

Human Resource Manual For PHREB

This manual has been designed to provide PHREB's (the "Organization") offices the basic tools and resources needed to administer their office's human resource program. The goal of this manual is to help guarantee the Organization's hiring practices ensure long-term health and sustainability of the Organization.

Organizational Structure

Please see Organizational Structure on page 5.

Hiring Practices - Employees

All full time employees of the Organization must be over 18 years old. All full time employees must either be a university graduate or currently enrolled at a university with the intention of obtaining a degree from that university. All full time employees must be able speak and write in English. For positions of Team Leader and above it is preferable if the vacancy is filled by a woman or an ethnic minority candidate. For positions that are engaged in field work it is also preferable if the vacancy is filled by a woman or an ethnic minority candidate. Depending on the vacancy to be filled either the Executive Director or Team Leader will interview the candidate. The candidate must fill out a written questionnaire designed specifically for the position to be filled. For positions that are engaged in field work an oral presentation is required to determine the effectiveness of the candidates speaking abilities.

Hiring Practices - Volunteers

All volunteer positions are unpaid. International volunteer labor will not be used as a substitute for paid staff. International volunteers must complete an International Volunteer Application Form which can be downloaded from www.phreb.org. International volunteers must be over the age of 18. The Executive Director will review each application and has full discretion over the hiring of all international volunteers. Domestic volunteers under the age of 18 must be full time students in school. Domestic volunteers will be interviewed by the Team Leader located at the office in which the candidate is applying and the Executive Director must approve the hiring of all domestic volunteers. The decision to hire all volunteers will be based on (i) the volunteer's ability to meet needs of the Organization during the time which the applicant will be volunteering, and (ii) the volunteer's ability to meet the needs of the Organization to fulfill its mission.

Job Descriptions – Employees

Executive Director: Responsible for the proper administration of the affairs, funds and resources of PHREB including formulation of annual plans and the annual budget; Execution of the annual plan and budget approved by the Annual General Meeting; Making, drawing, endorsing, signing, accepting, negotiating and giving all cheques, bills of lading, draft orders, bills of exchange, promissory notes, and other negotiable instruments as may be required; Fulfilling any contract, agreement or engagements entered into by the organization by mortgage or charge of all or any of the properties of the organization; Appointing and at his/her discretion removing or suspending officers and other employees, either permanent or temporary. The allocation of duties and salaries or emoluments will be decided by Executive Director; Instituting, conducting, defending or abandoning any legal proceedings by or against the organization or its employees or

otherwise concerning the affairs of the Organization; Referring any claims or demands by or against the Organization to arbitration and observing and performing the awards; Exercising supervision and disciplinary control over the work and conduct of all employees of the Organization; and exercising general supervision over all the activities of the Organization.

Program Director: Supervise the Team Leaders in each office to ensure the Organization's programs are being implemented properly; Work with Executive Staff and Team Leaders to develop new programs that further the mission of the Organization; Assess current programs to determine if the programs are meeting the goals of the Organization; Meet with local and national government officials, community and religious leaders to garner support for the Organization's programs; and work with the Executive Staff to determine additional sources of funding.

Finance Director: Responsible for the maintenance and review of the monthly, quarterly, and annual books and records of the organization to ensure accuracy; Ensure the books and records are prepared in accordance to the external auditor's requirements; Ensure the Organization's or project's budget is being adhered to and if there appears to be a deviation inform the Executive Director or Chairman; Review the work of the Finance Staff to ensure the daily records are being maintain properly, including but not limited to, accurate expense reports and reimbursement, accurate petty cash disbursements, accurate automobile expenses, accurate monthly office and administration expenses; and accurate office supply expenses.

Audit Director: Responsible for the internal audit of the organization's books and records; Provide the Executive Director quarterly updates on the internal audit; and meet with the external auditor for the annual external audit of the organization's books and records.

Monitoring Director: Responsible for independent monitoring of the Organization's programs to ensure the programs are implemented in accordance to the Organization's mission; Responsible for auditing research data gathered by the Team Leaders to ensure accuracy; Develop and improve the Organization's research data gathering capabilities; and for new pilot programs create a research data gathering methodology that meets the pilot program's criteria.

Team Leader: Monitor and review the work done by the Program Officers to ensure the Organization's programs are being implemented properly; Work with the Program Director and Program Officers to ensure the Organization's programs are tailored to meet the goals of the Organization while at the same time address the individual needs of the local community; and responsible for the daily operations of the office.

Program Officer: Develop community and school-based adolescent girls' organization (Bangladesh Kishori Adhikar Forum; BKAF) and children's organization (Leaders of Tomorrow Club; LTC) for girls and boys in the slums, villages, and schools; Develop partnerships with schools, colleges, university, and human rights organizations for a united campaign for human rights, gender equality, and tolerance; Organize and facilitate campaigns about human rights, HIV/AIDS and violence against young women and girls in the partner schools and other project areas; Conduct school workshops on the United Nations Universal Declaration of Human Rights (UDHR) and the Convention on the Rights of the Child (CRC) for female and male students and

teachers; Conduct trainings for Youth Advocates and Leaders of BKAF and LTC as well as key community persons (e.g., government officials, village elders, Imams) on human rights, gender equality, and HIV/AIDS; Develop school programming for slum children and poor children in the villages, making regular site visits to ensure that these initiatives are correctly managed and implemented; Organize all other events PHREB management undertakes for the promotion of human rights for women and children in the project areas; Monitor and file reports on human rights violations against women and children in the region; Develop leadership skills among young girls and boys for a better democracy; Write articles on human rights violations focusing on the issues of young women and girl children in the daily newspaper on behalf of PHREB; and Conduct research on women rights, violence against girls, the spread of HIV/AIDS, and sexual and reproductive rights at the community, school, and family levels.

Job Descriptions – Volunteers

The volunteer's duties shall be consistent with the Organization's mission. Before an international volunteer arrives at the Organization, the Executive Director, consulting the Team Leader(s) in the office(s) in which the international volunteer will be working, shall create a written action plan that covers the entire duration of the international volunteer's unpaid employment with the Organization. The action plan will be based on the needs of the Organization during the time the international volunteer will be working at the Organization. The action plan will detail the expected duties of the international volunteer, the location(s) where the international volunteer will be working, the expectations the Organizations has for the international volunteer, the duration the international volunteer will stay with the Organization and which staff member(s) the international volunteer will report to. A copy of the action plan must be sent to the international volunteer before the international volunteer arrives at the Organization. Domestic volunteers will be given weekly or monthly assignments by the Team Leader.

Salary Structure

Based on specific project proposals.

Training

In-house training for all employees will be conducted either by the Executive Director or Program Director. Each employee who is engaged in field work will receive an initial five day training course on how to give effective presentations that promote the mission of the Organization and how to properly interact with students, teachers and community members. All new employees will receive training throughout their first year as employees that includes, but not limited to: further developing their presentation skills and enhancing their knowledge about violence against girls, early marriage, dowry, trafficking, sexual abuse and domestic abuse. In addition, the employee will accompany an experienced staff member on numerous site visits before the employee is sent into the field by him or herself. During the first year of the employment the employee will also receiving additional training from experts, hired by the Organization, in the fields of: healthcare covering reproductive health, HIV/AIDS, hygiene, and safe water practices; mental health, including suicide prevention, for both the employee and the community members in which the employee interacts; and lobbying and advocacy techniques. Logistical staff will receive training specific to their job position either from their direct

supervisor or an expert hired by the company. All employees will receive training on: gender equality, sexual harassment, and gender-based violence sensitivity training.

Job Evaluation Methodology

For an employee's first year at the Organization there will be a quarterly assessment given to the employee by either the Executive Director or Program Director. The assessment will discuss the employee's ability to complete his or her required duties in an effective and efficient manner. For employees who are engaged in field work the assessment will also discuss the employee's presentation skills, their interaction with the students, teachers and community members, and a review of their daily written reports. For employees who have been with the organization for more than a year an assessment will be given annually and will include the same criteria used as in the first year employee's quarterly assessments.

Romantic Relationships

Due to the nature of the Organization's mission and professional integrity, all employees and volunteers are expected to refrain from any romantic and/or sexual relationships with students, teachers, community members, employees, and international volunteers. Employees and volunteers will come into contact with a range of vulnerable persons during the course of their employment and the employees and volunteers are urged to maintain professional relationships with them. Adolescent boys and girls frequently express their emotions and 'love' for PHREB staff members due to the positive nature, and often, life saving work that Organization engages in. Moreover, an inappropriate romantic relationship with a student, for example, could irreparably damage the Organization's international funding and community trust. Engaging in these practices shall result in the employee's or volunteer's immediate termination.

Civility and Mutual Respect

All paid and unpaid employees of the Organization are expected to deal with each other with respect and consideration, recognizing that disagreement and debate on how to further the Organization's mission are valued in any human rights organization. Demeaning, intimidating, threatening or violent behavior that affects the ability to learn and work at the Organization depart from the standard of civility and respect. These behaviors have no place in this Organization.

