



**Development Action for Mobilization and Emancipation**

**Human Resource Manual  
2018**

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## **INTRODUCTION of DAMEN**

DAMEN is a non-profit NGO set up in 1992 by the name of Development Action for Mobilization and Emancipation under the Societies Registration Act, XXI of 1860. DAMEN started its operations with the aim of working for alternative development at the grass-roots level in Punjab, Pakistan. It was an alliance of social scientists, philanthropists and professionals from various fields having significant experience of working with NGOs within and outside Pakistan.

Initially DAMEN started its programs in the social sector focusing on the role and development of women and children in the community. The main focus area in social sector was:

- Home School Education Program
- Industrial Home for Women
- Entrepreneurship Development Program

With the passage of time, through need assessments of the community, DAMEN initiated a micro credit program in 1996 on a small scale. The aim of this program was to facilitate economic activities for women in the focus communities.

In 2014, DAMEN spun off its micro credit program into a separate legal entity by the name of DAMEN Support Program (DSP). This company is registered under section 42 of the Companies Ordinance 1984. Since then, DAMEN is exclusively focused on its service delivery program and offers the following subsidized social services for local communities in Lahore, Kasur, Sheikhpura, Okara and Nankana Sahib:

- Home School Education Program
- Healthcare Services

## **INSTITUTIONAL CORE VALUES**

In order to keep up with a high standard of performance, DAMEN is committed to follow the following principles:

### **➤ INTERNAL TEAMWORK**

We are committed to:

- A common vision shared by all Board and Staff Members;
- Supporting all programs for development of underprivileged communities;
- Demonstrating leadership by example;
- An open, consultative communication process;
- Understanding, supporting, trusting and respecting each other and our roles and
- Observing discipline in all fields as a member of the organization.

### **➤ EMPOWERED STAFF**

We are committed to:

- Decision making at the appropriate level;
- Encouraging and facilitating employees;
- Providing opportunities for development and growth;
- Respecting and using individual skills and expertise and
- Supporting each other in our work and decisions.

➤ **INCLUSIVE APPROACH**

We are committed to promoting and facilitating the process of development of under privileged communities by facilitating fair and consistent decisions that:

- Bring a positive change within the communities and build up their capacities for long term sustainable development;
- Consider social and economic factors and
- Empower them to take collective actions, which solve their social and economic problems.

➤ **EXTERNAL INVOLVEMENT AND PARTNERSHIPS**

We are committed to promoting and achieving our development goals through:

- Establishing partnerships and initiating teamwork with groups,
- Community based organizations, congruent organizations, government departments, philanthropists, financing agencies and other experts;
- Finding opportunities for creative co-operation through voluntary approaches; and providing opportunities for open public involvement and consultation.

➤ **INNOVATION AND NEW APPROACHES**

We are committed to challenging ourselves and others to develop new and better approaches to achieving our development goals by:

- Always striving for greater efficiency and effectiveness;
- Being flexible and innovative;
- Creatively seeking and using all available resources;
- Encouraging people to change in a positive way by removing barriers and limitation to change; and
- Fostering objective research and its application to problem solving.

# **GENERAL VALUES FOR HUMAN RESOURCE (HR) POLICY**

The following values and principles of DAMEN will determine the Human Resource Policy:

## **➤ ORGANIZATIONAL CLIMATE**

- Conducive to learning
- Problem solving approach through interaction and participation between staff members for finding solutions to various problems.
- Participatory leadership and shared vision
- Efforts and shared practices to achieve development goals of DAMEN
- Congruency between goals of organization and members' goals.
- Good human relations among members through mutual respect and trust.

## **➤ MOTIVATIONAL SYSTEM**

- Intrinsic reward rather than extrinsic reward by inducting training to engender pride in the accomplishment of DAMEN's goals.
- Monetary compensation equivalent to different levels of skills, responsibility and training. Selection and promotion of staff on merit and accomplishments, demonstrated through their Annual Performance Evaluation.
- Opportunities for growth and development through training programs and vertical mobility.

## **➤ ORGANIZATION DEVELOPMENT**

- A clear statement of scope and objectives of development programs in light of the shared vision and mission of DAMEN.
- Opportunities for staff development through training programs, committee assignments, consultative meetings, conferences, seminars and exposure visits.
- Employees service rules for effective administration and development of organization.
- An equal opportunity organization in which selection of staff is on merit irrespective of gender, caste, creed, religion and race.

## **➤ EMPLOYEE ENGAGEMENT**

- All employees shall devote and engage themselves full time to the business and interests of DAMEN exclusively. No employee, including employees on leave, shall, directly or indirectly, engage themselves in any other occupation or business, or act in any other capacity with other concerns, or have private dealings or business relations with any outside agency, unless specially permitted to do so by the ED who may, in exceptional circumstances, permit such undertaking subject to a maximum of 30 days in one financial year.
- All employees shall perform their duties specified (in the contract) for the post held by them, according to their best ability, and in accordance with correct ethical / working practices.

➤ **SECRECY OF OFFICIAL MATTERS**

- All employees of DAMEN, on appointment and before taking up their duties, shall make a declaration of fidelity and secrecy, as prescribed by DAMEN.
- No information, acquired directly or indirectly from the papers of DAMEN, or relating to DAMEN affairs or plans, shall be communicated to any person, official or non-official outside DAMEN, unless otherwise empowered to do so by the ED.
- Breaking of the rule will constitute misconduct and a breach of discipline, and shall be accountable.

➤ **WORKING DAYS AND WORKING HOURS**

- Regular working hours for all categories of staff, except Auxiliary, will be a minimum of 40 hours per week. All staff is expected to put in additional time, without compensation, whenever so required to fulfill their professional duties.
- Working hours for Auxiliary staff consists of 48 hours per week, which includes additional time, beyond regular office hours, for routine maintenance of office premises and office property without leave, compensation or overtime.
- DAMEN operates from 9am – 5 pm, from Monday till Friday. A 15 minutes time buffer will be provided in the mornings, after which deductions will be made: 1 casual leave deduction for every 4<sup>th</sup> late attendance (after 9:15 am).

➤ **CLASSIFICATION OF THE EMPLOYEES**

For the purpose of these rules there shall be following categories of employees:

- **Regular Employees:** These are full time employees, who have completed the prescribed probationary period (which may include the original and the extended if deemed necessary), who have received written confirmation, and who have entered into written contract with DAMEN, against a vacant position.
- **Contract Employees:** Employees, who are engaged for a specific period or project. Contract employees can be full time or part time and are employed for a specific period.

For the purpose of these rules there shall be the following categories of employees which are based on the criteria of qualifications, experience and duty to be performed:

- Senior Management: Executive Director, Functional Heads, Program / Project Leaders
- Middle Management: Managers, Assistant Managers, Officers
- Support Staff: Secretaries, Computer Operators / Programmers, and Assistants
- Auxiliary Staff: Drivers, Security Guards, Office Attendants, Messengers

## **Section 1: EMPLOYMENT POLICIES**

### **1.1. CREATION OF POSTS AND DESIGNATIONS**

- ED may create posts during the year; ED may seek Board's approval for new positions(s) up to professional level with prior approval, in accordance with approved budget, if these are deemed necessary for the efficient performance of DAMEN. Creation/addition of posts may be presented in the following Board meeting for information and notification.
- The specific nomenclature or designation of posts in the DAMEN shall be established by the ED from time to time, and will be sent to the next BOD meeting for approval.

## **1.2. RECRUITMENT POLICY**

- **Aim**

The aim of this policy is to select and appoint staff with appropriate skills and experience through a methodical selection process free from discriminatory bias and soundly based on merit and the principle of equal opportunity. On the other hand, how much manpower / human resource is needed or required for the Organization a particular project or an activity squarely depends on systematic work done on the basis of Human Resource Planning Flow Chart.

### **Policy on Advertising**

The Organization is conscious that poorly planned advertising can be a source of discrimination. Consequently it has devised the following policy in relation to the advertising of vacant posts.

- ❖ **Full Advertising**

Any post, whether full-time or part-time, will be fully advertised if the post is permanent, or is expected to last for six months or more. Full advertising will comprise:

- Adverts in the national press preferably in both Urdu and English newspapers.
- Adverts on the website.
- Adverts through e-mailing lists.
- General notification of all funders, subscribers and other Organizations associated with the Organization.

- ❖ **Partial Advertising**

Temporary vacancies last between one and six months will be notified to all the Organization's funders, subscribers and associated organisations including those networks within which the Organization is an active member. Such vacancies will also be notified to the network of Race Equality Councils. Vacancies for less than one month will be filled using the Organization's existing contacts or through an Employment Agency.

- **Job Descriptions**

Following consultation with the staff team, the Executive Director will submit detailed job descriptions for approval by the management committee.. Job descriptions will be reviewed and updated when a post falls vacant in order to ensure that they reflect the current and future needs of the organisation. Copies of Job Descriptions will be circulated to all applicants.

- **Person Specifications**

- ❖ The ability of applicants to offer evidence of the way in which they meet the requirements of the Person Specification will be the central element of the selection process. No additional criteria will be applied.
- ❖ The Person Specification will comprise a list of attributes which candidates should possess if they are to fulfil the requirements of the Job Description. Applicants will be given various opportunities to demonstrate that they possess the relevant attributes. The programme of assessment will include an application form, a short test, and an interview.
- ❖ In addition, recruitment to some posts may involve delivery of a short presentation on a subject relevant to the work of the Organization. At each of these stages, the performance of the applicant will be assessed against the attributes listed in the Person Specification.

- **Essential and Desirable Attributes**

The Person Specification will group relevant attributes under the following headings:

- **Selection**

- ❖ Motivation and Outlook
- ❖ Skills and Experience
- ❖ Personal Qualities
- ❖ Qualifications

Each of the individual attributes within each of these groups will be weighted as either essential or desirable. The Organization should be conscious that the description and weighting of attributes is a common source of discrimination. This will be addressed in the following ways: -

- 4 Attributes will only be included if there is a genuine demand for that skill in the course of the worker's employment. For example, a requirement for administrators to have shorthand skills could discriminate indirectly against men. This could be unjustifiable if there is no demand for shorthand in the course of the administrator's work.
- 5 Ranking attributes as "essential" has the effect of greatly reducing the number of potential applicants. This may also have a discriminatory effect if it is possible to perform the job competently and adequately without the skill in question. Thus,

whenever there is any doubt about the true weight to be attached to an attribute, the weighting will be classed as desirable rather than essential.

The selection process may include some or all of the following;

- Resume Screening
- Written Test
- Presentation
- Interview
- References

One of the reference checks must be from the organization the candidate is currently working; which must be received before the end of probation period.

- Final Decision

The final decision of hiring

HR committee will recommend an interview panel for making final decision for hi

- **The Interview**

The interview will be relatively short, comprising questions linked to the attributes on the Person Specification. Applicants will be asked to expand on the evidence they have already provided for each attribute in the application form to demonstrate that they have the outlook, skills, personal qualities and qualifications to perform the tasks in the Job Description.

- **Final Selection**

Each member of the selection panel will have recorded scores for each attribute for each candidate at the different stages in the assessment process. Scoring anomalies between different members of the panel will be reviewed and may be the subject of adjustment. These scores will then be aggregated to give an overall score for each applicant. The applicant with the highest score will be offered the vacancy subject to the provisions on job-sharing below.

- **Dealing with Marginal Decisions**

Where two or more candidates achieve the same score the following process will apply. The panel will use the following criteria to decide between competing candidates:-

- ❖ Highest overall score on personal qualities
- ❖ Highest overall score on motivation & outlook
- ❖ Highest overall score on skills and experience
- ❖ Highest overall score on qualifications and other attainments.

- **Informing the Candidates**

The successful candidate will be contacted at the earliest opportunity. Unsuccessful candidates will only be contacted once the successful candidate has given a verbal acceptance of the conditional offer from the Organization.

### **1.3. APPOINTMENTS**

Appointments shall be made only for a position for which approved budget exists.

Appointments shall be made in one of the following ways as the Competent Authority may deem fit:

- ❖ By promotion on merit and experience basis;
  - ❖ By direct recruitment
- Positions requiring new appointments through direct appointments shall also be circulated internally. Application from existing staff members shall be considered along with other applicants, if any. Experience with DAMEN will be helpful, but will not guarantee appointment.
  - All regular/temporary appointments to management and professional positions shall be announced appropriately. Candidates applying for such posts in response shall be interviewed by a properly constituted selection committee under the direction of the Appointing Authority. (Please see attached Annexure 1, 2, 3 and 4)
  - Appointing Authority. Appointment letter of Executive Director
  - Appointing Authority of the executive director shall be the BOD, for management and professional staff-Executive Director, for support staff Team Leader in consultation with the concerned Section Managers and for Auxiliary Staff, Finance & Administration Manager.
  - Every candidate selected for appointment, as a regular employee shall be on probation for a minimum period of six months during which, found unsatisfactory the appointment may be terminated by the appointing authority without assigning any reason. Up on completion of this period, the probation may be extended, if deemed necessary.
  - Persons who have retired from any other organization and have the age of 57 years or above may be considered for employment on contract basis.
  - The retirement age for all categories of permanent employees shall be 65 years.
  - The letter of appointment for all staff members and consultants shall be issued on the standard format by the Appointing Authority, clearly indicating the terms of contract
  - Foreign qualified staff shall be highly paid when graduated from the best universities in relevant discipline.
  - If graduated from a foreign university with two years' experience, employee shall get 55,000 per month inclusive of 5,000 POL; whereas Masters will get 65,000 inclusive of 5,000 POL.

#### **1.4. INTERNSHIP POLICY**

- Internship will be offered to the students of O levels, A levels, college, university or equivalent students without stipend or salary
- Maximum of five internees will be taken at one time
- Timings shall be half day or full day ranging from 2 to 6 weeks
- Emphasis of internship will be the professional development of internee and not to take work from him / her

#### **1.5. ORIENTATION POLICY**

The objective of the orientation process is to help employees joining DAMEN to clearly understand DAMEN's environment, values, and working of their sections and work related policies. This process, if carried out correctly, ensures that the new employees would settle in comfortably in the new environment and integrate relatively quickly with their co-workers.

- All new employees hired by DAMEN are taken through an orientation program on joining the organization. The main objective of orientation is to help new employees clearly understand DAMEN's environment, values, work policies and functioning of their department.
- DAMEN desires that new employees should start their new job with full understanding of the job and environment. DAMEN hopes that this will help employees to work with vigor and zeal.

#### **1.6. PROBATION POLICY**

##### ***Purpose***

The probation period provides a clear framework for assessing an individual's capabilities, reliability and suitability with respect of their appointment and job description. Performance is assessed throughout the probation period. Employees are given guidance, encouragement and appropriate training in support of their role.

##### ***Applicability***

This policy applies to all professional and support staff employees during which their work performance and general suitability for DAMEN is evaluated.

##### ***Duration***

The probation period for the entire professional and support staff is 90 days (Three months) from the date of their employment.

##### ***Procedures***

###### **a. Initial Review Meetings**

- An initial meeting should take place with the probationer at the commencement of the probation period, preferably within the first week of employment by their immediate supervisor.

**b. Initiation of Process**

- The Team Leader will provide the Supervisor “Probationary Period Evaluation” form, and the due date for the completion of this form.
- Supervisors will send completed “Probationary Period Evaluation” form to the Head Office by due date (prior to the end of probationary period)
- Team Leader maintains the original documents in the employee’s personnel file and send the copy to the supervisor for their personal record / use.

**c. Termination During Probationary Period**

- If the supervisor determines at any time during the probationary period that an employee is not suitable for the job and is unable to improve satisfactorily; the employee can be terminated without any prior notice by getting prior approval from Executive Director.
- Notification of termination will be issued in writing by appointing authority.
- Record related to termination will reflect “Unsatisfactory Performance during the Probationary Period”.

**d. Probationary Progress Reviews**

- The supervisor will meet with the probationary employee 12 weeks prior to completion of the probationary period.
- The supervisor will review with the employee the performance plan that was discussed at the beginning of employment.
- The supervisor make comments and recommendations for work performance improvement by completing the “Probationary Period Evaluation” form provided by the Team Leader.

**e. Successful Completion of Probationary Period**

- Satisfactory completion of probationary period depends on the comments and recommendations of the supervisor. The Team Leader will issue the contract to the employee after receiving the “Probationary Period Evaluation” form from the concerned supervisor.

**f. Probation Period for Promotion**

- Every employee who gets promotion to any designation has to serve the 90 days (3 months) probation period on that job.
- After the completion of probation period, his /her performance will be reviewed by his / her immediate supervisor and then by Probationary Period Evaluation Committee.
- In case of unsuccessful completion of Probationary period on that new job the employee can be sent back to his / her previous designation.

**g. Probation Period Extension Process**

- If the employee fails to meet job standards and is proving unsuitable for the job, the supervisor should review the situation with Probationary Period Evaluation Committee.

- After the review and approval by the committee the probation period can be extended up to 30-90 days.
- When an extension is granted, the probationary review form will be completed and retained in the personnel file of the employee.
- Employee will be informed about the extension of probation period in writing by appointing authority.
- During the extension period, the supervisor will be responsible to instruct and support the employee in areas where improvement is desired / needed.
- The supervisor will be responsible for obtaining another copy of the probationary period evaluation form to complete at the end of extension period.
- Upon completion, it should be distributed in the same manner as the 180 days probationary review form.
- If the performance remains unsatisfactory during the extension period, the supervisor will again review the performance of employee with Probationary Period Evaluation Committee to terminate the employee.

#### **h. Unsuccessful Completion of Probation Period**

- If the employee fails to meet job standards and is proving unsuitable for the job, the supervisor should review the situation with Probationary Period Evaluation Committee.
- The supervisor will complete the “Probationary Period Evaluation” form and give his/her recommendations and will submit the form to Team Leader within due date.
- In the light of supervisor’s and Probationary Period Evaluation Committees recommendations notification of the termination will be issued by the appointing authority
- Record related to termination will reflect “Unsatisfactory performance during the probationary period”.

#### ***Responsibilities***

- The Team Leader will be responsible for the consistent application of this policy.
- The Team Leader and Sections Heads should ensure that probationary employees are informed of this policy.
- All Section Heads and Team Leader will be responsible for their section’s prompt and effective adherence to this policy.
- Concerned Supervisors are responsible for conducting probationary review meetings, completion of “Probationary Period Evaluation” form and send it to Team Leader within due date
- Team Leader will be responsible for reminding supervisors of reviews that are due, as well as maintaining Probationary progress review forms in personnel files.

### **1.7. CONFIRMATION POLICY**

- Demonstrated performance and behavior are major factors, which influence management’s decision to confirm the employment of new employees in DAMEN. The Section Head of the employee formally evaluates the performance and behavior of the new employee by using prescribed formats.
- The significant policies relating to evaluation of employee performance during probation are summarized below:
  - ❖ Every employee is required to serve a mandatory probationary period unless otherwise specified in writing by the hiring manager. During this period, the Section Head of the employee is responsible for monitoring the performance of the probationer.
  - ❖ If during probation, the performance / behavior of the probationer indicates weaknesses that need to be removed, the unit / area / field head must ensure that he / she or the concerned superior counsel the employee towards improvement.
  - ❖ On the basis of rating achieved by the employee, one of the following options should be recommended by the Hiring Manager to the Section Head:
    - Confirmation of employment; or
    - Extension in probation for a specified period advising the employee to improve his / her performance; or
    - Termination of employment

## **1.8. PROMOTION POLICY**

- All promotions shall be made on the merit of each case and no employee shall have a claim to be promoted to a particular post or grade.
- Promotions shall be made, on the recommendations of the respective Section Head, on the basis of performance and merit.

## **1.9. TRANSFER POLICY**

- Employees may be transferred from one Section to another, from one establishment or office of DAMEN to another, and shall be liable for transfer from one cadre/sub cadre to another as may be useful in the interests of the program and the employee.

## **1.10. SEPARATION POLICY**

### **➤ RESIGNATION POLICY**

- All Employees are required to give one-month notice in writing of their intention to leave the job. However they would get all the benefits as admissible under these rules during the notice period. No leaves will be allowed while serving the notice period.
- Employees on contract shall be governed by the terms and conditions of the contract in this regard.
- No employee may tender his / her resignation, or notice of resignation, while on leave. In such cases, the employee will be treated to have left the services of DAMEN without notice on the day he / she proceeded on leave.

- The employee may not avail his/her annual or casual leave balance while serving the notice period, and these will be treated as leave without pay.
- The resigning employee will clear all accounts with DAMEN and also submit a clearance certificate, stating that he / she does not hold any official paper, equipment, or any other property of DAMEN and has no dues outstanding against him / her, which shall be duly verified by officers concerned on the prescribed form before being relieved by DAMEN.
- The Executive Director may decide to waive the notice period if it is not in conflict with the interests and objectives of DAMEN.
- HR will conduct Exit Interview with any employee who is separating from the organization to obtain his / her reasons for leaving, feedback and suggestions.

#### ➤ **TERMINATION POLICY**

- Services of an employee may be terminated on grounds of indiscipline, theft, fraud, misconduct, misappropriation or dishonesty. Staff terminated on the above grounds shall not be entitled to severance pay or any other benefits normally admissible to staff leaving the service of DAMEN.
- The services of a regular employee may be terminated by giving one-month notice or one month salary in lieu of the notice. Employees having more than two years' service will be entitled to gratuity.
- Except for employees on consultancy contract, the services of an employee may be terminated without prior notice in the following cases:
  - ❖ During a period of probation, provided that where such employee is appointed by promotion this service shall not be so terminated as long as he/she holds a lien against his former post; instead he/she shall be reverted to the former post.
- The recommendation and approval for termination of service of an employee shall be done by competent authority or anyone designated for this purpose.

#### ➤ **RETRENCHMENT POLICY**

- Services of an employee may be dispensed with, in the event of budgetary constraints, or abolition of a particular post.
- The employee will be entitled to all legal dues and severance pay.
- The employee will be paid one-month salary or for the remaining period of contract, whichever is lesser, in lieu of premature termination of service contract with DAMEN due to retrenchment or abolition of the post.

### **1.11. RETIREMENT POLICY**

Retirement age for all employees will be 65 years. However, if DAMEN feels that their services are still needed, then they can be offered employment on a contract basis for a fixed period. This contract period will not exceed twelve months. The authority for re-employment on contract will rest with the Executive Director, with approval from the Board.

## **Section 2: EMPLOYEE RELATIONS**

## **2.1. ANNUAL PERFORMANCE EVALUATION POLICY AND INCREMENTS**

- The Board may review DAMEN's staff and salary structure at the time of approving the annual budget.
- There shall be no automatic increment at DAMEN. All increments shall be merit-based, the merit of each employee being determined by their performance as per the Annual Performance Report, within the budget sanctioned by the Board.
- The annual increment in pay of an employee, if applicable when awarded, shall be calculated from the first day of the financial year of DAMEN. For staff with less than one year of service, the increment determined on merit for each employee shall be adjusted on pro-rata basis to DAMEN's financial year from the initial date of appointment of that employee.

### Purpose:

- The purpose of the Performance Evaluation Policy is to promote professional growth and development and assure quality performance from all staff members. The manager is mainly responsible to improve employee's work through regular evaluation of their performance. It is also imperative to have all appraisals in written form and a record needs to be maintained on yearly basis. These evaluations will be based on the performance parameters of each employee along with his or her Terms of Reference (ToRs). ToRs will be well defined and be mutually agreed upon by both the employee and the employer. The ToRs will also be served as parameters against which appraisals can be made. In order to develop well-defined and thought-out ToRs Job Description Form will be used by the Organization.
- Close monitoring and scrutiny of staff members on yearly basis will be required and similar criterion will be adopted for promotions, internal transfers and increments in DAMEN. The rationale for internal evaluations is as follows: -
  - ❖ All the employees of DAMEN will be encouraged to participate actively in improving operations and standard of work around the office.
  - ❖ Incentives will be given for exceptionally high quality work performance by the individuals and to maintain the quality of performance.
  - ❖ New ideas and suggestions would be encouraged and subsequently rewarded which eventually would lead to more efficient office environment.
  - ❖ The identification of the staff members not working according to their potentials or as required of them so as to put into gear the corrective mechanisms.

### Performance Evaluation Categories

There are four performance rating categories on the personnel evaluation form for employees, which are as follows: -

- Performance is consistently exceptional in meeting performance criteria demonstrated by providing extraordinary opportunities for program success through institutionalized strategies that confirm the employee's expertise and the ability to extract successful results. In this respect an employee's performance against the prescribed Workflow will also be appreciated and critically examined.
- Performance is consistently above average in meeting performance criteria demonstrated by going beyond the established standards.
- Performance is consistently adequate in meeting performance criteria.
- Performance is not consistently acceptable in meeting performance criteria.

### Performance Evaluation Process

The performance evaluation will be done by the immediate supervisors of different sections of DAMEN. The supervisor would evaluate a subordinate's annual performance by using the Performance Evaluation Form (Annexure 7). In order to evaluate the performance of professional staff the manager would also take guideline from Professionals' Performance Report from. His/her responsibilities include but are not limited to;

- To ensure thoroughness, impartiality, objectivity and soundness during the evaluation process and comply with the laid down criteria of the evaluation instructions.
- To ensure whether the employee has received adequate information of the evaluation process and guidelines.
- To clarify to the employee the duties of the position and the requirements for satisfactory performance at the beginning of the rating period.
- To discuss the strengths, weaknesses, and ways to improve performance with each employee at the end of the rating period.
- To register his/her observations, duly signed and forwarded to the Executive Director of DAMEN.
- The report after being signed by the Executive Director will be forwarded to the personnel office in a sealed envelope marked "Performance Evaluation Report" to ensure confidentiality of the report.

### Evaluation Review Panel

The Evaluation Panel will review all performance evaluation reports that are termed "unsatisfactory" and also review employee appeals if any, against the overall rating of the evaluation. The Panel will be consisted of the Managers and Executive Director of DAMEN to ensure transparency.

### Employee Appeals

- Appeals are limited to the overall rating in the performance evaluation report. If after discussing the disagreement with the manager, the employee is still dissatisfied, the employee will submit a written appeal to the Executive Director within seven days following receipt of copy of the performance evaluation report.
- The appeal will indicate the reason for dissatisfaction with the rating and remedial suggestions. The manager will review the case, determine the grievance, convene a meeting of the review panel and the entire case will be placed before it.

### Benefits of Performance Evaluation Policy

Some benefits of a performance evaluation policy are given below: -

- It will help in regulate and monitor work performances for all employees of DAMEN, and an efficient level of performance will be maintained.
- Employee's achievements for exemplary output will be recognized.
- In case of "unsatisfactory" performance, it will help in identifying the weak areas and steps to correct work deficiencies will be initiated.
- The relationship between the employee and manager will be strengthened.
- Provide Assistance in identifying training and developmental needs of the employees.

### Performance Evaluation Framework

DAMEN will make performance evaluation framework with the guidelines against which evaluation needs to be done according to its benchmarks for the four category ratings. It will be a quantitative process of evaluation with various parameters and sub-parameters (e.g. personal abilities, attitudes and performance outputs). In this process the employee would have the right to give brief description of his performance, output and suggestions for improvement related to work and training needs etc. Comments in the end from the manager of the concerned section would summarize the whole evaluation exercise.

### Rewards:

There is a periodic performance evaluation system at DAMEN. The Performance Evaluation formats designed by DAMEN for Management and Professional Staff. The performance of the employees is judged on the following key indicators:

- Planning
- Coordination.
- Leadership skills
- Achieving the targets.
- Initiatives
- Adherence to Organizational Policies and Procedures.
- Integrity:
  - ❖ Intellectual
  - ❖ Moral
  - ❖ Financial
- Ability to make decision
- Relationship with co-workers
- Reliability
- Cooperation
- Quality of wo

## **2.2. TRAINING AND DEVELOPMENT POLICY**

Career intensification is a shared responsibility and thus a two way process between the employee and the employer; the latter being represented by the employees' supervisor(s). The major and indeed the initial efforts come from the employee himself / herself with the help and guidance coming from his / her manager(s).

While employees need to be very clear in their career goals and be willing to put in their best efforts, including improvement of their educational qualifications, if required. DAMEN will provide the necessary guidance, training opportunities and job assignments as far as possible and as it finds appropriate.

Objectives for staff career development are as follows:

- DAMEN wishes to have in place and also develop human resources of a high quality, delivering quality performance.
- By providing training and development to all our employees, we shall improve their competencies so as to increase possibilities of their personal growth and thus contribute to DAMEN's goals.
- To motivate DAMEN's employees to constantly make efforts towards improvement of performance and to seek higher responsibilities.
- To ensure that DAMEN's performance management systems help the employees in analyzing their capabilities and interests and to facilitate the realization of their career goals through their career development.

### ***TRAINING***

#### Aim:

Training and development offers more than just increased knowledge. It offers the added advantage of networking and drawing from others' experiences. When an individual attends a seminar or event with others with the same job designations he/she have the added benefit of sharing from life experience. The seminar notes or the conference leader might not give the key nugget to be taken back and implemented in the workplace. The best piece of advice comes from the peer group.

As the NGO sector mainly remains donor-dependent and funding diminishes, the sector is increasingly challenged to sustain itself organizationally and financially. Thus, NGOs are required to have a solid organizational structure, clear strategic plans, income-generating programs or services to sustain, a credibility image in the media and public. In order to achieve these difficult tasks DAMEN shall look to have a solid human resource trained in the following areas:

#### Procedure

- The nomination to various training courses / workshops/ program shall be equitable and transparent. All training slots shall be dealt by the Team Leader with the final approval of the Executive Director .The nominations against the above-listed trainings shall be done on the basis of Training Need Assessment, keeping in view the current assignment of the

employee, his personal traits, his future ambitions, his career prospects and DAMEN's needs over the next years.

- The organization will arrange customized training programs/exposure visits for its own workforce to make it cost-effective and time-saving. The entire training plan could be outsourced or a specialist trainer could be hired to deliver the training. In the latter case, Team Leader will identify the resource person, keep in view that the trainer has a mix of both academic & a practitioner's experience; can look beyond the quick-fix approach; is able to trigger an interactive session; and enjoys good reputation as a tough task master. In case of training programs involving substantial outlay, the Team Leader may ask the employee to put up a bond for at least one year of continuing service with the Organization, or reimbursement of the expense incurred on the training of the employee in lieu thereof. Similarly, organization will look into the training programs /exposure visits being organized by other institutions and will nominate the employees to such trainings which bring value added knowledge and experience to the organization.
- If an employee feels that he has been or is being consistently ignored for a particular or any training workshop / seminar / program he may lodge a note in the prescribed Grievance Settlement Form to the Team Leader, and all provisions of the Grievance Settlement Policy would become operative.

## **Section 3: FRINGE BENEFITS OVERVIEW**

### **3.1. LEAVES POLICY**

#### Earned Leave / Annual Leave

Employees shall be entitled to 15 working days of Annual Leave in a calendar year, subject to the following conditions:

- Applications for annual leave should be given at least one month prior to the date from which leave is required.
- Annual leave shall not be taken for more than 10 working days at a time. Such leave shall be taken only if there is outstanding leave balance to the credit of an employee.
- Up to 10 Annual Leaves may be carried forward to the next year
- Un-availed annual leaves are not en-cashable.

#### Casual leaves

- An employee will be entitled to casual leave with pay equivalent to 12 working days a year. One day's leave shall be credited to an employee at the end of each month.
- This leave will be granted only for urgent and important engagement/reasons.
- Casual leave will be allowed only up to 3 working days at a time.
- The year will be reckoned from January to December for the purpose of casual leave. Any un-availed casual leave on December 31 of each year will be considered to have lapsed.
- Casual leave cannot be obtained with any other leave. Any leave combined to leave shall be deemed to be Annual leave.
- Casual leave is not en-cashable.

#### Sick leave

- An employee will be allowed a total of 18 working days sick leave with pay per year.
- Application for sick leave required for more than 3 days shall be supported with a Medical Certificate from a registered Medical Practitioner, designated by DAMEN for this purpose.
- Un-availed sick leaves are not en-cashable.

#### Maternity Leave

- Regular female employees will be permitted up to 12 weeks maternity leave with pay for each confinement period, ideally four weeks before and eight weeks after the delivery. Birth shall be notified to DAMEN within 7 days.

#### Compassionate Leaves

In case of severe sickness, surgery, injury through accident or bereavement in the immediate family (father, mother, brother, sister, spouse, child) causing the absence of employee for more than one week will be treated as compassionate leaves.

These leaves will be compensated i.e. leave with pay. The main points regarding compensation leaves are as follows:

- Compassionate leaves may be allowed and recommended by Section Head and finally approved by the CEO.
- Medical certificate from a registered practitioner will be required for sanction of long medical leaves.
- Any employee who has availed compassionate leaves cannot avail any casual leaves before completion of 45 days of service after rejoining

### General Leave Rules

- Before proceeding on any kind of leave an employee should fill the leave authorization form and obtain approval from the Competent Authority.
- For emergencies and sick leave, the employee will ensure that the concerned supervisor is informed of the nature of the emergency and expected date of return to work. Upon resuming duties, the employee will fill out the leave authorization form and obtain ratification from the supervisor. Failure to do so may result in the leave being treated as leave without pay.
- During the working days employee could take two hours short leave for emergency work. Leave more than 3 hours will be considered as full day's casual leave. Two short leaves in a month will be counted as one casual leave. If there is no balance in the casual leave account of an employee, such accumulated leave shall be charged against annual leave. Where there is no balance either in the casual leave or in the annual leave account, such accumulated leave shall be treated as leave without pay.
- Under normal circumstances, advance salary and allowances will not be paid to employees proceeding on leave. Advance salary /allowance under exceptional circumstances shall be allowed by the ED.
- Employees, who remain absent in excess of the leave granted to them, without any legitimate reason acceptable to Head of Unit, shall be considered to be guilty of misconduct and proceeded against as provided for under the efficiency and discipline rules.
- An employee desiring extension of leave beyond the period for which he has been sanctioned should apply in writing, and state reasons for such extension. The extension should be taken granted, and is subject to approval by Competent Authority. Failure to obtain prior approval may, if the Competent Authority so decides, resulting in disallowed period being treated as leave without pay.
- Different classes of leave shall not be taken sequentially for any uninterrupted absence, except in case of extreme medical emergency, and with the written approval of the ED or his/her nominee. A medical practitioner certificate shall be provided for such illness.

## **3.2. COMPENSATION AND PAY GRADES**

Regular employees shall draw their pay, allowances and fringe benefits stated in their letter of appointment, subject to the terms and conditions stated in the DAMEN's Personnel Policies and Procedures. Employees engaged on short-term contract will draw their pay according to the terms of their specific contract.

### **3.3. PROVIDENT FUND POLICY**

The objective of DAMEN's Employees Provident Fund is to accumulate certain sum for the benefit of the staff members and their families in the event of the staff members' termination of service, resignation, retirement or death.

Provident Fund is made up of:

- Savings by employees which are deducted every month from their wages at the rate of 10% of their basic salary
- Employer contributions which are equal to, or higher than employee contributions
- Benefits generated by the fund's investments

Upon separation from service the balance of provident fund shall be paid to the employees.

### **3.4. EOBI POLICY**

EOBI Act 1976 was enforced with effect from April 01, 1976, to achieve the objective of Article 38 (C) of the Constitution, by providing for compulsory social insurance. It extends following benefits to insured persons or their survivors. Under EOBI Scheme, Insured Persons are entitled to avail benefit like, Old-Age Pension (on the event of retirement), Invalidity Pension (In case of permanent disability), Old-Age Grant (an Insured Person attained superannuation age, but does not possess the minimum threshold for pension), Survivor's Pension (in case an Insured Person is expired).

### **3.5. SOCIAL SECURITY**

Established under the West Pakistan Employees Social Security Ordinance 1965 (renamed as Provincial Employees Social Security ordinance in 1970) operational since March 1, 1967. PESSI strives to provide Health Care Facilities and Cash Benefits to its secured workers and their dependents of industries or commercial establishments in Punjab.

### **3.6. HEALTH POLICY**

The purpose of this Health Policy (through insurance company) is to protect and enhance the health of DAMEN's employees and to make a positive impact on the productivity of the organization.

#### **Applicability**

This policy shall apply to all Management, Professional, Support and Auxiliary staff as per following categories.

- A (ED)
- B (All Other Staff)

This Health Policy will cover:

- I. Hospital Care (In Patient Treatment), which includes:
  - a) Major Medical Care

b) Maternity Care

II. Outdoor Patient Care

Hospital care comprising of in-patient treatment, major medical care and maternity care shall include daily room & board charges subject to the availability of budget. These facilities shall be provided to all regular staff of DAMEN through Insurance Company.

For Outdoor Patient Care, all employees shall be paid a medical allowance embedded in monthly salary.

**Procedures**

- Health record of all employees will be maintained by the HR Section showing the period of absence due to sickness and necessary action will be taken to correct the situation where it is found that an employee's health has not been satisfactory resulting in frequent absences.
- Personnel Officer will be responsible for the administration of Family Health Questionnaire of (included details of two spouse in case of married employee) all permanent employees and also will incorporate updated record to insurance company.
- Upon the submission of Family Health Questionnaire, Health Cards will be issued to all employees.
- Credit facilities are being provided through a network of hospitals, but in case of treatment in non-network hospital, employee will have to incur the expenses out of pocket, and claim reimbursement afterwards. For this, employee will have to submit claim forms (with hospital bills attached) in HR section. Next, Personnel Officer will forward these to Insurance Company for reimbursement.
- Personnel Officer will have an update about inclusion (new joining, change in marital status etc.) and exclusion when an employee joins or leaves the organization.

**3.7. LIFE INSURANCE POLICY**

In today's environment, employers seeking to attract and retain high-quality employees must appeal to a more diverse workforce, consisting of people in various stages of life. They are challenged to create an employee compensation package that is attractive to a broad range of people, but which also conserves money and administrative time. DAMEN will purchase Life Insurance from Insurance Company, in order to cater to the need of employee's life insurance and benefits in case of accidental death and also coverage of accidental and natural disabilities.

**Applicability**

This policy applies to all permanent, Management, Professional, Support and Auxiliary staff as per following categories:

- A (Management)
- B (Professional Staff)
- C (Support Staff)

- D (Auxiliary Staff)

The Life Insurance policy covers;

- I. Death Benefit
- II. Natural Disability Benefit
- III. Terminal Illness Benefit
- IV. Accidental Disability Benefit

Life insurance policy for insured members subject to the availability of budget

### **Procedures**

- Record of all employees life Insurance will be maintained by the HR Section
- Personnel Officer will be responsible for the administration of employees (included details, name & date of birth) and also will communicate updated record to insurance Company.
- In case of insured employee's death, the concerned Section Head will forward application containing date wise leave record of the deceased for the last 12 months, physician's statement, death certificate, claimant's statement and in case of accident/murder copy of Police FIR and postmortem report
- HR will forward claim to insurance company
- Upon receiving insured amount in favor of DAMEN, it will be handed over to claimant once the clearance procedure is completed

### **3.6.1 DISABILITY POLICY**

Any disability caused to an employee during performance of his duties shall be covered under group insurance of employees.

### **3.8. STAFF LOAN POLICY**

#### **Objective**

DAMEN is conscious of the employees' problems and intends to provide its employees with a proactive and friendly work environment. Efforts are therefore being made to remove employees' grievances and introduce staff loans to facilitate the employees in meeting their personal needs in an efficient and cost-effective manner.

#### **Significant Policies**

Staff loans can be granted to confirmed employees (successful completion of 1 year from the date of his/her joining) on DAMEN's payroll.

Loan facilities will not be available to daily wage staff, probation, facing disciplinary action.

Employees currently availing any loans against their Provident Fund (PF) will not be eligible for financing under the Staff Loans. However, the total current outstanding loans against PF shall be converted into General Purpose Loan.

The management reserves the right to reject any loan application without assigning any reason.

### Purpose of the Loan

This loan is known as **Staff General Purpose Loan** and this loan will be granted to DAMEN staff for the following purposes;

- Bridging own or children's education / marriage
- Purchase of household appliances / housing improvement
- Hospitalization/medicinal treatment of parents
- For the repayment of outstanding high-priced loan
- Meet any unforeseen expense

### Loan Eligibility

#### Loan Size and Amount

- The amount of loans shall be determined on the basis of the monthly salary amount of the applicant as indicated in the Salary Slip;
- The minimum loan size shall not be less than one months' gross salary amount and not less than Rs.6,000/- whichever is higher;
- The maximum loan size shall be 2 gross salaries amount. Gross salary in this case refers to take-home salary;
- Total loan principal amount, total loan payable amount and loan instalment can be determined by using the methodology suggested in the annexures (A template in excel shall also be provided to facilitate this calculation).

#### Loan Term

Loan period can be from minimum of 6 month up-to the maximum of 24 months (depending upon the contract period of employee with DAMEN)

#### Loan Price

Service charges shall be charged @ of 5% flat on Staff General Purpose Loan.

#### Loan Installment

- The monthly loan instalment comprising the principal and service charge amount shall not exceed 33% of the monthly net salary;
- Loan shall be repaid in equal monthly instalments commencing from the following month's salary after the disbursement of the loan.

### Loan Application and Processing Fee

No application and processing fee shall be charged. All processing costs shall be borne by DAMEN.

### Loan Processing Procedure

- An employee intending to seek Staff Loan from DAMEN will fill in the Application Form.
- The application shall be reviewed for eligibility and completion by his/her immediate supervisor and forwarded/retained by the relevant Field/Area Manager or department head.
- The relevant supervisor shall forward a Summary of Loan Application (format available in annexure) along with his/her recommendation to the Team Leader within 3 days of the receipt.
- Team Leader, will scrutinize the application on the basis of the respective employee's entitlement, check the documentation and subsequently forward the application to Executive Director within 2 days from the receipt of the application.
- In case of any discrepancies in the application or documentation, the incomplete application will be sent back to the applicant for completion and resubmitting to the section head.

### Loan Approval

All Staff Loans shall be approved by the Executive Director

### Loan Recommending/ Sanctioning Authority

- For all staff categories, loan will be recommended by the direct reporting supervisor and sanctioned by the Executive Director
- The recommending officers/executives shall scrutinize the applications and satisfy themselves of the bona fides of the particulars and related documents.

### Loan Documentation

- The employee shall be responsible for completion of all documentation.
- Loan Documents for Staff General Purpose Loans shall include:
  - ❖ Application Form
  - ❖ Summary of staff loan application
  - ❖ Letter to deduct outstanding dues from Provident Fund
  - ❖ Personal gurantee on stamp paper
  - ❖ Loan contract between the employee and DAMEN on stamp paper
  - ❖ Promissory note
  - ❖ DAMEN can ask for any additional document required for safeguarding the interest of the organization.

### Loan Disbursement

- Loans shall be disbursed after the ED has approved the loan and the loan documentation has been completed.
- All loans applications received at an office will be serialized and will be served on first come and first serve basis.
- Loans shall be disbursed through a cross cheque in the name of staff seeking loan.
- All the loans shall be disbursed by Head Office – Finance department.

### Loan Repayment

- All loans shall be paid in equal monthly instalments. Loan installment shall be recovered from the salary payable for the following month i.e. in the last week of the month in which the disbursement is made.
- HO finance department shall be responsible to ensure that monthly installment is deducted from the month salary of the employee while disbursing the salary.
- The monthly deductions against outstanding loans shall be evidenced in month salary slip of the employee. No separate receipts acknowledging recovery of loan instalment shall be issued.
- In case of “Leave without Pay”, the employee will be required to pay the loan instalments relating to that period in advance. However, in case of stoppage of salary due to any reason, the loan instalments will be recovered in arrears.
- In case of resignation/retirement/termination/dismissal/separation from service for any reason, the employee shall be liable to pay the outstanding amount of the loan along with service charges in lump sum. No service charges shall be charged for the unexpired period.

### Early Repayment

- If any employee wants to repay advance instalment/s or repay the balance of outstanding loan before the due date, he/she shall repay the same at the office.
- No service charges shall be recovered from the borrower for the unexpired loan period.
- New/repeat loans can be availed after the early repayment of the previous loans.

### Loan Delinquencies

In case of any default occurring in the repayment of the loans due on account of any financial facility availed by the employee, DAMEN shall have the right to set off the same against the balances held in the Employees Provident Fund or against any other terminal benefits of the employee.

### Exceptions to the Policy

The ED or his nominee officer is the sole authority to give any exceptions to the procedures and policies of the Staff Loans.

### Annexure

- Loan Application Form
- Summary of Loan Application Form
- Specimen of letter from employee to DAMEN
- Contract between employee and DAMEN
- Personal guarantee format

### **3.9. STAFF QUALIFICATION IMPROVEMENT POLICY – I don't think it should be implemented.**

- The Qualification / Degree match the job description (to be justified by manager).
- The Qualification / Degree is from a recognized institution.
- Recommendation of supervisor.
- The overall performance of the staff is not below average.
- The staff member has completed the probationary period.
- From now onwards all staff members will get 2500 per month increase in their salary after getting approval from HR/COO for qualification improvement.
- Staff members who have improved their qualification after January 2016 will be given 25,000 at one time.

## **Section 4: COMPENSATION**

### **4.1. TRAVEL POLICY**

DAMEN staff and members of General Body/Board of Directors, when required to travel on official duty, shall have the following entitlements for travel:

#### **Members of GB/BOD**

- Air fare (Economy class)
- If air link is not available then DAMEN vehicle or private taxi will be allowed.

- If he/she will use his/her own vehicle on his/her own risk, the reimbursement will be made on actual s or airfare whichever is lower. The use of private car requires prior permission.
- Arrangements for Boarding and Lodging shall be made by DAMEN.

**Management and Professionals (I):**

- Air fare (Economy class)
- If air link is not available then DAMEN vehicle or private taxi will be allowed.
- If he/she will use his/her own vehicle on his/her own risk, the reimbursement will be made on actual s or airfare whichever is lower.
- Arrangements for Boarding and Lodging shall be made by DAMEN.

**Support Staff:**

- Air fare (Economy class) in case of more than 300 kms.
- If air link is not available public transport will be reimbursed.
- Arrangements for Boarding and Lodging shall be made by DAMEN.

**Auxiliary staff:**

- Travel by coach, van or bus will be reimbursed on the basis of actual.
- Arrangements for Boarding and Lodging shall be made by DAMEN.

**Accommodation for Urban Areas:**

Management and Professional staff is entitled to stay at a reasonable hotel. Actual costs of such stay including room & board and official communication shall be borne by DAMEN.

“Reasonable Hotel” is defined for each staff category as follows:

- Management staff                      Four-star hotel
- Professionals                            Three star hotel
- Support staff                              where room and board is not more than Rs. 3000/ per day

Where such facilities are not available, following rate will be borne by DAMEN and it will be revised from time to time;

- Management staff                      Rs. 10,000
- Professionals                            Rs. 5,000
- Support staff                              Rs. 3,000

- Per diem shall be allowed to staff when traveling to a place where facilities stated are not available, and shall include the cost of lodging, meals and incidental expenses, rates of which shall be determined by competent authority.
- Employees intending to travel shall be authorized to request for a travel advance. Expense report and unspent balance of such advance shall be refunded to DAMEN immediately after the travel. A travel advance shall be granted only after the previous advance, if any, has been cleared by submission of a travel report and supporting bills, vouchers, etc. and refund of the balance, where applicable.

- When a hotel bill is received for payment by DAMEN for an official travel of staff member, such staff member shall, upon return to the duty station, verify official expenses for food, communication etc. Personal expenses, if any, included in the hotel bill, shall be charged by DAMEN to the personal account of the staff and deducted from his/her salary.
- DAMEN administrative units are required to arrange hotel reservations or transport, all staff intending to travel, shall submit a written request for such arrangements to the administrative department, at least three days in advance of the anticipated travel date.

## **4.2. TRANSPORTATION POLICY**

- Vehicles allocated for specific duties shall be used by authorized personnel engaged in the performance of those duties.
- Vehicle use shall be restricted to the Operational Areas of DAMEN. Sanction for use of the vehicle outside this area for professional work may be granted by ED or his/her nominee.
- All POL consumed mileage covered, and other expenditure incurred on vehicles shall be properly recorded in individual log books maintained with each vehicle.
- It will be the responsibility of the official using the vehicle to ensure that the vehicle logbook is signed and expenditure incurred on repairs and maintenance is recorded in the logbook and is verified by him/her.

### **Transport Facilities for Management:**

Transport facilities shall be guided by the following rules:

- All the vehicles shall be driven by DAMEN drivers only.
- Vehicles shall not be sent out of the operational areas of DAMEN without approval of the ED or his/her nominee, except in dire emergencies, which will be reported immediately on return.
- An employee or member of the BOD may seek permission for personal use of a DAMEN vehicle in emergencies. Personal use shall be authorized by the competent Authority on a case by case basis, provided it does not cause hindrance to official work and such usage does not disrupt the activities of DAMEN. For private use, the employee shall be billed at Rs. 10/- per km.
- Personal use of the DAMEN vehicle by anyone who is not a staff member or a member of the BOD shall not be permissible.
- In case off staff trainings with-in city, if the training is during office hours, office vehicle shall pick to the staff to the training venue and drop back. If the training is not during office hours, the staff shall be given travelling expense as per actuals or Rs. 20 per km, whichever is low.

If a staff is travelling from one district to another, on daily basis, to reach his/her office he/she shall be entitled for travelling allowance (currently 5,000 Rs. Per month).

## **4.3. OVERTIME POLICY**

- Full-time regular Auxiliary staff may occasionally be asked to work beyond their normal working hours or on weekends and holidays. The supervisor of the employee

required the service must give prior authorization for any overtime. The employee performing the overtime will be compensated for hours worked at the double rate of that employee's basic rate of pay.

**Procedure:**

- Limitations and Exclusions:
  - ❖ Work for one hour earlier than 9:00 am & one hour after 5:00 pm (on working day) will not *be considered for overtime remuneration*.
  - ❖ Any auxiliary staff assigned to any senior executive on full time basis will not be considered for overtime for the off time duties with that executive. However if the employee is given any assignment other than his regular assignment then he will be eligible for overtime consideration for any off-time work.
  - ❖ An auxiliary staff assigned to outstation duty for more than 8 hours will be entitled to a daily overtime of PKR 800/= per day (24 hours)
    - In case DAMEN does not provide a space for the night stay, an auxiliary staff is entitled to a hotel room up to PKR 3,000/= per night.
    - The cost of local travelling will be paid as per actual and the cost of meals will be paid as per actual with a limit of PKR 200/ meal.
- Documentation:
  - ❖ A requisition form will be initiated by the concerned staff that needs the services of the auxiliary staff beyond the normal working hours to the administration department.
  - ❖ Manager Finance and Admin must give prior authorization for any overtime except in emergencies for which he shall ratify the work done subsequently.
  - ❖ Equal opportunity shall be provided to all the auxiliary staff for over time.
  - ❖ The administration department will prepare a schedule of over time done during a month and the payment will be made on monthly basis.
  - ❖ Time of over time will be rounded off to the nearest quarter of the hour.
- DAMEN shall observe all public holidays as announced by the Federal and the Provincial Governments, and such optional holidays as may be specified by DAMEN.
- All staff members are entitled to 1 casual leave if they are required to work on a public holiday or weekend (Saturday or Sunday)
- In case the Auxiliary Staff is required to work on Eid, they shall be entitled to two days compensatory leave for each Eid day on duty, provided such leave is obtained within one month of Eid Holiday.



## **Section 5: INSTITUTIONAL POLICIES**

### **5.1. CODE OF CONDUCT POLICY Needs**

- A Code of conduct Policy will be treated as an agreement between DAMEN and individual employees that will spell out the standards of behavior expected from them.
- Integrity, honesty and transparency will be treated as the most important core values of the organization.
- Employees on joining DAMEN will commit to follow and uphold the recommended Code of Conduct Principles.
- Inappropriate behaviors will be defined through this code of conduct on the part of employees in order to give basic protection to DAMEN.

- DAMEN will also use these Codes to improve the processes like employee's recruitment, induction, assessment, training and development.
- The Code of Conduct for the employees of DAMEN will enshrine the following principle commitments:
  - ❖ The Humanitarian imperative would prevail, under all circumstances.
  - ❖ No employee shall endeavor not to act as instruments of propagation of any agenda implicitly or explicitly aligned with the interventions other than DAMEN's objectives / interventions.
  - ❖ All the employees will respect the culture, language, and customs of DAMEN's beneficiary communities.
  - ❖ All the employees will attempt to build interventions on local capacities and capabilities.
  - ❖ The employees will, to the extent possible, involve program beneficiaries in the management of the interventions for purposes of impact, local distribution of public resources, and sustainability.
  - ❖ The employees will solemnly commit never to violate the fundamental principles of good human conduct, and the dignity of DAMEN's beneficiaries.
  - ❖ All employees will hold themselves accountable to both sides;
    - i. Those they seek to assist and
    - ii. Those from whom they accept resources.

## **5.2. MEDIA RELATIONS/PUBLIC RELATIONS**

No DAMEN employee shall, except with the prior approval of the Executive Director, or those who are officially assigned to carry out such duties, participate in radio / TV / Press Seminars and programs or release any information relating to the affairs of DAMEN to the print or electronic media.

## **5.3. RETURN OF OFFICIAL DOCUMENTS & EQUIPMENT**

At the end of the employment, employees must return all official files, documents, data and other job related materials to their immediate boss.

## **5.4. GIFTS POLICY**

DAMEN prohibits employees from accepting gifts or gratuities from individuals and firms with which it does business or with which it is in the process of doing business. We believe that acceptance of such gifts is unprofessional and also, put the employees under an obligation to third parties.

## **5.5. LENDING AND BORROWING POLICY**

No DAMEN employee shall lend money to, or borrow money from, or place himself / herself under any financial obligation to any person within the local limits of his / her authority or any person with whom he / she has any official dealings.

## **5.6. PERSONNEL RECORDS**

- The Personnel and Administration Unit will maintain an updated record of the service for all staff.
- Separate files shall be maintained for each staff containing the following information:
  - ❖ Name; Father's Name
  - ❖ Date of Birth
  - ❖ Place of Birth
  - ❖ Qualifications
  - ❖ Present Address
  - ❖ Date of Appointment
  - ❖ Date of Joining Service
  - ❖ Promotions - dates and grades
  - ❖ Number of dependents and their relationship to the employee
  - ❖ Copy of Job Description
  - ❖ Performance Evaluation Report.
  - ❖ Copy of National Identity Card
  - ❖ Passport Sized Photograph
  - ❖ Employment History (detailed CV)
  - ❖ Emergency contact Person with Phone (No) and address
  - ❖ Legal Heir, for settlement of claims in case of Employees death.
- All regular/temporary employees will be evaluated by the concerned supervisor at the end of their probation period and annually. A Performance Evaluation report (PER) will be prepared by the immediate supervisor and submitted to the Competent Authority for review and comments.
- Based on the Performance Evaluation Report, necessary action will be taken by the Competent Authority.
- A copy of PER will be placed in the employee's personal file.
- Employees shall study and sign their PER so as to be informed of their perceived strengths and weaknesses, to explain their position and improve their performance and attitude as required.
- The following additional records shall be maintained by the Finance section:
  - ❖ Leave Records
  - ❖ Staff Advances and Repayments

## **5.7. DISCIPLINARY ACTION AGAINST EMPLOYEES**

The procedure to be adopted when proceedings with disciplinary action against regular employees of DAMEN will be as under:

- On the occurrence of an alleged act of misconduct, the employee will be informed, in writing, by the Head of Unit, and will be given an opportunity to explain, in writing, the circumstances of misconduct alleged against him, within the time specified in the letter. On receipt of the explanation, the Competent Authority shall appoint an Inquiry Officer to conduct an inquiry into the alleged misconduct. If he/she is proved to be guilty of misconduct, he/she will be liable to one or more of the penalties.
- If considered necessary, by the Head of the Unit, the employee may be suspended for not more than one month at a time during the period of inquiry. The order of suspension shall be in writing, and shall take effect immediately. During the period of suspension, the employee concerned shall be paid a subsistence allowance equivalent to 50% of his/her salary. If found not guilty, the employee shall be deemed to be on duty during the period of suspension, and shall be entitled to the same salary he/she would have received had he/she not been suspended. In case the guilt is proven, there will be no remission in the deduction made in the salary.
- In case the individual is proceeded against, a formal charge sheet and an abstract of evidence will be provided to the accused.
- The Inquiry Officer, when appointed, shall record the statement of the complainant, of the reporting official, as well as of any other pertinent witnesses. The accused may later cross-examine such witness. Such cross-questions and answers shall also be recorded. The Inquiry Officer shall then record the statements of witnesses in defense, and shall then record his/her own opinion, giving a definite verdict of guilt, or otherwise, and submit the report of inquiry to the Competent Authority ordering the inquiry.
- In awarding punishment, the Competent Authority shall take into account the gravity of misconduct, previous record of the employee, and any other circumstances that may exist at the time of misconduct. Before awarding punishment, the Competent Authority shall seek advice and agreement of the ED. Where ED is the Competent Authority, he/she shall seek concurrence of the Executive Committee. A copy of the order passed by the Competent Authority shall be delivered to the employee concerned.

## **5.8. NATURE OF OFFENSE**

The offenses are classified into the following two categories:

### Minor Offenses

- Leave without permission/absence in working day
- Leaving office without permission
- Dishonoring instructions of the higher authorities
- Rough behavior with colleagues
- Raising false complaints against any employee of the organization.
- Hiding marital status/permanent address in the job application.

- Not keeping up to date information on the information board.
- Not going through or hiding circulars regularly.

The management can issue warning or censure for such offenses depending on the nature and magnitude of offense.

### Major Offense

- Habitual misconduct or indiscipline,
- Concealment of facts or figures,
- Causing damage to office property and assets,
- Violating confidentiality policy of the organization
- Misappropriation of money
- Misappropriation showing false office expenditure.
- Involvement in anti-social activities.
- Irregularities in preservation and use of cheque book
- Putting signature in advance on blank cheque.
- Not preserving cash in a proper way.
- Harassment on the basis of gender, religion, language or ethnic basis.

The management can issue charge sheet for such offenses and conduct inquiry for such offenses. The punishment for major offenses can range from stoppage of increment, demotion in rank or seniority, financial penalty (in case of material damage), dismissal from services or pre-mature termination of contract.

### Charge Sheet

- The authorized officer shall document the charges put up against the accused in a standard format.
- The charges put up in the charge sheet shall be communicated to the accused and he/she be asked to give his/her response in writing within 7 to 14 days. All written responses by the accused before 7 and after 14 days shall be considered void.
- The accused has the right to hearing.
- The authorized officer shall communicate the maximum punishment applicable, if the accused is found guilty, to the accused in the charge sheet.
- The inquiry officer cannot exceed the punishment communicated in the charge sheet even if during the inquiry the officer feels that the punishment communicated is not sufficient.
- For increasing the magnitude of punishment, the management shall issue a fresh charge sheet with new evidence and carry out the process again.

### Evidence

- The evidence shall preferable be provided in documented form but in case of verbal evidence or eyewitness, authorized officer must document the evidence.
- The accused has the right to examine the evidence and prepare his/her defense accordingly.

### Suspension

- The organization has the right to suspend any employee in the best interest of the organization.
- The organization has the right to restrict any employee from entering the office premises during the period of suspension.
- The employee is entitled to full compensation during the period of suspension.

### Appeal

- The accused and the accuser have the right to go into appeal if they are not satisfied with the decisions made by the inquiry officer/committee.
- The competent authority has the right to appoint any person as applet authority and conduct hearing of the appeal.

## **5.9. SAFETY AND SECURITY MEASURES**

DAMEN shall adopt the following standard safety procedures:

- DAMEN should not compromise on the quality of equipment, furniture, electrical wirings, heating and lighting appliances etc. All electrical and telephone wirings shall be properly grouted and protected and this will help in the prevention of any major hazard and inconvenience to the staff at DAMEN.
- All offices of DAMEN should be equipped with first aid boxes and fire extinguishers and the staff shall be trained to use these facilities in case of emergencies.
- Proper heating, light and ventilations should be ensured at all offices of DAMEN, which helps in improving the performance of the employees.
- DAMEN shall acquire offices keeping in mind the appropriate space required by the employee and an additional space for 30% expansion. Similarly, furniture should be purchased keeping in view the employee and the space allocated to him/her.
- Introduce Group Insurance for the employees depending upon the availability of funds/reserves at DAMEN.

## **5.10. INFORMATION BOARD DISPLAY**

- Map of the working area.
- Information of the number of schools and health centers in area offices.

- Schedules of WSO's meetings/visits
- Schedule of health Camps
- Information of International Days

## **5.11. DESTROYING UNNECESSARY DOCUMENTS**

The internal auditor will prepare a list of all the useless and unnecessary documents during the audit period. Those will be burnt in the presence of all staff members. Information will be sent from time to time from the head office about the documents that need to be destroyed. The original copy of the list will be preserved in the audit file and the auditor will keep its true copy attached to the audit report. It is important to mention that all the documents of DAMEN of the last five years will be preserved.

## **5.12. OTHER ADMINISTRATIVE MEASURES**

### Procedure in case of theft/robbery/robbery of cash in transit:

- In case of theft/robbery/robbery of cash in transit staff will call 15 and in case of cash snatching will stay at the place
- Staff will collect witnesses from the place of incident
- Staff will call his/her immediate supervisor to inform the incident and wait for them to reach.
- In addition to this, all staff of the Field Office needs to provide their mobile phone record to the inquiry committee formed by ED.
- The event should be notified to the social organizers of the concerned Area Office within 2-3 hours of the incident.
- The Area Manager within 2-3 hours and initiate internal investigation of the incident at the same time.
- If the theft is caused due to the negligence of any staff member or violation of any rules of the organization, the organization may recover the loss from the concerned person.
- In case of any possibility of legal action, it is the prime responsibility of the Area Manager to inform the local police station and get the FIR registered.
- In case the incident happens on a holiday or following day is a holiday, it is the responsibility of the concerned individual to notify the incident to the local police station at an earliest and make efforts to get the FIR registered.
- In case of inability of the area manager and the social organizer to get the FIR registered, he/she may request the Team Leader for assistance.
- The social organizer and area office should extend full cooperation and support to the police officials during investigations, failing to do so shall be considered as a major offense.
- It is imperative that the Security guard of area offices should remain on duty and under no circumstance leave the premises during 9:00 am to 5:00

- Any official failing to follow the above procedures shall be held responsible for the losses and organization shall have the right to take appropriate action against the individual accordingly.

#### Procedures in case of kidnapping and harassment:

All the above-mentioned procedures shall be followed and in addition to this, the area office should mobilize local community members, government officials, elected representatives and beneficiaries of the organization to support them in expediting the legal course of action.

#### Others:

As a core value of the organization, it is important to reiterate that violence in any form is condemned and is not allowed in DAMEN. In case of any act of violence, the concerned official will be terminated.

- In addition to the above administrative procedures, the following steps should be taken at all offices:
  - ❖ The attendance registers should be properly maintained at all offices with correct timings of arrival and departure of all staff members and complete record of leaves and absentees maintained in the register.
  - ❖ The staff In-Out register should be used by all offices to mark the time, purpose and destination of any official leaving the office during working hours and the expected time by which he/she should be back at the office.
  - ❖ Any staff member staying at the office beyond 5:30 p.m. should inform the office in charge of the purpose of staying late at the office in writing and also inform about the expected time of leaving the office premises.
  - ❖ DAMEN discourages the practice of using any office premises on holidays and on Saturday and Sundays. However, if office premises are being used for official purpose on such a day, the concerned manager should inform the head office in writing of the reasons for doing so and seek prior permission.
  - ❖ In case of personal losses of the individuals, the organization is not liable to compensate.

### **5.13. EQUALITY POLICY**

- The objective of this Equality Policy is to provide a work place free from unlawful discrimination, which includes discrimination based upon gender, race, creed, colour, ancestry, age, marital status, or family status. This policy will be applied to all the employees of DAMEN.
- The Equality Policy will be applicable in all areas of the workplace.

- DAMEN provides equal opportunity to all the individuals in organizational processes, e.g., recruitment, training, promotion, transfer, career development etc.
- If any of the employee has been discriminated, he / she will have the right for redress of the issue as mentioned in the Grievance Settlement Policy.
- Any employee if not being covered under the Grievance Settlement Policy, will have the right to directly put up a memorandum to the Executive Director. On receipt of the memorandum all the procedural provisions of the Grievance Settlement Policy would become operative and the grievance would be settled in right earnest after giving an opportunity of being heard to the aggrieved individual. What if the grievance is against ED.

#### **5.14. CONFLICT OF INTEREST POLICY**

- The purpose of the Conflict of Interest Policy is to protect DAMEN's interest when it is contemplating entering into a transaction or an arrangement that might benefit the private interest of a member of the Board or Management. This policy is intended to supplement but not replace any applicable legal provisions governing conflicts of interest contained within DAMEN's constitution.
- Any member of the Board or Management, or Member of a Committee with Board delegated powers, who has a direct or indirect interest, as defined below, is an interested person / party;
  - a) A person has a financial interest if the person has, directly or indirectly, through business, investment or family.
  - b) An ownership or investment interest in any entity with which DAMEN has a transaction or arrangement.
  - c) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which DAMEN is negotiating a transaction or arrangement.
- Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A person who has a financial interest may have a conflict of interest only if the appropriate Board or Committee decides that a conflict of interest exists.
- In connection with any actual or possible conflicts of interest, an interested person must disclose the existence of his / her financial interest and all material facts to the Board and Members of Committees.
- After disclosure of the financial interest and all material facts, and after any discussion with the interested person, s/he shall leave the Board or Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or Committee Members decide if a conflict of interest exists.
- Procedures for Addressing the Conflicts of Interest will comprise of the following steps:
  - ❖ Concerned person / party may make a presentation at the Board or Committee meeting, but after such presentation, s / he shall leave the meeting during the

discussion of, and the vote on the transaction or arrangement that result in the conflict of interest.

- ❖ The Chairperson of the Board or Committee shall, if appropriate, appoint a neutral person or committee to investigate alternatives to the proposed transaction or arrangement.
- ❖ After exercising due diligence, the Board or Committee shall determine whether DAMEN can obtain a more advantageous transaction or arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest. The ultimate touchstone on which a transaction could be evaluated is the arm's length principle. Check what is it.
- ❖ If a more advantageous transaction or arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest, the Board or Committee shall determine by a majority vote of neutral members whether the transaction or arrangement is in DAMEN's best interest.
- In case of violations of a Conflict of Interest Policy following procedure shall be followed:
  - ❖ If the Board or Committee has reason to believe that a Board or staff member has failed to disclose any conflicts of interest, the member / employee will be informed and provided an opportunity to explain the alleged failure to disclose.
  - ❖ If, after hearing the response of the member / employee and making further investigation, the Board or Committee determines that the member/ employee have failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.
  - ❖ The minutes of the Board or Committees with board-delegated powers shall contain:
    - Names of the persons who were found to have an actual or possible conflict of interest
    - Any action taken to determine whether a conflict of interest was present, and
    - The Board or Committee's decision as to whether a conflict of interest in fact existed.
    - Names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection therewith.
  - ❖ Each director, principal officer and member of a committee with board delegated powers shall annually sign a statement which affirms that such person –
    - Has received a copy of the Conflict of Interest Policy
    - Has agreed to comply with the policy

What is the current practice?

- **Should be moved to Orientation Policy.**
- Understands that DAMEN is a non-profit organization and that it must engage primarily in activities which conform to and promote the development objectives as laid down in its constitution.
- ❖ To ensure that DAMEN operates in a manner consistent with its non-profit / development purposes and that it does not engage in activities that could negate its professed non-profitability, periodic reviews shall be conducted. The periodic reviews shall, at a minimum include the following subjects: -
  - Whether compensation arrangements and benefits are reasonable and is the result of arms-length bargaining.
  - Whether partnership and joint venture arrangements conform to written policies, are properly recorded, reflect reasonable payments for goods and services, further DAMEN's purposes and do not result in impermissible private benefit.
- ❖ In conducting the periodic reviews provided for in Section 11, DAMEN may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the board of its responsibility for ensuring that periodic reviews are conducted.

## **5.15. SEXUAL HARASSMENT POLICY**

### Aim

The major purpose of this policy is to prevent unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment. Another effect of this harassment is unreasonable interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

### Conduct Constituting Sexual Harassment

- Generalized gender-based remarks and comments targeted at eliciting any kind of response from any particular person.
- Verbal or written sexually suggestive or obscene comments, jokes or propositions including letters, notes, e-mail, invitations, or inappropriate comments about a person's clothing, manners, gestures, gait, smile or laughter.
- Visual contact, such as ogling, leering or staring at one another, gesturing, displaying sexually suggestive objects, cartoons, posters, magazines or pictures of scantily clad individuals.
- Explicit or implicit suggestions of sex by the manager in return for a favorable employment action such as hiring, compensation, promotion, or retention.
- Suggesting or implying that failure to accept a request for a date or sex would result in an adverse employment consequence with respect to any employment practice such as performance evaluations or promotional opportunity.

- Continuing to engage in certain behaviors of a sexual nature after an objection has been raised by the target of such inappropriate behavior.

#### Employee / Manager Responsibilities

- If any employee believes that he/she has been subjected to any form of prohibited discrimination/harassment, including sexual harassment, or who witnesses others being subjected to such harassment or discrimination will be encouraged to promptly report the incident to either their manager or directly to the Executive Director. All employees are expected to cooperate with investigations undertaken and failure to cooperate in an investigation will be resulted in disciplinary action, up to and including termination.
- Managers will be responsible to maintain such working environment free from any form of prohibited discrimination/harassment. Managers are expected to take all allegations of discrimination/harassment, including sexual harassment, seriously, and will immediately refer the matter to the head of section.

#### Complaint Process

- On receiving complaints of discrimination/harassment the higher management of DAMEN will appoint an individual who will mainly be responsible to investigate all such offences. He will keep and maintain the whole record of the complaints received and these written records will be treated as the confidential records
- The investigations of discrimination/harassment claims will be conducted in the respective manner while keeping in view the privacy of the involved persons. Investigations will be conducted in a prompt, thorough and impartial manner. The report of the investigations will be submitted to the head of section to make a final decision as to whether a violation of the policy has been substantiated.
- In case of the occurrence of any discrimination/harassment the management will take immediate and appropriate remedial action to stop the discrimination/harassment and its reoccurrence will be discouraged.
- The remedial action taken may include counselling, training, intervention, mediation, and/or the initiation of disciplinary action up to and including termination of employment.

#### Prohibition against Retaliation

Retaliation against such employee who claims to be the victim of discrimination / harassment or against the employee who provides information during the course of investigation into claims of unlawful discrimination/harassment in the workplace will be prohibited under this policy. In case of bringing complaint, providing information for an investigation or testifying in any proceeding under this policy the concerned employee will not be subjected to adverse employment consequences based upon such involvement or be the subject of retaliation.

#### False Accusations and Information

If any employee of DAMEN intentionally makes a false accusation of unlawful discrimination/harassment or provides false information during investigation of a complaint

will be dealt with breach of conduct and be grounded for strict disciplinary action. However, complaints made in good faith, even if found to be unsubstantiated, would not be considered as false accusation.

### Confidentiality

Confidentiality will be bearing in mind while receiving the complaints and during the process of investigation in order to protect the privacy interests of concerned individuals. During the investigation period it is necessary to discuss the claims with the alleged harasser and other persons who may have relevant knowledge to disclose information to persons with a legitimate need to know about the matter. The individuals involved in the investigation will not be allowed to discuss any aspect of the investigation with others in light of the important privacy interests of all concerned individuals. Failure to comply with this confidentiality directive may result in disciplinary action.

### Disciplinary Action

Any employee, as a result of an enquiry report, found to have violated this policy will be subjected to as under any major offence.

## **5.16. GRIEVANCE SETTLEMENT POLICY**

### Aim:

The purpose of Grievance Settlement Policy for employees is that it will be reduced to writing and be approved by the respective Board of Governors. A copy of the approved grievance procedures will be available to all the employees of DAMEN. Employees choosing to file a grievance or appeal must not be disciplined or otherwise prejudiced for exercising rights or testifying under the provisions of this policy.

- Grievances or appeals shall include but are not limited to: -
  - ❖ Terminations
  - ❖ Suspensions
  - ❖ Involuntary reassignments in far place from the prior work stations
  - ❖ Demotions
  - ❖ Reclassifications
  - ❖ Reassignments
  - ❖ Transfers, if not covered by the terms of the contract
  - ❖ Verbal or written commitments unfilled constituting breach of trust
  
- Reclassifications would only be considered as a grievance only when the Team Leader would determine that there is some material issue of fact and action is a punitive reclassification. Promotions will not be considered as adverse employment actions which may be considered grievances or appeals except in the case when the higher management will not be considering a qualified employee for a position for which the employee formally

applied or would have applied if the employee had known of the promotional opportunity. Only in that situation the Team Leader would take this matter into the consideration. However, if an employee will be promoted by the higher management a level above the former level, the other qualified covered employee will not consider that action as a grievance or appeal. If any of the staff members is not being selected for a promotion it will not be taken as adverse employment action which can be considered a grievance or an appeal. This policy is to be read in conjunction with Grievance Settlement Form.

- If the salary of an employee decreases on the basis of the performance evaluation it will be an adverse employment action that might be considered as grievances or an appeal. A reduction in work portfolio will also be an adverse employment action which will be considered as a grievance only if the Team Leader determines that there is a material issue of fact that the higher management inconsistently or improperly applied its reduction in work portfolio.
- Prior to filing a formal grievance, the covered employee will first attempt to resolve the matter informally with his immediate manager. This matter will be presented verbally or in writing. Conversely, this is merely an informal attempt to resolve the matter and cannot be substituted for the requirements of Step One in the following procedure.
- In case of an employee of DAMEN being aggrieved, he/she must adopt the following procedure to get his/her issue to be resolved amicably:
  - ❖ If the matter is not being resolved informally with the immediate manager, the employee will notify the Team Leader of DAMEN in writing to initiate a formal grievance.
  - ❖ The employee will initiate the grievance with the Team Leader within thirty days of the effective date of the action.
  - ❖ The Team Leader or other designated official of DAMEN will review the grievance to determine whether the matter involves a grievance as defined according to this policy or not. The Team Leader will carry out appropriate investigations along with the fact findings that will be considered necessary to make this determination.
  - ❖ If it will be determined that the matter is not grievable, the covered employee shall be so advised in writing by the Team Leader or a designee, normally within fifteen days of receipt of the grievance. Such determination will be a final decision which may be appealed to the Executive Director of DAMEN.
  - ❖ In case the matter will be considered that it is grievable, the Team Leader or other designated official will contact the aggrieved employee and the appropriate representative of the concerned section, within fifteen days of receipt of the grievance, to inform that the issue can be heard under this grievance procedure and inquire whether or not they desire to participate in voluntary mediation.
  - ❖ Both parties will make a written decision to the Team Leader within seven days of this notification. Failure by either party to respond timely to this notification is deemed a refusal to participate in the voluntary mediation.
  - ❖ In case it is determined that the issue cannot be put to mediation, Team Leader or other designated official will go in for adjudication.

- Mediation
  - ❖ If both the aggrieved employee and the concerned Section Representative would be agreed in writing to participate in voluntary mediation, only when the Team Leader will schedule a mediation conference within a reasonable span of time. He would also be responsible to make the necessary arrangements for acquiring a mediator.
  - ❖ The mediator will serve as an impartial third party and will encourage and facilitate a resolution to the dispute without advising what the result should be. Confidentiality would be observed during the whole process of mediation and limited to the parties and their representatives.
  - ❖ The mediator wouldn't be compelled to divulge any records or discussions to anybody during the mediation conference or in case of any adversary proceeding or judicial forum.
  - ❖ If both parties will agree to settle the matter, the mediator will assist in drafting a mediation agreement on which both parties would sign. If any assistance is required in implementing the agreement the mediator may share terms of the settlement agreement with DAMEN's higher management.
  - ❖ However, if the matter would not be settled within 15 days of the initial mediation conference, the mediator will inform the Team Leader or other designated official of DAMEN that settlement has not been occurred.
  
- Without Mediation
  - ❖ If the matter is grievable and the employee or the DAMEN's higher management submits a written decision not to participate or fails to respond timely concerning voluntary mediation, the Team Leader or other designated official will schedule a conference that will occur between the employee's next level supervisor and the employee, normally within seven days.
  - ❖ An opportunity will be given to the employee to define his/her position regarding the grievance in the conference to be held between the employee and the manager.
  - ❖ An appropriate investigation along with the facts and figures might be conducted by the next level supervisor in order to determine either to accept or reject, or modify the appeal / request of the employee. The employee will be advised of his next level supervisor's decision in writing within seven days of the conference.
  
- Further Continuation
  - ❖ In case of the continuation of the grievance the employee shall notify the Executive Director or any other designated official of DAMEN in writing within five days after receiving the first decision.
  - ❖ A conference between the employee and the Executive Director or any other designated official will promptly be conducted within five days.
  - ❖ At that time an opportunity will definitely be given to the employee to justify his/her position regarding the grievance.

- ❖ DAMEN's Executive Director or any other designated official will conduct appropriate investigations along with the fact findings to determine whether to accept, reject, or partially accept the request / appeal of the employee.
- ❖ The Executive Director or a designee will notify the employee about the decision in writing within five days of the conference. This decision will be final within the Organization.
- Any employee will have the right to appeal the decision of the Executive Director with the Chairperson of DAMEN. Such appeal should be in writing and submitted to the Chairperson within ten days of receipt of the final decision or 60 days from the initial date when the grievance was filed, whichever occurs later. The Chairperson would discuss the grievance within the next coming up or an especially convened board meeting. The employee will have the right to engage a counsel during the grievance / appeal process hearing with the Chair or the board. If the covered employee chooses to exercise the right of legal counsel, it shall be at his expense. The decision of the Chair / board will be final.

## 5.17. PUNISHMENT POLICY

Principles for Punishment:

- Every person is innocent unless proven guilty.
- “Onus of proof is not on the accused”. (It is the responsibility of the accuser to provide evidence of the offence and not on the accused to prove himself/herself innocent)
- Accused shall be given reasonable time and opportunity to defend him/her.
- All the charges on the accused shall be communicated in writing.
- No punishment shall exceed the magnitude of offense.
- No punishment shall be in violation of the Basic Human Rights.
- Accused shall have the right to examine the evidence.
- The accused shall have the right of appeal.
- No one can be punished twice for the same offense.
- **Competent Authority:** The competent Authority in DAMEN is the Executive Director.
- **Authorized Officer:** Can be any one authorized by the competent authority to document the charges made by the accuser and communicate the charge sheet to the accused.
- **Inquiry Officer/Committee:** The competent Authority can nominate any person or persons to conduct the hearing of the case. The inquiry officer will undertake the proceedings on the basis of the charge sheet framed by the authorized officer and will give reasonable time and opportunity to the accused to defend him/her. He/Committee shall take decision on the basis of the evidence provided and the hearing of the case.
- **Applet Authority:** Both the accuser and the accused shall have the right to make appeal before the applet authority if they are not satisfied with the decision of the inquiry officer/committee. No member of the inquiry committee or the inquiry officer can be a part

of the applet authority. The applet authority has the right to uphold the decision of the inquiry officer/committee or increase or decrease the level of punishment.

- The Competent Authority has the right to make summary decision, without going into the procedures of framing charge sheet and conducting inquiry, if it feels that the evidence provided by the accuser against the accused is substantial enough and cannot be denied or, if the accused has failed to provide satisfactory defense in writing against the charges putdown in the charge sheet or, if the offense is of such a nature that it can damage the image/integrity of the organization. However, the Competent Authority will document the reasons for take summary decision and attach it with the evidence of offence. The accused still has the right to appeal even in the case of summary decisions.

## **5.18. OTHERS**

### **5.18.1. TAXATION POLICY**

- While it is the responsibility of the employee to pay taxes, income tax shall be deducted from salary on the average of estimated tax liability on basic salary, for the full year. Any adjustments needed for excess/short deductions will be made at the time of filling Income Tax returns.
- While it is the responsibility of the employee to file his/her tax return, according to the Income Tax laws, the Finance section of DAMEN may assist employees in completing their tax return forms.
- Any taxes imposed by the government shall be dealt according to the tax laws.

### **5.18.2. BUSINESS CARDS**

Professional staff shall be entitled to have business cards. Printing of cards with duly authorized designation shall be the responsibility of the Finance and Administration Section of DAMEN.

### **5.18.3. STATUTORY REQUIREMENTS**

DAMEN shall comply with all and/or any statutory requirements applicable to DAMEN as contribution to Employee Old Age Benefit Institution, Social Security, Income Tax Ordinance 1979, etc., or any other statutory requirements and laws, and modifications and enactment of such laws.

### **5.18.4. STAFF WORKING FOR OTHER ENTITIES**

No staff working in DAMEN is allowed to work for any other entity including DAMEN's staff PF trust, without the approval of ED. If DAMEN staff will work for any other entity and will use DAMEN's time & resources he/she will pay 30% of its earning to DAMEN.

Member of PFT cannot be paid by PFT for any work performed, as per the rules and regulations.

## **Training Courses**

### **I. NGO GOVERNANCE**

- o Role And Function of NGOs in a Democratic Society
- o Role And Responsibilities of NGO Boards of Directors
- o Responsibilities of the Board and Executive Director
- o Principals of Governance
- o Board Role in Fundraising and Revenue Generation, Public Relations and Strategic Planning
- o Organizational Monitoring and Assessment
- o Board Bylaws
- o NGO Organizational Structure

## **II. STRATEGIC PLANNING**

- o The Role and Importance of Organizational Planning
- o Developing a Process of Strategic Planning
- o Different Types of Fundraising Strategies and Techniques
- o Identifying Potential Donors and other Funding Sources
- o Cooperation Between Organizations in Fundraising
- o Income Generation Strategies

## **III. LEADERSHIP AND SUPERVISION**

- o Styles of Leadership and Components of Leadership Behavior
- o Communication Skills for Managers
- o Decision-Making and Problem-Solving
- o Delegation of Tasks and Authority
- o Human Resources Management
- o Building and Managing Teams/Groups

## **IV. COMMUNITY NEEDS ASSESSMENT**

- o Basic Purposes of Needs Identification and Assessment
- o Needs Identification and Assessment Methodologies
- o Information Sources (Individuals, Groups, And Public Sources)
- o Qualitative and Quantitative Data Gathering Approaches, Differences and Commonalities
- o Group Oriented and Individual Oriented Approaches
- o Training Programs/Cross-sector Training

## **V. PROJECT MANAGEMENT CYCLE**

- o Community Needs Assessment
- o Identifying Community Problems
- o Identifying and Assessing Community Resources
- o Project Planning (Goals, Objectives, Strategies, Resources)
- o Project Implementation Plan
- o Project Budgeting
- o Monitoring and Evaluation (Baseline, Indicators)
- o Record-Keeping / Documentation
- o Reporting

- o Proposal Development
- o Identification and Management of Human Resources

## **VI. MONITORING AND EVALUATION**

- o Monitoring & Evaluation
- o Relating Monitoring and Evaluation to Organizations Projects & Programs
- o Project Monitoring
- o Project Evaluation
- o Incorporating Evaluation in the Project Planning Process
- o Baseline Information
- o Planning and Conducting an Evaluation
- o Using the Evaluation

## **VII. FINANCIAL MANAGEMENT**

- o Role and Importance of Financial Management
- o Setting up Financial Systems and Record Keeping
- o Assuring Financial Transparency and Accountability
- o Setting up Basic Accounting Systems on an
- o Organizational and Project Basis (Chart of Accounts)
- o Writing Budgets and Dealing with Special Budgeting Problems
- o Cash Flow Management for Non-Profits Using
- o Different Currencies and Unified Financial Statements
- o Financial Reporting Formats

## **VIII. NGO SELF-FINANCING**

- o The Importance of Planning for NGO Financial Sustainability
- o NGO Self-Financing Strategies
- o Phases of Venture Planning from Pre-Feasibility to Business Plan development
- o Developing Fee-Based Services
- o Financial Planning
- o Organizational Models for NPOs Offering Services
- o Assessing Organizational and Financial Readiness for Different Sustainability Models

## **IX. INTERNAL PROCEDURES FOR NGOS**

- o Organizational Systems

- o Organizational Structures
- o Definition of the Organizational Structure
- o Individual Vs. Work Environment
- o Job Expectations from two Perspectives: Employer, Employee
- o Recruiting, Selecting, Orienting and Developing Staff
- o Confliction Situations, Addressing Confliction Situations
- o Internal and External Communication
- o Motivation
- o Personnel Policies
- o Information Systems
- o Performance Evaluation
- o Keeping Personnel Files
- o Organizational Policies And Procedures

## **X. OFFICE AND TIME MANAGEMENT**

- o Time Management
- o Work Scheduling
- o Prioritizing
- o Setting Goals
- o Tools for Effective Time Management
- o Office Environment
- o Using Technology
- o Reporting and Record-Keeping Procedures
- o Developing Reporting Formats
- o Holding Effective Meetings
- o Preparing Effective Documents

## **XI. TEAMS AND TEAM BUILDING**

- o Teams and Groups, Differences and Similarities
- o Stages of Team Development
- o The Team Performance Model
- o Characteristics of Effective Teams
- o Communicating in Teams
- o Manager's Role in Building and Supporting Effective Teams

- o Outdoor Team Building-Developing Synergy
- o Away of the Office

## **XII. HUMAN RESOURCES MANAGEMENT**

- o Human Resources Management
- o Administrative and Organizational Structure
- o Recruitment/Selection/Orienting/Development
- o Measurement of Personnel Effectiveness
- o Motivation
- o Tools for Effective Management of Human Resources
- o Maintaining Personnel Files

## **XIII. COMMUNICATION AND OUTREACH SKILLS**

- o Elements of public relations
- o Basic media relation's tools
- o Methods of collecting data
- o Development of effective message
- o Developing leaflets
- o What makes a municipality friendly with its citizens?
- o Public information techniques

## **XIV. LEADERSHIP SKILLS**

- o Management and leadership in organization-two different concepts
- o Katz Model
- o Studies of Michigan University
- o Managerial Grid (Blake and Mouton)
- o Situational Leadership
- o Leadership and Followers
- o Leadership - Participation
- o Attribution Theory
- o Charismatic Leadership

## **XV. CONFLICT MANAGEMENT THROUGH COMMUNICATION**

- o Communication
- o Communication obstacles

- o Interactive communication
- o Feedback process and skills
- o What is conflict?
- o Behavior in conflict situations
- o Communication skills in effective conflict management

## **XVI. CONFLICT MANAGEMENT**

- o What is Conflict?
- o Conflict Analysis Within An Organizational Context
- o Managing Differences
- o Problem Solving
- o Communication
- o Negotiation
- o Mediation

## **XVII. NEGOTIATION**

- o Conflict/Conflict Management
- o Negotiation-Presentation of The Process and Categories
- o Negotiation Phases
- o Positional Negotiation
- o Negotiation Harvard Model
- o Communication in Negotiation
- o Multiparty Negotiation

- **XIII. COMMUNICATION**

- Functional Communication Patterns
- Intention and Perception
- Practices for Excellent Team Communication Using "I" Statements
- Listening Skills
- Feedback Eliciting and Receiving
- Framing and Reframing
- Covert Communication
- Team Communication Challenges



# ANNEXURES

## ANNEX 1: COMPLETION OF PROBATION PERIOD

Dated:

Concerned Manager

Subject: Completion of Probation Period

Dear Mr. /Ms.

I hope this letter will finds you in the best of your health and spirits.

It is to inform you that the probation period of Ms. ----- is going to be ended on ----- 20-- who is working as a ----- in ----- office. Therefore, you are kindly requested to require Probation Progress Review report/assessment of -----on the prescribed form enclosed, from her immediate supervisor and send it with your recommendations.

On the basis of this Progress Review/ assessment the decision pertaining to extension/discontinuation of the contract will be made.

In this regard your immediate response will be highly appreciated.

Thanking You,

Regards

Team Leader

**ANNEX 2: PROBATION PERIOD EVALUATION**

Probationary Period Evaluation	
Employee Name:	Job Title:
Location/Field Office:	Area:
Employment Date:	Projected Probationary End Date:
Supervisor's Name:	Supervisor's Job Title:
<p><b>Comments on Overall Performance:</b> This section to be utilized to evaluate work performance during an employee's probationary period. <b>Use the following Scale:</b></p>	

3=Exceeds Standards      2=Meets Standards      1=Below Standard      0=Unacceptable	
Attributes	Scale
<b>Quality of Work:</b> The employee's work is well executed, thorough, effective, accurate	
<b>Quantity of Work:</b> The employee accomplishes assigned work of a specified quality within a specified time period.	
<b>Knowledge of Job:</b> The employee knows and demonstrates how to do all phases of assigned work, given the employee's length of time in his/her current position.	
<b>Attendance and Reliability:</b> The employee arrives on time and demonstrate consistent attendance, the extent to which employees contacts supervisor on a timely basis when employee will be late or absent.	
<b>Cooperation with Others:</b> The employee gets along with other individuals. Consider the courtesy and effectiveness in dealing with co-workers, subordinates, supervisors and clients.	
<b>Initiatives and Creativity:</b> The employee is self-directed, resourceful and creative in meeting job objectives. Develops new ideas, methods or procedures to efficiently meet changing circumstances.	
<b>Capacity to Develop:</b> The employee demonstrates the ability and willingness to accept new/more complex duties and responsibilities.	
Total	
Average Rate=Total/7	

Add up all the ratings you assign in the rating column and divide by the number of performance attributes you rated the employee on. The result will be an average rate, a number between 1 to

Employee Comments:
Supervisor's Comments:

--

<p>Overall Results of Evaluation:</p> <p><input type="checkbox"/> I recommend this probationary employee become regular employee.</p> <p><input type="checkbox"/> I recommend this probationary employee be terminated before the end of probationary Period.</p> <p><input type="checkbox"/> In accordance with the policy clause 4. 7. 4 (f) the probationary period is extended for Performance reasons until _____.</p>
---

Supervisor's Signatures:	Date:
--------------------------	-------

Employee's Signatures:	Date:
------------------------	-------

<p>Counter Sign by Evaluation Committee/Evaluator's Supervisor</p>		
Name :	Designation:	Signatures:_____
Name :	Designation:	Signatures:_____
Name :	Designation:	Signatures:_____



ANNEX 3: LETTER OF CONFIRMATION

Dated:

Mr./Ms

DAMEN

26-C, Nawab Town,

Raiwind road,

Lahore.

Subject: Letter of confirmation

---

Dear Mr./Ms,

I hope this letter finds you in the best of your health and spirits.

I have immense pleasure in informing that you have successfully completed the probationary period, hence your employment with **D**evelopment **A**ction for **M**obilization and **E**mancipatio**N** – **DAMEN** is confirmed as \_\_\_\_\_ with effect from \_\_\_\_\_ on gross monthly salary of **PKR** \_\_\_\_\_ (\_\_\_\_\_). Other terms and conditions as stated in employment contract will remain unchanged.

I hope you will continue to perform well and look forward to your serving the organization for many years, which you will find enriching & mutually beneficial.

Regards,

Team Leader

#### ANNEX 4: DISCONTINUATION OF SERVICES

Dated:

Mr/Ms

Social Organizer

Area Office

Subject: Discontinuation of Services

Dear Mr. /Ms,

I hope this letter will find you in best of your health and spirit.

This refers to your Probationary Period Performance Review by your Supervisor during your probationary period. It has been assessed that your performance has not been up to the required standards, which is directly discussed with you by your supervisor on .....On the basis of your Probationary Period Evaluation, Management has decided the discontinuation of your services with DAMEN.

Please consider this as discontinuation of services with DAMEN w.e.f. ....

Regards,

Sincerely,

Team Leader

#### ANNEX 5: EXTENSION OF PROBATIONARY PERIOD

Dated:

Mr. /Ms

Subject: Extension of Probationary Period

Dear Mr. /Ms,

I hope this letter will find you in best of your health and spirit.

This refers to your Probationary Period Performance Review by your Supervisor during your probationary period. This is assessed that your performance during the mentioned period was not up to the mark. This has been also discussed directly with you by your supervisor on ..... On the basis of your Probationary Period Evaluation Management has decided to extend your Probationary Period for next 90 days starting from ..... to ..... We hope you will enhance your performance according to the requirement of the organization.

During the 90 days of your probation period your employment is liable to be terminated at any time by either side without any notice. After the completion of probation period you will be entitled to all other benefits and allowance as per DAMEN Policy.

Regards,

Sincerely,

Team Leader

#### ANNEX 6: PROBATIONARY PERIOD EVALUATION RESPONSIBILITIES

Head Office Level

S. No.	Staff Categories	Job Title Covered	Initial Appraisal	Evaluation Committee
1	Management	Executive Director	Chairperson/Treasurer	N/A
2	Professional Staff at HO level	Team Leader, Livestock Supervisor, Finance Manager	Executive Director	N/A
3	Support Staff at HO level	Field Coordinator, Training Coordinator, Accounts & Admin Manager	Immediate Supervisor	N/A
4	Auxiliary Staff at HO Level	Drivers, Cleaner, Receptionist	Admin Manager	N/A

\*Asst. M=Assistant Manager.

Area Office Level

S. No.	Staff Categories	Job Title Covered	Initial Appraisal	Evaluation Committee
1	Support Staff at Area Level	Social Organizers, Veterinary Assistants/Attendants	Immediate Supervisor	N/A

**ANNEX 7: JOB APPLICATION FORM**

**DAMEN**

Development Action for Mobilization and Emancipation

Employment Application Form

**POST APPLIED FOR**

**SECTION A PERSONAL PARTICULARS**

Full Name

Address

Phone Res:

Office:

E-Mail:

Date of Birth

N.I.C. No.

Marital Status (Please tick the appropriate)			
<input type="checkbox"/> Single	<input type="checkbox"/> Married	<input type="checkbox"/> Widowed	<input type="checkbox"/> Divorced

**EDUCATION**

From	To	Degree/Diploma	Institute	Grade

**SECTION B**

**EMPLOYMENT HISTORY**

**A. Present Appointment (Use separate Sheet for present job responsibilities)**

Title	Date joined
Name of Organization/Employer	Gross Monthly Salary
Address of Organization/Employer	Reasons for intended change of employment:

**B. Previous Appointments (Please list in chronological order)**

Date of joining	Date of leaving	Position held	Organization/Employer name and address	Last drawn monthly salary	Reasons for leaving service

Earliest date available if offered appointment:

**CHARACTER REFREES:** (Name two persons other than your relatives)

Name	Occupation	Years Known	Address

**DECLARATION**

I hereby declare that all the particulars given in this application are true to the best of my knowledge and belief and I have not willfully suppressed any material fact.

\_\_\_\_\_

\_\_\_\_\_

Signature of Applicant

Date

Note: False particulars or suppression of material facts will render you liable to disqualification and if appointed, to dismissal and/or appropriate legal proceedings.

ANNEX 8: INTERVIEW CALL

Dated:

Subject: Interview Call

Dear Mr. /Ms.:

We have received your resume for the position of \_\_\_\_\_ available at DAMEN. It gives me great pleasure to inform you that you have been short listed to appear for an interview at **DAMEN's head Office** \_\_\_\_\_, at \_\_\_\_\_ on \_\_\_\_\_.

Please find attached the "Employment Application Form", you are requested to bring the filled up application form along with your Curriculum Vita while appearing for the interview.

Please feel free to contact the undersigned if you require more information.

Regards.

Sincerely,

Mr./Ms. \_\_\_\_\_

(Designation)

ANNEX 9: CANDIDATE EVALUATION FORM

DAMEN

Candidate's Evaluation form

**Date:** \_\_\_\_\_

**Candidate's name:** \_\_\_\_\_

**Position applied for:** \_\_\_\_\_

**Interviewer's Name:** \_\_\_\_\_

Please rate the candidates on the scale of 1 to 5. 1 being the lowest and 5 being the highest score.  
Write N/A where not applicable or information not available.

EDUCATION:

Candidate's Educational Qualification: \_\_\_\_\_

Relevance with the applied job: Relevant  Irrelevant

WORK EXPERIENCE:

Candidate's work experience: \_\_\_\_\_

Relevance with the applied job: Relevant  Irrelevant

PERSONALITY TRAITS & MOTIVATION:

(Rate each part if possible: otherwise give an overall rating of this section)

Job motivation\_\_\_\_\_

Integrity \_\_\_\_\_

Work standards \_\_\_\_\_

Practical learning\_\_\_\_\_

Initiative\_\_\_\_\_

Controlled Demeanor\_\_\_\_\_

Stress Management\_\_\_\_\_

Tenacity\_\_\_\_\_

Administrative Management\_\_\_\_\_

Energy\_\_\_\_\_

Attention to detail\_\_\_\_\_

Management Identification\_\_\_\_\_

Supervisor Identification\_\_\_\_\_

vigilance/ Persistence\_\_\_\_\_

Overall ratings of personal/motivation

### INTERPERSONAL SKILLS

(Rate each part if possible: otherwise give an overall rating of this section)

Sensitivity\_\_\_\_\_

Independence\_\_\_\_\_

Leadership\_\_\_\_\_

Behavioral Flexibility\_\_\_\_\_

Resilience\_\_\_\_\_

Overall ratings of interpersonal Skills:

Management skills

(Rate each part if possible: otherwise give an overall rating of this section)

Control\_\_\_\_\_

planning & organization\_\_\_\_\_

Self- organization\_\_\_\_\_

delegation\_\_\_\_\_

Monitoring\_\_\_\_\_

Overall ratings of Management Skills:

### COMMUNICATION SKILLS

(Rate each part if possible: otherwise give an overall rating of this section)

Oral communication\_\_\_\_\_

Listening\_\_\_\_\_

Written communication\_\_\_\_\_

oral presentation\_\_\_\_\_

Overall ratings of Communication Skills:

Interviewer's comments:

---

Interviewer's recommendations:

Hire

Regret

Hold Decision

ANNEX 10: CANDIDATE SELECTION

Dated:

Subject: Selection for the Post of \_\_\_\_\_

Dear Mr./Ms. \_\_\_\_\_

I hope this letter finds you well.

It gives me great pleasure to inform you that you have been selected for the position of \_\_\_\_\_ at DAMEN on a consolidated salary of Rs. \_\_\_\_\_ (Rupees \_\_\_\_\_)

Prior to your appointment on the above mentioned post, you are requested to attend an Orientation and Training workshop being organized by DAMEN from \_\_\_\_\_ to \_\_\_\_\_ at \_\_\_\_\_.

I look forward to meeting you at the Orientation Session.

Regards.

Mr. /Ms. \_\_\_\_\_

(Designation)

ANNEX 11: REFERENCE CHECK FORM

Reference Check Form

Name

Date

\_\_\_\_\_ has applied to us for the position of Director of Office Training, and your name was given as a reference.

I would appreciate your answering the following questions about \_\_\_\_\_:

1. How long was he/she under your supervision? \_\_\_\_\_
2. What was his/her position at the time she left your company? \_\_\_\_\_  
\_\_\_\_\_
3. What reason was given for leaving? \_\_\_\_\_  
\_\_\_\_\_
4. How would you rate his/her overall competence? (Check one.)  
Outstanding \_\_\_\_\_ Good \_\_\_\_\_ Average \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_
5. Please state briefly what you believe to be his/her greatest strengths and weaknesses (if any):
  - a. Strengths \_\_\_\_\_  
\_\_\_\_\_
  - b. Weaknesses \_\_\_\_\_  
\_\_\_\_\_
6. If you had an opening for which she is qualified, would you rehire her?  
Yes \_\_\_\_\_ No \_\_\_\_\_. If no, please state why.

I assure you, \_\_\_\_\_, that any information you supply about this applicant will be held in strict confidence. If there is ever an opportunity for me to reciprocate, I will be pleased to do so. Thank you.

Sincerely,

ANNEX 12: CONTRACT OF EMPLOYMENT

**DAMEN**  
DEVELOPMENT ACTION FOR MOBILIZATION AND EMANCIPATION

Contract of Employment

This contract is made on \_\_\_\_\_ day of \_\_\_\_\_ 200\_\_ between **Development Action for Mobilization and Emancipation** hereinafter referred to as employer, and Mr. /Ms. /Mrs. \_\_\_\_\_ hereinafter referred to as employee.

WHEREAS the employer desires to engage the services of the employee as \_\_\_\_\_, on the terms and conditions hereinafter set forth.

TERMS AND CONDITIONS OF EMPLOYMENT:

**1. Preliminary**

All terms used in this contract have the same meanings as defined in the staff policy.

- Name and place of employer and place of work is as under

**DAMEN**

Development Action for Mobilization and Emancipation

1<sup>st</sup> Floor, 187 Excise & Taxation Employees Cooperative Housing Society, Abdul Sattar Edhi Road,  
Lahore

Phone: 042-35452500

Email: info@damen-pk.org

- Name and address of the employee and place of work is as under

Name: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone No. \_\_\_\_\_

E-mail : \_\_\_\_\_

## 2. Job Description

Employee should perform the job in accordance with the job description communicated to him/her. Such job description is subject to change according to the needs of the organization.

## 3. Remuneration

- The starting salary is Rs. \_\_\_\_\_ per month which will be reviewed annually.
- Salary is payable in arrears on the last day of the calendar month or the next working day if the last day falls on a weekend or public holiday.
- Overtime will not be paid but time in lieu may be taken by prior arrangement with your supervisor.

## 4. Duration of Contract

This contract will come into effect on \_\_\_\_\_ day of \_\_\_\_\_ and will be valid till further notice by the employer.

## 5. Probationary Period

Employee is being employed initially for a probationary period of 180 days, starting from your date of employment. You will be confirmed in post subject to satisfactory completion of the probationary period. The employer reserves the right to extend the probationary period. During the probationary period employment contract may be terminated by either party by giving one-week notice.

## 6. Normal hours of work

The normal hours of the employer are 0900 hrs to 1700 hrs Monday to Friday each week. The normal hrs may be varied by the employer but there should be no increase in the hrs per week. You may be required to work overtime and in this regard you may avail time in lieu of overtime payment subject to prior approval of the concerned supervisor.

## 7. Leave

In addition to gazetted holidays, you are entitled to twelve (12) working days casual leave during each completed leave year and a rate pro rata to each uncompleted leave year. The leave year for the purpose of calculation shall be from the 1<sup>st</sup> January to 31<sup>st</sup> December.

Apart from the gazetted holidays you are entitled to the following leaves

	No of days
➤ Sick Leave	18
➤ Annual Leave	15
➤ Maternity Leave	12 weeks
➤ Casual Leaves	12

## 8. Absence due to Sickness or Injury

You must report sickness as soon as possible to the employer with an indication of likely period of absence.

For any period of one week or more, a medical certificate must be produced.

Where the employer is concerned about your health the employer may require you to be medically examined by the employer's doctor and may require you to arrange for your own, a doctor to provide full report. The costs of these to be met by the employee.

## **9. Maternity Leave**

Female employees will be granted maternity leave of three calendar months. Paid maternity leaves can be allowed to female employees for a maximum of three births during her entire period of employment.

## **10. Deductions**

The employer may deduct from salary or other sums due to the employee:

- a) Losses or damages sustained in relation to the property or money of the employer, beneficiaries, visitors or other employees, during the course of your employment caused through your act, carelessness, negligence, recklessness or through breach of the employer's rules or instructions or any dishonesty on your part;
- b) Any loan/advance taken by the employee;
- c) A day or part day's pay for each day or part day of <sup>1</sup>unauthorized absence, unless absence is due to:
  - i. Genuine sickness and this has been notified to the employer in accordance with this contract.
  - ii. Leave for which prior permission has been granted.
  - iii. Genuine reasons outside the employee's control which are acceptable to the employer.

The employer should notify the employee in writing of the details of any such deductions and provide the employee with copies of any supporting documents reasonably requested in connection with deduction.

## **11. Notice period**

After probationary period is completed, save for dismissal or for gross misconduct where dismissal may be without notice, the minimum notice which you are entitled to from the employer and you are required to give to the employer in respect of the termination of employment is four (4) weeks. If notice period is not given by employee (neither is it waived by competent authority), one month salary is to be surrendered. Similarly, if notice period is not given by the employer, one month extra salary will be paid to employee. Casual and annual leaves may not be availed during notice period and will be treated as leave without pay.

## **12. Suspension**

The employer may suspend you from work during disciplinary proceedings. Unless the allegations is of gross misconduct suspension will be on full pay. You may also be suspended without pay if employer believes that it is necessary.

## **13. Copyright**

Copyright, registered and unregistered design rights and any other intellectual property rights in any materials in any medium produced by you during the course of your employment shall belong to the employer and you must return all such materials and any copies in your possession to the employer on request.

---

<sup>1</sup> "Unauthorized absence" is failing to turn up for work at the appropriate time.

The employee shall at the request and costs of the employer both during the employment and thereafter, if required take all steps as may be necessary or desirable to substantiate the rights of the employer in respect of such work.

Permission of the use of such material in any publication shall be obtained from the Executive Director.

#### **14. Assignment**

The employer shall be fully entitled to assign its rights under this agreement to any subsidiary or associated employer or any company or other organization with which the employer may be merged subsequent to the date hereof on giving you written notice of its intention to this effect.

#### **15. Confidentiality and Standard of Conduct**

You must not disclose any confidential information arising out of your employment at any time. You shall not engage in any activity that is incompatible with the terms and conditions of your employment. You shall not accept any favor, gifts or remunerations from any source external to the company without obtaining its approval.

#### **16. Variation**

The employer reserves the right to make reasonable changes to any of your terms and conditions of employment.

You will be notified of minor changes of details by way of notice and any such change take effect from the date of the notice.

You will be given not less than one month's written notice of any significant change.

#### **17. Disciplinary Action**

In case of unsatisfactory work or conduct or any offence whose nature or seriousness undermines DAMEN's reputations a disciplinary action may be taken according to the policy and procedures of the organization.

#### **18. Other Work**

You must inform employer in writing before taking up any other paid employment and must keep the employer informed of the nature and hours of any such work. Where the employer reasonably believes that such employment will have adverse effect on the employer or your ability to undertake this job or your health it may require you to cease such employment or reduce the hours worked.

**19. Declaration**

I HAVE READ, UNDERSTOOD AND ACCEPT THE ABOVE TERMS AND CONDITIONS OF EMPLOYMENT.

\_\_\_\_\_

SIGNED for and

On behalf of the employer

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

\_\_\_\_\_

SIGNED (Employee)

Name: \_\_\_\_\_

Designation. \_\_\_\_\_

ANNEX 13: SERVICE CONTRACT  
SERVICE CONTRACT BETWEEN DEVELOPMENT ACTION FOR MOBILIZATION AND  
EMANCIPATION DAMEN AND Mr. /Ms.....

DATED: .....

TERMS OF REFERENCE

1.0 INTRODUCTION:

2.0 REVOLVING LOAN FUND PROGRAM

3.0 JOB DESCRIPTIONS:

4.0 QUALIFICATION:

5.0 TERMS AND CONDITIONS:

- You will be paid Basic salary of Rs....., House rent allowance of Rs....., utility allowance of Rs. ....and petrol charges on actual basis for the discharge of your professional duties not exceeding Rs. .... /month.
- Your employment with DAMEN will be on a contract for a period of one year (starting form .....to.....) and will be renewable thereafter based on the mutual consent with DAMEN management subject to the availability of funds form the donor.
- While you are on contract, your employment is liable to be terminated at any time by giving one month's notice on either side or one month's compensation in lieu thereof.
- You will be governed by the Organizational procedures, rules/policies as amended from time to time.
- You agree to perform, observe and conform to such duties and instructions as may be assigned to you from time to time.
- During the contract period you will be entitled to the following leaves:
  - ⇒ Casual Leaves 12
  - ⇒ Sick/Medical Leaves 18
  - ⇒ Earned Leaves 15

For DAMEN ED/CEO

Signature\_\_\_\_\_

Signature:\_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

ANNEX 14: ANNUAL PERFORMANCE APPRAISAL REPORTS

Team Leader

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	Managing/Establishing 100 Home Schools	10	
2	Managing/Establishing 15 Health Centers	10	
3	Team management skills	10	
4	Training & Development of Social Sector Team	10	
5	Target v/s Achievement	10	
6	Team work	10	
7	Special task assigned by CEO/ED	10	
8	Timely submission of various reports	10	
Please rate the performance on a scale of 1-5, where 4-5=Excellent, 3-4=Good, 2-3=Satisfactory, <2=Unacceptable			
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
Grand Total out of 100			

#### Annually Performance Summary

Performance Dimension	Score obtained
Regular [day to day]	
Attitude and Behavior	
Grand Total out of 100 %	

Recommended Actions to Improve Performance [to be prescribed by self, CEO]

No:	Self	Supervisor
1.		
2.		
3.		
4.		
5.		
6.		

Actions taken to improve performance

1.		
2.		
3.		
4.		
5.		

Comments by the Appraiser

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraised

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraiser's Supervisor

Comments: _____ _____ _____ _____		
Name: _____	Designation _____	Sign _____

## Accounts & Admin Manager

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	Maintaining proper books of accounts & preparation financial statement on quarterly, half year and yearly basis.	10	
2	Ensuring availability of funds for expenditures, cash handling and making investment decisions after obtaining relevant approvals.	10	
3	Oversight of service agreement for security services, vehicle repair, copies printers, generators & insurance for assets including liaison with vendor	10	
4	Preparation of budgets, its presentation, interpretation and reporting variance analysis on quarterly, biannually and annual basis.	10	
5	Physical verification of fixed assets, assets coding, asset transfers and disposal of assets as per policy.	10	
6	Allocation of duties to drivers/support staff & travel arrangements for staff/guests including preparation of monthly fuel efficiently statement.	10	
7	Establishing guidelines and procedures for procurements including Obtaining Quotations from suppliers and issuance of work order to selected supplier for purchase of goods and services.	10	
8	Preparation of payroll as per HR record, deduction of withholding income tax and payment of EOBI dues, listing and staff registration in EOBI database for new appointments.	10	
Please rate the performance on a scale of 1-5, where 4-5=Excellent, 3-4=Good, 2-3=Satisfactory, <2=Unacceptable			
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
Grand Total out of 100			

Annually Performance Summary

Performance Dimension	Score obtained
Regular [day to day]	
Attitude and Behavior	
Grand Total out of 100 %	

Recommended Actions to Improve Performance [to be prescribed by self, supervisor]

No:	Self	Supervisor
1.		
2.		
3.		
4.		
5.		
6.		

Actions taken to improve performance

1.		
2.		
3.		
4.		
5.		

Comments by the Appraiser

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraised

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraiser's Supervisor

Comments:  _____  _____  _____  _____
<b>Name:</b> _____ <b>Designation</b> _____ <b>Sign</b> _____

## Training Coordinator

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	Quarterly training of staff & teachers(1 Training) And WSO's (4 Trainings)	10	
2	Timely submission of monthly & quarterly reports of training (after 1 week of training)	10	
3	Effective planning and fair utilization of training budget	10	
4	Team Work	10	
5	Ensure maximum participation and discipline during the training.	10	
6	Follow Ups/ Implementations by each SO	10	
7	Coordinate external training programs for staff	10	
8	Special task assigned by Team Leader	10	
Please rate the performance on a scale of 1-5, where 4-5=Excellent, 3-4=Good, 2-3=Satisfactory, <2=Unacceptable			
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
Grand Total out of 100			

#### Annually Performance Summary

Performance Dimension	Score obtained
Regular [day to day]	
Attitude and Behavior	
Grand Total out of 100 %	

Recommended Actions to Improve Performance [to be prescribed by self, supervisor]

No:	Self	Supervisor
1.		
2.		
3.		
4.		
5.		
6.		

Actions taken to improve performance

1.		
2.		
3.		
4.		
5.		

Comments by the Appraiser

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraised

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraiser's Supervisor

<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>
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## Field Coordinator

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	15 Visits to Home Schools during a Quarter	10	
2	Maintaining of 100 Home schools	10	
3	Maintaining of 15 Health Centers	10	
4	Maintaining of 100 WSOs	10	
5	15 Visits to Health Centers during a Quarter	10	
6	Compilation of Monthly/Quarterly Reports (10 <sup>th</sup> of each month)	10	
7	Disbursement of stipend to teachers and LHVs (1 <sup>st</sup> week of every month)	10	
8	Special task assigned by Team Leader	10	
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
Grand Total out of 100			

#### Annually Performance Summary

Performance Dimension	Score obtained
Regular [day to day]	
Attitude and Behavior	
Grand Total out of 100 %	

Recommended Actions to Improve Performance [to be prescribed by self, supervisor]

No:	Self	Supervisor
1.		
2.		
3.		
4.		
5.		
6.		

Actions taken to improve performance

1.		
2.		
3.		
4.		
5.		

Comments by the Appraiser

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraised

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraiser's Supervisor

<p>Comments:</p> <hr/> <hr/> <hr/> <hr/>
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## Social Organizers

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	12 Visits to each Home Schools during a Quarter	10	
2	Maintaining of Home schools	10	
3	Maintaining of Health Centers	10	
4	Maintaining of WSOs	10	
5	12 Visits to Health Centers during a Quarter	10	
6	Compilation of Monthly/Quarterly Reports (5 <sup>th</sup> of each month)	10	
7	Maintaining meetings held by WSO's	10	
8	Attend quarterly training and execute in field	10	
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
Grand Total out of 100			

Annually Performance Summary

Performance Dimension	Score obtained
Regular [day to day]	
Attitude and Behavior	
Grand Total out of 100 %	

Recommended Actions to Improve Performance [to be prescribed by self, Head]

No:	Self	Supervisor
1.		
2.		
3.		
4.		
5.		
6.		

Actions Taken to improve performance

1.		
2.		
3.		
4.		
5.		

Comments by the Appraiser

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraised

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

Counter Sign by the Appraiser's Supervisor

<p>Comments:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><b>Name:</b> _____ <b>Designation</b> _____ <b>Sign</b> _____</p>
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Finance Manager

Details:	
Name:	
Department/Section:	
Position:	
Time in Present Position (yy/mm):	
Location / Based At:	
Appraiser:	
Appraisal Venue:	
Appraisal Date and Time:	
Length of Service:	
Period Of Appraisal	

Regular [day to day activities]

Please rate the performance on a scale of 1 - 10, where 8-10=Exceptional, 6-7=Good, 4-5=satisfactory, < 4 = unacceptable)

#	Dimensions	Total Marks	Score Obtained
1	Supervise and oversee accounting procedures and their overall consolidation	10	
2	Preparation of annual budgets and quarterly forecasting of financial requirements	10	
3	Preparation of monthly analysis of organization on key strategy indicators	10	
4	Banking and financial investment planning	10	
5	Making procurements for the organization as approved by the procurement committee	10	
6	Maintaining the Assets, Equipment, Furniture and Vehicles of the organization	10	
7	Making the regulatory deductions of various taxes from staff and vendors and depositing them with the concerned banks and regulatory bodies	10	
8	Creating linkages and maintaining liaison with various line departments and regulatory bodies of government	10	
9	Conduct and attitude	5	
10	Concern for the self development	5	
11	Initiative	5	
12	Innovation	5	
<b>Grand Total out of 100</b>			

**Performance Summary**

Performance Dimension	Score obtained
<b>Regular [day to day]</b>	
<b>Attitude and Behavior</b>	
<b>Grand Total out of 100 %</b>	

**Recommended Actions to Improve Performance [to be prescribed by self, CEO]**

<b>No:</b>	<b>Self</b>	<b>Supervisor</b>
1.		
2.		
3.		
4.		
5.		
6.		

**Actions taken to improve performance**

1.		
2.		
3.		
4.		
5.		

**Comments by the Appraiser**

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Date: \_\_\_\_\_

Sign: \_\_\_\_\_

**Counter Sign by the Appraised**

Date: \_\_\_\_\_

Sign: \_\_\_\_\_

**Counter Sign by the Appraiser's Supervisor**

**Comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Name:** \_\_\_\_\_ **Designation** \_\_\_\_\_ **Sign** \_\_\_\_\_

Auxiliary Staff

Annual Performance Appraisal Report	
Auxiliary Staff	
Employee Name:	Job Title:
Location:	Area:
Employment Date:	Appraisal Period From -----to -----
Supervisor's Name:	Supervisor's Job Title:
<p><b>Comments on Overall Performance:</b> This section to be utilized to evaluate work performance during an employee's Appraisal period. <b>Use the following Scale:</b></p> <p>3=Exceeds Standards      2=Meets Standards      1=Below Standard      0=Unacceptable</p>	
Attributes	Scale
<b>Quality of Work:</b> The employee's work is well executed, thorough, effective, accurate	
<b>Quantity of Work/Targets:</b> The employee accomplishes assigned work of a specified quantity within a specified time period.	
<b>Knowledge of Job:</b> The employee knows and demonstrates how to do all phases of assigned work.	
<b>Attendance and Reliability:</b> The employee arrives on time and demonstrates consistent attendance.	
<b>Cooperation with Others:</b> Consider the courtesy and effectiveness in dealing with co-workers, subordinates, supervisors and clients.	
<b>Initiatives and Creativity:</b> Develops new ideas, methods or procedures to efficiently meet changing circumstances.	

<b>Adaptability:</b> Demonstrate flexibility in responding to work demands	
<b>Communication:</b> Demonstrates good verbal and written communication	
<b>Supervisory Skills:</b> The ability to get effective results from others.	
<b>Capacity to Develop:</b> The employee demonstrates the ability and willingness to accept new/more complex duties and responsibilities.	
Total	
Average = Total / 10	

### **Auxiliary Staff**

Add up all the ratings you assign in the rating column and divide by the number of performance attributes you rated the employee on. The result will be an average rate, a number between 1 to 3.

\_\_\_\_\_  
Signature of Assessor

#### *OBJECTIVES FOR UPCOMING REVIEW*

- I. Performance Plan:** Identify specific actions/behaviors the employee needs to start doing, stop doing and/or continue in the upcoming performance period.
- II. Development Plans:** Identify specific work assignments and topics for training designed to increase individual's effectiveness on present job and prepare for future job assignments.
- III. Employee Comments:** Enter below any comments you wish to make about your appraisal or the objectives for the upcoming year.

\_\_\_\_\_  
Signature of Assesses

\_\_\_\_\_  
Signature of Assessor

Other Comments/Suggestions: \_\_\_\_\_

\_\_\_\_\_

Certified that assessment has been made on personal knowledge of the person being reported and that he/she has been informed of his/her strengths and weaknesses mentioned in this report.

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Counter Sign by the Assessee

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Counter Sign by Evaluation Committee/Evaluator's Supervisor

Comments:

Name : \_\_\_\_\_ Designation: \_\_\_\_\_ Signature \_\_\_\_\_

ANNEX 15: STAFF CATEGORIES & PERFORMANCE EVALUATION AUTHORITIES  
Head Office Level

<b>Staff Categories</b>	<b>Job Title Covered</b>	<b>Initial Appraisal</b>	<b>Evaluation Committee/Counter Signatures</b>
Management	Executive Director	Chairperson/Any BOD member nominated by BOD	N/A
Professional Staff at HO level	a) Team Leader b) Finance & Admin Manager c) Veterinary Supervisor	a) Executive Director b) Executive Director c) Executive Director	a) Chairperson BOD b) Chairperson BOD c) Chairperson BOD
Support Staff at HO Level	a) Training Coordinator b) Field Coordinator c) Receptionist	Immediate Supervisor	Executive Director
Auxiliary Staff at HO Level	Drivers, Cleaner, Peon	Finance & Admin Manager	Executive Director

Area Office Level

S. No.	Staff Categories	Job Title Covered	Initial Appraisal	Evaluation Committee/Counter Signatures
1	Support Staff at Area Office Level	a) Social Organizers b) Veterinary Assistants c) Veterinary Attendants	a) Field Coordinator Veterinary Supervisor Veterinary Assistants	b) a) Team Leader b) Executive Director c) c) Veterinary Supervisor

ANNEX 16: JOB DESCRIPTION FORM

Department	
Job Title	
Minimum Qualification	
Sex	

Reporting to	
Reporting to Job holder	
Purpose of Job	
Main Duties	

## Executive Director

Section	Head
Job Title	ED/CEO
Qualification	<p>The ED will be thoroughly committed to DAMEN’s mission. All candidates should have proven leadership, coaching, and relationship management experience. Concrete demonstrable experience and other qualifications include:</p> <ul style="list-style-type: none"> <li>○ Advanced degree with senior management experience; track record of effectively leading; ability to implement strategies and oversee operational programs</li> <li>○ Commitment to quality programs and data-driven program evaluation</li> <li>○ Excellence in organizational management with the ability to coach staff, manage, and develop high-performance teams, set and achieve strategic objectives, and manage a budget</li> <li>○ Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders</li> <li>○ Strong written and verbal communication skills; a persuasive and passionate communicator with excellent interpersonal and multidisciplinary project skills</li> <li>○ Action-oriented, entrepreneurial, adaptable, and innovative approach to business planning</li> <li>○ Ability to work effectively in collaboration with diverse groups of people</li> <li>○ Passion, integrity, positive attitude, mission-driven, and self-directed</li> </ul>
Sex	Female/Male
Reporting to	The Board of Directors
Supervises	Team Leader, Veterinary Supervisor, Finance & Admin Manager
Purpose of Job	<ul style="list-style-type: none"> <li>○ Ensure ongoing rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals</li> </ul>

	<ul style="list-style-type: none"> <li>○ Actively engage and energize DAMEN’s board members, working committees, social organizers, and funders</li> <li>○ Develop, maintain, and support a strong Board of Directors: seek and build board involvement with strategic direction for ongoing operations</li> <li>○ Ensure governance compliance and act as Secretary to the Board of Directors</li> <li>○ Lead, coach, develop, and retain DAMEN’s high-performance management team and regularly evaluate program components, so as to measure successes that can be effectively communicated to the board, funders, and other constituents</li> </ul> <p><b>Fundraising &amp; Communications:</b></p> <ul style="list-style-type: none"> <li>○ Expand local revenue generating and fundraising activities to support existing program operations and expansion</li> <li>○ Deepen and refine all aspects of communications—from web presence to external relations with the goal of creating a stronger brand</li> <li>○ Use external presence and relationships to garner new opportunities</li> <li>○ Be an external local and national presence that publishes and communicates program results with an emphasis on the successes of the local program as a model for national replication</li> </ul>
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## Manager Finance and Administration

Section	Finance
Job Title	Manager Finance and Administration
Minimum Qualification	Master's degree in Finance/Accounting with a minimum of 10-years' experience of financial management
Sex	Female/Male
Reporting to	ED/CEO
Supervises	Auxiliary Staff
Purpose of Job	Responsible for looking after the finance, accounting and administration side of the organization
Main Duties	<ul style="list-style-type: none"> <li>○ Supervise and oversee accounting procedures and their overall consolidation</li> <li>○ Banking and financial investment planning</li> <li>○ Preparation of annual budgets and quarterly forecasting of financial requirements</li> <li>○ Preparation of monthly budgetary analysis report</li> <li>○ Preparation of Monthly analysis of organization and its projects account on: <ul style="list-style-type: none"> <li>○ Key strategy indicators</li> <li>○ Implementation and expenditure status</li> <li>○ Monthly expenditure and bank balance status</li> <li>○ Status of individual projects</li> <li>○ Overall liabilities and receivables status</li> <li>○ Status of financial investments and profits</li> </ul> </li> <li>○ Making procurements for the organization as approved by the procurement committee</li> <li>○ Maintaining an updated fixed assets register of the sector</li> <li>○ Maintaining the Assets, Equipment, Furniture and Vehicles of the organization</li> <li>○ Making the regulatory deductions of various taxes from staff and vendors and depositing them with the concerned banks and regulatory bodies</li> <li>○ Creating linkages and maintaining liaison with various line departments and regulatory bodies of government</li> <li>○ Taking various administrative decisions in light of the organizational procedures and policies</li> <li>○ Enjoy leaves upon approval from the CEO/ED according to the rules of the organization</li> <li>○ Refrain from defamation, instigation and scandalous activities against the organization</li> <li>○ Discharge special responsibilities assigned by the CEO/ED</li> </ul>

## Team Leader

Section	Social Sector
Job Title	<i>Team Leader</i>
Minimum Qualification	Masters in Social Sciences
Sex	Female/Male
Reporting to	ED/CEO
Main Duties	<p>Team Leader shall be responsible for performing the following duties:</p> <ul style="list-style-type: none"> <li>○ Directing, managing and coordinating all the activities of the home school education and healthcare program</li> <li>○ Coordinating and managing the activities of training coordinator and field coordinator along with field staff</li> <li>○ Arranging and designing various need based training programs for staff and community for their development</li> <li>○ Preparing quarterly and annual progress reports of the organization</li> <li>○ Refrain from defamation, instigation and scandalous activities against the organization</li> <li>○ Evaluating the performance of field coordinator , training coordinator and perform their annual performance appraisals</li> <li>○ Identify and implement the new initiatives in the program to improve DAMEN’s image within the local communities</li> <li>○ Discharge special assignments /responsibilities assigned by the ED</li> <li>○ Development of a continuous process to collect Suggestions from all the stakeholders of the program and implementation of it</li> <li>○ Evaluate the working of the schools and health centers and suggest closures and opening of new units as per DAMEN policy</li> <li>○ Keeping the ED in the picture regarding all important &amp; critical issues related to the program</li> </ul>

## Training Coordinator

Section	Social Sector
Job Title	Training Coordinator
Minimum Qualification.	Masters in Social Sciences
Sex	Female/Male
Reporting to	Team Leader
Main Duties	<p>Training Coordinator shall be responsible for performing the following duties:</p> <ul style="list-style-type: none"> <li>○ Provide professional assistance and guidance to social organizers and DAMEN Home School teachers for training and capacity building initiatives</li> <li>○ Identifying the various training needs of the staff and the communities through Training Needs Assessment (TNA)</li> <li>○ Assist the Team Leader in developing and designing various training and capacity building programs</li> <li>○ Arranging and conducting various need based training programs for the staff, home school teachers and WSO's for their development</li> <li>○ Responsible for submitting monthly and quarterly reports of training workshops, exposure visits and other capacity building endeavors.</li> <li>○ Development of an efficient process to review the quality of training programs by getting continuous feedback from all stakeholders</li> <li>○ Development of an efficient process to review the quality of training programs by getting continuous feedback from all stakeholders</li> <li>○ Conducting surveys of peer organizations working in the same sector to collect information about new initiatives</li> <li>○ Enjoy leaves upon approval from the Team Leader according to the rules of the organization</li> <li>○ Refrain from defamation, instigation and scandalous activities against the organization</li> <li>○ Discharge special responsibilities assigned by the Team Leader</li> </ul>

## Field Coordinator

Section	Social Sector
Job Title	Field Coordinator
Minimum Qualification.	Masters in Social Sciences
Sex	Female/Male
Reporting to	Team Leader
Main Duties	<p>Field Coordinator shall be responsible for performing the following duties:</p> <ul style="list-style-type: none"> <li>○ Coach and instruct the social organizers as per organizational policies and procedures</li> <li>○ Monitor the working of Social Organizers regarding Home Schools/Health Centers</li> <li>○ Evaluate the performance of Social Organizers (social) and perform their annual performance appraisals</li> <li>○ Identify various community development opportunities in respective areas to improve DAMEN's image within the local community</li> <li>○ Planning and implementation of various community development programs in coordination with Team Leader</li> <li>○ Suggestions to highlight the role of DAMEN in coordination with SOs</li> <li>○ Evaluate the working of the schools and health centers and suggest closures and opening of new units as per DAMEN policy</li> <li>○ Motivate Social Organizers (social) to perform their duties to the best of their abilities.</li> <li>○ Keep the Team Leader in the picture regarding all important issues</li> <li>○ Responsible for submitting monthly and quarterly field reports to Team Leader</li> <li>○ Enjoy leaves upon approval from the Team Leader according to the rules of the Organization</li> <li>○ Discharge special responsibilities assigned by the Team Leader</li> </ul>

## Social Organizer

Section	Social Sector
Job Title	Social Organizer
Minimum Qualification	Bachelors in Arts/Social Sciences
Sex	Female/Male
Reporting to	Field Coordinator
Main Duties	<p>The Social Organizer shall be responsible for performing the following duties:</p> <ul style="list-style-type: none"> <li>○ Supervise the activities of home schools and health care centers</li> <li>○ Use techniques such as classroom visits, conference with the teachers, evaluating teachers program and cooperation</li> <li>○ Help the home school teachers in strengthening their mother committees, forming, organizing the various groups of women and shaping these committees into Women Social Organizations (WSOs)</li> <li>○ Assist home school teachers in making their committees and preparing the various reports in the light of their suggestions</li> <li>○ She along with home school teachers will be responsible to increase the student enrollment in the home schools</li> <li>○ Take monthly performance report from the teachers and health centers and compile monthly report of home schools and health center</li> <li>○ Shall encourage participation of parents and other community members in activities of home schools</li> <li>○ Identify training needs of teachers in her respective area and organize training programs in this regard</li> <li>○ Develop linkages among members of WSOs to bring them into the stream of income generating activities</li> <li>○ Avail leaves of absence upon approval from the Field Coordinator according to the rules of the organization</li> <li>○ Refrain from defamation, instigation and scandalous activities against the organization</li> <li>○ Discharge special responsibilities assigned by the Field Coordinator</li> </ul>

## Front Desk Officer

Section	Administration
Job Title	Front Desk Officer
Sex	Female/Male
Minimum Qualification	Matriculation
Reporting to	Manager Accounts & Admin
Main Duties	<p>Responsible for handling front office reception and administration duties, including greeting guests and offering them a beverage, answering phones, handling company inquiries, and sorting and distributing mail. Also, schedule meetings and travel for executives.</p> <p>Primary responsibilities:</p> <ul style="list-style-type: none"><li>○ Answer phones and operate a switchboard</li><li>○ Route calls to specific people</li><li>○ Answer inquiries about company</li><li>○ Greet visitors warmly and make sure they are comfortable</li><li>○ Call persons waiting for visitor and book them a room to meet in</li><li>○ Schedule meetings and conference rooms</li><li>○ Ensure reception area is tidy</li><li>○ Coordinate mail flow in and out of office</li><li>○ Coordinate office activities</li><li>○ Handle phone calls from people calling in sick</li><li>○ Gather personal and insurance information</li><li>○ Hand out employee applications</li><li>○ Arrange appointments</li><li>○ Cash out people when necessary</li><li>○ Give visitors badges and direct them to where they can sign in</li><li>○ Send email and faxes</li><li>○ Collect and distribute parcels and other mail</li><li>○ Perform basic bookkeeping, filing, and clerical duties</li><li>○ Prepare travel vouchers</li><li>○ Take and relay messages</li><li>○ Update appointment calendars</li><li>○ Schedule follow-up appointments</li></ul>

## Driver

Section	Administration
Job Title	Driver
Sex	Female/Male
Eligibility	Must have a valid driving license
Reporting to	Manager Accounts & Admin
Main Duties	<ul style="list-style-type: none"><li>○ Assisting the Administration Officer in undertaking various operation &amp; maintenance of vehicles</li><li>○ All POL consumed mileage covered, and other expenditure incurred on vehicles shall be properly recorded in individual logbooks maintained with the vehicle</li><li>○ It will be the responsibility of driver to ensure that the vehicle logbook is signed and expenditure incurred on repairs and maintenance is recorded in the logbook and is verified by him/her</li><li>○ Main Responsibility of a driver is to check oil, lubricant and different parts of vehicle on daily basis</li><li>○ It is the responsibility of driver to drive safely and park vehicle at DAMEN premises at night time</li><li>○ Enjoy leaves upon approval from the Administration Manager, according to the rules of the organization</li><li>○ Discharge special responsibilities assigned by the Administration Manager</li></ul>

## Office Attendant

Section	Administration
Job Title	Office Attendant
Sex	Female/Male
Reporting to	Manager Accounts & Admin
Main Duties	<ul style="list-style-type: none"><li>○ Overall kitchen maintenance</li><li>○ Responsible for the purchase of grocery item and kitchen supplies</li><li>○ Responsible for making necessary arrangement of refreshment for staff and guest</li><li>○ Supervision of cleaner and gardener</li><li>○ Responsible to arrange lunch and tea during office hours</li><li>○ Responsible to look after electrical generator and other equipment</li><li>○ Responsible to supervene the office building after 5 o' Clock</li><li>○ Enjoy leaves upon approval from the Administration Manager, according to the rules of the organization</li><li>○ Discharge special responsibilities assigned by the Administration Manager</li></ul>

ANNEX 17: LEAVE APPLICATION FORM

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Period of leaves: From \_\_\_\_\_ To \_\_\_\_\_ (Days) \_\_\_\_\_

Reason for Leave: \_\_\_\_\_

Duties Taken up by: Name \_\_\_\_\_ Designation \_\_\_\_\_ Signature \_\_\_\_\_

Type of Leave Applied for: Annual  Casual  Sick  Maternity/Compassion

Leave	Total	Availed	Balance
Annual	_____	_____	_____
Casual	_____	_____	_____
Sick	_____	_____	_____
Maternity/ Compassion	_____	_____	_____

Address while on Leave: \_\_\_\_\_

Contact/Phone No. \_\_\_\_\_ Applicant's Signature: \_\_\_\_\_

Dated: \_\_\_\_\_

Remarks: (by section head) \_\_\_\_\_  
\_\_\_\_\_

Leave Recommended by: \_\_\_\_\_

Leave Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

ANNEX 18: PERSONNEL COMPENSATION MATRIX

Category	Salary Range(Inclusive of benefits)	Designation
Management	On Honoree Basis	Executive Director
Professional (Head Office)	Rs.25000/-Rs.45000/-	Program Manager, Accounts & Admin Manager, Training Coordinator and Field Coordinator
Professional (Area office)	Rs.600/-Rs.5000/-	Home School Teachers and Lady Health Visitors
Support staff (Area Office)	Rs.12000/-Rs.18000/-	Social Organizers
Auxiliary Staff (Head Office and Area Office)	Rs.8000/-Rs.12000/-	Drivers, Peons, Office Assistants, Cleaners, Gardeners, Security Guards

ANNEXURE 19: STAFF LOAN APPLICATION

(To be filled in by the Employee)

Location/ Office \_\_\_\_\_

Employee Information

Full Name of the Applicant _____
Date of Joining DAMEN _____ Employee Number _____
Designation at DAMEN _____ Date of Confirmation _____
Place of Posting _____ Monthly Gross Salary Rs. _____
Monthly Net Salary Rs. _____ Credit Service Ratio Rs. _____

Loan Information

Details of Loans	Staff General Purpose Finance	Other	Total
Amount of Loan Requested			
Loan Period (months)			
Loan Instalment Amount Per Month			

Existing Loans

	Provident Fund	Staff General Purpose Finance	Other	Total
Outstanding Amount of Loan				
Instalment Per Month				

Details of Loans Requested

General Purpose Finance	
Purpose of Loan	

AUTHORIZATION

I authorize DAMEN to recover my monthly instalment amounts directly from my monthly salary to adjust against loan extended to me.

I hereby certify that the information given above is correct to the best of my knowledge, and I undertake to abide by the terms and conditions of this loan facility announced by DAMEN from time to time.

Signature of Applicant \_\_\_\_\_ Date: \_\_\_\_\_

Disbursement

(FOR HO-FINANCE DEPARTMENT'S USE ONLY)

Loan Documentation has been completed. Post disbursement documentation shall be completed by \_\_\_\_\_.

Cheque No \_\_\_\_\_ dated \_\_\_\_\_ for Rs. \_\_\_\_\_ has been issued to Mr/Ms. \_\_\_\_\_.

Accounts Officer \_\_\_\_\_ Manager Finance & Admin \_\_\_\_\_

This section should be completed at the time of issuing cheque or disbursing cash.

## Summary of Staff Loan Application

Location/office\_\_\_\_\_

### Employee Information

Full Name of the Applicant _____ Employee Number_____ Monthly Net Salary Rs. _____ Credit Service Ratio Rs. _____
---

### Loan Information

Details of Loans	General Purpose Finance	Other	Total
Amount of Loan Requested			
Loan Period (months)			
Loan Instalment Amount Per Month (principal)			
Mark up monthly			
Total Instalment per Month			

### Recommendation

<p>I have scrutinizing the loan application and confirm the following:</p> <p>The amount of loan falls within the eligibility criteria accordingly to the Staff Loan Policies and is recommended for approval.</p> <p>The Application is complete in all respects and all documents have been provided</p> <p>The employee's performance is satisfactory.</p> <p>Signature of Recommending Authority _____</p> <p>Name of Recommending Authority _____ Date _____</p>
---

Loan Approval (FOR HR's USE ONLY)

Date of Confirmation	Three monthly Gross Salary Rs.	Monthly Net Salary Rs.	Credit Service Ratio Rs.	
Existing outstanding loans	Provident Fund	General Purpose Loan	Other	Total
Amount of outstanding loans				
Existing instalment per month (a)				
New loans requested				
Total new loan instalment p.m (b)				
Total instalment per month (a + b)				
Total instalment does not exceed the credit service ratio	Yes	Total loan requested exceed 3 months gross salary		Yes
	No			No
Based on the recommendation of the Supervisor, and the evaluation of HR, following loans amounts are approved/not approved:				
	General Purpose Loan	Others	Total	
Amount of Loan				
Loan Period				
Reasons for non-approval _____				
Signature of Approving Authority _____				
Name of Approving Authority _____				
Date _____				



**Specimen of Letter from the Employee to DAMEN**

Date: \_\_\_\_\_

The Executive Director

DAMEN, Lahore

Dear Madam,

I have availed financing under the Staff Loan Policy from the Development Action for Mobilization And Emancipation.

In case of DAMEN's demand, I irrevocably authorize you to deduct the loans outstanding (principal, mark-up and other charges) from my final settlement of the Provident Fund and other dues, and pay directly to the Development Action for Mobilization & Emancipation without referring to me.

Yours sincerely,

\_\_\_\_\_  
Name :

NIC # :

Employee # :

**Specimen of Letter from the Employee to DAMEN**

Date: \_\_\_\_\_

The Trustee,

DAMEN Staff Provident Fund

Dear Sir,

I have availed financing under the Staff Loan Policy from the Development Action for Mobilization And Emancipation.

In case of DAMEN's demand, I irrevocably authorize you to deduct the loans outstanding (principal, mark-up and other charges) from my final settlement of the Provident Fund and other dues, and pay directly to the Development Action for Mobilization & Emancipation without referring to me.

Yours sincerely,

\_\_\_\_\_  
Name :

NIC # :

Employee # :

**ANNEX 20: HANDING AND TAKING OVER FORM**

**Personal Information:**

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

(First, middle, last)

Date of Joining: \_\_\_\_\_ Date of Separation: \_\_\_\_\_

Month/day/year

Month /day/year

<p><b>Place of Working</b></p> <p><input type="checkbox"/> Area office</p> <p><input type="checkbox"/> Head office</p>	<p><b>Reasons :</b></p> <p><input type="checkbox"/> Resignation</p> <p><input type="checkbox"/> Termination</p> <p><input type="checkbox"/> Transfer</p> <p><input type="checkbox"/> Retirement</p> <p><input type="checkbox"/> Permanent injury</p>
--	--

**Information Regarding Portfolio: (If Applicable)**

Sr#	Indicators	Detail in Numbers
1.	Number of Home Schools	
2.	Number of Health Centers	
3.	Number of Active Livestock Clients	
4.	Cash in Hand	
5.	Cash at Bank	

**Office Documents: (If Applicable)**

Sr#	Documents	Detail in Numbers
1.	Reports	
2.	Manuals	
3.	Files in use (attach separate sheet if necessary)	
4.	Soft data, if any (attach separate sheet if necessary)	

**Office Equipment / Stationary: (If Applicable)**

Sr#	Equipment / Stationary	Detail in Numbers
1.	Computer	

2.	Printer	
3.	Motor bike/ Motor vehicle	
4.	Air conditioner	
5.	Air cooler	
6.	Animal tags in hand	
7.	Medicines in hand	
8.	Training Material	
9.	Other (attach separate sheet if necessary)	

**Office Furniture: (If Applicable)**

Sr#	Furniture	Detail in Numbers
1.	Tables	
2.	Chairs	
3.	Steel Almirah	
4.	Racks	
5.	Other (attach separate sheet if necessary)	

**Handing over by:**

**Taking over by:**

**In the presence of:**

Name: \_\_\_\_\_ Name: \_\_\_\_\_ Name: \_\_\_\_\_

Designation: \_\_\_\_\_ Designation: \_\_\_\_\_ Designation: \_\_\_\_\_

Signature: \_\_\_\_\_ Signature: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Date: \_\_\_\_\_ Date: \_\_\_\_\_

ANNEX 21: CLEARANCE FORM

<b>Clearance Certificate</b>			<b>Date:</b>
<b>TO BE FILLED BY HR SECTION</b>			
<b>Employee Name</b>	<b>Designation</b>	<b>Section</b>	Resignation ( )
			Termination ( )
			Retirement ( )
			Permanent Injury ( )
			Death ( )
Date of Appointment:	Present Salary Rs:	<b>Leave balance</b>	
Length of Service:	Notice Period: From:	Annual ____ days	
		Casual ____ days	
		Sick ____ days	
Notice pay recoverable / payable			
Exit Interview held Yes ( ) No ( )			
If "No" Reason _____		_____	
		Team Leader	
<b>TO BE FILLED BY LINE SUPERVISOR (If Applicable)</b>			
All assets other than those listed below have been received	<b>Amount Recoverable</b>	<b>Last working Date</b>	
_____		_____	
_____	_____	_____	
_____		_____	
		Line Supervisor	
<b>TO BE FILLED BY FINANCE AND ADMINISTRATION SECTION</b>			
<b>DAMEN property</b>			
The following assets handed over:			
Car	Yes ____ No ____	Remarks:	

Motorcycle	Yes___ No ___	
Laptop	Yes___ No ___	
USB drive	Yes___ No ___	
Employee Card	Yes___ No ___	
Health Card	Yes___ No ___	
Fuel Card	Yes___ No ___	
<b>Details of Dues:</b>		
Outstanding Loan	Yes ( ) No ( )	
Yes balance Rs:	_____	
Advances	Yes ( ) No ( )	
Yes balance Rs:	_____	_____
Others	_____	Manager Finance and Administration
Final clearance from all concerned sections obtained and recommended for final settlement		
		_____
		Executive Director

ANNEX 20: HR DOCUMENTATION & SIGNING AUTHORITIES

Head Office Level											
S. No	Job Title	Interview Call Letter	Offer Letter (as per recommendation of interview panel)	Probation Extension Letter (as per HR Policy Manual)	Contract	Transfer Letter (as per org. Policy)	Termination Letter (as per HR Policy Manual)	Resignation Submission Channel	Resignation Approval	Clearance Certificate	Experience Certificate
1	Executive Director	Chairperson	Chairperson	Chairperson	Chairperson	Chairperson	Chairperson	Chairperson	Chairperson	As per Procedure	Chairperson
2	Team Leader	ED	ED	ED	ED	ED	ED	ED	ED	As per Procedure	ED
3	Manager Finance & Admin	ED	ED	ED	ED	ED	ED	ED	ED	As per Procedure	ED
4	Training Coordinator	TL	TL	TL	ED	TL	ED	TL	ED	As per Procedure	ED
5	Field Coordinator	TL	TL	TL	ED	TL	ED	TL	ED	As per Procedure	ED
6	Social Organizers	TL	TL	TL	ED	TL	ED	TL	ED	As per Procedure	ED
7	Auxiliary Staff	TL	TL	Manager F & A	ED	Manager F & A	ED	Manager F & A	ED	As per Procedure	ED