



Terms of Reference (ToR)

Review, Revision, and Orientation on the BILS HR Policy/Manual

1. Background

The Bangladesh Institute of Labour Studies (BILS) is a national labour rights organization committed to promoting decent work, social justice, safe workplaces, workers' rights, gender equality and the dignity of working people. BILS works through research, training, education, advocacy, campaigns and collaboration with the trade union movement and other stakeholders.

BILS has an established Human Resources (HR) Policy/Manual to provide guidance on the management of its human resources and to ensure consistency, fairness and effective implementation of organizational policies and procedures. The existing HR Manual, revised in 2023, covers major areas including recruitment and selection, employment categories and grading, probation, job descriptions, performance review and increment, promotion, transfer and deputation, working hours and leave, salary and benefits, travel, separation from service, disciplinary and grievance procedures, and administrative rules and regulations.

The existing Manual recognizes that HR policies should be fair, flexible, realistic, clearly stated and reviewed from time to time to remain responsive to changing circumstances and aligned with applicable laws and standards.

Since the current Manual was revised, there have been developments in the legal, institutional and organizational environment, including changes in Bangladesh labour legislation and evolving international standards and good practices concerning employment, equality, non-discrimination, workplace conduct, employee welfare, social protection, performance management and organizational governance.

In this context, BILS intends to engage an experienced HR/Organizational Development Consultant to comprehensively review, update, and strengthen its existing HR Policy/Manual, and to support BILS in orienting its staff to the revised policy.

These Terms of Reference detail the working modalities for a short-term consultancy to undertake the above assignment. BILS is the commissioning authority of this consultancy.

2. Objective of the Assignment

The overall objective of this assignment is to review, revise and strengthen the existing BILS HR Policy/Manual so that it is:

- *Consistent with applicable and current Bangladesh labour laws, rules and other relevant legal requirements;*
- *Aligned, where appropriate, with relevant international labour standards, principles, and contemporary HR good practices;*
- *Responsive to the current institutional structure, operational needs and working environment of BILS;*
- *Fair, transparent, gender-responsive, inclusive and non-discriminatory;*
- *Clear and practical for consistent implementation by management and employees;*
- *Appropriate for both regular and project-based employment arrangements;*
- *Strengthened in relation to employee rights, responsibilities, welfare, performance, professional development, grievance handling and organizational accountability.*

The consultant will also facilitate an orientation session for BILS staff members on the revised HR Policy/Manual and provide practical guidance on its implementation.

3. Scope of Work

The consultant will undertake, but not necessarily be limited to, the following tasks:

A. Review of the Existing HR Policy/Manual

- *Review the existing BILS HR Manual;*
- *Assess the strengths, weaknesses, gaps, inconsistencies and areas requiring revision;*
- *Review the relevance and adequacy of existing provisions in relation to BILS' current organizational structure, staffing arrangements and operational practices;*
- *Identify provisions that are outdated, unclear, overlapping, contradictory or difficult to implement;*
- *Review the overall structure, language and accessibility of the Manual and recommend improvements where necessary.*

B. Legal and Standards Review

Review the HR Policy/Manual against:

- *Current Bangladesh Labour Law and relevant amendments;*
- *Relevant labour rules, regulations and other applicable national legal requirements;*

- *Relevant international standards, as appropriate;*
- *Good practices relating to human resources management, equality, non-discrimination, decent work and employee welfare;*
- *Relevant organizational and donor requirements, where applicable.*

The review should identify any provisions that require amendment to ensure legal and policy coherence.

C. Review and Revision of Key HR Policy Areas

The consultant will review and revise, as appropriate, the major policy areas currently covered by the Manual, including:

- *Recruitment and selection;*
- *Equal opportunity, non-discrimination and inclusion;*
- *Types and categories of employment;*
- *Job grades, positions and employment classification;*
- *Job descriptions and responsibilities;*
- *Probation and confirmation;*
- *Performance appraisal and performance management;*
- *Increment and promotion;*
- *Transfer and deputation;*
- *Working hours, attendance and weekly holidays;*
- *Leave and holidays;*
- *Maternity, paternity and other relevant family-related provisions;*
- *Salary structure, allowances and benefits;*
- *Social security, provident fund, gratuity, insurance and other employee benefits;*
- *Official travel and related entitlements;*
- *Professional development, training and study leave;*
- *Employee conduct and workplace behaviour;*
- *Conflict of interest and declaration of relationships;*
- *Separation from service, resignation, termination, retrenchment, discharge and dismissal;*
- *Disciplinary procedures;*
- *Employee grievance and complaint procedures;*
- *Confidentiality and employee records;*
- *Administrative rules and responsibilities;*
- *Policy amendment, approval and implementation mechanisms.*

Particular attention should be given to ensuring that the revised policy promotes fairness, transparency, gender equality, non-discrimination, employee dignity, accountability and a respectful workplace.

D. Policy Harmonization and Strengthening

- *Harmonize provisions across different sections of the HR Policy/Manual;*
- *Clarify roles and responsibilities of the Executive Committee, management, Executive Director, departmental heads, supervisors, Administration/HR and employees;*
- *Review approval and decision-making authorities and ensure that these are clearly presented;*
- *Simplify unnecessarily complex or lengthy provisions while retaining the necessary policy substance;*
- *Ensure consistent terminology, definitions and language throughout the Manual;*
- *Develop or revise relevant procedures, forms, matrices or annexes where necessary for effective implementation.*

E. Validation and Finalization

- *Present the draft revised HR Policy/Manual to BILS management;*
- *Facilitate discussion and obtain comments and feedback from relevant BILS representatives;*
- *Incorporate agreed comments and recommendations;*
- *Submit the final revised BILS HR Policy/Manual in an editable electronic format;*
- *Provide a clean final version suitable for formal approval and organizational use.*

F. Staff Orientation

- *Develop a concise orientation presentation and learning materials on the revised HR Policy/Manual;*
- *Conduct one orientation session for BILS staff members;*
- *Explain key changes, staff rights and responsibilities, procedures and implementation arrangements;*
- *Respond to participants' questions and provide practical guidance on implementation.*

Indicative Work Plan

Activity	Month 1	Month 2	Month 3
<i>Review of existing HR Policy/Manual</i>	✓		
<i>Legal, standards and good-practice review</i>	✓	✓	
<i>Consultation with BILS management/key staff</i>	✓	✓	
<i>Preparation of draft revised HR Policy/Manual</i>		✓	

<i>Validation and review meeting</i>		✓	
<i>Final revision and submission</i>			✓
<i>Staff orientation</i>			✓
<i>Completion report</i>			✓

4. Expected Deliverables

The consultant will deliver the following:

- *Inception note outlining the review methodology, consultation approach and work plan;*
- *Brief assessment/gap analysis of the existing BILS HR Policy/Manual;*
- *Draft revised BILS HR Policy/Manual;*
- *Final revised BILS HR Policy/Manual incorporating BILS feedback;*
- *Orientation materials, including PowerPoint presentation and/or handouts;*
- *One staff orientation session;*
- *Brief completion report summarizing the assignment, key changes and recommendations for implementation.*

5. Duration of the Assignment

The assignment will be completed within three (3) months from the date of signing the contract.

6. Consultant Qualifications

The consultant should possess:

- *Demonstrated expertise in human resources management, organizational development, labour policy or related areas;*
- *Strong knowledge of Bangladesh labour laws, rules and relevant legal frameworks;*
- *Good understanding of international standards and contemporary HR practices;*
- *Proven experience in reviewing, developing or revising organizational HR policies/manuals, organizational policy review, institutional strengthening and change management;*
- *Good understanding of equality, gender responsiveness, non-discrimination and inclusive workplace practices;*
- *Excellent facilitation and staff orientation/training skills;*
- *Strong analytical, drafting and report-writing abilities;*
- *Experience working with development organizations, NGOs, labour rights organizations or similar institutions will be considered an advantage.*

7. Reporting

The consultant will work closely with the designated focal person at BILS and submit all deliverables to the Executive Director or his/her designated representative.

8. Payment Schedule

The consultancy fee will be paid in two instalments:

Payment	Amount	Condition
<i>First Instalment</i>	<i>50%</i>	<i>Upon signing of the consultancy contract</i>
<i>Final Instalment</i>	<i>50%</i>	<i>Upon submission of all final deliverables and successful completion of the staff orientation session</i>

9. Proposal Submission

Interested consultants are requested to submit:

Technical Proposal

- *Understanding of the assignment;*
- *Proposed methodology and work plan;*
- *Relevant experience;*
- *Updated CV highlighting experience and expertise relevant to the assignment.*

Financial Proposal

- *A lump-sum financial proposal inclusive of professional fees and all applicable costs.*

10. Selection Criteria

Consultants will be assessed based on:

- *Relevant technical expertise and experience;*
- *Understanding of the assignment and proposed methodology;*
- *Previous experience in HR policy/manual review, development and organizational strengthening;*
- *Knowledge of Bangladesh labour law and relevant international standards;*

- *Facilitation and staff orientation/training experience;*
- *Financial competitiveness.*

11. General Terms and Conditions

Copyright

All data and information received from BILS and other stakeholders for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of this ToR. The contents of written materials obtained and used in this contract may not be disclosed to any third parties without expressed advance written authorization of BILS.

BILS reserves the right to change or make any modification in the submission as necessary.

VAT & TAX

VAT/TAX will be deducted at source, in accordance with the compliance with Government Rules.

Termination of the Contract

- *The contract shall be terminated at expiry of the deadlines mentioned in the contract. But before the expiry, either party may terminate the contract by giving 7 days' notice in writing to the other party.*
- *In the event that the service delivered is unsatisfactory or fails to conform to the conditions set out above, BILS reserves the right, if it seems necessary, to terminate the contract with a written notice within 7 days before the expiration date of the contract.*

12. Application Procedure

The consultant should submit a financial and technical proposal to BILS within 7 working days from the date of publishing this ToR. Submission should be sent to: office@bilsbd.org

For any queries, please contact;

Nazma Yesmin-Director, BILS

Email: nazma@bilsbd.org