



HUMAN RESOURCE POLICIES & PROCEDURES

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EMPLOYMENT

1. GENERAL POLICY

It is the fundamental policy of SSDO that fair and uniform personnel management systems are in place for all its employees in order to ensure quality of policy, research, training, information, knowledge creation, management and dissemination.

2. FUNDAMENTALS OF EMPLOYMENT AT SSDO

- Employment shall be based on merit, suitability, and ability without regard to race, religion, creed, color, national or provincial origin, age, sex, marital status, or the presence of any sensory, mental, or physical disability
- Equitable incentives and conditions of employment shall be established and maintained
- Compensation shall be in accordance with duties assigned and performance shall be the major factor in justifying salary adjustments and increases
- Employees shall be expected to work productively and to demonstrate a considerate and friendly attitude towards persons with whom they come in contact during the course of their work
- Employees shall adhere to the policies, procedures and values required of them and shall endeavor to serve the communities and taxpayers to the best of their abilities

3. APPLICATION PROCESS

The Executive Director will administer and coordinate the hiring process for all position vacancies. All hiring efforts are conducted in the spirit of equal opportunity.

All departments announcing position vacancies will adhere to the following procedures for Recruitment.

4. RECRUITMENT PROCESS

- 4.1. When a position becomes available or vacant for any reason or opportunity, the Head of the concerned department shall, within two days of such development, notify HR & Administration Manager of the said position
- 4.2. The HR & Administration Manager in next two days will get a written approval from Finance & Procurement Manager, Director Operations, and ED
 - 4.2.1. On getting their approval the HR & Administration Manager will meet the concerned Head of the Department and, together they shall formulate the job announcement and advertisements and will get an approval from Director Operations to place that advertisement on SSDO's website and on any other relevant social media. Newspaper advertisements too may run concurrently with the internal and external posting.
 - 4.2.2. If Finance & Procurement Manager or ED or any one of them declines to approve the said position, the HR & Administration Manager shall write to Director operations, whose opinion shall be binding on both.
- 4.3. If qualified applicants are available internally the SSDO will give consideration to filling job openings by promoting from within and may decide to post internally rather than recruiting individuals not employed with the SSDO.

- 4.4. Job announcements may also be distributed to Offices of Universities, Local Governments and Colleges.
- 4.5. Applications shall be submitted to the HR & Administration Manager on SSDO Application Form
- 4.6. A resume will not substitute for the SSDO Application Form.
- 4.7. The HR & Administration Manager will accept applications for employment only for specific positions in which openings exist. If some application is received without any opening in place, the Manager will store it in the HR Data Base for future consideration.
- 4.8. An applicant will provide names and addresses of two referees who could be contacted by SSDO for obtaining more information about the applicant.
- 4.9. In-house candidates interested in applying for another position within the SSDO should follow the same procedure.
- 4.10. No applications for a position are accepted after close of business on the published closing date.
- 4.11. If there are not sufficient qualified candidates at the closing date, the position can be re-opened and re-advertised.
- 4.12. Copies of all applications will be submitted to the Recruitment Committee (HR & Admin Manager, Concerned Department Head, Director Operations) for review and comments
- 4.13. Applicants may be disqualified for consideration for employment when any of the following facts exist:
 - 4.13.1. They do not possess the relevant experience and skill for the job. If relevant skills and experience are there, but qualification is missing the Recruitment Committee may take a lenient position and application might be treated fit for further process;
 - 4.13.2. They have demonstrated an unsatisfactory employment record or personal record as evidenced by information contained on the application form or by the results of a reference check or background check;
 - 4.13.3. They have made false statements of any material facts or were deceptive in their application.

5. INTERVIEW PROCESS

The employment interview is a supplement to and part of the selection process. The primary function of the interview is to obtain data on certain knowledge, skills, and abilities of a candidate not available through review of applications or other testing mechanisms.

5.1. PROCESS

Certain guidelines will be observed to maximize the validity and reliability of the interview process:

- 5.1.1. The HR & Administration Department shall coordinate the interview process, including selection of panel members, scheduling candidates, development of interview questions, etc.
- 5.1.2. Generally, no more than three (3) individuals will serve on the interview panel/recruitment committee
- 5.1.3. The composition of the interview panel shall generally consist of personnel who have the expertise with the technical elements of the position. Careful selection will be made of panel members to ensure objectivity and job knowledge. Relatives or personal friends of the applicants will be excluded from serving on the panel.

Reasonable accommodations shall be made for disabled applicants to allow participation in the interview process

- 5.1.4.** The HR & Administration Department and the Department Head of the department in which the position vacancy exists shall be responsible for the development of interview questions and standards for measurement of candidate responses. Consistency will be maintained in questions asked of all candidates
- 5.1.5.** The questions must be job related. All interview questions shall focus on the applicant's ability to perform essential job functions
- 5.1.6.** Inquiries as to an applicant's ability to read, write or speak foreign languages are permitted when such inquiries are based on job requirements
- 5.1.7.** The interview panel should be provided a job description outlining the responsibilities and requirements of the position to be staffed. Copies of the applications of final candidates will also be provided to the interview panel members prior to the interview, along with proposed interview questions
- 5.1.8.** Each panel member rates the candidates independently
- 5.1.9.** Following the interview, the interview panel shall attempt to reach consensus and make a written recommendation to the Executive Director
- 5.1.10.** Applicant Expenses: Unless approved by the ED, the SSDO does not reimburse any applicant for travel costs in conjunction with the hiring process

5.2. REFERENCE CHECK

- 5.2.1.** Following the initial interview, the Department Head or the HR & Administration Department conducts an employment reference check on the final candidate(s)
- 5.2.2.** The check includes verification of employment duties, dates of employment, work record, attendance record, strengths, weaknesses, safety record, and other pertinent information. Education and/ or licensure may also be verified
- 5.2.3.** Results of the reference check will help determine the applicant's aptness for the position

5.3. APPLICANT NOTIFICATION

- 5.3.1.** After a final decision is reached, the HR & Administration Officer will notify the candidate of their selection and make a verbal offer
- 5.3.2.** If the first offer is rejected after negotiations (if applicable), it will be decided whether to hire another candidate or to reopen the position
- 5.3.3.** If verbal offer is accepted the HR & Administration Department will issue a written offer and sign a contract

6. REHIRE/ REINSTATEMENT

- 6.1.** An employee who voluntarily leaves SSDO in good standing shall be eligible for rehire
- 6.2.** If an employee is rehired within six (6) months, all pre-employment tests do not need to be performed again
- 6.3.** An employee who has chosen to leave the SSDO and is in good standing and wishes to return within thirty (30) days of the separation, may be reinstated, at the department head's discretion, to their former position if vacant
- 6.4.** A reinstated employee shall be considered to have been on a leave without pay status for the time of the separation

7. ORIENTATION

- 7.1. All new employees at SSDO will be scheduled to meet with the HR & Administration Department when starting their employment for general orientation with the organization, existing staff and values/ culture of SSDO
- 7.2. The HR & Administration Department will provide the employee with:
 - a) A Job description
 - b) Information on employee benefits
 - c) Policies and other miscellaneous information
 - d) Details of tax or other deductions if any
- 7.3. The Department Head will provide additional information to the new employee, including:
 - e) Work standards and regulations
 - f) Hours of work, timesheets, leave requests
 - g) Duties of the position
 - h) Safety rules and procedures, location of safety or protective equipment
 - i) Tour of the work area, including location of equipment, supplies, etc
 - j) Introduction to co-workers
 - k) Schedule for lunch and breaks
 - l) When and whom to report absence from work
 - m) Who is responsible for performance planning and evaluations

8. CONFLICT OF INTEREST

Employees of the SSDO are expected to adhere to the highest standards of personal and professional integrity and shall protect the interests of the SSDO. Personal gain shall not conflict with duty to SSDO

9. EMPLOYEE HIRING/BOARD MEMBER APPOINTMENT

- 9.1. To avoid incidents or suspicions of favouritism and conflict of interest the following anti nepotism policies must strictly apply at all times:
- 9.2. Related employees must not be involved in a supervisory/reporting relationship with one another
- 9.3. Relatives cannot be transferred, promoted or hired inside a reporting relationship
- 9.4. An employee cannot be part of a hiring committee, when a relative is interviewed for the position
- 9.5. Hence, SSDO will not assign an employee to a position where they must report directly (immediate supervisor) or indirectly (within the same chain of command) to a manager to whom they are related. If the management finds about the relative relationship after employment or if two employees become relatives in the course of their employment, one of the two must be transferred. The company may give the employees time to discuss and choose which of them will be transferred, before management makes a final decision.
- 9.6. If transfer is not possible for any reason, the company will give one of the employees a specific amount of time to find employment elsewhere and may reasonably assist them in the process.

10. CATEGORIES OF EMPLOYMENT

- Core Staff

- Regular Full-Time Employees
- Regular part-time
- Temporary Employees
- Internees
- Consultants & Consultancies

10.1. CORE STAFF

SSDO appoints the Core Staff in consultation with ED and BOD of SSDO. Unless specified by SSDO to include or exclude more positions, the Core Staff includes:

- a) Executive Director
- b) Director Operations
- c) Director Programs
- d) Finance & Procurement Manager
- e) HR & Administration Manager
- f) Program Manager
- g) M&E Manager

The SSDO shall retain Core Staff for:

- As long as the SSDO is active and functional
- As long as the ED SSDO thinks these positions are contributing to realize the objective of the SSDO.

10.2. REGULAR FULL-TIME EMPLOYEES

Regular Full-Time Employees are selected to fill positions at SSDO that normally work 9-5/ five days a week and who have completed the minimum probationary period. Some regular full-time positions involve non-standard work hours to ensure continuous operation and performance.

Regular full-time employees receive full benefits, including retirement, group life, health insurance, sick leave, annual leave, paid holidays and voluntary payroll deductions.

10.3. REGULAR PART-TIME EMPLOYEES

Regular Part-time Employees are hired when the employee's services are only needed for a part of a workday or workweek, and generally will work 1 to 2 Days per week.

10.4. TEMPORARY EMPLOYEES

- Temporary Employees are selected to fill a position having a short or fixed term to accomplish a specific project or projects. This position may be either part-time or full-time and usually is for duration of less than one year. Temporary employees are not eligible for SSDO benefits. *A temporary employee may be dismissed at any time and has no right of appeal through the grievance procedure.*
- Temporary employees are those who are hired at daily or hourly rates purely on a temporary basis in order to meet extra workloads or supplement the absence of an employee. These employees may not be provided with a written contract and shall be paid on a daily rate basis. These employees shall be entitled to get a letter describing the period of their engagement with SSDO and activities or assignments undertaken.

10.5. INTERNEES

Internees are those employees / engaged for a period of or less than 6 months on temporary basis in order to impart them training or skills or to assist other categories of employees. These employees may or may not be paid, depending upon their skills, timings and mutual understandings. They shall be entitled to get an Experience Certificate/ Letter describing the period of their engagement with SSDO and activities or assignments undertaken.

10.6. CONSULTANTS & CONSULTANCIES

Consultants are hired on a short-term basis for specific assignments as per their Terms of Reference (TOR), when the required skills are not available in the organization or if staff is not free to undertake that particular task. They may be required to work full time with SSDO during the consultancy period. The BOD shall sanction all consultancy contracts above Rs 2 Million and all other below that amount by ED.

A) FOREIGN CONSULTANTS

Foreign Consultants may be identified with the assistance of Donors or 'head hunted' by those Program staff that require their services. However, under a Donor Agreement, the Donor may appoint a Consultant directly and pay his/her fees abroad out of the total grant approved for the project. Foreign Consultants shall require a valid work visa before commencing work with SSDO.

B) LOCAL CONSULTANTS

In the normal course, the services of such Consultants shall not exceed one year in a calendar year with a single contract not exceeding 3 months.

The fees and other terms and conditions agreed with a Consultant shall be set down in a Consultancy Agreement. The terms of reference (TOR) agreed with the Consultant shall be attached to and form part of the Consultancy Agreement.

10.6.1. CONSULTANCIES UNDERTAKEN BY SSDO'S EMPLOYEES

SSDO's employees are allowed to undertake consultancies individually or in group. There may be three scenarios:

- A. Consultancies engaging SSDO Staff for Full Time
- B. Consultancies engaging SSDO Staff Part Time
- C. Consultancies SSDO Staffs get without Engaging SSDO

A. CONSULTANCIES ENGAGING SSDO STAFF FOR FULL TIME

- i. SSDO gets a consultancy agreement and engages one or some of its employees from any Category of Employees to undertake the given assignment
- ii. Under such a case, the Executive Director SSDO will be assigning the tasks keeping in view the available skills and expertise of the employees
- iii. The employees engaged in such assignments shall be paid according to the budget given in the consultancy agreement
- iv. However, the employees engaged in such assignments shall surrender their regular salary and benefits for the time they shall be undertaking the consultancy assignment
- v. In addition to this 20% from their share of the consultancy fee shall also be deducted in favor of SSDO

- vi. The money so generated shall be deposited in SSDO's general account
- vii. The deduction of taxes shall be equally distributed to all benefiting from the consultancy (Organization and individuals).

B. CONSULTANCIES ENGAGING SSDO STAFF PART TIME

- i. SSDO gets a consultancy agreement and engages one or some of its employees from any Category of Employees to undertake the given assignment
- ii. Under such a case, the Executive Director SSDO will be assigning the tasks keeping in view the available skills and expertise of the employees
- iii. The employees engaged in such assignments shall be paid according to the budget given in the consultancy agreement
- iv. However the employees engaged in such assignments shall not be required to surrender their regular salary and benefits
- v. However he/she will be required to surrender 40% from their share of the consultancy fee in favor of SSDO
- vi. The money so generated shall be deposited in SSDO's general account
- vii. The deduction of taxes shall be equally distributed to all benefiting from the consultancy (Organization and individuals).

C. CONSULTANCIES SSDO STAFFS GET WITHOUT ENGAGING SSDO

- i. An individual or group of employees gets a consultancy on his/her/their own without engaging the organization. There are three sub scenarios:
- ii. The employee/employees need to get engaged full time, he/she/they may take unpaid leave from the organization for the given period, provided it is granted by Executive Director. The employee/employees need to surrender 10% of the consultancy fee after tax deduction to the organization
- iii. The employee/employees undertaking the consultancy may need to work part time on the consultancy assignment without affecting their regular work at SSDO. In such a case, the employee/employees will be required to surrender 20% after tax deduction from their consultancy fee/share to the organization
- iv. The employee/employees undertaking the consultancy part time or full time require services or equipment from SSDO. Under such a case the Management Committee shall decide the terms and conditions and cost of services or equipment provided by SSDO. However, the employee/employees will be required to pay 20% of their consultancy fee after tax deduction to SSDO.
- v. The money so generated shall be deposited to general account of SSDO.
- vi. Any employee willing to undertake a consultancy independently will be required to seek the written approval of Executive Director.

11. PROBATIONARY PERIOD & PERSONAL FILES

11.1. PROBATIONARY PERIOD

The work and conduct of an employee during the first three (3) months of the original employment or re-employment is considered a working test period termed a probationary period during which an employee is employed at will and is terminable at will with or without cause. All regular full- time and part-time employees shall serve a probationary period of three (3) months.

Upon successful completion of the probationary period, the employee will become a regular employee. Temporary employees are at will employees for the duration of their employment and do not serve a probationary period.

11.1.1. DISMISSAL DURING PROBATIONARY PERIOD

At any time during the probationary period, a probationary employee may be dismissed at anytime with no right of grievance except where discrimination or retaliation is claimed. Employees with charges of discrimination or retaliation have the right of appeal through the grievance procedure. After successfully completing the probationary period, the probationary employee becomes a regular employee.

12. CONFIRMATION

Subsequent to the completion of the probationary period, the HR & Administration Manager will convey the status to an employee of his/ her employment. Upon successful completion of the probationary period, a letter will be issued to the employee advising him/ her of his/ her employment status.

If for any reason whatsoever the probation period of an employee is neither extended nor terminated at the end of the stipulated probation period, the employee concerned shall deem to have been confirmed from the date of expiry of probation period.

13. PERSONNEL FILES

- It is the SSDO's objective to maintain complete and accurate personnel files on all fulltime, part-time, temporary and all categories of employees
- All personnel files will be located in a secure location in the HR & Administration Department
- These records are confidential therefore access is limited to the appropriate personnel
- Personnel files and the contents of the file are the property of the SSDO
- Individuals, who wish to review their file, may do so by setting an appointment with the HR & Administration Department
- The HR & Administration Manager will be present while an employee is reviewing the contents of the file

14. JOB DESCRIPTIONS

- All positions listed on the Position Classification Plan will have an associated job description
- Job descriptions will be reviewed, as necessary, by the supervisor and employee, on an annual basis at the time of the annual performance evaluation
- Human Resources will keep the official copy of all job descriptions

15. WORKING HOURS

9am to 5pm

All employees at SSDO shall be required to observe all practices relating to hours of work, safe working requirements and lunch periods. It is, therefore, fair for the SSDO to expect the time paid for to be time worked, with due regard for health and safety.

16. RECORD OF TIME WORKED

Time records for all employees are maintained on a monthly or bi-weekly time sheet. The department head is required to submit the department's time to payroll.

17. EMPLOYEE TRANSFERS

Employees may be transferred, either voluntarily or otherwise, from one job to another and from one location to another as may be required in order to meet the needs of the organization. Every effort will be made to minimize personal hardships in the event of job reassignment or transfers.

18. APPEARANCE

Personal appearance, cleanliness, and neatness are vitally important to one's job and relationships with others. Excessive use of shaving lotion, perfume, cologne, makeup, or jewellery should be avoided. Common sense and consideration for others must be exercised in matters of personal hygiene.

Employees are expected to dress in a professional manner. Dress slacks may be worn. Warmup suits, halter tops, tank tops, gym shoes, rubber flip-flops, etc., are considered inappropriate. See-through blouses, tight fitting clothing and extremely high heels are equally inappropriate.

Casual attire such as golf shirts, jeans, and tennis shoes are permitted on Fridays. Additional casual days may be designated by the SSDO ED.

If necessary, questions of proper attire will be addressed by the SSDO ED whose decision will be final. Exceptions are made on days set aside specifically for cleaning or moving as specified by the Department Head.

19. IDENTITY CARD POLICY

The HR & Administration Officer will issue an ID card to the employee as soon as he/she joins SSDO. The ID card will remain the property of SSDO and must be returned upon separation or termination of employment with SSDO. An employee will be required to sign a receipt as acknowledgement for receiving the card.

20. MISUSE OF IDENTITY CARD

The identification card is NOT to be used to establish credit, to obtain loans or to incur any obligation on behalf of SSDO. Improper use of the identification card will result in disciplinary action, which may include termination from service.

21. LOSS OF IDENTITY CARD

Loss of identification card must be reported to the HR Officer in writing, immediately.

22. RETURN OF IDENTITY CARD

Upon separation or dismissal from service or termination of employment from SSDO, the employee must surrender identification card and all other SSDO properties to the HR & Administration Officer before final salary payment can be made.

23. BASIC WORK WEEK

The basic workweek for SSDO is 40 hours, 5 days (Monday through Friday), with office timings from 9:00 hours through 1700 hours, with a lunch and prayer break of 60 minutes per working day, except Friday wherein the break will be for 90 minutes. SSDO prefers to maintain regular hours of work, to the extent possible, considering the nature of its activities. Only for short duration of period an employee may be granted a flexible time schedule duly recommended by the immediate supervisor and approved in writing by the Executive Director not exceeding a period of 30 days.

However, employees may be asked to work beyond normal work hours as and when required. Every effort will be made to notify employees at the earliest opportunity possible of changes in work schedules that become absolutely necessary.

Excessive tardiness or absenteeism will be considered a lack of dedication, and duly noted in an employee's personal file. Employees are expected to report to work on schedule unless excused by their supervisors.

During the holy month of Ramadan special timings are observed. Employees will be given adequate notice of these timings.

24. ORIENTATION

SSDO shall arrange a proper orientation for all new staff within 7 days of their joining. This shall include (i) introduction to staff members in order to help build relationships with immediate colleagues; (ii) orientation to SSDO's programme activities

25. RESPONSIBILITY

The HR shall be responsible for compiling and providing orientation to the new incumbent. The orientation package should be prepared in collaboration with the other units and be readily available at all times. The package should contain but not limited to the following:

- SSDO Brochures
- Mission Statement and Core Values of SSDO
- Brief description of SSDO projects of Copy of SSDO's SOP
- A set of SSDO's publications including Annual Reports

In addition, this would be used to familiarize new staff members with the goals and objectives of SSDO, its history, organization's structure, services provided by SSDO, important personnel policies, safety and security procedures and other aspects related to employment at SSDO. Consequently, it would be the responsibility of the employees' supervisor to familiarize the new staff member with the functions, activities and programmes of the department.

26. SALARIES AND ALLOWANCES

26.1. SALARY DAY

Salaries are paid once a month, generally on the last working day or till the 5th of the following month.

26.2. INCREMENTS¹

There are three types of increments, which are as follows:

ECONOMIC INCREMENT

This increment is an adjustment for cost of living increases, market adjustment or official rates of inflation prevailing in the country.

MERIT INCREMENT

This increment is allowed on performance of employees on the basis of the performance appraisal. The EXECUTIVE DIRECTOR may grant advance increments to any employee in deserving cases at any stage of service.

WORKLOAD INCREMENT

This increment is allowed on the additional workload of an employee.
The following deductions are made from salaries to meet legal and other requirements:

26.3. SALARY COMPOSITION

The following is the composition of salary applicable to all employees:

- Basic salary Any other allowance to be determined by SSDO
- The above structure is only designed to obtain maximum legally allowable tax benefits for the employees.

26.4. SALARY DEDUCTIONS

The following deductions are made from salaries to meet legal and other requirements:

- Income tax on salaries.
- Loan installment.
- Bill of Collection
- Any other cost sharing expenses

27. GENDER EQUITY STRATEGY

The goal of the gender equity strategy is to enable SSDO to be a catalyst, actively promoting and facilitating social transformation leading towards the equality of women and men, to ensure sustainable human development. SSDO Gender Equity Strategy is based on the following principles:

- Gender equity is the means to gender equality of Gender equity is both a technical and political process
- Equitable participation in development is both an end in itself, as well as a means to other outcomes
- Gender equality can only be achieved through partnerships between women and men
- The objectives of the strategy reflect programmatic as well as institutional facets of SSDO.

¹ Depending upon the availability of financial resources

28. HARASSMENT

SSDO's Equal Employment Opportunity policy includes its commitment to prohibit harassment against employees because of sex, gender, race, color, religion, national origin, age, disability or any other class protected by law. This prohibition covers illegal harassment by anyone in the workplace including supervisors, co-workers and even nonemployees.

Our employees have the right to be free from inappropriate comments, unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, or based on a person's protected class, when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance, or when such conduct creates an intimidating, hostile or offensive work environment. We expect our employees to treat each other with respect and courtesy. SSDO will not tolerate discrimination or harassment.

The following procedure applies to any harassment complaint.

28.1. EDUCATION AND TRAINING

SSDO believes that offering employees opportunities to increase their awareness of domestic violence helps to prevent and reduce the impact of harassment in the lives of our staff. SSDO provides workplace educational and informational resources to employees whenever feasible and, any Sexual Harassment will be dealt with in accordance with Anti Sexual Harassment Act 2010.

28.1.1. PROGRAMMATIC OBJECTIVES

- To ensure that all programmes promote gender equity and reduce gender inequality; and
- To strive towards a shared vision of gender equity and equality with project partners, and to enhance their capacity to put this vision into practice.

28.1.2. INSTITUTIONAL OBJECTIVES

- To ensure that every individual within SSDO has an understanding of gender equity issues and is able to contribute to the goal of SSDO Gender Equity Strategy; and
- To ensure the transformation of SSDO into an organization that actively practices and promotes gender equity.

29. WORKING CONDITIONS

A continuous effort will be made by SSDO to provide an employee with safe, clean and comfortable working environment.

30. DUTY STATION

The duty station of an employee shall be specified in his/ her contract of employment. However, SSDO reserves the right to post an employee either temporarily or permanently to work anywhere in or outside Pakistan.

31. CHANGE IN PERSONAL INFORMATION

Staff are required to inform the Administration and their immediate supervisor in writing about change in personal information, i.e., change of address or telephone number, marital status, birth of a child, educational qualifications, honorary appointments, etc.

32. EMPLOYEE ACCEPTANCE

Immediate Supervisors and the HR shall ensure that employees have read and fully understood the Personnel Policies Manual. Should any employee require further clarifications they should contact the HR

33. EMPLOYEES' BENEFITS POLICY

33.1. LIFE/HEALTH INSURANCE

SSDO will take necessary steps for the group insurance of its employees.

33.2. REIMBURSEMENT OF CONVEYANCE FOR LATE SITTING

If an employee is required to sit late in the evening for discharging his duties, he/she will be reimbursed the actual cost of taxi fare or its equivalent for use of his private transport. Similarly, if an employee is required to work on a weekend or public holiday, he/she will be reimbursed actual taxi fare or its equivalent. The above allowance will become applicable if an employee works beyond 1900 hours or is required to arrive to the office before 0700 hours in the winters. For the summers, the allowance will be admissible if an employee works beyond 2000 hours and is required to arrive at the office before 0600 hours. Alternatively, the management may provide office vehicle for pick and drop in such situation.

33.3. HONORARIUM

The ED may grant an honorarium to an employee for special work performed by him/her which is occasional in character and either so laborious or of such special nature as to justify a special reward.

33.4. ADDITIONAL EMPLOYEE BENEFITS

33.4.1. OFFICE SECURITY

While SSDO will endeavour to protect staff members and their property, the members are responsible to ensure the safe custody and security of the property belonging to SSDO which is assigned to them and also their personal belonging.

OFFICIAL HOLIDAYS/ LEAVE REGULATIONS

1. PURPOSE

To define the types of leave admissible to SSDO employees and to inform them of leave benefits, limitation and procedures.

2. LEAVE CANNOT BE CLAIMED AS A MATTER OF RIGHT

Leave shall not be claimed as a matter of right. When exigencies of service arise, the Executive Director, or an Official on his behalf, may refuse to grant leave, or cancel leave previously approved, change the nature of leave or recall the employee before the expiry of his/her leave. An employee is not entitled to any leave other than leave without pay during the probation.

3. LEAVE POLICY

- 3.1. 14 Annual, 10 Casual and 12 Sick leave for the regular full time staff with 06 months contract and more and will be given on prorated base.
- 3.2. Less than 06 months contractual staff will not be entitled for Annual leave and any allowance and benefits, they can only avail casual leave on monthly basis after completion of One month and sick leave on medical if more than 02 days.
- 3.3. There is no leave encashment policy nor carry forward policy of Annual leaves.
- 3.4. Half Day Absent (pay deduction) will be mark in case of two late arrival to office after 9:30am within one week in case not prior informed to supervisor.
- 3.5. Short term /Part Time /Consultants contractual will not be entitled for any perks/fringe benefits or allowances offer in future with SSDO.
- 3.6. There is No Overtime payment policy only compensatory time off will be given after approval of Line Manager within 30 days in case of any overtime work needed.
- 3.7. Consultant can be hire and contract can be extended up to period of One Year.
- 3.8. Probation period for Regular/Project based/short term contract staff will be 01 to 03 months depends upon length of contract of 06 months or more, for less than 06 month contract the probation period can be 02 to 04 weeks.
- 3.9. Notice Period for contract ending after successful completion of Probation period for Short term contract less than 06 months will be 15 days and for regular full time positions will be 01 month.

4. LEAVE YEAR

The leave year is a calendar year beginning on July 1 and ending on June 30.

5. ANNUAL LEAVE

It can be availed anytime during the year with prior approval of supervisor provided that availing leave at that time would not adversely affect the work in process. Employees are entitled to annual leave at the rate of 1.67 days per month during a calendar year. In order to earn annual leave at the rate of 1.67 days per month, an employee must work minimum of 15 days during the month there would be no prorated amount of leave credited to an employee if he/she works less than 15 days during the month. No leave shall be earned during the period spent on leave without pay by an employee. The Annual leave will be

credited on a proportionate basis if an employee joins SSDO anytime during the calendar year, for example, if an employee services on 1st of September 2010, he/she will be entitled to 1/3 of the 30 working days.

6. RESTORATION

Previously approved and scheduled annual leave, which is cancelled by the employee's supervisor due to work requirements, will be restored to the employee's account.

7. RESPONSIBILITIES

It is the responsibility of the supervisor to ensure that appropriate measures are taken so that each employee is permitted to take a regular vacation each year. This would benefit both the employee and SSDO. All employees should be granted, consistent with work requirements of the office involved, sufficient continuous leave for vacation purposes to provide adequate period of rest and recuperation. Leave must be approved by the employee's supervisor on the prescribed form and reported for record keeping purpose to Administration. Weekends and gazetted and public holidays do not constitute part of the Annual leave.

8. SICK LEAVE

At the beginning of each calendar year each employee will be credited with 10 workdays of sick leave. An employee who enters into a contract after the beginning of the year will receive a prorated amount of sick leave for the remainder of the year.

Sick leave is authorized when the employee is unable to work because of sickness or injury or when he/she needs a medical examination or treatment, which can be obtained only during the time when the employee would normally, be working. Sick leave may not be used by the employee in connection with the care of a family member or to obtain medical examination or treatment for family members. Absences such as these are to be charged to annual leave, casual leave or leave without pay.

It is every employee's responsibility to report sick leave so that appropriate charge of sick leave is made. An absence of more than three consecutive workdays must be supported by a physician's certificate. A physician's certificate may be required for an absence of three days or less if the employee's supervisor or the administration has reason to believe that the employee is using sick leave improperly.

Advancement of sick leave is not permitted beyond what an employee is entitled to each year. Any sick leave not used during the year cannot be carried over to the next year. There would be no encashment for any un-availed sick leave.

When an employee is sick he/she must inform his/her immediate supervisor that he/she will be unable to come to work that particular day. It is the employee's responsibility to get the leave approved the day the employee returns back to work and he/she must ensure that it is forwarded to the Finance & Administration Office so that appropriate charge of leave is made in the records.

9. CASUAL LEAVE

Casual leave is paid leave without charge to annual leave. At the beginning of each calendar year an employee will be credited with 10 working days of casual leave. It can be availed anytime during the year, although prior approval of such leave must be obtained from the employee's supervisor. An employee, who enters into employment after the beginning of year, will receive a prorated amount of casual leave for the remainder of the year. Casual leave can be availed any time during the year with prior permission of the immediate supervisor to a maximum of three (3) days.

Advancement of casual leave is not permitted beyond what an employee is entitled to each year. Any casual leave not used during the year cannot be taken over to next year. There would be no lump sum payment made for unused casual leave at the end of the year or upon separation. Weekends and gazetted and public holidays do not constitute part of casual leave and will not be debited as such either.

If the employee fails to take prior approval for casual leave, he/she must inform his/her immediate supervisor on the day he/she is unable to attend the office. The leave must be approved the day the employee returns to work and the relevant form forwarded to the Finance & Administration Office so that appropriate charge of leave can be reflected in the records.

10. MATERNITY LEAVE

Female employees, who have completed one (1) year of service, will be entitled, upon a properly documented request, to maternity leave for 60 calendar days including weekends, gazetted & public holidays.

While on maternity leave, the employee will continue to receive full salary and allowances.

Maternity leave can be availed for a maximum of three times during the total period of service.

Female employees with less than one year of service, who require absence for maternity reason will be charged to annual leave, casual leave, sick leave, and/ or leave without pay as applicable.

11. LEAVE WITHOUT PAY (LWOP)

When an employee absents himself/herself without proper leave/intimation or overstays a leave period without information/prior approval; and subsequently approaches the supervisor for post facto approval, such absence is considered to be an absence without valid reasons, the period shall be treated as leave without pay. Employees may be granted leave without pay for studies and other emergencies to a maximum of 30 calendar days. Leave without pay for emergencies will only be granted if there is no balance in employees leave account. The grant of this leave will be decided on case-to-case basis at the sole discretion of the Executive Director.

12. UNAUTHORISED ABSENCE

If an employee does not inform his/her supervisor about his/her absence from duty within a reasonable time, this absence will be treated as unauthorized and will be liable for

disciplinary action including deduction from pay and/or termination of service. The reasonable time will be decided on case-to-case basis.

13. GENERAL GUIDELINES FOR AVAILING LEAVE

The types of leave mentioned above shall be approved by the immediate supervisor of an employee. The reasons for not granting the leave must be recorded on the application form, in the event of leave not being approved. Applications for leave of absence for two days or more should be submitted at least 24 hours prior to the time from which leave is required except in cases of sickness and emergency.

An employee who remains absent in excess of the leave period approved shall be liable for disciplinary action unless he/she is able to explain his/her position vis-à-vis the over-stay and the supervisor is satisfied with the explanation. Breach of leave regulations shall be considered as misconduct by the employee and in such cases the employee shall be liable for disciplinary action.

All leave should be accounted for through the leave application. Except in the case of emergencies, all employees desiring of availing casual or annual leave must submit applications for leave prior to availing leave. Employees desiring to obtain more than two weeks leave must submit their application at least one month before the requested date of commencement of leave.

14. EXTENSION OF LEAVE OBTAINED

Application for an extension in leave MUST be submitted by the employee to his/her immediate supervisor before the expiry of leave already granted.

15. COMPENSATORY LEAVE

Compensatory leave is available to employees who are requested to work on official and public holidays. This leave MUST be availed within 60 calendar days, and is not encashable. Leave will be approved with the prior permission of the immediate manager/supervisor. This benefit is applicable to those staff members who are not entitled to receive overtime.

16. LEAVE OBTAINING PROCEDURE AND MAINTENANCE OF RECORDS

An employee who wishes to proceed on leave or has already availed a period of leave should obtain a leave application form from Administration wherein the leave record for the year would be recorded. It is the responsibility of each employee and his/her supervisor to properly report leave and submit required leave reports to the HR & Administration Department. Leave will be treated as LWOP and reflected on the leave form in the event of leave having been availed without the prior approval of the immediate supervisor. The leave form will be forwarded to the Operation/HR Department who would make the appropriate charge in the leave record. (A Leave form is attached as Appendix L to this manual)

17. SUPERVISOR

The employee's supervisor is responsible for the accuracy of leave reported, which he/she approves. These records will be considered as official leave record for the employee.

All employees are reminded to follow the leave policy and in cases where prior approval was not required for a leave, it should be approved the day the employee returns to work and forwarded to the Operations/HR Department to ensure that appropriate charge of leave is made in the records. Failure to do so may result in leave without pay.

18. HOLIDAYS

Saturdays and Sundays are official holidays observed by SSDO. Other public holidays as announced by the Government of Pakistan are also observed. The following is a list of public holidays normally announced by the Government of Pakistan.

Particulars	No. of Holidays (Days)
Kashmir Day	1
<i>Eid-ul-Fitr *</i>	2
Pakistan Day	1
<i>Eid-ul-Azha *</i>	2
9th and 10th of Muharram *	2
<i>Eid-e-Milad-un-Nabi *</i>	1
Independence Day	1
Quaid-e-Azam Birthday/Christmas	1

RECRUITMENT AND SELECTION POLICY

EXECUTIVE DIRECTOR (ED)

The Board of Directors appoints the Executive Director, sets his/ her compensation and periodically evaluates his/ her performance. After the contract period is over, the Board evaluates his/ her performance as the Executive Director and makes a decision to renew or otherwise his/ her contract. The Executive Director is appointed for a period of 5 year term.

OTHER APPOINTMENTS

The EXECUTIVE DIRECTOR appoints all senior managerial staff , the programme and support staff in his/ her own discretion. The HR & Administration Department will ensure that all documentation related to the appointments is available on record.

The Executive Director may also appoint (an) existing employee(s) on (a) new position(s) keeping in view the persons' capacities and previous work experience required for the new position(s). All Appointments must be endorsed by ED.

ENDING OF EMPLOYMENT AT SSDO

1. POLICY

SSDO and its employees both have the right to deal with each other fairly. On the one hand the employer has the right to expect a staff member not to leave without due notification and ensure a smooth and planned continuation of work. At the same time, the employees have the right to procedures concerning their departure so that they can leave on amicable and agreeable terms with their entitled benefits.

The purpose of these procedures is to make both parties aware of their obligations regarding the ending of contracts for any of the following reasons.

2. EMPLOYEE SEPARATION

Notwithstanding what is stated here in above, SSDO reserves the absolute right to terminate the employment of any member of staff on giving due notice to him/her according to the terms and conditions stated in his/her letter of employment/contract.

3. RESIGNATION

An employee may resign from employment for better prospects with any other organization or for personal reasons on giving due notice at least one month prior to leaving date. There will be an exit interview with the employee leaving the organization to ascertain the cause of resignation and to gain feedback on the organization.

4. NOTICE PERIOD

Employees, who have completed their probationary period, shall be required to tender resignation in accordance with the terms of employment or make payment in lieu of the notice period. In case an employee leaves SSDO without serving the notice period, he/she shall pay SSDO an amount equal to his/her salary for the un-expired period of notice, unless SSDO waives such payment. No notice or payment of salary in lieu of Notice is required if an employee is dismissed from service on account of misconduct.

5. WAIVER OF NOTICE

The Executive Director may curtail or waive the notice period or payment of salary.

6. PAYMENT OF ACCRUED BENEFITS UNDER RESIGNATION

Employees shall be entitled to receive full ending benefits as admissible under the terms of employment with SSDO at the time of resignation.

7. EXPIRY OF FIXED TERM CONTRACT

Employment on a fixed term contract will automatically conclude, and unless the contract is renewed or extended by mutual agreement of the parties, all obligations on each party shall immediately terminate.

8. TERMINATION OF EMPLOYMENT BY SSDO

SSDO may terminate the employment of any employee at SSDO at any time at its discretion without assigning, specifying or spelling out any reason(s).

9. PAYMENT OF ACCRUED BENEFITS UNDER TERMINATION

An employee shall be entitled to receive full ending benefits accrued under SSDO policy unless the termination is a result of disciplinary proceeding against the employee, for which no payment of salary and benefits would be made in lieu of notice period.

10. TERMINATION DUE TO DISCIPLINARY ACTION

Employees shall also be liable to termination as a result of disciplinary action. Please see regulations titled "Disciplinary Action".

11. ABOLITION OF POST

If an authorized post is abolished due to restructure or other reasons, the employment may come to an end.

12. DISMISSAL

An employee may be dismissed from employment on the following grounds:

- Unauthorized absence.
- Gross negligence or misconduct (see also disciplinary procedure).

13. PERMANENT DISABILITY

If an employee is permanently disabled and cannot discharge his/her duties or is declared medically unfit for the job, his/her employment then comes to an end. A doctor appointed by SSDO will determine whether there is a permanent disability, if the employee is unable to carry out the duties as described in his/her job description. SSDO will facilitate the employee with securing terminal benefits under the insurance cover, if any, provided during the course of employment.

14. RETIREMENT

The retirement age is 65 years, which may be amended at the discretion of the Board from time to time. However, in the case of certain categories of employees or of an individual employee, SSDO may in its sole discretion fix a lower age limit, which shall be specified in the employment contract. Payments of all accrued benefits due to him/her shall be released at the time of retirement.

15. DEATH

Employment comes to a natural end if an employee dies during the tenure of his/her services. Payment of the accrued benefits shall be made to the family members previously nominated by the deceased employee in the declaration submitted. SSDO will file a claim with the insurance company for payment of the insurance amount, if any, to the nominated family member of the deceased employee.

16. EXIT INTERVIEW

There will be an exit interview of an employee with the Line Manager or his designate prior to his/her departure. The purpose of the interview will be to obtain feedback on his/her work experience with SSDO. Information provided by an employee will be used by the management to better understand the reasons for departure and provide an insight into how the institution can improve.

17. CLEARANCE PROCEDURE

The clearance procedure shall initiate when an employee (a) tenders resignation (b) is terminated or (c) is dismissed from service. The following steps shall be applicable in such a situation:

Clearance form shall be issued to the employee by the HR & Administration department subsequent to any of the events at (a), (b) or (c) transpiring. The HR & Administration department in consultation with the employee will fill columns titled (i) Mail forwarding address, (ii) return office equipment and stationery issued to the employee, (iii) return the official identity card, office keys including desk keys issued to the employee (A Clearance form is attached as Appendix N to this manual).

In case a computer or any other equipment is issued, the HR & Hr & Administration Officer or his subordinate will be required to sign on the sheet at column titled "Store/Office Equipment".

The concerned department head or his delegate shall be responsible for sign off in column titled 'Official files returned' only after having received a list of official files maintained by the concerned officer.

Subsequent to the completion of the above procedure, the "Clearance" Sheet along with "Receipt and Discharge" forms will be forwarded to Finance & Procurement Manager for processing of columns titled (i) Any outstanding dues cleared by the employee, (ii) Bill for Collection Paid and (iii) Accounts cleared by SSDO. Consequently, the account section will secure the signature of the Executive Director on the Clearance Sheet at the time of securing final approval for the payment.

Once the final payment has been made to the departing employee, the "Clearance" along with "Discharge and Receipt" sheets will be filled in the personnel folder.



PERFORMANCE APPRAISAL POLICY

1. PURPOSE

To define policy and procedures for the appraisals of the work performance of employees of SSDO

2. APPLICABILITY

The appraisal is applicable to all employees employed by

3. POLICY

- It is two ways appraisal. All seniors will apprise their juniors and all juniors will apprise their seniors once a year.
- To encourage the employee to participate actively in improving operations and the standard of work of the unit.
- To provide incentives for exceptionally high-quality work performance by the individual and to maintain quality of performance.
- To reward major accomplishments of an individual who has contributed to the achievement of SSDO objectives.
- To regulate and monitor the work performances of all employees, and to maintain an efficient level of performance. If the work performance of an employee deteriorates in any way, to bring that to the attention of the employee so that he/ she may be given a chance to improve. The evaluation would recognise and initiate steps to correct work deficiencies, identify areas for development and provide a guide.
- To strengthen the employee - supervisor relationship.
- To identify training and developmental needs of the employees.
- To encourage and subsequently recognize new ideas and suggestions which eventually would lead to a more efficient office environment.

4. CONFIDENTIALITY AND DISPOSITION OF FORMS

The completed annual Performance Evaluation form for each employee is part of that employee's official personnel file in each department. Each supervisor is to conduct performance evaluations, and each supervisor is subject to appraisal by those whom he is supposed to appraise. The final step in the evaluation process involves review by the department head, or designated management official. As an official part of each departmental personnel file, the Performance Evaluation form shall be treated as confidential.

5. GENERAL INSTRUCTIONS FOR COMPLETING PERFORMANCE EVALUATION FORMS

The purposes of performance evaluations are;

- To provide a fair assessment of the employee's performance,
- To assist the employee to improve performance,
- To provide a basis for an appropriate level of compensation, and
- To support and provide documentation for personnel actions under approved policies.

- Performance evaluations should be scheduled to ensure that every employee is evaluated annually prior to reappointment for the succeeding year.
- The Completed performance evaluation form is a part of the employee's official personnel file, and as such, shall be treated as confidential.

6. GUIDELINES FOR PERFORMANCE EVALUATION FORMS

The performance evaluation form should provide space on the front for:

- The date the annual performance period ends.
- The name, title and department of the employee being evaluated.
- A list of "Key Responsibilities" or major elements of the job. The evaluator may describe each key responsibility by using a word or a brief phrase or sentence to say what, how, and when each task is performed.
- An evaluation which places emphasis on how well each key responsibility has been performed. The evaluator should describe performance levels which meet, exceed, or fail to meet expected levels.

The back of the performance evaluation form should provide space for:

- An overall summary of the performance evaluation, taking into consideration the level of performance on each key responsibility. The overall summary, again using the "Guide for Evaluation," may be very brief or may be more descriptive if needed. Specific targets for improvement should be noted.
- The actual date of the evaluation, name and title of the evaluator/supervisor who has direct knowledge and supervisory responsibility for the employee. Spaces are also provided for the supervisor to date and initial the form to record when the performance evaluation was discussed with the employee. It is not necessary for the employee to sign or initial the form.
- Management Review. This space is provided for the department head to record comments, including any disagreements with the evaluator's rating or comments. This space is to be completed with signature and date.

7. RATING

A. OUTSTANDING PERFORMANCE

For achieving Outstanding Performance, more than half of the factors on which the employee is rated on the evaluation form must be marked "Excellent" and the others must be marked "Good". An overall Outstanding Performance rating must be supported by a detailed justification in the summary portion. Above average performance may be rewarded through merit awards/increments and poor performance may be penalised through withholding of increment, and/or issue of a written warning.

B. SATISFACTORY PERFORMANCE

For this rating, almost all factors must be marked "Average" or higher but performance does not qualify to the point of deserving for an outstanding rating.

C. UNSATISFACTORY PERFORMANCE

For this rating, factors especially significant to the position would be marked "Below Average" or "Poor". A review panel reviews performance evaluation reports rated "below average" or "poor". This rating may only be assigned after the reporting officer has given the

employee a thirty-day prior written warning and an opportunity to improve and demonstrate a better performance. In the case of poor performance, besides withholding of increment, an employee shall be issued a written warning and his/her performance shall be placed under observation for a maximum period of thirty days. If the employee fails to improve his/her performance to the required standard, his services may be terminated. The written warning must specify the following.

- What job requirements the employee is failing to meet 'satisfactory'.
- What the employee must do to bring performance to a satisfactory level.
- What steps will be taken by the management to help the employee overcome deficiencies.

8. SUPERVISOR/ REPORTING OFFICER

The reporting officer is normally a person who is responsible for the work of, and gives assignments to, the employee. The responsibilities of reporting officer include:

- Making clear to an employee the duties of the position and the requirements for satisfactory performance at the beginning of the rating period.
- Discuss the strengths, weaknesses and ways to improve performance with each employee at the end of the rating period and whenever needed.
- Give recognition to superior or outstanding performance.
- Take action against an employee whose performance is substandard.

The Supervisor/Reporting Officer then forwards the Performance Evaluation report to the EXECUTIVE DIRECTOR for an overall assessment, review, comments, if any, and signature. The report must always be forwarded in a sealed envelope to ensure confidentiality.

9. REVIEWING OFFICER

A review statement by the EXECUTIVE DIRECTOR is required to ensure thoroughness, objectivity, soundness and to ensure compliance with the evaluation instructions.

It also ensures whether the employee has received adequate supervision and guidance and whether the rating by the reporting officer appears harsh or lenient. In all it is the prime responsibility of the reviewing officer to ensure the report is formulated in a professional manner and that no one is being discriminated against or treated unfairly.

In cases where the reviewing officer is someone who is other than the ED, he/she comments on the report, and forwards it to the EXECUTIVE DIRECTOR for his/her signature and information in a sealed envelope.

The report duly signed by the EXECUTIVE DIRECTOR is forwarded to HR & Hr & Administration Officer in a sealed envelope marked "Performance Evaluation Report" to ensure confidentiality of the report.

10. REVIEW PANEL

The review panel consists of a committee constituted for this purpose by the ED. The panel reviews all performance evaluation reports, which are rated "Unsatisfactory". The panel will also review employee appeals (see section 15) against the overall rating in the performance evaluation. The review panel, after reviewing all material and hearing both the employee and the reporting officer, grants or rejects the appeal, and notifies the employee. The decision of

the Review Panel is final. Any changes in the performance evaluation report are documented and filed in the employee's personnel folder.

11. EMPLOYEE APPEALS

Appeals are limited to the overall rating in the performance evaluation report. If after discussing the disagreement with the reporting officer, the employee is still dissatisfied; the employee submits a written appeal to the Hr & Administration Officer within seven calendar days of receipt of copy of the performance evaluation report.

The appeal should indicate the reason for dissatisfaction with the rating and suggest the remedy. The Hr & Administration Manager requests the EXECUTIVE DIRECTOR for a meeting of the review panel and places the entire case before it.

12. RECOMMENDATION FOR PROMOTION

Promotion is based on performance. It is neither automatic nor based on seniority. However, promotion from within the organization shall be given preference provided high performance candidates with the required skills and experiences are available. Recommendations for promotions, merit awards/increments and withholding of increments shall be made through the Performance Appraisal process. They shall be consolidated by Hr & Administration Manager, and submitted to the EXECUTIVE DIRECTOR for his/her approval.

13. RESPONSIBILITIES OF ED

The EXECUTIVE DIRECTOR shall review the performance appraisals of all the employees and sign off them recording his/her concurrence with the rating. The EXECUTIVE DIRECTOR will share the performance appraisal with the Management Committee and with the BOD, if so desired by him/her.

14. OFFICIAL SUMMARY

The Performance Appraisal report will be considered an official summary of an employee's performance and will be made a permanent part of the employee's personnel file.
(Performance appraisal form is attached as Appendix-A to this manual).



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