

Development Empowerment Women Association DEWA

HR POLICIES



HR policies are a written source of guidance on how a wide range of issues should be handled within an organisation. They include a description of principles, rights and responsibilities for managers and employees.

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Chapter 2: Human Resource Management Policies & Procedures

2.1. Employment Related Matters

2.1.1. Classification/ Categories of Staff

2.1.1a. Permanent Staff

Permanent staff members of DEWA are those whose job continues whether projects are in place or not. The employment of a staff member may be ceased due to factors like, redundancy, termination etc. by giving notice as required under the contract clauses.

2.1.1 b. Probationary Period

All the employments are subject to probationary period of three months that can be extended further, based on the behavior, ethics, and performance review of the employee.

2.1.1 c. Confirmation

Performance the employee during the probationary period is assessed through initial appraisal and may be confirmed if employee fulfills all the desired parameters.

2.1.1 d. Contract Staff

Contract or project staff is hired for a specific project and their jobs may be terminated with the closure of the respective project or their terms of employments may be changed with change in the project they are deputed to. The employment contract can be terminated by either party as per contract clauses.

The contract / project staff shall be entitled to salary and benefits as stipulated in the contract between the organization and the donor/funding agency.

2.1.1e. Consultants & Short-Term Employments

The organization can hire consultants from time to time to meet a specific need or perform a specific task. Consultants shall not be treated as contract or regular employees of the organization. Their terms of reference shall be governed by the agreement between DEWA and the consultant.

Further, considering the expertise level of a board member, the board may appointment him/her a consultant to provide services in the area of his/her expert knowledge and may fix a remuneration for the services rendered for the project/projects.

2.1.1f. Interns and Volunteers	
	DEWA may hire internees and volunteers for project activities or office work as and when required. Stipend to internees and volunteers shall be paid out of relevant project funds or from general funds (if resources available). Duration of internship and volunteer service ranges from six weeks to three months.
2.1.2. Appointing Authority	
	Appointments to all positions except the post of Executive Director shall be made by the competent authority, which is the Executive Director on the recommendation of selection committee. Whereas in the case of Executive Director, it is the Executive Body.
2.1.3. Recruitment Policy	
	Salient features of the recruitment policy are: - All appointments will be made on the basis of open merit. - Every person shall be hired on need basis and after proper authorization by the competent authority. - Each new hire must provide documents establishing identity. - An individual may be rejected solely due to a medical/physical/mental condition unless such condition does not prevent the individual from performing the required functions of the job or presents a hazard to the individual or others. (Certificate of fitness for the offered job may be required) - No discrimination on grounds of cast, religion, origin, locality, creed, language, or gender shall be made. - Preference will be given to the people holding domicile of the area in which the position is to be based or where project activities are to be carried out.
2.1.4. Recruitment Procedure	
	The recruitment procedure will be as follows: - All the vacancies can be filled in through advertisements in local media/social media or any other relevant medium and email to relevant organizations or through headhunting. - The HR officer shall maintain a log of all the CVs received. - The team headed by the supervisor of the position advertised/Committee shall do initial short listing. - All candidates on the preliminary short list will be called for a written test and/or interview. - These candidates will be asked to complete the standard "Employment

	Application Form”. vi. Interviews and tests will be conducted by a Selection Committee comprising of Board Members, Executive Director, Department Head, admin finance officer and technical expert. or Committee proposed by the ED e.g for a lower positions, ED may sits in initial interview and can have second round of Interview for the higher positions. vii. Candidates may be called for a final interview, if required. viii. A formal employment offer shall be sent by HR Officer to the selected candidate with a deadline to send the acceptance of employment offered. ix. If the candidate refuses, or fails, to accept the offer by the prescribed deadline, an Employment Offer Letter shall be sent to the second candidate.
2.1.5	<i>Appointment of Next of Kin/Family Members</i>
	In order to avoid conflict of interest, close family or political ties should be considered before employment. Members of the same family may not report to each other or be members of the same management group. Family members/close family ties are defined as a spouse / partner /children, parents, and siblings. Close relationships can also include friends and distant relatives who are close to the employee. Those who are closely related cannot work in the same department, in line management with each other or have a place in the same management team. All new staff will be expected to sign a declaration form indicating their association and relation with staff in the organization.
2.2. Employment Contract	
	When a new staff member is recruited, two signed original copies of contract should be made, one for the employee and other one for the organization’s records to be filed in a personal file of the employee. The Executive Director in case of all employees and President in case of Executive Director are eligible to sign the employment contracts. Any changes made to the details of the contract (e.g., salary, allowances, etc.) must be notified in writing with a copy to the concerned employee and person responsible for maintaining personnel record. Contract of employment should be made on a standard format provided in document of “Formats” of DEWA. Each employee shall get an orientation to the Policies and programs of DEWA within one week of joining the office, by the administration.

2.2.1. Job Description

A job description shall be prepared for each post. It shall be reviewed and, if appropriate, revised to ensure compliance with changes in requirements of a specific position.

The head of the concerned department shall prepare a job description for each post, which shall be placed in the personal file of the employee with a copy to the employee concerned.

2.2.2. Personal Files

The information in the employee's file shall always be kept confidential. All the employees shall inform the concerned manager immediately whenever there are changes in their personal information/address.

Personnel files are the property of the organization and may not be removed from organization's premises without written authorization from the Executive Director. The organization will not disseminate outside the organization, information relating to staff members without their prior consent, except in the case of references.

Appropriate care must be taken to check the fake documents, the false and misleading statement by consulting previous employees or referees/ guarantors.

Following record shall be kept in the personal file of each employee:

- i. Application and CV
- ii. Interview result and comments
- iii. Attested photocopies of all relevant educational documents
- iv. Offer Letter
- v. Acceptance by candidate
- vi. Appointment letter
- vii. Employment contract (including Non-disclosure Agreement)
- viii. Copies of training certificates
- ix. Notices and warnings
- x. Appreciation letters
- xi. CNIC and copy of passport (if available)
- xii. Recent picture
- xiii. Previous experience letters
- xiv. Reference letters
- xv. Annual performance appraisals

2.2.3. Office Cards

	Every employee of the organization should be given an office card that should be displayed while in the office or specially while working in the field. The card must contain following information: - Name of Employee - Employee Number - Organization Name and Logo - Photo/ Picture - Organization' website address - If project team is working in the field the donor's name may be displayed as per donor requirement.

2.3. Conduct of Employees

2.3a. General Behavior

	It is overall dealing of the employees with his senior, peers, junior and his aptitude for performance and acceptance of work.

2.3b. Exclusive Service & Conflict of Interest

	A full-time employee is ethically bound to work for the organization and the employee is not allowed to carry out any work, consultancy or job which is in conflict with the present job. For non-conflicting services, a permission from the competent authority is required, in this case it is ED. Same is the case for purchases/services from any vendor who is close relative of the employee, and the employee is in a position to influence the decision. He/she should clearly declare that the said employee will not be part of this decision.

2.3c. Punctuality and Attendance

	A proper system is maintained in the office, where attendance is marked in the register having column of date and time. Habitual late comers are dealt with seriously. In case an employee is more than five times late in month one Earned Leave will be deducted, in case of more than seven days late a warning letter is also issued.

2.3d. Professional Secrecy and Confidentiality

	When an employee is at work, he/she may have access to a number of information which are strategically important and disclosure to any other party may affect organization adversely. A confidentiality clause is made part of the employment contract and violation of this clause may lead to termination of service.
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	<i>2.3e. Attire and Appearance</i>										
	Employees are advised to wear a formal dress as per norm of the society and area of work. On Friday, smart casual dress is also allowed. Employees working on a project in remote area are advised to wear a dress which is acceptable for that area of work and as per norms of the location. Office dress should be neat and clean, well ironed, and polished shoes.										
	<i>2.4. Salary Scales & Salary Fixation</i>										
	Salary of each employee shall be fixed in accordance with the qualification and experience of the person and as per the availability of funds from respective project financier. While fixing the salary of a new employee, education and experience shall be taken into account whereas at the time of confirmation of probation period, the annual increments and promotion following shall also be taken into account while deciding the salary: i. Behaviour ii. Continuous performance iii. Team spirit iv. Ownership The salaries shall be fixed within the approved job and pay scales as given below:										
	<i>2.4.1. Job Grades</i>										
	Employees are placed in five job grades as follows: <table border="1"> <tr> <td>Grade 1</td><td>Executive Director</td></tr> <tr> <td>Grade 2</td><td>Managers</td></tr> <tr> <td>Grade 3</td><td>Coordinators, Field/projects officers, Finance Officer, Admin Officer, Coordinators etc.</td></tr> <tr> <td>Grade 4</td><td>Social Organizers, Assistants, Secretaries and Receptionists</td></tr> <tr> <td>Grade 5</td><td>Drivers, Office attendants and other support staff</td></tr> </table>	Grade 1	Executive Director	Grade 2	Managers	Grade 3	Coordinators, Field/projects officers, Finance Officer, Admin Officer, Coordinators etc.	Grade 4	Social Organizers, Assistants, Secretaries and Receptionists	Grade 5	Drivers, Office attendants and other support staff
Grade 1	Executive Director										
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Grade 4	Social Organizers, Assistants, Secretaries and Receptionists										
Grade 5	Drivers, Office attendants and other support staff										
	<i>2.4.2. Dual charge</i>										
	Depending upon the circumstance and activities of the organization, Executive Director is authorized to assign charge for more than one position to any employee of the organization. Board can also assign any other charge to Executive Director, if desired. Due care should be taken those internal controls should not be compromised.										

2.4.3. Pay Scales

	Grade 1	(120,000 to 150,000)
	Grade 2	(90,000 to 120,000)
	Grade 3	(60,000 to 90,000)
	Grade 4	(30,000 to 60,000)
	Grade 5	(20,000 to 40000)

2.4.4. Payment of Salaries

	Salaries are paid in last week of the month. Partial salary payment shall be calculated on a calendar day's basis.
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2.4.5. Annual Increments

	Annual increments shall be made in accordance with employee's individual performance. All staff should be given annual increment of 8 to 10% % keeping in view the availability of funds with the organization. Performance based increment: Other than the annual increment, a 1 to 4% increase shall be made in accordance with employee's individual performance and again it is subject to availability of funds with the organization.
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2.4.6. Benefits & Overtime

	As a policy matter, the organization does not offer overtime allowance to its staff members. However, at the discretion of the Competent Authority, compensatory leave may be granted for the work done on weekends or public holidays. No benefits in addition to salary are offered to employees. However, DEWA intend to introduce mobile phone credit allowance its core and project employees.
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2.4.7. Working Hours

	Working hours are from 9.00 am to 5.00 p.m. with one-hour lunch break from 1.00 p.m. to 2.00 p.m., Five days a week (holiday on Saturday & Sunday).
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2.5. Leaves

	Employees can avail following leaves:
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2.5a. Casual and Annual Leave							
	All the employees are entitled to paid leaves every year for all the reasons including but not limited to: • Casual - 10 days • Earned Leave - 14 days • Medical/sick - 16 leaves with half pay • Rest and recreation (It is part of earned leave and not a separate leave) • Emergency -3 days • Short leaves etc The leave year shall commence on January 1st of each year. A Leave Register shall be maintained. Employees shall be required to apply in advance to avail annual leave, advance notice should be given as: <table> <tr> <td>○ 1-2 days leave</td><td>1 day notice</td></tr> <tr> <td>○ 3-5 days</td><td>1 week notice</td></tr> <tr> <td>○ 5 days and more</td><td>2 week notice</td></tr> </table> The leave application should always be on standard leave application form, duly approved by the Executive Director. The un availed leave shall not be carried forward to the next leave year unless specified on workload grounds (only for two months), requested by the organization, and duly approved by the Executive Director.	○ 1-2 days leave	1 day notice	○ 3-5 days	1 week notice	○ 5 days and more	2 week notice
○ 1-2 days leave	1 day notice						
○ 3-5 days	1 week notice						
○ 5 days and more	2 week notice						
2.5b. Public Holidays							
	All employees are entitled to take public holidays announced by the Government of Pakistan, with full pay. If a public holiday falls on a non-working day, no alternative day is given. If a public holiday occurs while the employee is on annual leave, it should be counted as a holiday and not the leave.						
2.5c. Maternity Leave							
	Female employees are entitled to paid maternity leave of three calendar months. However, she cannot take more than two leaves during her employment. There should be minimum of 18-month gap between the first and second leaves. The leave can be taken as pre or postnatal. or covering both partly pre-natal and partly post-natal periods as per employee facilitation. Application for maternity leave must be made in writing three months in advance. Male Employees are entitled to avail one week (7 days) paternity leave for maximum of						

	three times. There should be minimum of 18 months' gap between the first and second leaves. The leave can be taken as pre or postnatal.
<i>2.5d. Iddat and Honeymoon Leave</i>	
	Women are entitled to avail Iddat leave, which is 130 days as per Islamic Law and Shari'ah. This provision is designed to respect the cultural and religious traditions of our diverse workforce. In addition, both male and female employees are entitled to avail Honeymoon/Wedding leave for 10 working days. We believe in supporting our employees during significant life events, ensuring they have the time they need to celebrate and cherish these moments with their loved ones.
<i>2.6d. Leave without Pay</i>	
	Maximum fifteen (15) days leave without pay can be granted for exceptional circumstances. It can be availed only on prior approval of the Executive Director.
<i>2.5e. Salary Advance</i>	
	One-month salary can be advanced to an employee in case of an emergency or urgent need. The advance should be adjusted fully in the following month's salary. An employee can get a maximum of two salary advances in any financial year. The employee should have completed his/her probation period before qualifying for such an advance. Salary advance is not given during probation period.
<i>2.6. Travel and Accommodation Allowances during official outstation visits</i>	
	DEWA arranges cost effective and safe mode of travel and accommodation of its employees during their official visits/trainings outside their duty station. All the staff members are entitled to "ON ACTUAL" reimbursements on account of said expenditures. Receipts must accompany travel claim wherever possible. No per diem is allowed. Management staff from grade one to three is allowed to travel by Air for inter-provincial journeys except within Punjab and KPK. For local travel, official vehicle is provided, or they are eligible to get reimbursement of taxi/public transport fare. Accommodation shall be arranged and paid by DEWA at reasonably good guesthouses and hotels. Mostly, outstation travels are supported by externals/donor organizations and terms are as per their approval / invitations. In case official vehicles are not available and the employee has to use his/her personal

	transport, an amount of PKR 20.00 per km travelled shall be reimbursed on completion of journey. Advance approval from the Executive Director is required before such a travel.
<i>2.7. End of Employment Contract</i>	
	The employment contract can be concluded with the following reasons:
<i>2.7a. Retirement</i>	
	Retirement age of employee is 65 years, however if it is considered necessary, it may be extended for one year with the approval of President
<i>2.7b. Resignation</i>	
	An employee may resign by giving one-month notice or salary in lieu of notice. If all the terms and conditions are fulfilled and responsibilities are met, the employee will receive full salary up to and including the last working day. In addition, employees shall be eligible for terminal benefits, if any.
<i>2.7c. Termination of Service due to Redundancy</i>	
	In the event of an Employee's service being dispensed with, one month's notice period will be served by the organization otherwise, payment equal to one month's salary shall be made in lieu thereof after deducting all liabilities of the Employee to the organization. The Employee will be obliged to clear all his dues and return all properties of the company. Conclusion of services of any individual may result from reorganization, financial exigencies, or other unavoidable circumstances.
<i>2.7d. Termination of Service due to Disciplinary Action</i>	
	The services of any employee can be terminated on account of disciplinary action, if the employee is found guilty of misconduct as mentioned below: i. Unsatisfactory work quality or quantity. ii. Poor attitude (for example, rudeness or lack of cooperation); iii. Excessive absenteeism. iv. Failure to follow instructions or organization procedures. v. Insubordination. vi. Dishonesty. vii. Theft. viii. Misusing or destroying organization's property. ix. Violating conflict of interest rules. x. Disclosing or using confidential or proprietary information without

	authorization; and xi. Falsifying or altering organization records, including the application for employment. xii. An act which may result in harming the image of the organization.
<i>2.7e. Service/ Experience Certificate</i>	
	A service/experience certificate may be issued on the request of the employees which clearly states the behavior and performance of the employee during his/her stay in the organization.
<i>2.7f Reemployment of Ex-Employees</i>	
	Employees may be reemployed if they have left the organization in the normal course of business like at the end of project or resigned in a proper way by giving the desired notice. An employee will not be reappointed if dismissed/ or terminated due to disciplinary action.
<i>2.8. Development and Training</i>	
	The organization is committed to enhance the efficiency and productivity of the employees through training need assessment (TNA) of the employees. In most of the cases the employees are sent for training which is arranged by other organization or donors. TNA include both technical and soft skill trainings.
<i>2.8a. Performance Appraisal</i>	
	Biannual and annual performance appraisal is carried out for all the employees on a predefined criterion which help the organization to identify the key talented employees and future growth plans are designed accordingly.

2.9. Endowment Policy

DEWA is planning to go for an Endowment plan for the employees and contribute funds as per the requirement on the policy.

An endowment policy is a life insurance contract designed to pay a lump sum after a specific term (on its 'maturity') or on death. Typical maturities are ten, fifteen or twenty years up to a certain age limit. Some policies also pay out in the case of critical illness.

An endowment policy is a type of investment that you take out with a life insurance company. You pay in money each month for a set period, and this money is invested. The policy will then pay you a lump sum at the end of the term – usually after ten to 25

years.

One of the major reasons why one should buy an endowment plan is that it provides an opportunity to save money in a disciplined way to fulfil the future financial needs. ... An endowment plan may give you lower returns, but the investment associated risk is very low in an endowment plan

The key benefits of any endowment plan include financial protection of loved ones, goal-based savings, tax benefits of the Income Tax Act and the options to obtain loan against the policy, in case of any financial emergency.