Workstation of employees may be changed as needed for the convenience of the team member and the organization. Any change can only be implemented after discussion with the employee in question, their immediate supervisor, and the Administration Team.



Section 3: Job Changes

3.1 Promotion

A promotion is defined as a change in job title, with a higher grade's responsibility and pay. Along with annual appraisals, an employee serving for a minimum of two years in their current position can be promoted, provided the budget allows. There may be exceptions to the minimum duration of time served at CHRF, depending on the decisions of their immediate supervisor and ED.

3.2 Resignation

3.2.1 Both core, project and contract/short-term employees must serve at least one month's notice to their immediate supervisor if they wish to resign, and a probationer may serve a 7 days' notice. Some agreements will mention a pre-determined notice period of 2 months which must be followed. Employees with technical skills, who have been specifically invested in and trained, will have different pre-determined notice periods, than employees with transferrable or non-technical skills.

If employees do not serve the notice accordingly, they will only receive their share of the provident fund if they have worked in CHRF for less than 3 years. If the employee has worked for CHRF for more than 3 years, they will receive their full share of the provident fund, and only 50% of CHRF's share.

3.3 Discharges on Health Ground

On health grounds, an employee may be discharged from services, which will be done only when the employee is physically or mentally incapable of contributing to CHRF in any possible way, as certified by a registered doctor. CHRF and CHRF's members will have the sincerest intentions to help discharged employees who need financial aid.



3.4 Retrenchment

Due to downsizing, restructuring, or reducing operations or lack of funding, CHRF shall have the right to retrench employees, based on the decision of the immediate supervisors of respective employees, and the ED. An employee may be retrenched based on the needs of the existing projects ongoing at the time and the role of the employee in question. A retrenched employee will be given one month's notice and full pay of 1 month's salary in lieu thereof (or as mentioned in the appointment letter).

3.5 Death

If an employee dies while in service to CHRF, regardless of their duration of service, their nominee or dependent will immediately get their full due from CHRF, including full and provident fund, if applicable.

Section 4: Salary and Benefits

4.1 Salary Increments

4.1.1. Annual appraisals will be made each year at the end of the year/beginning of January. For an employee to be considered, they should have been in CHRF for no less than 6 months, to allow a proper evaluation to be made, unless overridden by the ED for exceptional candidates with outstanding performance. Employees will be awarded an increment, equivalent to a 5% increase of their present basic salary, varying with specific pay grade as per CHRF policy, every year.

Each division should have a meeting with all team leaders to discuss the past year, and lessons and plans for the next year. Meeting notes must be forwarded to the ED and Divisions Heads.

4.1.2. Employees may also be promoted based on their performance appraisal. The respective group leader of the team, direct supervisor of the employee, and a director of the board will be observing all staff and evaluation forms will be filled out for each employee by their immediate supervisor/line manager. Division Head with the Admin/HR will have a discussion with the respective supervisor regarding promotion of an employee and accordingly, based on the discussion, the employee will be getting promoted when it is due. Regarding increments, a candidate can get more than one increment based on their performance and/or level of work. In addition to giving the promotion or increment, ED, Division Heads and respective supervisor should appreciate such candidates for their hard work and dedication to CHRF.

4.1.3 With regards to establishing and reviewing an approved salary structure, every three years, a committee of senior CHRF team members including the division heads will evaluate contemporary organisations' salary range, as well as the country's inflation rates and recommend adjustments to the salary structure accordingly. The final approval shall be made by the ED.

4.2. Employee Festival Bonus



Two festival bonuses will be paid to employees of CHRF. For unconfirmed employees (e.g., employees in their probation), their festival bonus will start after confirmation date. This will be paid at the two major respective religious festivals, with each festival bonus being equivalent to one month basic salary, with no advances allowed under any circumstances.

4.3 Provident Fund

The provident fund facilities shall be provided to the confirmed employees of CHRF. They shall contribute to the fund at the rate of 10% of their basic pay per month. A separate bank account will be maintained for this purpose. The provident fund will be operated as per the PF Rule of CHRF.

4.4 Employee Income Tax

All employees of CHRF, if applicable, are liable to pay income tax as per rules of the Government of Bangladesh. CHRF (Finance) will deduct the tax payable on salary at the time of transfer to the employee's bank account and ensure deposition of this amount to GOB. Employees are eligible to receive a copy of the deposit slip or certification from the CHRF authority.

4.5 Transport Facilities

The ED is entitled to a full-time vehicle, with driver and fuel. The Board of Directors will also be provided transport for CHRF-related activities. Employees will be allowed to use the CHRF vehicle, subject to availability, but CHRF will try its best to arrange transport for those working long hours in the lab (after 6 pm), with particular preference given to the female employees.



Section 5: Leave Policy

5.1 Annual Leave

5.1.1 CHRF has no limit of casual leave on the number of days an employee can take off.

5.1.2. Employees who have been with CHRF for more than 5 years can enjoy a paid vacation, in a location of their choice, for 1 week with their family. The amount paid for the vacation and its frequency will depend on organizational policies.

5.1.3. It is encouraged that employees who have worked at least for 2 years take 2 weeks off as CHRF encourages that no teams become too dependent on certain team members, and that all team members have the flexibility to take time off when necessary or during emergencies. In these 2 weeks, they will not be in contact with CHRF and allow their responsibilities to be carried out by their peers. If they do need to be contacted during the 2-week off, the communication must be recorded. All group leaders must take 2 weeks off and their assigned replacement will be the acting group leader at the time.

5.2 Maternity Leave

In general, length of maternity leave will be for three months. There is no paid maternity leave during the provisional period of employment. The further detail of policy is elaborated in the following table:

Length of Service	Entitled Salary
Beyond provisional period to 1 year	1 month basic salary
More than 1 year but less than 2 years	1 month basic salary and 1 month gross salary
More than 2 years but less than 3 years	2 months basic salary and 1 month gross salary
More than 3 years	1 month basic salary and 2 month gross salary

The employee can request CHRF at her own accord to shift some days from pre-delivery period entitlement to the post-delivery period (to be added to the post-delivery period entitlement).

5.3 Paternity Leave



A confirmed employee of CHRF will be allowed 7 days of paternity leave, which can be requested either at the time of their partner's delivery or any other time within 6 months from the date of the childbirth. Paternity leaves will be applicable up to the birth of 2 children.

5.4 Study Leave

5.4.1. A study leave for postgraduate programs will be granted based on the mutual understanding of the candidate and CHRF.

5.4.2. Once there is a mutual understanding, the position will remain vacant for the candidate till the completion of their respective postgraduate program, and a promotion to a higher position upon returning will be considered.

5.4.3. For a program approved by CHRF and relevant to its existing work and projects, a study leave will be granted for the duration of the course, and the salary during this time will be adjusted according to the stipend or scholarship they score from the respective program.

5.4.4. Candidates cannot withdraw their provident funds while on leave but will be eligible for an interest-free loan if needed.

5.5. Leave Without Pay

When an employee needs and applies for planned leave without pay for justified reasons, it will be granted as mentioned below, subject to the discretion of the ED.

- Up to a maximum of two weeks after completion of one year of service.
- Up to a maximum of four weeks after completion of two years' service.
- Up to a maximum of six weeks after completion of three years of service or more.
- in case of study leaves, CHRF shall decide the case according to merit as stated in the Section 5.4.

5.6 Procedure of Applying for & Availing of Leave

These will be completely automated, and all employees must first communicate with their immediate supervisors regarding applications. To apply for a leave online,



employees need to log in to the CHRF website, under 'Staff Area', log in with their CHRF ID details and fill out the form.

Section 6: Employee Travel

6.1 Travel Procedure of Official Trips

The employees must first let their immediate supervisors know the details and purpose of any official trip, and then inform the ED or Division Head and team members upon approval. An approved form and travel bill will be submitted to Admin and HR and all documents will be submitted electronically.

6.2 Travel Advance

Where necessary, based on the needs of the employee, CHRF will give travel advances to the employee travelling within or outside the country. The travel advances will be determined case-by-case depending on the destination, duration, and anticipated expenses.

6.3 Travel Expenses Report

Upon returning to the office, employees must submit a trip expense report of official expenses (along with the vouchers/bills, if applicable) and adjust the advance at cost, and if no advance was made, the employee will be refunded at cost. For employees using their own vehicles, upon receipt of bill for fuel, the refund will be provided at cost.



Section 7: Conduct and Discipline

7.1 Misconduct

CHRF expects all employees to maintain common courtesy and decency in the workplace and learn from each other to create a safe workplace. If any misconduct of any form is identified or reported, there will be a verbal discussion with the employee in question. If the issue persists, further action will be taken as per the decision of the immediate supervisor. If terminated effective immediately, the employee will be given one month's notice and full pay of 1 month's salary in lieu thereof. However, there might be exceptions based on the severity of the misconduct (for example see section 7.2).

7.1.2. CHRF shall ensure the safety and protect anonymity and maintain confidentiality of any employee filing a complaint. When a complaint is received against an employee that falls under misconduct, including allegations of bribery, corruption and fraud, a charge sheet will be prepared, and the accused employee will be suspended. An inquiry team will be formed, consisting of employees who must declare written statements of no conflicts of interest to conduct the investigation. The inquiry team will collect all information and written statements from the accused persons and other witnesses. The inquiry team will obtain a signature on each page of recorded procedures by the concerned persons and prepare a written report for management action in four days. The accused employee will be issued a show cause letter to be addressed in three days.

7.1.3. Based on the inquiry report and show cause letter, if the employee is found guilty, the ED shall decide the level of punishment in three days. The ED may, at their discretion and level of offense, subject punishments including verbal warning, written warning, demotion, suspension, discharge, or termination.

7.1.3. If the employee is not found guilty, they shall be deemed to have been on duty for the period of suspension for inquiry. The employee shall be entitled to their unpaid balance of basic salary and other benefits (if applicable) for the period of suspension. Alternatively, the employee who had filed the complaint which has been proven wrong shall have to bear penalty as per the discretion of the ED.



7.2 Scientific Misconduct

CHRF is committed to upholding the highest standards of scientific integrity and ethics. Scientific misconduct refers to any intentional or reckless action that violates the fundamental principles of research integrity. It includes, but is not limited to, the following acts:

- a. Fabrication: The deliberate invention or alteration of data, results, or records.
- b. Falsification: The manipulation, omission, or selective reporting of data, results, or records to present a misleading or false interpretation.
- c. Plagiarism: The appropriation of another person's ideas, work, or intellectual property without appropriate acknowledgment or permission.
- d. Misrepresentation: The misleading presentation of research findings or credentials.
- e. Breach of Confidentiality: Unauthorized disclosure of confidential or sensitive research information.

7.2.1 All employees have a responsibility to promptly report any suspected or observed instances of scientific misconduct to the appropriate authority. Once reported, clauses in section 7.1 will be followed for the next steps.

7.3 Sexual Harassment

CHRF has a zero-tolerance policy when it comes to sexual harassment. Any employee against whom a claim is made, will be terminated effective immediately. They will be paid their salary till their last working date and only their portion of the provident fund. Complaints regarding sexual harassment can be made in person to any director, division head or the head of Admin. If the person does not wish to interact, the person can also report the incident through email or a letter.



7.4 In Case of Non-Acceptance of Any Official Letter

Employees will not be paid their salary if they refuse to accept any notice addressed to them or do not come to office or communicate with CHRF for an extended period. The employee and their respective families will be contacted first to ensure their safety. CHRF will try to help them if needed, and their residence will be visited. If there is still no communication, a letter of termination will be sent to their residence.

7.5 Anti-Slavery & Human Trafficking Policy

CHRF is firmly committed to preventing and eliminating slavery and human trafficking in all its forms. This applies to all individuals associated with CHRF, including employees, volunteers, partners, and contractors. CHRF takes responsibility for its supply chain by assessing partners' compliance, conducting due diligence, and promptly investigating and addressing any reported concerns.
