



1. Introduction

This manual summarizes all major human resources policies and procedures that will be followed at Ecumenical Commission for Human Development. Any terms and conditions of employment not covered, in part or in whole, in this manual shall be subject to the provisions of labor legislation effective in Pakistan.

The manual is intended to serve as a reference guide to all employees on human resources policies and procedures of the organization, as well as the rationale and principles of how they should be implemented and enforced. The provisions stipulated in this manual shall be subject to change from time to time at the discretion of Executive Committee. Occasionally, all employees may be notified through e-mail correspondence if new or substantial changes to practices are approved. The ECHD Executive Council can amend, delete, replace or add any HR policy in this manual through resolution.

2. Executive Committee

The head quarter is governed through a five-member Executive Committee, working in close interaction with the organization's team. The Executive Committee members comprised over people from different walks of life having expertise in their relevant fields.

This body provides strategic direction and vision to organization and enjoys all the powers for policy formulation and its effective implementation through a team of trained, experienced and professional staff. It also monitors the execution of the activities through quarterly meetings, time to time review of the functioning of organization, and by paying field visits.

This Executive Committee is also a recruiting authority for program implementation and management of the day-to-day business of the organization. At present the following members are the "**Executive Committee**":

- Chairperson
- General Secretary
- Treasure
- Executive Director
- Executive Member

Frequency of Meetings

Committee shall meet a minimum of four times a year, preferably quarterly. An extraordinary meeting of the Committee may be called by the Chairperson of the committee.



Quorum

A quorum for meetings shall be four Committee members present in person or by telephone or other telecommunications device that permits all persons participating in the meeting to speak and hear one another. The quorum will be considered appropriate/complete if out of 5 members four are available or present for meeting.

The Council shall have the right to determine who shall and shall not be present at any part of the Committee meetings, and may hold in-camera sessions.

Agenda

The agenda and associated material shall be sent to each member of the Committee seven days earlier to the time for such meeting.

Resolution

Chairperson should clearly state the resolution of the Committee after discussion on each agenda item. The resolutions should be documented in the Minutes of the meeting as stated by the Committee.

Record of Meeting

Executive Director shall be responsible for recording and keeping the minutes of the Committee meetings. On start of every meeting, minutes of the preceding meeting shall be laid and approved by the Committee Members. Approved minutes shall be signed by all the members.

Confidentiality

All deliberations of the Committee and all records, material and information pertaining to the organization obtained by a member shall be considered confidential. Committee members shall maintain the confidentiality of such deliberations, and shall safeguard such records, material and information from improper access.

Decisions by the Executive Committee

Following decisions shall only be made by the Executive committee in consultation with management and its respective committees:

- Appointment of External Auditors;
- Approval of Financial Statements and Annual Report;



- Amendment or adoption of any policies and procedures.

3. Human Resource Committee

Purpose

The objectives of the Human Resources Committee (the "Committee") shall be to:

- Assist in the effective implementation and application of sound human resource policies that are aligned with the organization's Core Values, Mission and Objectives.
- Recommend to the Committee, for its consideration, matters relating to the organization human resources and compensation policies.
- Carry out any other related initiatives as may be necessary or desirable to enhance Committee/organization performance, including but not limited to learning and development.

Structure

The Human Resource Committee comprises of the following individuals:

- Executive Director (Head of committee)
- Finance & HR Manager (Member)
- Concerned Program Coordinator/manager (Member)
- General Secretary, (when Executive Director not available) (Member)

Where a vacancy occurs at any time in the membership of the Committee, it shall be filled by any of the managerial level staff if the membership of the Committee is less than three members as a result of the vacancy.

If the Head of the Committee is not present at any meeting of the Committee, the Head of the meeting shall be chosen by the Committee from among the members present.

The Head presiding at any meeting of the Committee shall have a vote in all matters considered by the Committee. In the event of a tie the motion is defeated.

The Committee may appoint an acting Secretary out of the committee members to perform the functions of the Secretary at that meeting.



Responsibilities

The Committee shall have the following duties and responsibilities respecting human resource:

- Ensure effective human resources policies and strategies that support the organization's Core Values, Vision, Mission and Objectives.
- Review, and where significant, report to the Committee best practices, trends, new technologies and current emerging public policy issues in human resource matters including but not limited to Occupational Health and Safety.
- Annually review the need of new and additional staff for effective and efficient working and approve the new vacancy. This review may also be performed during the year as the need arises but shall at least be done once a year.
- Oversee the recruitment process and identify and appoint suitable candidates for the vacant positions in adherence to Recruitment Policies.
- Annually review the total compensation guidelines and philosophies covering salary, bonus, long term incentives and benefits for management and for the organization and review the market comparator groups.
- Review and recommend changes in remuneration for management, delegates and Executive Director.
- Assess the learning and development needs of Executive Committee and of the general management and recommend learning opportunities which can be used by them to meet their needs for development.
- Review its Terms of Reference on an annual basis and recommend any changes to the Committee.

Meetings

- The Committee shall meet a minimum of four times a year, preferably quarterly.
- An extraordinary meeting of the Committee may be called by the Head of the Committee.
- A quorum for meetings shall be three Committee members present in person or by telephone or other telecommunications device that permits all persons participating in the meeting to speak and hear one another.
- The agenda and associated material shall be sent to each member of the Committee prior, preferably seven days, to the time for such meeting.
- The Committee shall have the right to determine who shall and shall not be present at any part of the meetings of the Committee, and may hold in-camera sessions.



- Approved minutes of all the committee meetings shall be made and retained by the one committee member who'll be assigned secretarial work.

Support to the Committee

The Committee shall have the authority to hiring/retention of external advisors, experts or consultants, in order to properly discharge its duties and responsibilities.

Confidentiality

All deliberations of the Committee, and all records, material and information pertaining to the organization obtained by a member of the Committee shall be considered confidential. Committee members shall maintain the confidentiality of such deliberations, and shall safeguard such records, material and information from improper access.

4. Recruitment Policy

Scope and Objective

On induction of employees and trainees, these standards in the recruitment policy shall be observed. The recruitment policy aims at enriching its talent pool by acquiring skills and functional expertise that strengthen its goal to become a leader in its chosen verticals on the pivots of a set of committed, motivated and empowered employees.

Responsibility

- Requirement identification – Concerned coordinator/manager
- Demobilization / Transfer plan – Concerned coordinator/manager/ HR Committee
- New vacancy approval – HR Committee
- Identification of interviewer(s) and interviewee – HR Committee
- Other Activities in the process – HR Committee

Policy

Recruitment of every employee for the organization is to be governed by the following procedures. Classification of the staff is contained in the employee grading template.



Hiring Procedure

A requisition shall be raised by the concerned project or program willing to recruit an employee and routed through the concerned coordinator/manager. The concerned coordinator/manager shall discuss the requirement, job description and specification for the vacant post and obtain approval from HR Committee (HRC) and final approval by Executive Director / Executive Council.

Job Description and Specification

The Concern coordinator/manager shall be responsible for updating and creation of the job descriptions. They shall consult all relevant staff in development and updating of job description and job specifications of staff. These job description and specifications shall be approved by the Executive Director and properly recorded in the relevant file. All staff members shall have an updated job description.

Search for Candidates

Upon the approval of requisition by the human resource committee, HR Manager would look for the possibility that if someone within the organization is promotable or transferable or job enrichment of existing employees. If HR Manager, feels there is an appropriate candidate within the organization he/she should discuss the matter with the HRC.

If no suitable candidate is found within the organization then either CVs shall be selected from the previously collected pool or an advertisement shall be made. This advertisement shall be circulated externally with the approval of Executive Director. Depending on the position and the urgency, HRC will decide to advertise it in a newspaper, website and social media. Interested candidates shall be asked to submit their CVs with the HR Manager. HRC will list down the applications keeping in view the requirements and submit the same to the concerned coordinator/manager.

Interview, Appointment & Induction

After the assessment of the list from the concerned project or program, HRC will call the shortlisted candidates and arrange for interviews. If necessary or on need basis two interviews shall be conducted for management positions and the interviewer panel shall consist as stipulated in the following table. The first interviewer shall short-list suitable candidates for each position. Second interview would be conducted by the panel mentioned in following table.



Applicant for the position of:	Applicant grade:	First interview by:	Second interview by:
Executive Director	1	Executive Committee	Executive Committee/ Chairperson
<i>Coordinator/Managers</i>	2	Executive Director	Executive Committee
<i>Assistant Coordinator/Manager</i>	3	Concerned Coordinator/Manager	Human Resource Committee
<i>Officers / Assistant Officers</i>	4	Concerned Coordinator/Manager	Human Resource Committee
<i>Support Staff</i>	5	Concerned Coordinator/Manager	N/A

Interviewers shall keep in mind the following policies while interviewing and finalizing the candidates:

- ECHD shall prefer the person who agrees with organization’s Mission, Vision and Philosophy.
- ECHD shall prefer the organization’s Associates (Members, Volunteers, Internees, Friends, etc.).
- ECHD shall respect the National and International Recruitment Law.
- ECHD shall always be an Equal Opportunity Employer.
- ECHD shall make no discrimination on the basis of gender, religion and ethnic group.

After the sanction of the approving authority, the successful candidate shall be informed by the HRC. An offer letter shall be issued only upon the request of the selected candidate.

HRC may contact the previous employer of the candidate to inquire about the candidate’s credibility, work history and experience etc.

HRC shall also verify the credentials of the applicant under review, if the application is for any position for grade 3 and above.

HRC will provide the Appointment Letter to the successful candidate.

NOTE: All appointment & termination letters shall be signed by the Executive Director.

Criteria for Setting Remuneration

Salary shall be decided through negotiation. However the decision shall be based on the following factors:



- External job/labor market
- Job description
- Assessment of capabilities
- Qualification & relevant experience
- Previous Remuneration (if employed)
- Availability of funds

Appointment Letter

After the approval and signature of the Executive Director, the HR Manager shall send the Appointment Letter to the selected candidate. Upon the signature of the candidate on the Appointment Letter, HR Manager will keep the copy of the signed Appointment Letter together with a copy of the C.V, Signed Appointment Letter, National Identity Card and educational documents duly attested by the authorized competent authority and provide a copy of these documents to Finance Department for enter in payroll summary.

Joining

The concerned Coordinator/Manager shall inform in writing to Executive Director as well as to the Finance Manager, about the joining of the newly appointed employee and shall send original joining report signed by the concerned new employee, duly verified by him/her, to the Executive Director with copies to Finance Manager.

Probation & Confirmation

The probation period shall be decided by the human resource committee on case to case basis which shall be between 1 to 6 months. HRC will issue the letter of confirmation upon completion of the first three month probation period. A performance review will be conducted by the HRC and if required 2-3 month probation period will be decided further, and the candidate/employee is not satisfactory he/she may be terminated.

Personnel Files

The personnel file is a confidential document and should be maintained by Human Resource Department under lock and key and shall be handled with great care only by the authorized officials. The Executive Director shall have direct access to the personnel files. In case a coordinator/manager needs to see personal file of the relevant or concerned staff, he or she should get the approval of Executive Director before getting the file from Human Resource Department.



Each personnel file shall contain CVs, selection documents, Computerized National Identity Card, attested education certificates, annual performance appraisal reports, signed appointment letter and all other related documents regarding transfers, postings, promotion, punishment, enquiries, leave application, etc. The personnel file shall be dealt with as confidential documents and shall not be made available for perusal or copying to any unauthorized person.

5. Salary Structure Policy

Scope and Objective

This policy encompasses all employees of the organization. The core objectives of this policy are:

- To attract the best qualified people available to achieve the organization's mission;
- To ensure fair and consistent pay practices;
- To provide equitable and consistent remuneration to employees in accordance with their assigned duties and responsibilities;
- To motivate and stimulate employees to achieve a high level of performance;
- To encourage the retention and productivity of qualified personnel;
- To communicate to staff the basic parameters for setting salary;
- To comply with applicable federal and provincial laws and regulations.

Responsibility

- Proposal / Recommendation – Concerned Coordinator/Manager
- Final Approval – Executive Director / Executive Committee

Policy

ECHD will provide fair and competitive compensation packages to recognize and reward its employees within the boundaries of financial feasibility. The organization will regularly assess compensation levels for market comparable and will regularly compare its salary structure to that of the market to periodically adjust the salary structure and pay ranges to retain competitive staff.

In assigning an appropriate grade to each position, Human Resource Committee (HRC) evaluates each position to determine its worth relative to the market and other positions within the organization.



Salary structure components are determined by contemporary practices and statutory requirements. Besides Basic Salary, other salary components included. The remuneration shall be negotiated as per the following schedule at the time of hiring of an employee:

Grade	Description	Basic Salary (PKR)	Vehicle	Fuel	Phone Bill	Laptop	Cell Phone	Internet
1	Executive Director	75,000 – 150,000	Allowed	Allowed	X	Allowed	Allowed	Allowed
2	Leading Team	55,000 – 125,000	Allowed	X	X	Allowed	Allowed	X
3	Second line team	45,000 – 95,000	X	X	X	Allowed	X	X
4	Assistants	25,000 – 45,000	X	X	x	Fixed	X	X
5	Support Staff	15,000 – 25,000	X	X	X	X	X	X

Organization Vehicles

Provision of organization cars to the employees shall be subject to the following:

- The organization shall ensure that the employee who is being provided with organization vehicle holds a valid driver's license or shall employ a full time driver (in case of car). Each employee entitled to organization vehicle shall submit one copy of driver's license with Human Resource Department at the time of becoming eligible for organization vehicle or at time of recruitment, as applicable.
- The vehicle shall be purchased by the organization and be registered in the name of Ecumenical Commission for Human Development. All expenses relating to purchase, registration, taxes and initial costs shall be borne by the organization. Furthermore, all organization vehicles purchased must be brand new and with valid manufacturer's warranty.
- The car being provided shall cater to the following minimum standards:
 - Equipped with Air Conditioner
 - Equipped with front seat belts
- The organization shall get all the vehicles insured against accident, loss, theft and snatch. The insurance costs shall be borne by the organization and the vehicle shall remain insured till it remains the property of organization.
- Road taxes for the period during which the vehicle remains in the use of employee shall be borne by the employee.
- The vehicle shall not be older than 7 years at any given time.
- Purchase of factory fitted CNG vehicles is allowed. Installation of after-market CNG/LPG conversion kit is not allowed on any organization vehicle.
- All employees using organization vehicles must keep themselves up to date with the latest driving and safety traffic rules and regulations of the country. Use of seat belts or helmets (whichever is applicable) is mandatory while using vehicles for organization business. Use of mobile telephone while driving is allowed only if a hands-free kit is being used.



- The employee who is using the organization vehicle shall bear all liabilities related with the usage of the vehicle e.g. traffic violations, fines, crime, offence etc.
- All accidents, involving organization vehicle, shall be reported immediately to the Human Resource Department. Failure to report accidents may result in denial of future vehicle use. Drivers involved in excessive accidents using the organization vehicle may be denied future vehicle use or management may review its decision to provide organization vehicle.
- All maintenance should be undertaken as prescribed by the manufacturer of the vehicle. The employee/department head is responsible to keep the vehicle in good running condition and undertake requisite repair and maintenance. The vehicle repair and maintenance should be carried after prior approval from Finance and Human Resource Department and be performed at organization approved authorized service centre/workshops of the manufacturer of the vehicle. Genuine parts should be used. Individually assigned vehicles should be taken to workshops by the concerned employee outside office hours.
- Vehicle maintenance record shall be maintained for each vehicle by Finance and HR Department. The bill will be forwarded to Finance Department for settlement after making necessary entry in the maintenance record.
- Organization shall undertake to sale all organization vehicles of 7 or more years old. Such vehicles can also be sold to employees at the market selling price.
- If an employee leaves the employment with the organization, he/she shall hand over the vehicle to Finance and HR Department which shall then issue a letter to that effect to the employee handing over the car.

Group Term Insurance

All employees will be insured under Group Term Insurance Scheme with 24hour coverage for accidental death, natural death, and accidental injuries. In all cases the compensation is payable to the beneficiaries in accordance with the terms of the insurance policy.

Medical Care

Medical Care (Major illness and Dread disease) to all the full time employees of the organization, their spouses and children shall be provided as per the medical insurance policy of the Insurance company with whom all the employees are insured under a group medical insurance scheme with certain limits, these limits will be communicated to each employee separately on regular basis.



The minor care (outpatients) is also covered up to PKR 25,000 for each employees per year reimbursed only on receipts, doctor's prescriptions etc.

Provident Fund

All employees who have completed their probationary period are entitled to join the Provident Fund as admissible under the prevalent practice. Once an employee join or had already joined the Provident Fund. It will be up to the employee to decide on the percentage of deduction of Provident Fund (employee's contribution) between 1-10%. The employer's contribution will match the same amount as decided by the employee. An employee can apply for the temporary/ permanent withdrawal of accumulated provident fund under the Tax rules. In exceptional cases, permanent withdrawal can also be availed by the employee depending upon the nature of the case.

Thirteenth Month Salary

At the end of each financial year, the Finance Committee will review its financial performance for the year and set aside a pool of funds to be used for distributing staff 13th month salary as decided in the Executive Committee meeting. The amount of the bonus pool will vary from year to year depending upon the surplus cash availability of the organization and, at the discretion of the EC, there may be no bonus pool if circumstances do not warrant. 13th month salary will normally be announced by Executive Committee as one month gross salaries.

6. Loan & Advance Salary Policy

Scope and Objective

This policy applies to all employees of the organization. The objective of this policy is:

- ✓ To provide clear direction on when, and under what conditions, a request for an advance/loan can be approved.
- ✓ To impart welfare through providing financial assistance to the employees through loans and advances to employees.

Responsibility

- ✓ Verification of loan/advance applications – Concerned HOD
- ✓ Approval of loan/advance applications – Accounts Department & National Coordinator
- ✓ Communication of confirmed loans/advances – Concerned HOD
- ✓ Preparation and issuance of cheques - Accounts Department
- ✓ Regular deductions – Accounts Department



Procedure for availing advance / loan

The application for advance / loan should be submitted to relevant Coordinator or Manager. After verification from concerned coordinator/manager, application shall be approved by Finance Department & Executive Director.

Loans

Loan shall only be paid to employee against his/her salary. Loan shall be granted if the applicant meets the following conditions:

- ✓ Loan shall be granted after the completion of the probation period.
- ✓ One year of continuous service with the organization has passed.
- ✓ No advance / loan outstanding against the applicant at the time of the application.
- ✓ An employee is eligible for loan only once in a year (in exceptional cases twice a year).
- ✓ Loan amount should not exceed three salaries of the applicant.

Loans can be granted for following purposes:

- ✓ Purchase/construction of house
- ✓ Marriage (self or child)
- ✓ Medical purposes
- ✓ Any other purpose if approved specifically by the Executive Director

Loans shall be granted free of interest. Loans shall not be granted in excess of the limits stipulated in the table given below:

Applicant Grade	Applicant for the position of	Loan limit
1	Executive Director	PKR _____
2	Leading Coordinator/Manager	PKR _____
3	Second line Coordinator/manger	PKR _____
4	Assistants	PKR _____
5	Support Staff	PKR _____

Repayment of Advance / Loan

The amount will be repayable in maximum 12 equal monthly installments unless otherwise approved by Executive committee / Executive Director. In the case of separation of the applicant, the organization will reserve the right to adjust the loan balance from the final settlement of that employee.



take any of the following weekdays as a compensatory off in lieu of the day of the weekly off/ public holiday. Compensatory off or holiday can be availed with mutual convenience. Any change in shifts or weekly offs after mutual dealings or departmental convenience must be communicated to Finance and HR Manager.

Late Entry

Employees are expected to be punctual at work place. Administration Department shall be responsible for keeping the attendance of the employees by maintaining an attendance register at front desk of the office before the start of the office timings till 30 minutes past it. The register shall be in the possession of the Admin Manager at all times except the attendance time.

If an employee anticipates late arrival within 30 minutes of the start of the normal duty hours, the concerned must inform his or her reporting officer. Three such occasions in month would account for explanation by the concerned coordinator/manager or Executive Director.

Overtime

If due to emergencies of work overtime work becomes necessary, then workers are asked to work for extra hours. Following are the reasons for which overtime work becomes unavoidable:

- ✓ Breakdown in electricity
- ✓ Shortage in strength of employees
- ✓ Delays/ Interruptions in production caused by the natural calamities. (only after normalization of conditions)
- ✓ The change in client's requirements with a specific target date.
- ✓ Festival/gazette holidays

The organization may ask the employees to work for some extra hours. Employees stay free to make decision that either they want to work overtime or not. If an employee wants to work overtime voluntarily, it should not exceed 12 hours per week and 48 hours per month. The employees are entitled in respect of their overtime worked payment @ same rate on weekdays and @ rate of twice of ordinary rate of pay on weekends and Public Holidays.

Before working overtime, employee will approve the number of hours; he expects to sit, from Coordinator/Manager in the '**Overtime Approval Form**'. This shall be then submitted to the Admin Department which shall add the appropriate number of overtime hours in the attendance register.



8. Leave Policy

Scope and Objectives

Leave is a real potential benefit for any employee and ECHD has structured procedures to facilitate its employees in an effective and efficient manner. This policy is applicable on all employees of the organization.

Responsibility

- HR Department
- HR Committee

Policy

As per the Labor Laws of Pakistan, the employee shall be entitled to avail following categories of leave during a calendar year:

- Causal Leaves
- Annual Leave
- Other Holidays

Causal Leave

▪ Maternity / Paternity Leave

Female employees are entitled to leave on full pay for a period of four calendar weeks before and eight calendar weeks after confinement provided the employees was not pregnant on the date of employment this leave will be granted only for the first and second confinements. Female employees will be granted leave on full pay for a period of four calendar weeks after confinement for the third and subsequent confinements.

In the case of still birth, the maximum maternity leave after confinement will be 4 calendar weeks. Employees who claim leave under these provisions are required to submit appropriate medical certificate. Male employees are entitled to avail paternal leave on full pay, upon the discretion of the Executive Director/Executive Committee who is bound to ECHD head quarter respective practice and procedures and to respective Pakistani laws.

▪ Medical Leave

In case of sickness an employee can avail up to maximum of two consecutive days of medical leave by informing the respective supervisor on a daily morning



basis. In case of continuation of sickness for the third day, an employee is required to submit medical certificate from doctor.

In case of prolonged sickness, surgical needs, hospitalization, an employee can avail one month medical leave with pay (20 working days).

If sickness remains same and an employee requires more leaves, the grant of further paid leaves on medical grounds is subject to the approval from the Executive Director based on the nature of the case and within ECHD office respective practice and procedures and to respective Pakistani laws.

- **Annual Leave**

The entitlement to take annual leave starts after successful completion of probationary period. Employees are entitled to 24 working days (i.e. in full or in parts) of leave in a calendar year excluding weekends and other holidays.

For purpose of proper and intensive recreation any employee is requested to take at least five working days per calendar year in a stretch. Rest of the 24-working days entitlement can be split and will be approved in line with pending assignment / tasks of respective employee.

For leave up to two working days the application shall be submitted at least three working days prior to the first day of leave For leave up to five working days, the application shall be submitted at least five working days prior to the first day of leave. For more than five working days of Annual leave, the application shall be submitted at least 15 days prior to the first day of leave. Any exemption from this stipulation lies within discretion of the Executive Director.

The before mentioned entitlement for Annual Leave, half of the remaining account of the annual leaves will be carried forward to next Calendar year.

- **Other Holidays**

All employees will be eligible to avail gazette holidays announced by the Government of Pakistan during a calendar year. Local or regional holidays shall not be allowed unless announced by management especially.



9. Resignation, Termination & Final Settlement Policy

Scope and Objective

The objective of resignation, termination and final settlement policy is to ensure smooth separation or depart of the employees or trainees from the organization. An Employee or Trainee is separated from his or her services with the organization due to the following (which have been covered in detail in following sections in this policy):

- Resignation
- Termination
- Retirement
- Death/Permanent disability

Responsibility

- Exit Interview – HR
- Acceptance of Resignation – National Coordinator
- Other tasks - HR

Resignation

- A confirmed employee shall submit a resignation on one month notice to his/her immediate in-charge in case he wishes to separate from the organization.
- The in-charge will forward the resignation to the relevant Coordinator/Manager for formal acceptance with his/her remarks. The Coordinator/manager will accept the resignation and forward it to Executive Director with the final remarks regarding his/her clearance.
- Executive Director will issue resignation acceptance letter after taking into consideration his/her leaves, and other dues.
- Issuance of experience letter and final settlement of all dues will only take place once all dues from the departing employees are cleared and he/she is provided with clearance certificate from all the functional departments.
- The dues of the departing employee will be cleared within a week of completion of notice period.
- The HRC together with the relevant coordinator or manager will arrange for a formal exit interview with the person who is leaving the organization and proper record will be maintained independently. Exit interview shall be conducted before processing Full & Final Settlement.
- If the employee leaves the organization without giving the prior notice of one month, the salary of one month would be deducted from his final settlement. However if the organization quits an employee without prior



- notice of one month, it would provide the one month salary as compensation to the said employee.
- One week notice period is required from an employee on probation period.
 - In case of a resignation from a non-confirmed employee, 24 hours, notice period will be required.

Termination

The disciplinary procedure in case of misconduct is to ensure that every employee will be treated fairly following a certain standard procedure.

- Termination of services of regular employee or trainee is made on the grounds of any intense disciplinary action(s).
- An employee who is terminated shall not be entitled to any notice or equivalent pay.

As per the proceedings of the disciplinary committee & the severity of the circumstances, the coordinator/manager would take decision upon the quantum of punishment that is to be imposed on the charge sheeted employee, as below:

- Warning
- Censure (eligibility to be increased by one year of consideration for promotion)
- Reduction of basic pay
- Stoppage of increment for one or two successive years
- Dismissal from services of the organization

The HRC will prepare the requisite order and get it signed by the coordinator/manager (disciplinary authority) and serve upon the employee.

Dismissal

- An employee may be dismissed from work if he/she continues to violate the organization's rules and regulations.
- The above-mentioned disciplinary actions may be followed before dismissal but if the offense is considered serious, immediate dismissal may be implemented.
- Termination letter will be signed by the Coordinator/manager and Executive Director.
- In case of separation owing to termination "NO" exit interview is conducted.

Retirement



- All employees of the organization shall retire upon reaching the age of 60 years.
- Employees who have reached the age of 60 years shall be able to continue working as contractual employees if so approved by the Executive Committee.
- HRC together with the relevant coordinator/manager will arrange for a formal exit interview with the person who is leaving the organization and proper record will be maintained independently.
- Exit Interview shall be conducted before processing Full & Final Settlement.

Separation due to death/permanent disability

- On account of death/permanent disability of the employee, final settlement of all dues will take place only once all dues from the deceased/disabled employee are cleared and he/she is provided with clearance certificate from all the functional departments.
- Cheque of final dues is paid to the declared nominee(s) of the employee and is approved by Executive Director.

Final Settlement

- For processing Full & Final Settlement, following aspects are thoroughly checked & calculated
 - a. Accumulated Leave as on date for calculating Leave Encashment
 - b. Information in Clearance Certificate
- Employee/ Trainee whose Clearance Certificate is not cleared due to various reasons, their Full & Final Settlement is kept pending. After clearing all the dues, his or her Full & Final Settlement is processed.
- In case, an Employee/ Trainee wants to be relieved early before completion of his or her specified notice period, notice pay (equivalent to one month salary) is recovered from his/her settlement amount.
- If the organization quits an employee without prior notice of one month, it would provide the one month salary as compensation to the said employee.

Any amount payable to date calculated on account of final settlement shall be given to the employee/trainee.



10. Performance Appraisals Policy

Scope and Objective

The Performance Appraisal policy aims at to measure and improve the performance of employees and increase their future potential and value to the organization. Other objectives include providing feedback, improving communication, understanding training needs, clarifying roles and responsibilities and determining how to allocate rewards. This policy is applicable on all employees of the organization.

Responsibility

- Quarterly Appraisal Process Initiation – HRC
- Appraisal Activities – Concerned Coordinator/Manager
- Compilation of Appraisal Results – HRC
- Annual appraisal – HRC

Policy

A performance evaluation system is composed of three main stages that generally take place over each quarter during a year:

Performance Planning

The performance planning stage enables employees and supervisors to come to an agreement on what is to be accomplished during the year and how it will be carried out. The following procedures and tools are used to facilitate this stage:

a) Job description or list of duties

Each employee must have an up-to-date job description defining the purpose of the work and the responsibilities involved.

b) Setting of objectives

For each key responsibility associated with a position, at least one objective should be established for a particular period. The objectives should be clear and quantifiable, and the assessment criteria should be mentioned.

c) Individual action plan

The individual action plan is a planning tool used to specify the steps to be taken to achieve the objectives set beforehand. The action plan should be prepared



jointly with the immediate supervisor. It may also involve new initiatives facilitating improved productivity or personal capacity development.

Performance Monitoring and Management

Staff performance and productivity should be managed on an on-going basis throughout the year. The following elements, among others, are involved:

On-going Supervision

This means taking the time to observe, examine sources of difficulty and seek solutions.

Regular Communication

This involves regular exchanges so that employees can receive feedback about their performance and receive the necessary supervision.

Periodic Evaluation

This involves formal, scheduled meetings between an employee and manager to discuss activities carried out, end results and the adjustment of the action plan and objectives, if necessary. A minimum of one meeting every three months shall be held to ensure satisfactory results.

Annual Performance Evaluation

The annual performance evaluation shall be based on documentation from previous stages of the process, of an employee's work record. It involves verifying what was accomplished qualitatively and quantitatively during the year. Then on the basis of the analysis it identifies the means to be considered to ensure the employee's continuous growth and development.

The 'Performance Evaluation Form' should at least consider the following matters for the evaluation:

- Performance evaluation in relation to the objectives established at the outset and in relation to the responsibilities of the position;
- Mutually agreed future targets/objectives necessary for the employee's development;
- Employee and the evaluator's comments and their respective signatures;
- Performance level classification and a definition of each of these levels.



The annual performance evaluation does not have any financial impact on salaries. It is first and foremost a tool to evaluate the employee's performance and take remedial action if necessary.

Annual Performance Evaluation meeting shall be held between the employee and his/her Manager within 30 days of financial year end. The written documentation shall be then handed over to the HR Department for filing in the personnel records for future reference. Performance Appraisal documentation shall be treated as confidential information and its access shall not be given to anyone except the relevant employee, his/her manager and/or Executive Director.



11. Training and Development Policy

Scope and Objective

This policy aims at:

- Employee development and growth
- Human capital development and organizational effectiveness
- Motivation and involvement
- Up-gradation of organizational know-how and adoption of state-of-the-art technologies and knowledge
- Skills up-gradation

The basic objective of competency and skill development is to ensure continuous development of skills and competencies of employees.

To encourage and provide for employees, an organizational support system for enhancing their technical, managerial and professional abilities through the special courses available for this purpose at recognized and eminent institutes in subject area, which is mutually rewarding to the organization and the employee.

Responsibilities

Line Management

Training is a line responsibility. Each supervisor/manager is expected to train and develop his subordinates in a systematic and planned manner in order to improve their performance and prepare them for future assignments.

Employees

It depends largely on initiative of the employee if he/she is prepared to improve his/her job knowledge and performance. The Organization is therefore, responsible only to provide support and opportunity to employees for self-development.

HRC's Role in Training:

- After every training formal feedback to be acquired from trainer.
- Providing advice and assistance to the Line Management in defining training needs and in selecting and designing training programs based on these needs.
- Coordinating the overall training needs and activities of the organization.
- Obtaining and disseminating information relating to formal training and educational courses at various institutions within the country.



- Responsibility for human resource development through job rotation, job description and job enrichment in consultation with the respective coordinator or manager.

Training Need Analysis

Training need analysis is carried out by departmental heads in consultation with the Human Resource Committee (HRC). Planning of on job training is the responsibility of the HRC and the respective line manager.

Annual Training Plan

An annual training plan and budget will be drawn up at the beginning of year based on the performance appraisal of the employees and in consultation with the line management. The training courses offered by the different agencies and also the requirement for specialized in-house training are also determined upfront covering a period of one year. The training plan and budget are discussed by the HRC with the Executive Director and the plan and the related budget are approved for implementation.

Apart from the scheduled training the special training requirements, if any, shall be forwarded to HRC by the Line Manager in consultation with the relevant coordinator or manager.

Note

Human Resource Department will inform to Finance department for payment of training fee which is sent to the institute and the HRC and the participant is informed accordingly.

All employees receiving training are required to impart/transfer the knowledge gained to the relevant employees within the Organization immediately upon their return.

Any fee related to employee's own profession/certification should be borne by the employee e.g. membership of engineers, chartered accountants, lawyers, etc.

Conducting Training Program

- Faculty is identified for each program from Internal Sources, External Sources or Experts in respective fields.



- Employees are nominated for program / seminars / workshops / visits conducted by leading institutions or professional bodies.
- After the completion of the course, the participant is sent a training assessment form which is to be filled in by him for a formal feedback on the training.

Forms of Training

Orientation Program

Newly inducted employees shall go through a short orientation course to familiarize them with the Organization, organizational functions, activities, policies, procedures and programs. This type of training program may be arranged on an individual or group basis.

Technical and Specialized Skill Training

Job knowledge is an essential part of employee's responsibility in any position. Since technology and processes are changing at a fast pace, it is crucial that employees learn new skills and techniques. This could be done through specialized product and technical courses organized or arranged by the Organization. Emphasis should be put on train-the-trainer programs.

Development through Training Courses

In order to have a balanced approach for development of employees, appropriate emphasis should be given to the development of communication and managerial skills in the employees. Selected employees would participate in scheduled training sessions as per annual training plan.

Training Resources

Following resources are utilized for training purposes.

a. In-house training sessions

Where a large number of employees are identified who are in need of development or understanding of a particular subject, in-house training courses/workshops should be conducted. The Department Heads/Supervisors should initiate nominations for such courses/workshops.

b. Outside Institutions



Training institutions regularly announce / send information about short-term and long-term training courses. The Organization should identify the employees who need training and nominate them.

On the Job Training

The best place for effective learning to occur is on-the-job or hands-on training i.e. employees learning the job by doing it themselves under skillful instructions and coaching by their supervisor/team.

Attendance in Training

Attendance in training is mandatory.

Foreign Training

For all foreign trainings, Foreign Training Approval application shall be filled in and sent to HRC for approval from concerned coordinator/manager and Executive Director.

For any technical training, HRD shall obtain input from relevant technical expert in the Organization.

Bond/Guarantee/Bond Period

The employees, who are granted study leave or who are sponsored or pursuing higher studies shall, before proceeding on leave have to execute a bond to serve the organization for minimum three years of service after returning back to job or in default, pay the organization an amount in lieu thereof, so that the organization's efforts and resources on the development of individual are gainfully utilized.

For any type of full sponsorship with salary/benefit for course in the country/abroad, the individual shall have to give appropriate bank guarantee/guarantee equivalent to the bond money.

An employee who is under a bond to serve the organization for a stipulated period shall not be eligible for any other study leave during the duration of the bond.

The details of the bond period and amount for different types of sponsorship shall be applicable as given below:

Period of Study	Description	Bond's	Bond
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		Period	Amount(PKR)
Six months or above course or training	Own study leave, one year and no financial support	2 years	PKR 50,000 or double the cost to the organization whichever is more
	Own study leave, with stipend or grant of finance	3 years	PKR 100,000 or double the cost of the organization whichever is more
Foreign Training	Own study leave, one year and no financial support	5 years	PKR 400,000 or double the cost to the organization whichever is more

12. Travel Policy

Scope and Objective

To standardize and provide travelling and daily allowance rules for covering all business tours and commitments. This Applies to all employees of the organization.

Responsibility

- Final approval – Executive Director
- Department’s approval – Concerned Coordinator or Manager
- Booking of tickets or travel arrangements – Administration Department

Policy

All employees of the Organization shall be entitled to travelling for their official assignments as per the following rules:

Grade	Grade Description	Travel Allowance *	Daily Allowance **	Mode of Transportation		Accommodation
				Road	Air	
1	Executive Director	Reimbursement of actual expense	3,000	Car	Economy	Arranged by organization at hotel/guest house
2	Managers/Coordinator		3,000	Car	Economy	
3	Officers		2,000	Public Transport	N/A	



4	Assistants		2,000	Public Transport	N/A	
5	Support Staff	Not Applicable				
<p>* Employees who have been provided with Organization cars shall use their cars for official visits.</p> <p>** Daily allowance shall be allowed in case of outstation visits only.</p>						

Authorization & Approval

An employee intending to travel for an official assignment should fill in the "**Travel Request Form**" and get it approved from his/her coordinator/manager. The approved form shall be submitted to Administration department. The Administration department shall obtain final approval from Executive Director. The Administration treatment will arrange all domestic/international travel and hotel arrangements upon receipt of the duly approved form.

Daily Allowance

Daily allowance is a uniform allowance for each day of absence from the station of permanent posting on official assignments and is intended to cover all outstation expenses excluding expenses of residence and conveyance. It is expected to cover the elements of food, laundry and other personal expenses. The daily allowance for each employee grade is given in the table above.

Night Stay Allowance

An employee who chooses not to avail organization provided hotel facility will be entitled to claim night stay allowance for each night spent out of his/her station of permanent posting. The night stay allowance shall be equivalent to the daily allowance for each employee grade, and shall be paid in addition to the daily allowance.

Mileage Allowance

If the journey is undertaken by an employee in his/her personal vehicle with prior permission of the Executive Director, a mileage allowance as per the below table shall be allowed to the maximum amount of the cost of return ticket (whichever is applicable as per the mode of transportation in the above table) for that journey:



Vehicle Type	Personal Vehicle (Rs. Per Km)
Above 1000 cc	14
800 – 1000 cc	12
Motorcycles	8

Local Conveyance

Any type of intra-city travelling would whether within the city of permanent posting or outside, shall be reimbursed at the rate of PKR 15 per kilometer.

In case, more than one employee of the organization is travelling together to same destination sharing of the mode of transport would be considered at the time of reimbursement of conveyance expense. For instance the total conveyance expense of 5 employees travelling to the same destination would be calculated as follows:

No. of Persons	No. of Ways	Amount Per Km	Number of Rickshaw/Taxi	Conveyance Expense
A	B	C	D	E= A*B*C*D
5	2	15	2	300

Other Expenses

Telephone calls, fax, Internet and postage/courier expenses incurred in connection with official work would be reimbursed at actual upon production of documentary evidence. Ticket cancellation charges would be borne in the following manner

If cancellation is caused by some uncontrollable reason	Organization
If cancellation is caused by sheer negligence of the employee	Deduction from the salary of the employee

In both the above mentioned cases the approval from the Executive Director would be required.

Overtime

No overtime can be claimed on any official assignments to be performed outside the city of permanent posting.



Leave

An employee, who takes a leave on an official visit outside the city of permanent posting, cannot claim any daily and night stay allowance for such leave.

Travel Advance

An employee would be entitled to receive 100% for domestic and foreign travel of estimated travelling expenses as advance with the prior approval of the Executive Director.

Travel Expense Claim

Organization shall reimburse expenses incurred in connection with official business visit according to the entitlements given in this policy.

Travel expense claim shall be submitted not later than 7 days after the return from business travel. Details of travel expenses shall be entered on a "**Travel Expense Claim Form**". Receipts of all expenses being claimed shall be attached to the form.

All travel expenses shall be approved by concerned coordinator/manager and verified by Administration department.

Exclusions

An employee shall bear all expenses related to his/her personal requirements such as mini bar, spouse/family expense, travelling to relatives, personal telephone calls, etc.

Foreign Travel

All foreign trips will require prior approval of the Executive Director and in case non-availability, any member of EC will give approval. Daily allowance for foreign trips and hotel entitlement would be approved by HRC on a case-to-case basis.

In case any stopovers or destinations are added to the foreign travel for personal reasons, any additional cost for the same would be borne by the employee.

Visas & Passports

All organization's employees are expected to possess (at their own cost) a valid passport. Passport fees shall be borne by the employee (whether standard or urgent).



Organization shall pay all costs for visas and any other legal requirement for employee related to official business travel.

Notes: (Applicable for both domestic and International travelling)

- In case, more than one employee of the organization is travelling together to same destination and for identical assignments, sharing of organization provided accommodation/ transportation shall be encouraged, wherever practical.
- Preference shall be given to hotels offering complimentary breakfast.