



# Human Resource Policies and Procedures

## Health Education and Development Society (HEADS)



### Abstract

*HEADS' HR Policy provides a structured framework for effective workforce management, ensuring compliance with national laws and international best practices. It covers recruitment, equity, compensation, and grievance redressal while promoting inclusivity, transparency, and integrity. Reviewed in January 2025, the policy is valid for one year and will be revised in January 2026 or earlier if legal standards change.*

*This policy has been revised in January 2025 for a period of one years and will be revised in January 2026. However, changes or amendments will be incorporated earlier if required due to any revisions in relevant government policies, global standards, or donor requirements*

[www.heads-ngo.org](http://www.heads-ngo.org)



**Background:**

Health, Education and Development Society (HEADS), is a non-profit, non-political and non-governmental organization registered in Pakistan under the Societies Act 1860. Since its establishment in 2013, HEADS has been actively engaged in the developmental and humanitarian sectors. The organization is led by a dedicated Board of Governors (BoG), consisting of professionals with diverse educational backgrounds and capabilities. HEADS operate under a comprehensive set of policies designed to ensure transparency, accountability and efficiency in its systems and operations. HEADS Currently registered in the Islamic Republic of Afghanistan, and established an office in the capital city, Kabul.

Throughout its history, HEADS has worked closely with communities and various stakeholders, addressing a wide range of issues, including but not limited to Education, Health, Protection, Livelihoods, Community Infrastructure (CPIs), Shelter and Settlement, Community Development, Institutional Capacity Building, Research, Gender Equality, Legal Counselling, Referral Mechanisms, Social Accountability, Right to Information, and Governance.

In addition to these programmatic areas, HEADS place a strong emphasis on cross-cutting themes, including social mobilization, gender mainstreaming, inclusion, and resilience in all its core programs. These themes reflect the organization's commitment to addressing the holistic needs of communities and promoting sustainable development.

**Vision:** Every Individual regardless of background or circumstances enjoy equal opportunities and rights with dignity.

**Mission:** Empowering Communities through strategic investment in human capital and institutional capacity development, raising sustainable development at the grassroot level.

**Objectives:**

- Support and develop replicable models and strategies for sustainable human resource development through skills development initiatives.
- Network and collaborate with the Govt. Departments, NGO's, CBO's, WOs and international agencies/donors for sustainable development.
- Support initiatives for sustainable community-based gender sensitive development with particular focus on; Human and institutional Development, Natural Resource Management, Drinking Water Supply, Environmental Sanitation, Education, Agriculture, Health & Nutrition, Disaster Management and Micro Credit & Enterprise.
- Create economic and recreational opportunities for youth through skill enhancement programs for peace promotion.
- Enable equitable access to quality education and healthcare, raising holistic community development and well-being.
- Promoting Social Inclusion and Empowerment;
- Strengthen Resilience to Climate Change and Environmental Degradation.
- Advocacy for Peace, Human Rights, and Social Justice.
- Building Disaster Resilience and Preparedness

## SECTION I

### ○ Introduction

The HEADS HR Policies and Procedures establishes clear guidelines for workforce management, ensuring compliance with national labor laws and international best practices. It promotes fairness, transparency, and efficiency in human resource management while aligning with HEADS' core values. Committed to fostering an equitable and ethical work environment, HEADS prioritizes inclusivity, professionalism, and productivity across all levels of the organization.

### Objectives

The key objectives of these policies and Procedures are to:

- Establish clear HR management procedures.
- Ensure fair recruitment, compensation, and benefits.
- Define employee rights, obligations, and responsibilities within the organization.
- Promote a safe, harassment-free, and inclusive work culture.
- Define grievance redressal and whistleblower mechanisms.
- Implement monitoring and compliance systems.
- Outline recruitment, selection, performance management, and compensation policies.
- Ensure compliance with labor laws, workplace ethics, and employment equity standards.

### Scope

These policies and Procedures apply to all HEADS employees, consultants, interns, volunteers, governing board members, sub-grantees, implementing partners, suppliers, and associated stakeholders engaged with HEADS projects.

## SECTION II

### Employment Equity

HEADS believes in equal opportunity without discrimination based on gender, marital status, religion, political opinion, race, age, disability, or socioeconomic background.

HEADS strives to improve gender balance across all levels, using affirmative action where necessary. HEADS is committed to creating an inclusive environment and increasing the participation of underrepresented groups.

Efforts are made to ensure active inclusion of females, people with disabilities, and marginalized communities in recruitment, retention, and capacity-building activities. All employees will be treated fairly in hiring, promotions, and workplace participation.

In alignment with Pakistan's National Policy for Persons with Disabilities (2002) and the National Plan of Action (2006), HEADS adopts measures to ensure equal rights, inclusion, and empowerment of persons with disabilities in its workforce and programming. This includes:

- **Inclusive Recruitment:** Implementing policies that promote the hiring of people with disabilities, in line with provincial employment quotas (e.g., 2% to 5%).
- **Accessible Infrastructure:** Ensuring that organizational facilities and project sites are accessible to individuals with disabilities.
- **Programmatic Inclusion:** Designing and executing programs that consider the needs and participation of people with disabilities.
- **Awareness and Training:** Conducting regular training sessions for staff to foster an inclusive organizational culture.

## Working Conditions

- **Attendance & Working Hours:** Standard 40-hour workweek; flexible arrangements as needed. Regular working hours shall be **Monday to Friday, from 9:00 AM to 5:00 PM** with a lunch break. Employees must ensure punctuality and maintain attendance records.
- **Overtime Policy:** No extra compensation; managed within operational needs. HEADS does not provide extra compensation for overtime work unless explicitly approved under specific circumstances.
- **Service Period:** Employment contracts shall clearly define probationary periods, contract durations, and renewal terms based on project needs and employee performance.
- **Relocation & Remote Work:** Permitted under exceptional circumstances. Employees may be relocated between offices in different regions based on operational requirements and with Executive Director approval.
- **Working from Home:** HEADS, in principle, does not prefer remote work unless circumstances are unavoidable and subject to prior approval.
- **Change to Another Position:** Employees may request role transitions, subject to performance evaluations, skills assessment, and management approval.
- **Time off During Office Hours:** Employees must seek prior approval for short breaks during work hours for personal appointments or emergencies.
- **Performance Evaluation Procedure:** Performance appraisals will be conducted annually using a structured performance assessment framework that includes goal setting, competency evaluation, and feedback mechanisms.

## SECTION III

### ○ Recruitment & Selection Policy

HEADS follows a merit-based, gender-sensitive recruitment policy to ensure fair hiring practices to recruit skilled professionals. All vacancies shall be advertised through official channels. Before hiring, a comprehensive background check shall be conducted to verify educational credentials, employment history, and references.

### Recruitment Process

- **Job Announcement:** Internal & external advertisement with equal opportunity clauses.
- **Selection Criteria:** Based on skills, experience, and competencies.
- **Background Verification:** Mandatory reference checks and vetting procedures.

- **Request for Recruitment of Staff Member:** Recruitment needs shall be initiated through a Staff Requisition Form submitted by department heads.
- **Requisition Approval:** All requisitions must be approved by the Executive Director before initiating recruitment.

### Selection Criteria and Guidelines

- **Shortlisting Criteria:** Candidates will be shortlisted based on qualifications, experience, and job-related competencies.
- **Final Selection Criteria:** Final selection is based on written tests, panel interviews, and assessment of required skills.
- **Written Test:** Depending on the job role, candidates may be required to take a competency-based written test.
- **Interviews:** Candidates will be interviewed by a selection panel including HR, department heads, and a senior representative.
- **Recruitment Procedures / Waiver:** In urgent cases, Executive Director approval is required for fast-track hiring.

### Offer of Employment

- **Employment Formalities:** Selected candidates must complete documentation, medical tests, and reference verification before joining.
- **Contract of Employment:** Employment contracts shall outline roles, responsibilities, salary, benefits, and termination conditions.
- **Permanent Employment Contract:** Employees who successfully complete their probation may be offered permanent contracts.
- **Contract for Consultants (Long/Short-Term):** Consultants will be hired based on fixed-term agreements with clearly defined deliverables and compensation.
- **Induction and Orientation:** New employees undergo structured orientation, covering HEADS' mission, policies, and operational procedures.
- **HR / Personnel Records:** HR maintains detailed personnel files, including employment contracts, evaluations, and disciplinary records.
- **Note for Record:** In emergency projects, priority hiring may be given to previous staff and volunteers.

## SECTION IV

### Salary / Compensation & Fringe Benefits Policy

#### Salary Structure

HEADS follows a **structured pay scale**, ensuring equal compensation for equal work based on predefined salary bands and defined pay scales per job category

- **Monthly Salary & Payment:** Salaries are paid by the 5th of each month directly into employee bank accounts.

## HEADS- Human Resource Policies and Procedures

- **Salary Deductions:** Deductions include income tax, provident fund contributions, loans, and penalties (if applicable).
- **Salary Increments & 13th Salary:** Annual increments are performance-based, subject to Board of Governors' (BoG) approval. A 13th salary may be given based on employee tenure and financial availability.
- **Employee Old Age Benefit Institution (EOBI):** All regular employees are registered under EOBI, with contributions deducted from salaries.
- **Health Insurance:** HEADS provides health insurance covering hospitalization, maternity care, and outpatient services.

### Other Fringe Benefits

Depending on budget availability, HEADS may offer:

- Group Life Insurance
- Personal Loans
- Provident Fund & Gratuity

HEADS Salary Scales									
	Categories	Job Cat	Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
10%	Executive Director with overall Responsibility	C1	180,000	198,000	217,800	239,580	236,538	260,192	286,212
10%	Director Finance/Operation	C1.1	110,000	121,000	133,100	146,410	161,051	177,156	194,872
10%	Program Manager	C2	130,000	143,000	157,300	173,030	190,333	209,366	230,303
10%	Managers	C3	120,000	132,000	145,200	159,720	175,692	193,261	212,581
10%	Coordinator	C4	100,000	110,000	121,000	133,100	146,410	161,051	177,156
10%	M&E Officer	C5	80,000	88,000	96,800	106,480	117,128	128,841	141,725
12%	Officers	C6	70,000	78,400	87,808	98,345	110,146	123,365	138,169
12%	Social Organizers	C7	65,000	72,800	81,536	91,320	102,278	114,551	128,297
15%	Assistants	C8	30,000	34,500	37,950	43,229	49,713	57,170	66,046
15%	Drivers	C9	25,000	28,750	33,063	38,022	43,725	50,284	57,827
15%	Attendants, Guards	C10	25,000	28,750	33,063	38,022	43,725	50,284	57,827



*[Handwritten Signature]*



## SECTION V

### ○ Leave Policy

HEADS recognizes the importance of leave entitlements for maintaining employee well-being, productivity, and work-life balance. The organization provides a structured leave policy covering various types of leave based on employee needs and organizational requirements. By structuring the leave policy effectively, HEADS ensures a fair and transparent system promoting employee well-being and organizational efficiency.

- **Annual Leave:** Employees are entitled to a calculated number on the basis of 1.66 days per month, or 20 working days per year. The leave year is from 1<sup>st</sup> January to 31<sup>st</sup> December or prorated accordingly. Annual leave cannot be claimed as a matter of right and the employee requires prior approval of leave from the line Manager/Supervisor. Annual leave will be calculated from the date of joining.
- **Sick Leave:** Employees are granted sick leave for medical conditions requiring rest and recovery. Employees will be allowed a total of twelve (12) working days of paid sick leave in a year. Any sick leave availed without medical certification will be restricted to 2 working days. Sick leave not availed cannot be carried forward to the next year. Staff who is absent because of illness should notify their Line Manager immediately. In case of absence due to sickness for more than three consecutive days, the employee will have to get a sickness certificate (stating the illness and the period recommended) from a registered medical practitioner.
- **Casual Leave:** Short-term leave for urgent personal matters. All employees will be entitled to casual Leave of five (5) working days in one year (prorated accordingly from the date of joining). Casual leave will be granted only for urgent and important reasons. Casual leave will be allowed only for one (1) working day at a time, unless otherwise allowed by the EXECUTIVE DIRECTOR. A Holiday cannot be combined in between two casual leaves. Interns/Trainees will be entitled to casual leave. Casual leave cannot be combined with any other leave nor will it be carried forward to next year or in-cashed. If an employee exhausts all his/her casual leaves, any additional leaves availed by the employee in this category will be treated as unpaid leaves.
- **Statutory Leave:** Includes national and religious holidays recognized by law. Employees will observe official public holidays as designated by the Government of Pakistan. The list of official holidays will be provided to employees at the beginning of each calendar year. Employees must work normally as per scheduled hours the day before and after the holiday. If a holiday falls during an employee's previously authorized annual leave, that day shall not be charged to annual leave.
- **Maternity Leave:** Female employees are entitled to paid maternity leave as per labor laws. Female staff will entitled to 60 days maternity leave with full pay. This facility could be limited to the number of deliveries to be decided by the GOB after thorough deliberations, paid maternity leaves does not affect the annual leave entitlement. A female employee who becomes pregnant will notify her Line Manager and apply for maternity leave at least two months prior

to expected confinement. Leave can be taken anytime from 2 weeks prior to the expected delivery date.

- **Paternity Leave:** Male employees may avail paternity leave to support their spouse post-childbirth. Male members of staff will be entitled to 05 working days of paternity leave with full pay provided that they have successfully completed their probationary period. Leave can be taken from anytime between 2 weeks before the expected date of birth to two weeks after the birth of the child.
- **Unpaid Leave:** Employees can apply for unpaid leave in exceptional circumstances. Special leave without pay will only be granted when exceptional grounds exist. It may be granted when an employee has exhausted his/her accrued entitlement of annual leave. EXECUTIVE DIRECTOR will take the final decisions on all requests for unpaid or special leave and can refuse any requests which are judged to be detrimental in any way to HEADS's interests. All requests for unpaid and special leave should be sent to the Line Manager. Unpaid and special leave will not be granted to anyone who has not completed a year of service or is under formal disciplinary proceeding, or who was given a transitional rating on their last assessment. Unpaid leave cannot be granted in case a person has an outstanding amount payable to the organization unless the EXECUTIVE DIRECTOR issues a special waiver.
- **Hajj / Minority Leave:** Religious leave provisions for employees undertaking pilgrimage or religious observances. Hajj leave may be granted to employees after completion of one year in the organization. Hajj leave will be allowed only once during the service period and is to be approved by the EXECUTIVE DIRECTOR. Religious leaves for non-Muslims and minorities will be dealt with the laid down management policies as approved by the competent authority.
- **Sickness Before and During Annual Leave:** Guidelines on adjusting annual leave if an employee falls sick. Annual leave may not be taken as an alternative to sickness absence. Staff who fall ill immediately before or during annual leave should inform their Line Manager accordingly on the first day of illness or as soon as possible afterwards. On provision of a doctor's statement certifying the illness and duration of the illness, the annual leave missed due to the illness may be re-instated.
- **Compensatory Leave:** Employees working on public holidays may be eligible for compensatory time off. Compensatory leave will only be allowed to the employees for any work done on weekends or on public holidays with the approval of the EXECUTIVE DIRECTOR. Employee must avail the compensatory leave within the same month. No cash compensation will be granted.
- **Absentees:** Clear guidelines on unauthorized absences and disciplinary actions. Unauthorized leave / leave without approval of supervisor/ Absentee is strictly prohibited according to HEADS HR policy. Absentee will result in deduction of per day salary. No flexibility will be shown in this regard.





## SECTION VI

### ○ **Official Travel and Entitlements Policy**

#### **Travel Away from Office**

HEADS employees may be required to travel away from their normal work location or headquarters for official assignments. In such cases, arrangements for boarding, lodging, and transportation will be made by HEADS through approved vendors. If such arrangements cannot be made in advance, employees can claim reasonable actual expenses incurred, provided they submit valid receipts. These reimbursements are subject to prior approval by the Project Manager and must align with HEADS' financial policies.

#### **Travel Approvals**

All domestic and international travel must be pre-approved as follows:

- **Domestic travel** – Requires approval from the Head of Department.
- **International travel** – Requires written approval from the Executive Director at least one month in advance.
- **Use of personal vehicles** – Must be pre-approved by the Line Manager and reimbursed based on standard mileage rates as per the organization's policy.

#### **Travel Advance**

Employees may request an advance for official travel to avoid financial hardship. Travel advances must:

- Be requested at least 5 working days before travel.
- Be pre-approved by the concerned Manager or Supervisor.
- Be cleared within one week after travel completion, with all supporting receipts submitted. If an advance is not cleared within the stipulated period, the outstanding amount will be deducted from the employee's payroll.

#### **Travel Entitlements**

HEADS follows standard travel reimbursement policies applicable to all staff, consultants, and official guests traveling within Pakistan. Expenses covered include:

- **Transportation** (airfare, train, or road travel)
- **Accommodation** (hotel stays within approved limits)
- Meals and incidental expenses

All travel must be conducted in economy class, and expenditures should comply with HEADS' financial and administrative policies.

#### **Domestic Travel**

Managers have delegated authority to approve domestic travel requests and related expenses within their respective budgets. All flight bookings, hotel reservations, and local transport arrangements must be processed through the Admin Department.

### **International Travel**

International travel for work purposes must be approved by the Executive Director. Employees traveling internationally must submit a detailed itinerary and budget plan at least one month prior to travel. Travel advances for international assignments will be reviewed on a case-by-case basis.

### **Travel Procedure**

- **Step 1:** The requesting department prepares an Activity Approval Form (Annexure-XII) and attaches a Travel Authorization Form (if applicable).
- **Step 2:** The form must be signed by relevant departments at **least 5 days** before domestic travel and one month before international travel.
- **Step 3:** The Admin Department arranges bookings and reservations as per the approved request.
- **Step 4:** Employees must submit boarding passes and receipts within 3 days of completing travel. If any receipts are lost, a letter signed by the Line Manager must be submitted as a waiver.

### **Travel Policy Per Diem**

To ensure fair compensation for travel-related expenses, HEADS provides both Travel Allowance (TA) **and** Daily Allowance (DA):

#### ***Travel Allowance (TA)***

TA is reimbursed based on **actual expenses**, covering:

- **Transportation costs** (flights, taxis, fuel for official use)
- Accommodation costs
- Meals and other necessary expenditures

Employees must submit all receipts to claim reimbursements.

#### ***Daily Allowance (DA)***

DA is a fixed per diem amount provided based on the employee's grade and level in the organization. The current per diem rates are:

- Managers/Officers: Rs. 5,000 per day
- Clerical & Support Staff: Rs. 2,500 per day

These allowances cover food, local transportation, and minor expenses incurred during travel.

## **SECTION VII**

### **○ Separation from Employment Policy**

Separation from employment at HEADS may occur due to resignation, termination, or retirement. The organization ensures that all separations are handled professionally, fairly, and in compliance with legal and organizational requirements. This section outlines the necessary procedures, entitlements, and obligations when an employee departs from HEADS.

- **Resignation:** Employees wishing to resign must provide written notice to **their line manager**, adhering to the one-month notice period (or as specified in their contract). Once confirmed in writing, the resignation cannot be withdrawn unless formally approved by HEADS management. Failure to serve the notice period will result in a salary deduction equivalent to

30 days' pay (or as per contract terms). Employees must complete handover procedures before their final day.

- **Notice Period:** The notice period begins from the date mentioned in the resignation letter, once approved by the Executive Director. Employees cannot extend the notice period beyond the agreed timeframe to accommodate public holidays. In exceptional cases, the notice period may be waived, subject to approval by the Executive Director.
- **Exit Interview:** Before departure, an exit interview is conducted to understand the employee's experience, challenges, and reasons for leaving. The findings are recorded in the personnel file for future organizational learning.
- **Return of Organization Property:** Departing employees must return all organization-issued assets, including:
  - Laptops, mobile devices, and office equipment
  - Access cards and keys
  - Official documents, records, and data (physical or digital)

Failure to return items may result in deductions from final payments equivalent to the value of unreturned or damaged property.

- **Clearance:** Employees must complete a clearance form (Annexure-XIII), obtaining signatures from all relevant departments before departure. No final salary payment will be processed unless clearance is obtained from:
  - HR Department
  - Finance Department
  - Line Manager

Once cleared, HR will issue formal approval to finance for salary processing.

- **Final Payment:** Departing employees are entitled to receive:
  - Unpaid salary until the resignation date
  - Reimbursements and outstanding dues
  - Payment for accrued and unused annual leave

Final payments are processed within 14 days from the effective resignation date, subject to confirmation of asset return and clearance.

- **Confidentiality:** Employees remain ethically and professionally bound not to disclose confidential information related to:
  - HEADS projects and planning
  - Staff details and sensitive data
  - Organizational strategies

Any breach of confidentiality after leaving HEADS may result in legal action.

**Termination:** HEADS reserves the right to terminate employment based on performance, restructuring, or disciplinary issues. Termination is determined through:

- Performance evaluations
- Misconduct or violation of organizational policies

- Excess staffing or redundancy

Efforts will be made to reassign employees to other roles before termination, where possible. Employees terminated for reasons other than disciplinary action are entitled to accrued benefits.

### **Conditions of Termination**

Termination without notice may occur if an employee:

- ✓ Disobeys lawful orders
- ✓ Engages in theft, fraud, corruption, or dishonesty
- ✓ Repeatedly neglects duties
- ✓ Shares confidential information without authorization
- ✓ Fails to comply with HEADS' Code of Conduct

Employees terminated for disciplinary reasons will not receive end-of-service benefits.

### **Right to Appeal**

Employees terminated under disciplinary circumstances may request a hearing before a designated appeals panel. The decision of the panel is final.

#### ○ **Retirement Age**

The official retirement age at HEADS is 60 years. Extensions beyond this age may be granted at HEADS' discretion, reviewed annually. Employees who continue after retirement will be engaged on a consultancy contract basis, not a permanent employment extension.

## **SECTION VIII**

#### ○ **Discipline Policy**

At HEADS, maintaining professionalism, integrity, and ethical behavior is fundamental to ensuring a safe, respectful, and productive workplace. This section outlines the expected standards of conduct, disciplinary procedures, and consequences for misconduct.

### **Gross Misconduct**

Gross misconduct refers to serious violations that compromise organizational integrity and may result in immediate termination. HEADS upholds a zero-tolerance policy towards misconduct, ensuring a safe and ethical workplace.

Examples include:

- ✓ Theft or fraud
- ✓ Unauthorized disclosure of confidential information
- ✓ Workplace violence or harassment
- ✓ Drug and alcohol abuse
- ✓ Conflict of interest violations

### **Procedure for Investigating Misconduct**

When allegations of misconduct arise:

1. The Line Manager initiates a confidential investigation.
2. The accused employee may be suspended on half pay pending inquiry.
3. A disciplinary investigation committee (including at least one female member) will assess evidence and conduct interviews.
4. The accused has the right to present a defense and be accompanied by a colleague or representative.
5. If misconduct is confirmed, the committee may recommend dismissal, written warnings, or fines to the Executive Director.

### **Drug/Alcohol-Free Workplace**

HEADS is committed to a safe and healthy workplace. Employees are strictly prohibited from:

- ☐ Using, possessing, or distributing illegal drugs or alcohol at work.
- ☐ Being under the influence of intoxicants while on duty.
- ☐ Abusing prescription medication that impairs judgment or performance.

### **Random & Post-Accident Testing**

HEADS reserves the right to conduct drug and alcohol tests:

- ✓ Randomly, as part of compliance monitoring.
- ✓ Post-accident, where drug/alcohol influence is suspected.

### **Conflict of Interest**

A conflict of interest occurs when an employee's personal interests interfere with their professional duties. Employees must declare conflicts in advance, and may be required to recuse themselves from related decisions. Failure to disclose conflicts may result in disciplinary action.

Situations include:

- ✓ Recruitment of family members
- ✓ Procurement dealings with personal connections
- ✓ Financial interests in HEADS projects

### **Private Trade & External Work**

Employees may not engage in external employment that conflicts with their role at HEADS unless explicitly approved by the Executive Director. HEADS reserves the right to revoke external work approvals if conflicts arise.

Exceptions include:

- ✓ Voluntary work for charitable organizations
- ✓ Academic or artistic engagements



○ **Non-Discrimination Policy**

HEADS maintains a **zero-tolerance policy** for discrimination based on Age, gender, disability, ethnicity, religion, nationality, or marital status. Employment-related decisions (hiring, promotions, transfers, dismissals) must be based solely on merit and performance.

**Workplace Conflict Resolution**

Conflicts may arise from miscommunication, professional disagreements, or personality clashes. If unresolved, the Executive Director may intervene to determine final action.

HEADS encourages:

- ✓ Open and respectful dialogue
- ✓ Mediation by HR and senior management
- ✓ Disciplinary measures if conflicts disrupt productivity

**Ethical Conduct & Whistleblowing**

Employees must adhere to organizational ethics and values. All reports are confidential, and whistleblowers are protected from retaliation. Any suspected misconduct or policy violations should be reported to HR or an anonymous whistleblowing hotline

**Workplace Violence & Threats**

HEADS is committed to a violence-free workplace, Violators face immediate termination and possible legal action.

Prohibited behaviors include:

- ✗ Threats, intimidation, or physical violence
- ✗ Possession of weapons on organizational premises
- ✗ Harassment or stalking of colleagues

○ **Dress Code**

HEADS expects employees to dress professionally, whether in Western business attire or Pakistani national dress (including dupatta for female staff). Attire should not cause offense to clients, colleagues, or stakeholders.

**SECTION IX**

○ **Sexual Harassment Policy**

HEADS is committed to upholding human dignity, respect, and a safe working environment free from sexual harassment, exploitation, and abuse. Any form of sexual misconduct, including harassment, exploitation, and violence, is strictly prohibited. HEADS enforces a zero-tolerance policy against such misconduct and ensures strict disciplinary action, including termination for offenders. This policy applies to all HEADS employees, including staff, volunteers, interns, consultants, and contractors, ensuring a workplace that is safe, inclusive, and free of



discrimination. Sexual harassment is strictly prohibited, regardless of gender or position within HEADS.

HEADS fully adheres to the **Protection Against Harassment of Women at Workplace Act, 2010**, which defines sexual harassment as:

*"Any unwelcome sexual advance, request for sexual favors, or other verbal, written, or physical conduct of a sexual nature that interferes with work performance or creates an intimidating, hostile, or offensive work environment."*

This includes:

- ✓ Unwanted sexual remarks, jokes, or gestures
- ✓ Unsolicited physical contact or advances
- ✓ Requests for sexual favors in exchange for job benefits
- ✓ Threats or punishment for rejecting sexual advances
- ✓ Gender-based intimidation or humiliation

### **Reporting and Resolving Sexual Harassment**

HEADS mandates that all complaints be addressed seriously, confidentially, and fairly.

### **Management Responsibilities:**

- ✓ Ensure all staff read and understand the HR Manual.
- ✓ Address each complaint responsibly and impartially.
- ✓ Prevent retaliation against complainants and witnesses.
- ✓ Conduct awareness sessions on workplace harassment.
- ✓ Display copies of this policy in English and Urdu.
- ✓ Keep written records of complaints and actions taken.

### **Informal Complaint Mechanism**

If a victim chooses an informal resolution, a designated officer will:

- Allow the accused to respond to the complaint.
- Ensure both parties understand the complaints process.
- Facilitate discussion for resolution.
- Maintain strict confidentiality.
- Follow up within 10 days to ensure the behavior has stopped.

### **Formal Complaint Mechanism**

If informal resolution fails or is unsuitable, the formal complaint process applies.

- ✓ A senior committee member initiates an independent investigation.
- ✓ Victims and accused are interviewed separately.
- ✓ Third-party witnesses may be interviewed for additional evidence.
- ✓ A formal investigation report is prepared.

- ✓ If harassment is proven, appropriate disciplinary action is taken.
  - ✓ All actions are documented and kept confidential.
- The entire process must be completed within 10 days of the complaint being filed.

### **Sanctions and Disciplinary Measures**

Employees found guilty of sexual harassment face strict disciplinary actions, including:

- ✓ Written warning
- ✓ Adverse performance evaluation
- ✓ Salary deduction
- ✓ Demotion or transfer
- ✓ Suspension or dismissal

Serious offenses, including physical harassment or assault, will result in immediate termination.

### **False or Malicious Complaints**

HEADS recognizes the seriousness of sexual harassment allegations. However, if a complaint is proven to be false or malicious, disciplinary action may be taken against the complainant.

## **SECTION X**

### **○ Whistleblowing Policy**

HEADS is committed to promoting transparency, accountability, and ethical integrity across all levels of the organization. This Whistleblowing Policy ensures that all employees, vendors, contractors, and other stakeholders have a secure, confidential, and protected mechanism to report misconduct without fear of retaliation. It is designed to encourage individuals to report unethical behavior and protect the interests of the organization, its employees, and beneficiaries. This policy applies to all HEADS employees, applicants, consultants, vendors, contractors, and the general public who may have concerns regarding fraud, corruption, misconduct, or unethical behavior.

### **Policy Aim**

HEADS aims to:

- ✓ Encourage early reporting of misconduct to prevent damage to the organization and stakeholders.
- ✓ Ensure safe and confidential reporting channels for whistleblowers.
- ✓ Protect individuals from retaliation when reporting in good faith.
- ✓ Uphold ethical practices by investigating fraud, bribery, corruption, or misconduct.
- ✓ Maintain organizational integrity and ensure compliance with legal and regulatory obligations.

Matters covered under this policy include, but are not limited to:

- ✓ Fraud, bribery, or corruption
- ✓ Criminal offenses such as theft or drug-related activities
- ✓ Financial mismanagement or embezzlement

- ✓ Breach of legal obligations
- ✓ Health, safety, or environmental violations
- ✓ Abuse of authority or administrative malpractice
- ✓ Concealment of any of the above violations

## Definitions

**Whistleblower:** A whistleblower is any individual who reports a suspected or actual act of misconduct, fraud, or corruption. Whistleblowers can be HEADS employees, vendors, contractors, or even members of the public. Their role is to report misconduct, not to investigate it.

**Good Faith:** Good faith means reporting concerns without malice or personal gain and with a reasonable belief that the report is truthful. A complaint does not have to be proven, but malicious or false accusations may result in disciplinary action.

## Misconduct/Improper Activities

This includes:

- ✓ Financial fraud
- ✓ Bribery and corruption
- ✓ Violation of laws and regulations
- ✓ Negligence or dereliction of duty
- ✓ Endangerment to public safety

## General Guidance

- ✓ Reports should be made in good faith and without false accusations.
- ✓ Employees who report misconduct must still adhere to organizational policies.
- ✓ Whistleblowers will not face retaliation for reporting concerns honestly and responsibly.

## Reporting Procedure

- ✓ Reports can be submitted in writing, telephonically, or in person.
- ✓ Anonymous reporting is allowed but not encouraged.
- ✓ Complaints should be submitted via the Whistleblower Committee.
- ✓ A Disclosure Form (Annexure-XVI) should be completed when reporting in writing.

## Investigating Procedure

- ✓ The Whistleblower Committee will acknowledge reports within 5 business days.
- ✓ The Committee will determine whether an investigation is required.
- ✓ Investigations may involve internal and external experts as needed.
- ✓ Findings will be presented to HEADS management for appropriate action.
- ✓ Investigations must be conducted confidentially, fairly, and within a reasonable timeframe.
- ✓ Any retaliation against whistleblowers will result in strict disciplinary action.



### **Protection for Whistleblowers**

- ✓ HEADS encourages openness and protects whistleblowers from retaliation.
- ✓ No employee will suffer dismissal, suspension, or harassment for reporting misconduct in good faith.
- ✓ Whistleblowers facing retaliation should report immediately using the Grievance Procedure.
- ✓ Staff must not threaten or retaliate against whistleblowers. Violations will result in disciplinary action.

## **SECTION XI**

### **○ Grievance Settlement Policy**

Conflicts and grievances can arise in any workplace. HEADS is committed to fostering a fair, inclusive, and safe work environment, ensuring that employees have a structured and effective **mechanism to address grievances** in a professional manner. This Grievance Settlement Policy provides employees with a transparent, impartial, and confidential process to report and resolve disputes, ensuring the integrity and efficiency of the organization. This policy applies to all HEADS employees, including management, officers, consultants, and support staff, and covers all employment-related grievances.

### **Policy Statement**

HEADS encourages open communication at all levels. Employees are expected to resolve issues informally whenever possible before resorting to formal grievance procedures. Management is responsible for ensuring grievances are addressed fairly, transparently, and without retaliation.

### **Aim**

This policy aims to:

- ✓ Provide a structured mechanism for employees to raise grievances.
- ✓ Ensure fair, transparent, and timely resolution of complaints.
- ✓ Encourage an open and constructive work environment.
- ✓ Prevent workplace conflicts from escalating.
- ✓ Protect employees from retaliation for raising concerns.

### **Purpose and Application**

- ✓ The policy promotes internal resolution of disputes before escalating them externally.
- ✓ Covers all types of employment-related grievances, including unfair treatment, workplace harassment, policy violations, and disputes with colleagues or supervisors.
- ✓ Applies to all employees, irrespective of their role or tenure.

### **Definition**

A grievance is defined as an employee's formal complaint regarding unfair or inequitable treatment, workplace misconduct, or disputes concerning organizational policies, procedures, and regulations.

### Types of Grievances

#### (i) Individual Grievance

- ✓ Raised by an individual employee against a colleague, supervisor, or the organization.

#### (ii) Collective Grievance

- ✓ Raised by a group of employees regarding shared concerns about policies or management decisions.

### Procedure

HEADS follows a structured grievance resolution process through informal and formal mechanisms:

**Informal Complaint Mechanism:** Employees are encouraged to first discuss concerns with their immediate supervisor or HR representative. Mediation and counseling may be provided to resolve disputes confidentially and amicably.

**Formal Complaint Mechanism:** If the grievance is not resolved informally, the employee can submit a written complaint using the Grievance Reporting Form (Annexure-XVII). A three-member grievance committee, including at least one female staff member, will be appointed to investigate the issue.

### Settlement Process

#### Step 1: Initial Discussion

- ✓ The employee first discusses the grievance with their immediate supervisor.
- ✓ The supervisor must respond within five working days.

#### Step 2: Escalation to Executive Director

- ✓ If the employee is dissatisfied, the complaint is escalated to the Executive Director via HR.
- ✓ The Executive Director appoints a grievance committee to investigate and recommend actions within five working days.
- ✓ The final decision will be communicated to the employee.

### Exceptional Cases

- ✓ If the grievance is against the Executive Director, the complaint is forwarded to a Board Member nominated by the Chairperson.
- ✓ The Board has 30 days to review and provide a response.

## SECTION XII

### ○ Mobile Usage Policy

Mobile phones have become a crucial tool for communication in today's workplace. While they enhance efficiency and connectivity, excessive or inappropriate use can lead to disruptions, loss

of productivity, and workplace distractions. To maintain a professional and focused work environment, this policy provides clear guidelines on the responsible use of mobile devices within HEADS. This policy applies to all HEADS employees, including managerial staff, officers, assistants, interns, and support staff.

### **Policy Statement**

HEADS encourages employees to use mobile devices responsibly during working hours to ensure professionalism, efficiency, and workplace discipline. The policy ensures that mobile phone usage does not interfere with productivity or the work environment.

### **Mobile Usage Guidelines**

- ✓ **Minimized Personal Calls:** Employees should limit personal calls during working hours and preferably make them during break times.
- ✓ **Emergency Communication:** Employees may use the office landline for emergency calls and may share the landline number with their immediate family for urgent situations.
- ✓ **Silent Mode Preference:** Phones should be set to silent or vibration mode to avoid disturbing colleagues.
- ✓ **No Gaming or Unrelated Activities:** Employees must not use mobile phones for gaming, social media browsing, or non-work-related activities during office hours.
- ✓ **Restricted Recording and Photography:** The use of cell phone cameras or recording devices is strictly prohibited for capturing confidential information or official events without prior consent.
- ✓ **Safe Driving Protocols:** While driving for official duties, employees must not use mobile phones unless they use hands-free or Bluetooth devices for emergency calls. Violation of this rule is against both HEADS policy and traffic laws.

### **Proper Use of Mobile Phones**

Employees may use mobile phones during office hours only for:

- ✓ Official or emergency calls.
- ✓ Productivity-related applications necessary for work.
- ✓ Checking important messages relevant to job responsibilities.
- ✓ Brief personal calls away from colleagues, preferably outside the office space.
- ✓ Making personal calls during scheduled breaks or lunchtime.

## **SECTION XIII**

### **○ Health, Environment & Safety Policy**

HEADS is committed to maintaining a safe, healthy, and environmentally responsible **workplace** for all employees. The organization recognizes that a secure and sustainable working environment is essential for employee well-being and productivity. This policy outlines workplace safety measures, environmental protection strategies, and health regulations to ensure the highest safety





standards for all employees. This policy applies to all HEADS employees, management, and visitors across all operational locations.

### Workplace Safety

HEADS prioritizes occupational health and safety to minimize workplace hazards and create a risk-free environment. The organization implements preventive measures, training programs, and regular assessments to protect employees from potential risks.

- ✓ **Safety Compliance:** Employees must adhere to all workplace safety protocols and report any safety hazards to their supervisors.
- ✓ **Accident Prevention:** Employees must maintain a clean and clutter-free workspace, ensuring no obstructions in passageways or emergency exits.
- ✓ **Security Measures:** All visitors, contractors, and temporary staff must obtain security passes before entering HEADS premises.
- ✓ **Environmental Responsibility:** Employees are encouraged to recycle, reduce waste, and utilize energy-efficient equipment to minimize environmental impact.

### Security Inspections

To ensure workplace security, HEADS prohibits the possession or use of illegal substances, firearms, explosives, or other hazardous materials on its premises. Employees must cooperate with security inspections when required.

- ✓ **Authorized Inspections:** HEADS reserves the right to inspect workstations, lockers, computers, and other storage devices to uphold security.
- ✓ **Strict Prohibition:** Employees must not bring unauthorized materials to the workplace that may pose a risk to others.

### Fire and Incident Control

HEADS maintains comprehensive fire safety protocols and incident response plans to ensure preparedness in case of emergencies.

- ✓ **Fire Safety Measures:** Employees must regularly check electrical wiring, identify potential fire hazards, and participate in safety drills.
- ✓ **Evacuation Protocols:** Employees must be familiar with evacuation procedures, designated assembly points, and fire alarm signals.
- ✓ **First Aid Readiness:** Each floor must have a designated First Aid Officer and Fire Warden, and first aid boxes must be visibly available.

In case of a fire:

- ✓ Raise the alarm and notify colleagues.
- ✓ Encourage quick and calm evacuation.

- ✓ Avoid using elevators.
- ✓ Follow instructions from security personnel and emergency responders.

### **Infectious Diseases & Health Precautions**

HEADS follows strict health and hygiene protocols to prevent the spread of infectious diseases in the workplace.

- ✓ Employees exposed to contagious diseases must inform their supervisors and obtain a medical clearance before returning to work.
- ✓ Employees who contract infectious illnesses must refrain from reporting to work until deemed fit by a medical professional.
- ✓ HEADS provides necessary health precautions to ensure a safe environment for pregnant or nursing employees.

### **Threatening Illness in the Workplace**

HEADS supports employees with **life-threatening illnesses** (e.g., cancer, HIV/AIDS, heart disease) by offering **reasonable accommodations** to help them continue working.

- ✓ Confidentiality: Employee medical records are strictly confidential, and any unauthorized disclosure will lead to disciplinary action.
- ✓ Support & Resources: Employees can seek guidance from their supervisors or the Executive Director for additional assistance.

### **Smoke-Free Workplace**

To promote a healthy and safe work environment, smoking is strictly prohibited within HEADS premises and vehicles. Employees are expected to comply with this policy to maintain a clean and professional workspace.

## **SECTION XIV**

### **Volunteer Policy**

HEADS recognizes the valuable contributions of volunteers in advancing community development and organizational initiatives. This Volunteer Policy provides structured guidelines to ensure the effective involvement of volunteers while maintaining a balance between professional responsibilities and community engagement. This policy applies to all HEADS employees, board members, interns, and volunteers who wish to participate in voluntary activities that align with HEADS' mission.

#### **Purpose of the Policy**

- ✓ To establish a standardized approach to volunteer engagement across HEADS.
- ✓ To ensure that staff and volunteers clearly understand their roles, responsibilities, and



contributions.

✓ To encourage and facilitate participation in community-driven projects that positively impact society.

### **Volunteer Guidelines**

HEADS provides a structured framework for employees and interns interested in volunteering for non-profit organizations or community-driven projects.

✓ **Stipend Eligibility:** Volunteers may receive stipends based on their assigned position or project availability. If no stipend is allocated, services will be considered **voluntary**.

✓ **Paid Volunteer Time:** Employees are eligible for up to 8 hours of paid time off per month to participate in volunteer programs.

✓ **Work Responsibilities:** Employees must ensure that volunteer activities do not interfere with their official duties.

### **Volunteer Scheduling & Approval**

✓ **Advance Request:** Employees must request volunteer time in advance and ensure that their participation follows an organized schedule.

✓ **Workload Considerations:** Volunteer activities should not conflict with peak work periods, impact deadlines, or create the need for overtime.

✓ **Managerial Approval:** Employees must discuss their volunteer role with their manager to ensure alignment with work commitments.

### **Eligibility Criteria**

✓ All full-time HEADS employees are eligible to participate in the volunteer program.

✓ Employees must have consistent performance and meet workplace expectations.

✓ Employees must consult with their managers regarding their volunteer responsibilities, schedules, and commitments.

## **SECTION XV**

### **○ Policies and Procedures Monitoring & Review**

HEADS is committed to maintaining a dynamic and evolving HR policy framework that aligns with legal, regulatory, and donor requirements. This section outlines the monitoring, review, and amendment process to ensure the HR policy remains relevant and effectively implemented.

### **Monitoring & Compliance**

To ensure effective implementation and continuous improvement, HEADS will conduct:

✓ **Annual HR Policy Review:** The Board & HR Committee will review policies annually to ensure alignment with best practices, donor compliance, and legal standards.

✓ **Compliance Audits:** Regular internal audits will be carried out to monitor adherence to policies and identify gaps.

✓ **Employee Declarations:** Upon onboarding, all employees must sign a declaration of compliance, ensuring their commitment to HR policies.

### Policy Amendments & Updates

✓ **Amendments by Executive Director:** The Executive Director has the authority to amend, revise, or update the HR Manual as needed. Changes may be communicated via official memos or direct policy revisions.

✓ **Future Amendments under Board Oversight:** If HEADS is registered as an NGO, the authority for policy amendments will transfer to the Board of Directors. In this case, the **Executive Director** will provide recommendations for necessary revisions.

✓ **Communication of Changes:** Any amendments or addendums to the HR policy will be formally communicated in writing to all staff, specifying:

- Effective dates of the changes
- Impact on job roles, responsibilities, and benefits

### Implementation & Adherence

✓ **Implementation Date:** These policies and Procedures are effective immediately upon approval by the Board.

✓ **Employee Compliance:** All HEADS employees are required to adhere to updated policies and amendments to ensure a consistent and transparent work environment.