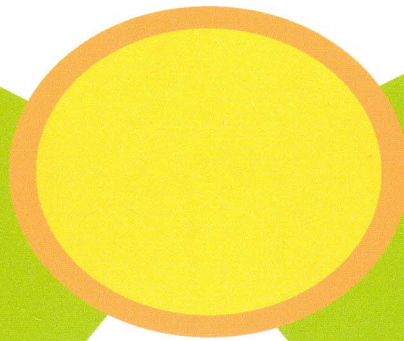


# Staff Development

# POLICY



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## **1. Introduction**

NGO Forum recognizes that staff is its most valuable resources and is committed to create the provision of staff development and training opportunities for all. It is also committed to develop its staff both for their current roles and to equip them to face the upcoming changes and challenges. NGO Forum seeks that appropriate form of training and learning contributes to the development of its staff by the way of upgrading their job skills and develops their potential and builds their capacity to meet future needs and challenges.

## **2. Policy Statement**

2.1 A strategic and professional approach to staff development helps to enable staff member to fulfill its strategic aims, and support organization's values.

2.2 Staff development is a key contributor to the success of individuals, teams and ultimately to the success of the organization as a whole.

2.3 Staff Development Policy is designed for capacity development and training of all the staff of NGO Forum in accordance with the aims and objectives of the organization and its project.

2.4 Staff Development Policy will be consistent with the foreseen changes and individual staff needs to give job satisfaction and opportunities for career progression.

## **3. Aim**

To develop NGO Forum's institutional capacity through providing an efficient and effective delivery of staff development services and training to enhance competency of its staff and supporting partners (PNGOs) in accordance with the organization strategic plan.

## **4. Objectives**

5.1 To provide means by which staff can receive initial job related training consistent with the aims of this policy and their job role and encourage further training consistence with the aims of the policy to improve job performance.

5.2 To provide training to improve service delivery of the organization to create a better enabling environment and to improve skill and technical knowhow of staff in their work environment in the context of changes occurring in the sector.

5.3 To promote the culture of gender equality mainstreaming (GEM) and its integration and practices within organization and projects.

5.4 To promote ownership to the organization and to develop professionalism and integration among the staff.

## **5. Commitment**

- 5.1 To allocate annually a central staff development budget.
- 5.2 To ensure each staff member has the opportunity to discuss and agree with his/her development needs as part of the annual appraisal process.
- 5.3 To provide every staff member with an appropriate allocation of time to be dedicated to development activity in order to acquire or update knowledge and skills relating to their employment.

## **6. Responsibilities of Line Managers/Supervisors**

- 6.1 To provide staff with the information necessary to perform their job and guide them on how best equip themselves in their current and future roles.
- 6.2 To ensure that performance appraisal is carried out in due course.
- 6.3 To provide equal opportunity of personal and professional development of the staff.
- 6.4 To discuss individual development requirements with their staff with clear objectives and support appropriate development opportunities.
- 6.5 To support the overall staff development programme coordinated by the organization by encouraging and facilitating the involvement of their staff and themselves whether as participants, organizers or key facilitator.
- 6.6 To allow staff sufficient time to complete appropriate training activities.
- 6.7 To provide feedback on identified development needs to HR & Admin Department so that this information can be fed into the staff development planning and review process.

## **7. Responsibilities of Staff Members**

- 7.1 To discuss their development needs with their supervisors.
- 7.2 To take personal responsibility for updating their expertise on a regular basis as appropriate to their job.
- 7.3 To take development opportunity provided by the organization.
- 7.4 To discuss the purpose of development activities to be undertaken and review with their supervisors on the issues and take necessary initiatives.
- 7.5 To be prepared to share and disseminate knowledge and skills gain through staff development activity.

## **8. Responsibility of Staff Development Committee (SDC)**

8.1 The committee will prepare an Annual Staff Development Plan and submit it to the Annual Programme Review & Planning Meeting.

8.2 The committee shall function as the monitoring body for all learning activities and training courses to address all issues of the organization.

8.3 The committee will meet at least 2 (two) times in a year to review the Staff Development Plan and its implementation. More meetings can be convened as per need.

8.4 The committee will process the selection of any course for any staff as per their identified needs.

## **9. Institutional arrangement**

Institutional arrangements will be made to develop staff capacity for NGO Forum.

Formation: A "Staff Development Committee (SDC)" shall be formed by the management of the NGO Forum consisting of five staff members from department/cell/section. Women's representation will be ensured on the Committee. The membership may change based on transfer of individuals, restructuring of the committee and so on.

Duration: Initially the Committee will be set up for two years with provision for further extension and continuation as per management decision.

## **10. Strategies**

1. Continuous assessment and identification of competency requirements of the employee
2. Mechanism for strategies implementation for capacity building
3. Developing in house capacity
4. Utilization of external resources and expertise
5. Promote and encourage continuous learning
6. Capacity building of supporting partners

## **11. Actions**

The following actions will be taken in relation to the strategies:

### **11.1 (Strategy-1) *Continuous assessment and identification of competency requirements***

Assessment of competencies and identification of training needs as per the individual's job responsibilities will be done through using participatory methods.

The individual and concerned supervisor, Head of Department/Cell/Section/Regional/Project Chief, shall primarily be responsible for assessment of the existing competencies and identification of competency requirements for staff development including training and other means based on individual's job responsibilities.

The Staff Development Committee will be responsible for Training Needs Assessment (TNA) for all staff of the organization emphasizing on the identified competency needs and the activities of the organization.

### **11.2 (Strategy-2) *Mechanism for strategies implementation for capacity building***

- Annual Staff Development Plan will be prepared and implemented considering the current priorities, staff's requirements and availability of organizational resources.
- Plan shall be developed in conformity with the NGO Forum's organizational mandate, and identified training needs analysis of competency requirements for each position.
- Skills and capacity building programmes will be carried out continuously by the HR & Admin Department.
- Exposure, workshops, dialogue, information sharing, study tours, knowledge sharing, reading materials, consultation etc. will be used as means of capacity building.
- Emerging training needs of NGO Forum's programs will be supported on a continuous basis. For the purpose, Staff Training Requisition Form- Annex-1 may be used.

### **11.3 (Strategy-3) *Development of in-house capacity***

- In house training and learning capacity will be developed by improving the skills of the concerned department/cell/section on subject matters, training techniques and various aspects of human resource development (HRD).



- Training courses will be developed and arranged on various operational issues, technical aspects, and awareness building based on the analysis of training needs to enable the functionaries to understand the key issues.

#### **11.4 (Strategy-4) Utilization of external resources and expertise**

- External Resource persons/experts will be utilized based on the requirements for training, workshops, symposia, consultation and other purposes.

#### **11.5 (Strategy-5) Promotion and encouragement of continuous learning**

- NGO Forum will enhance appropriate information and dissemination systems at all levels within the organization.
- Strategies will be developed and implemented to ensure a regular and updated information flow related to the organization's activities among all staff.
- Relevant and updated information on programme successes, issues and methods will be circulated through newsletters and other means.
- The National Resource Centre (NRC) will facilitate continuous learning through regular knowledge sharing events. Relevant books, documents and information will be collected & preserved.

#### **11.6 (Strategy-6) Capacity building of supporting partners**

- Undertaking policy dialogue, and other mechanisms for partners' capacity building;
- Playing an active, catalytic role in advocating for developing skills and capacity among partners to support them in developing their expertise and knowledge base.
- Identifying and addressing the needs in the planning, management, monitoring and evaluation of policies, programs, projects and activities of the partners.

### **12. Training as a means of staff development**

Training plays a vital role for developing institutional capacity. It helps to establish better management and accountability frameworks and systems at the various levels. The staff development process shall have emphasis on training. Training can be imparted formally and informally.

### **13. Formal Training:**

- Formal training course will be treated as essential for all levels of professional staff members. The formal training course will be based on the identified needs with a view to ensuring qualitative improvement of the skills in the respective area. Formal training will be arranged both in-house and externally.

- Training courses can be arranged in-house or with the assistance from outside resource persons.
- NGO Forum will support for participation at the identified courses with its own fund or arrange support from other sources.
- Final selection for training shall be done by the Staff Development Committee which shall have to be approved by the Executive Director.

#### **14. Outside training:**

The training courses to be received outside the organizations are divided into two parts: In Country Training and Ex-Country Training.

##### **a. In-Country Training:**

In case required training is not available within the organization, the Staff Development Committee will identify relevant course within country to enrich the staff knowledge and skills.

##### **b. Abroad Training:**

According to the identified needs, the staff members will be offered abroad training courses if suitable and effective courses are not available within the country for enhancing expected knowledge and skills in any particular area. Higher studies will also be included in training abroad which will be considered important & effective for contributing to the organizational development as well as for programme implementation.

#### **15. Professional Development Course/Academic Degree**

For new specialized role of potential and committed staff, NGO Forum if necessary may decide to sponsor staff members for Professional studies/academic degree and accredited training within Bangladesh or abroad. With a clear organizational priorities and a longer-term focus NGO Forum may consider Professional studies/academic degree and accredited training as per the clause 4.08 of the Human Resources Policies & Procedures of NGO Forum in force.

#### **16. Terms and conditions for receiving abroad training:**

A formal agreement (Annex-II) shall be made with the concerned staff availing the abroad training as per clause 4.08 of the Human Resources Policies & Procedures of NGO Forum in force.

## **17. Induction**

All new employees who are appointed in NGO Forum and those transferred or promoted internally should receive an appropriate induction.

## **18. Objective of Induction**

To integrate all employees into the organizational culture and familiarize them with Forum's vision, mission, goals and objectives, policy documents, duties and responsibilities, organizational structure etc.

## **19. Specific Objective of Induction**

19.1 To encourage and foster good working practices with supportive working environment

19.2 To ensure all new employees have skills and competencies relevant to their role and can apply these in the workplace.

19.3 To support the effective integration of new employees into their new working environment.

19.4 To reduce the risk of employee turnover in the early stages of employment.

19.5 To help to define performance expectations, maintain motivation and identify training and development needs.

19.6 To ensure performance of the employee in compliance with organizational policies and procedures.

## **20. Responsibilities for Induction**

### **20.1 HR & Admin Department**

The HR & Admin Department will determine the scope and nature of Induction Programs for employees. In the process of induction programme, the HR & Admin will

- Receive the new personnel whole heartedly.
- Complete joining related activities.
- Include the name of the new staff in the attendance register.
- Introduce new staff with HR & Admin Department
- Disseminate the information in short to the new employee about genesis of NGO Forum, vision, mission, goals, core values of NGO Forum, activities of different cell/section and HR & Admin related relevant issues.



## **20.2 Line Manager/Immediate Supervisor**

The Line Manager/Immediate Supervisor must ensure that the employees in the working set-up received the information necessary to enable them to function as efficiently and effectively as possible. This will include the introduction of new employees to co-workers, explaining job duties and responsibilities as well as procedures, rules and regulations and also taking the employees on a familiarization tour of the workplace.

## **20.3 Duration of Induction**

Induction shall be conducted for one or more days. The induction period can be extended for a longer period if the need arises to ensure the new employees are properly inducted. Existing employees shall be subjected to induction process on an ongoing basis depending on availability of new or amended policies and programs.

## **21. Contents of the Induction**

The contents of the induction may include but not be limited to the following.

- Background of the Organization
- Vision, Mission, Objectives, Goals
- Humanitarian Principles
- The Code of Conduct
- Organizational Values and Culture
- Core Structure of the Organization
- Functions of different working set-up
- Introduction of Senior Management Personnel
- Programme implementation approach
- Human Resource Policies & Procedures
- Finance, Audit and Procurement Manual
- Organizational Policy Documents and Programme Manuals/Guidelines
- Project Documents
- Job description

## **22. Evaluations and Analysis**

Staff development efforts and training programmes shall be systematically evaluated to determine whether objectives and learning goals are being met. Evaluation and analysis will be conducted by the immediate higher authority of the concerned staff trainee (s) through structured participatory methods. The immediate higher authority will observe his/her performance, use of gained knowledge, attitude, etc. and the staff will be informed.

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