



HEALTH, EDUCATION AND DEVELOPMENT SOCIETY
"HEADS"

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HR POLICIES AND PROCEDURES

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HR POLICIES AND PROCEDURES

It is developed to facilitate the implementation and clearly defined Organization's policies on human resource management. The Manual provides guidelines to be followed in the administration of these policies, and assists all the employees in defining each human resource management decision and the correct procedure to be followed.

While every effort is made to keep the contents of this document current, HEADS reserves the right to modify, suspend, or terminate any of the policies, procedures, and/or benefits described in the manual with or without prior notice to employees.

Compliance with this policies and procedures is the responsibility of every HEADS's employee & associated members.

Disregarding or failing to comply with this standard could lead to disciplinary action, up to and including the possibility of possible termination of employment. Suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome. This can be provided via email or through suggestion boxes. These policies and procedures are applicable to all areas of operations within Organization and related entities.

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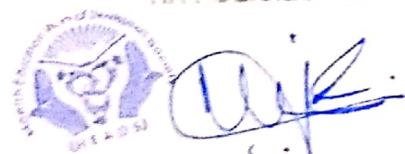
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Section I

INTRODUCTION

1.1 Introduction to HEADS

Health Education Development Society (HEADS) is a Non-Governmental, Non Profitable Organization registered under Societies Act 1860 (Reg. No. 852/5/7411). The organization since its establishment in 2013, works "To provide a peaceful environment to all human beings where they can utilize their potentials for sustainable development". This aim is achieved with the close collaboration of partner communities, humanitarian and development organizations through a participatory, demand responsive, gender and poverty sensitive integrated development approach in the Khyber Pakhtunkhwa Province & FATA, Pakistan. HEADS interventions mainly focus on achievements in domains/program areas including Protection, Livelihood, WASH, Education, Health & Nutrition and DRR.

1.2 Vision

Equality for everyone.

1.3 Mission

To provide a peaceful environment to all human beings where they can utilize their potentials for sustainable development

1.4 Objectives

- To protect the dignity of the destitute, poor and oppressed, and join hands with them in their struggle for basic rights.
- To support and develop replicable models and strategies for sustainable human resource development through skills development initiatives.
- To network and collaborate with the govt. departments, NGO's, CBO's, WOs and inter- national agencies for sustainable development.
- To 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.





Section II

Conditions of Employment

2.1 Employment Equity

HEADS believes that equal opportunity helps to ensure that there is no discrimination in the recruitment, retention, training and development of staff on the basis of gender, marital status, religion, political opinion, race, age, and disability, socio-economic or cultural background.

As an organization we are committed to equality of opportunity and inclusion. Efforts shall be made that male and female staff members have equal access to opportunities at all levels of the organization through ensuring gender sensitive selection processes for appointments, promotion and training.

HEADS will ensure to increase the proportion of female staff members at all levels, where they are under-represented. Until gender balance is achieved at all levels, affirmative action will be taken at all levels (Official/Employee), priority will be given to male and female candidates when equally qualified in a gender imbalanced environment.

We also believe that our merit-based equal opportunity policy benefits employees, potential employees, partners, clients and stakeholders which helps to achieve dignity at work as well as contributing to providing the best possible service to all stakeholders.

2.2 Attendance & Working Hours

HEADS's successful operation depends on regular and timely attendance of each of its staff members as each job fits into a pattern of operation. Repeated absenteeism/tardiness will have an adverse effect on performance evaluations and may lead to disciplinary action.

The standard working day will be of 8 hours (40 hours per week) while the HEADS management will announce duty hours from time to time. The staff salaries will be calculated and dispersed according to total days of entire month i-e 30/31 days. Duty hours for each individual employee will be specified in his/her contract and may differ from the standard working hours. Staff may be required to adjust their daily schedules to accommodate meetings, travel or business obligations. With the approval of competent authority, flexible hours may be adopted during the month of Ramadan.





2.3 Overtime

Management and professional staff might be required to work overtime and/or work outside standard working hours from time to time. There is no extra compensation for overtime work. Line Manager will try to coordinate the employee's schedule so as to maintain overtime within reasonable limits. While determining the overtime schedule, due consideration shall be given to nursing mothers and single parents to cater for their child bearing responsibilities.

2.4 Service Period

Employee service period for the purpose of calculating annual leave begins from the date of joining the service against a permanent position subject to the successful completion of probationary period.

In case of Trainees (Interns) or contract employment, if HEADS offers permanent employment, the First Day of temporary employment will be considered as the Employment Date for all purposes except, Provident Fund and Annual leaves.

2.5 Relocation

Employee can be relocated between offices in different regions subject to approval of Executive Director. The purpose of relocation might be to accomplish specific projects, reduce accommodation and staff cost or enhancement of operational efficiency. Relocation of individual must be approved and documented. Relocation notice must be provided one month in advance.

2.6 Working from Home

The organization, in principle, does not prefer working from home option unless the situation is unavoidable.

Situations in which working from home may be allowed include:

- General Strikes
- Riots
- Security Threats





- Or any other situations in which traveling from home to office and back is considered impossible or too dangerous.

2.7 Change to Another Position

If an employee is transferred or promoted to another position in the organization, his/her salary will be reviewed according to the salary group of the new position.

2.8 Time off During Office Hours

Employees must notify their Line Managers in advance, if they are unable to attend office in time due to urgent situations.

2.9 Performance Evaluation Procedure

The performance evaluation is a continuous process of defining and communicating the job roles and responsibilities, performance expectations, objectives and set their priorities between supervisor (manager) and subordinates (employees). It integrates organization, department and employee common goal and objectives which are aligned with systems and resources. It is the channel of providing clarity about goals and also to improve the business processes through various methods and mechanism.

Promotion will be made on the basis of performance appraisals of all the employees. An employee on probation can only be promoted once he/she qualifies the probationary performance evaluation. HEADS strongly believes on performance evaluation and each and every employee must go through the probationary, monthly, quarterly and yearly performance evaluation.





Section III

Recruitment Policy

3.1 Policy

It is HEADS's policy to select employees based on a thorough screening for clearly defined selection criteria which will be determined by the Recruitment Committee. All candidates nominated for positions are interviewed by the Recruitment Committee to ensure that they fulfill all the requirements of the position. HEADS will develop special recruitment measures that incorporate gender in the selection process for all candidates and at all levels.

3.2 Reference Check

A thorough reference checks of all candidates nominated for assignments is conducted. This can be done verbally or in a written form by send Reference Check form to the person referred by the employee (Reference Check Form-Annexure I). HEADS will verify the given information with the applicant's references and has the right not to offer employment based on negative reference checks or misstatement of previous salaries.

3.3 Procedure

The following procedures are followed for the recruitment of all employees irrespective of the duration of their employment or category.

3.3.1 Request for Recruitment of Staff Member

A) Number of Positions:

Each department will forecast its workload according to the budgets prepared/ allocated and the amount of work to be performed by designated personnel. The Executive Director, for each financial year, will approve the number of positions for each department based on the existing and expected workload.

The EXECUTIVE DIRECTOR on behalf of the BoG will confirm all appointments in writing.





B) Staff Requisition:

Employee requisition is made:

- Whenever a section or Project needs to fill up a staff position.
- Or replace a terminating/resigned employee.
- Or because of an increase or change in workload.

It is mainly presented to Executive Director by human resource department. In case of a new project, the approved PCA Budget demands complete project hiring so in this case Human Resource section will practice the recruitment and selection policy and all the positions will be filled in this process through Recruitment and Selection Committee.

An (Employee Requisition Form Annexure-II) is used to fill up a staff position. The employee requisition form contains a description of the position that needs to be filled. It also gives the qualification as well as work experience that is required to fill the vacant position.

3.3.2 Requisition Approval:

The Human Resource Section will initiate the Recruitment Process on receipt of the Staff Requisition Request. All the recruitments will be announced, both internally and externally, with the basic Selection Criteria determined by the Human Resource Section will include the following:

- Responsibilities/ Job description
- Job Specification
- Competence
- Qualifications

The Concerned Supervisor will initiate the request to HR Section for undertaking recruitment for a certain job/ position. The HR Manager/Officer should check the request to ensure that the recruitment is budgeted and duly approved by the competent authority.

HR Section on receiving the request will start the process of finding relevant potential applicant through any or all of the following measures:

- Searching the database with HR Department,



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- Placing vacancy notice on organizational Web site's and job portals,
- Circulate the vacancy amongst all Staff for internal recruitment,
- Placing the vacancy in the national newspaper.

Vacancy notice will include the selection criteria, job description, and preferred qualifications. The vacancy advertisement will clearly indicate the equal opportunity policy of the organization to encourage both male/female candidates. The HR Department will screen the CVs to the criteria and then present CVs to the concerned department. The Human Resource Section will short list and identify the candidates for written test and interview in consultation with the concerned department.

3.4 Selection Criteria and Guidelines

- **Short-listing Criteria:** In short-listing candidates for interview, the Recruitment Committee considers factors such as a) academic, professional and technical qualifications; b) working experience; c) job knowledge and technical know-how; and d) management experience for managerial positions. A Short-listing Summary is prepared for all applications.
- **Final Selection Criteria:** Based on the information gathered during the interview, the final selection criteria including desirable personal attributes, potential for further development, past performance, job expectation and career aspiration are applied to further evaluate the suitability of the candidates to the job.

3.5 Written Test

- Concerned supervisor will design and review the questionnaire for each position (if deemed necessary) and will forward to HR section for written test purposes.
- The candidate should have the opportunity to appear for the test well before the interview so that the management has the time to review the test and do the necessary scoring. Any candidate appearing in written test should be provided with notice, five working days prior to the test.

3.6 Interviews

The panel for conducting interviews will preferably consist of three individuals comprising of at least one female. The HR Department will schedule time and date with



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the candidates for the meeting/interview. There will be primarily two rounds of interviews with the candidates although it is not mandatory. For relatively senior positions or as required by the management, two interviews can be arranged.

The HR Section will prepare the folders for the panelist before the interview starts with the following documents:

- Interview Evaluation Form (Annexure- III)
- CV of the candidate
- Written test results
- Decision Paper (Annexure-IV)

Recruitment Committee shall treat all candidates equally and their assessment shall be based on relevant skills/ competence. Recruitment Committee reserves the right to hire a candidate, or not. Recruitment Committee's preceding's shall remain confidential and shall not be disclosed to persons other than Executive Director. Human Resource Section will notify the candidates regarding the decision of the selection process.

3.7 Emergency Recruitment Procedures / Waiver

In case of emergency situations, such as natural disasters including earthquake, floods and other unforeseen circumstances where emergency relief services are to be provided by the organization on an immediate basis, an exemption or waiver to above mentioned recruitment procedures can be obtained from the EXECUTIVE DIRECTOR / competent authority/ BoG.

3.8 Offer of Employment

The Recruitment Committee will make a merit list for hiring the most suitable candidate. The Human Resource Section will finalize the terms and conditions of employment. In determining the starting salary of a prospective employee, the Human Resource Section will consider factors such as: a) academic, professional and technical qualifications and working experience; b) recent earnings; d) market rate of the vacant position; e) availability of suitable candidates in the market; and f) HEADS budget.

Once all details are finalized, the Human Resource Section will send an Offer of Employment (Annexure- V) to the selected candidate who is required to sign the offer letter and submit it to the HR Department. The Offer of Employment will mention the job title for which the candidate





is selected, a summary of the nature of work, the salary package, the expected start date and any basic terms and conditions of employment. In case the selected candidate refuses to accept the Offer of Employment, HEADS may offer the position to the second and then the third best candidates or may restart the recruitment process.

3.8.1 Employment Formalities

Before the confirmation of appointment, the Human Resource Section will ensure that the selected candidate fulfills the legal requirements of recruitment. The selected candidate may be asked to certify his/her qualifications and working experience by producing the original copies of his/her academic and professional credentials, reference letters from previous employers and other relevant documentation.

If an employee provides false information or misrepresentation of facts, HEADS reserves the right to withdraw the Offer of Employment immediately, unless the employee can give a satisfactory explanation.

3.8.2 Contract of Employment

If the candidate accepts the offer of employment, the Human Resource Department will issue a Contract of Employment (Annexure VI), which is signed by the EXECUTIVE DIRECTOR; the contract clearly mentions the detailed job description, salary package and all employment terms and conditions. Generally, HEADS issues the following types of contracts:

- Permanent Employment
- Consultant (Long term & Short term)

3.8.3 Permanent Employment Contract

Employee who is appointed for an unlimited period of time, governed by the contents of the appointment letter, Terms of reference, and any additional responsibilities that may be assigned to him/her. This category includes all employees except those on probation, a trainee, or a consultant. The candidate, on successful completion of his/her probationary period (90 days from the date of joining) is entitled to all the benefits as per rules of the organization. A permanent employee has all the leaves (annual, sick and casual) entitlement on his/her avail. A





permanent employee will not render his/her services as part time or full time with any other organization or business entity or working as a freelance.

3.8.4 Contract for (long and short term) Consultants

This category is for consultants and their contract is governed by the agreed terms of reference. An individual or a group of associates with specialized expertise employed by the organization for a limited period to accomplish specific services will also be included in this category. The terms of engagement shall be governed by a written contract in accordance with the policy of the organization.

The payment shall be based on deliverables/outputs of defined work as mutually agreed in the contract and only against an invoice (approved by ED) charged to the organization. These payments will not be made on monthly basis as a salary package. The consultant will neither be entitled to any benefits in terms of perks as defined for permanent employee nor to the leave structure (casual, sick and annual) as prescribed in the rules of the organization unless specified in the contract. The consultant shall not attend any of the staff meetings without the prior approval of the Line Manager/Project Manager.

3.8.5 Induction and Orientation

The HR Section will organize induction of new employees, which will include detailed orientation about the organization, its mission, vision, and values, its programs and projects, and key management and operational policies, procedures and systems. The induction will further include briefings by the heads of major programs and functions as well as a debriefing meeting with the EXECUTIVE DIRECTOR.

3.9 Human Resource / Personnel records

The HR Section will maintain personnel files of all HEADS staff members. Each personnel file, will contain the following information (Personnel File Checklist-Annexure VII)

- CV/ Resume of personal information
- At least three short listed candidates' CVs and their Interview Assessment/Feedback Forms
- Offer of Employment and acceptance





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- Appointment Letter
- Employment Contract
- Acceptance Letter
- Performance evaluation form (Probationary/Quarterly) (Annexure-VIII)
- An employment record containing position, department, responsibilities, pay rate and any other changes thereafter
- Authorization of payroll deductions
- Record of leave entitlement and utilization (Annual Records)⁴
- Termination/Resignation data, when applicable
- Relocation approvals, if any
- Job Description
- Code of Conduct (Annexure- IX)

3.10 Note for Record:

In Emergency Project, the higher management of HEADS will give an opportunity to old Staff and Volunteers who have already worked and are working with HEADS in different thematic areas.





Section IV

Salary / Compensation & Fringe Benefits

4.1 Salary Structure

HEADS believes in the policy of equal wages for equal work for both males and females working in the organization. Respective Manager in consultation with the Executive Director and the Human Resource Section will approve the starting salaries for staff. HEADS follows a multi slab salary structure for each grade/position as approved by the Board.

4.2 Monthly Salary

HEADS will offer a competitive salary, which is according to responsibility and performance. This will be determined on the basis of organizational budget, educational qualification, overall competencies, skills and the experience required to fulfill the requirements of the position.

Salaries will be paid after submission of a complete timesheet that has been approved by a supervisor. The standard monthly days for a salary are 30 days. The period covered for monthly salary payments is from the first day of the previous month until the last of the previous month. The monthly Salary is paid on or before the 5th day of the following month. Salary payment for all employees is made directly into the employee's bank accounts through written instructions to the bank.

The following forms must be filled out and attached with an employee's monthly pay record:

- Attendance sheet or timesheet of staff and
- Leave balance sheet of staff

4.3 Salary Deductions

The following deductions are made from the monthly salary:

- Income tax as applicable under the prevailing laws in Pakistan. HEADS is required to deduct income tax at source and provide a copy of the tax receipt to the concerned employee on a regular basis.





- Advances or loan installment (if any)
- Employee share of EOB contribution (if applicable)
- Any other cost sharing expenses
- Employee Provident fund share, if applicable
- Any incidentals.

4.4 Salary Increments

Proposed salary increases (if any) are determined by the EXECUTIVE DIRECTOR and approved by the BoG in accordance with the HEADS budget and based on the performance evaluation of the employee by the relevant manager/supervisor. Increments and performance rewards shall be subject to satisfactory performance evaluations.

The increments in salary shall be determined annually/quarterly, on merit and aimed at encouraging top performers. Based on performance appraisals by respective Line Managers, the EXECUTIVE DIRECTOR will request the Board of Governors to approve increments and individual performance reward. In determining increments, the Board also reviews the changes in cost of living/ inflation. In case of high inflation, the BOG will decide the %age of Staff's salary on need basis. It is important that the Line Manager clarifies the specific performance targets and key deliverables, in consultation with the employee, either monthly or quarterly basis. The quarterly/annual performance appraisal will be required for increments.

13th Salary

HEADS serves as a year-end extra salary to acknowledge and reward employees' dedication and contributions throughout the year. It is commonly offered by HEADS as a gesture of goodwill.

In our HR policy, we include the provision for a 13th salary to express our appreciation for our employees' hard work. Eligibility criteria for the 13th Salary is that staff should be permanent, full-time employed and have completed their one year. The calculation method for the 13th salary is transparently outlined, be it a fixed amount i-e the salary amount.

Our policy underlines the discretionary nature of the 13th Salary, subject to adjustments based on employee's performance or financial conditions i-e availability of funds.

4.5 Salary Payment

Salaries at HEADS are normally paid by the 5th day of the following month to the employee's bank account. Direct transfer to bank account helps to avoid any transactional





delays. Newly inducted employees are expected to open a bank account at the commercial bank recommended by HEADS for purposes of salary transfer. Finance Section will further advice and assist the individual in opening the account at the recommended commercial bank.

4.6 Employee Old Age Benefit Institution

All employees whether regular or fixed term (excluding Trainees/interns) will be registered under the Employees Old Age Benefit Act, 1976 and their contribution/deductions will be made as required under the law. As determined by HEADS management, an amount from staff members' monthly salary shall be deducted plus a ratio from HEADS budget should be added as EOBI.

4.7 Health Insurance:

Health insurance is an integral part of HEADS HR policy, governed by specific by-laws and regulations. HEADS legally required to provide health insurance coverage to their employees, ensuring access to essential healthcare services. The coverage typically includes hospitalization, outpatient care, and maternity services, among others.

4.8 Other Fringe Benefits

Depending upon budgets of HEADS other fringe benefits may include the followings:

- Health insurance policy
- Group Life insurance policy
- Personal loans
- Provident Fund
- Gratuity
- Any other benefits.

4.9 Salaries Structure and Income Tax Deduction

The following salary structures will vary from project to project. These are the estimated salary ranges. Income Tax shall be deducted from staff month salaries by finance and submitted to relevant government authorities if applicable and deposited by finance at source.





4.9.1 Salaries Structure

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	65,827
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



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Section V

Leave Policy

5.1 Annual Leave

- Staff members under fixed term contract will be entitled to annual leaves.
- Interns, trainees, employees in probation and consultants will not be entitled to annual leaves.
- Annual leave is calculated on the basis of 1.66 days per month, or 20 working days per year.
- The leave year is from 1st January to 31st 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.
- The annual leaves cannot be cashed.
- The annual leave has to be approved by the relevant line manager.
- Advance annual leaves are generally discouraged. But for extraordinary circumstances, advance annual leaves need to be endorsed by the respective Line manager and approved by the EXECUTIVE DIRECTOR.
- Non-working days (Gazetted holidays) falling within the period of leave will not be counted as part of the annual leave.
- During the notice period of employee's separation from service, the employee can avail from the balance of his/her earned leave to a maximum of his annual leave balance subject to prior approval of the line manager.

5.2 Sick Leave

- 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.

Signature



Signature

- The certificate along with the leave application form (Annexure-X) should be provided to the HR Department.
- Any uncertified absence of longer than 3 days will be treated as a disciplinary issue.
- The sick leave for more than five (5) days will be adjusted against the "Annual Leaves" account.
- Interns/trainees will be entitled to sick leave prorated on the number of months of internship contract and all other rules and procedures for sick leave will be applicable upon them.
- Employees on probationary period are entitled for sick leave as per rules.

5.3 Casual Leave

- 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 en-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.

5.4 Statutory Leave

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.

5.5 Maternity Leave

Female members of staff will be entitled to 60 days maternity leave with full pay, provided that they have completed the probationary period. This facility could be limited to number of



deliveries to be decided by the BOG after thorough deliberations at all levels). Paid maternity leave 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.

5.6 Paternity Leave

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.

5.7 Unpaid Leave

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.

5.8 Hajj / Minority Leave

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.





5.9 Sickness before and during Annual Leave

- 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.

5.10 Compensatory Leave

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.

5.11 Absentees

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

6.1 Travel Away from Office

If the employees are required to work away from their normal work location/headquarter town, all arrangements for boarding lodging of the employees are made by HEADS through approved vendors. If, arrangements cannot be made by the HEADS, the employee can claim reasonable actual (boarding, lodging, and transport) plus the agreed residential rate for the location on providing actual bills approved by the project manager. This rate will be the same for all staff staying in that city/location.

6.2 Approval

Travel Request Form (Annexure-XI) is to be filled and approved by the concerned manager/supervisor prior to making a business trip.

6.3 Travel Advance

Employees might be paid advance payments prior to official travel. Advances will only be made when absolutely necessary or when failure to make an advance might make a staff member go through undue hardship. Travel advance is made only with prior approval of the concerned manager/supervisor. A request for travel advance is to be completed and approved before any advance is made.

6.4 Travel Entitlements

The rules and rates as announced by HEADS will apply to all HEADS staff (where appropriate), its consultants or guests traveling anywhere in Pakistan. The amounts are calculated to cover all costs incurred to travel on official business.

6.5 Domestic Travel

Head of Departments have the delegated authority to approve, from their respective budgets, any domestic travel requests from their team members. This delegated authority allows the



Managers to incur expenditure from the budgets they manage on travelling of their team for official purposes. Travel on business by air will be in the economy class.

6.6 International Travel

International travel of staff can be undertaken only after prior written approval of the EXECUTIVE DIRECTOR.

6.7 Travel Procedure

The authorization of using personal vehicle must be pre-approved by the Line manager and can be claimed, on the basis of the table of distances. The concerned department will generate the activity approval form (Annexure-XII) and attach travel authorization form if applicable at least 5 days in advance in case of domestic travel and at least one month in advance in case of international travel.

Once it is dully signed by all concerned department, they will be forwarded to Admin department for reservations and bookings in hotels etc. as stated in the activity form. On completion of the travel the person responsible in the authorization form will furnish the boarding passes within three days of completion of the travel. In case where the boarding passes have been lost or misplaced a letter signed by the line manager will be provided as waiver.

Requests for travel advances must be made at least 5 working days before the date of collection of an advance. Receipts (where necessary) must be provided with the claim.

If receipts are not available, an explanation should be noted either on the claim or on an attached memo and countersigned by the authorized line manager. If a cash advance was issued and it has not been cleared within one week the travel/activity, the cash advance will be recovered through the payroll of the individual. No further advances will be made until the previous advance is cleared.

6.8 Travel Policy Per diem

HEADS adopts a travel per diem system aligned with international adopted travel policy standards. The Daily Subsistence Allowance (DSA) is designed to cover accommodation, meals, and related expenses during official travel.

1. DSA Rates

- Metropolitan / Big Cities (Islamabad, Karachi, Lahore, Peshawar, Quetta): PKR





20,000 per day

- Other Cities / Small Towns: PKR 14,000 per day

Breakdown of DSA (for PKR 20,000 rate)

- Accommodation: 50% = PKR 10,000
- Lunch: 15% = PKR 3,000
- Dinner: 15% = PKR 3,000
- Miscellaneous (transport within city, communication, minor expenses): 20% = PKR 4,000

For smaller cities (PKR 14,000 rate), the same percentage breakdown applies proportionally.

2. Accommodation Rules

- Accommodation costs are covered within the DSA allocation.
- If the stay exceeds 13 consecutive days, the employee must submit accommodation invoices to support the claim.
- For stays of 13 days or less, invoices are not required unless specifically requested by management.
- Exceptions may be approved by the Chief Executive based on operational needs.

3. Mode of Travel

Travel arrangements must be justified by operational need and approved by the management.

- Air Travel: Allowed when distance, urgency, or operational efficiency requires.
- Bus Travel: For intercity travel where air travel is not justified.
- Rental Vehicle: Permitted when group travel or project needs require.
- Own Transport: Petrol and toll plaza bills reimbursed upon submission of receipts.

4. Travel Allowance

Transportation costs will be reimbursed based on actual expenses against valid receipts (tickets, rental invoice, fuel, toll).

5. General Rules

- Travel advances will be provided based on estimated DSA and transport costs.
- All claims must be supported by approved travel authorization and receipts (where applicable).
- DSA is not payable when accommodation or meals are fully provided by HEADS or donor agencies.
- Policy is subject to periodic review and adjustment in line with international established standards and organizational budget.





Section VII

Separation from Employment

7.1 Resignation

Employee must notify the respective line manager if he/she intends to resign from service. Such notice must be served one month in advance or as specified in the agreement/contract in writing. Action will not be taken until the employee confirms this in writing, but once such resignation has been confirmed in writing, HEADS is not obliged to accept a subsequent withdrawal.

The employee terminating the contract without a notice period shall have to pay a 30 days (or as specified notice period in the contract) salary as compensation to the finance department. In the event of such notice of resignation by an employee, he/she will remain liable to serve the organization for one month and to hand over the charge of all the responsibilities assigned to him/her.

7.2 Notice Period

The notice period for resignation starts from the date mentioned in the resignation, if approved by the Executive Director. Employees will not be allowed to extend their notice period to take advantage of public holidays falling immediately after the expiry of their required notice period.

The notice period can only be waived in special circumstances either of a personal nature or due to a professional obligation. The right to waive a notice period is exclusively reserved by the Executive Director.

7.3 Exit Interview

Documented exit interview will be conducted with the employee leaving in order to determine the reason. The exit interview detail shall be forwarded to the concerned department and will be recorded in the personnel file.





7.4 Return of Organization Property

Upon leaving HEADS service, the employee has to hand over all the accounts, contacts, data, records and documents, whether in paper, tape, diskette or electronic form, related to his/her job to his/her supervisor. HEADS reserves the right to deduct from the resigned employee's final payment an amount equivalent to the value of any property, which is not returned or is damaged.

7.5 Clearance

Upon leaving the organization, employee must sign a clearance form (Annexure – XIII) from all concerned departments and submit to HR department. No salary will be transferred once the employee is not cleared from all departments. Upon viewing the clearance form, HR Department will send a formal approval to finance section for issuing salary.

7.6 Final Payment

An employee, who resigns, is entitled to all the accrued benefits till the date of resignation. Final payment is not made unless and until the concerned supervisor confirms that the resigning employee has returned all assets and records in his/her possession. The final payment including basic salary, job related payments or reimbursements, payment in lieu of accrued unused annual leave and money due to the employee, if any, is paid to the resigned employee by cheque within 14 days from his/her effective date of resignation.

7.7 Confidentiality

The leaving employee is bound ethically and professionally not to disclose any information that he/she has about the organization or about staff member once he/she leaves the organization. The scope of the information can be about projects, planning, or of individual nature.

7.8 Termination

HEADS reserves the right to terminate employee when his/her services are no longer required or when there is an excess of employees working in the HEADS. The criteria for termination is based on a number of factors e.g. performance review, length of service, attitude at work,



recommendations of concerned /supervisor etc. However, in the absence of sufficient information, the 'last in, first out' basis is used.

Efforts are made to reassign the staff member who is under consideration for termination to another position within the HEADS, if he/she meets the job requirement. Upon being terminated, an employee is given one-month notice or salary in lieu of the notice. Redundant employee is entitled to all the accrued benefits till the date of termination. Terminated employee is considered for re-employment, should a suitable position become available. However, terms and conditions will apply. Only the EXECUTIVE DIRECTOR /President approves termination of an employee.

If an employee is terminated due to code of conduct violation or due to any other reason he/she will not receive any end of service benefits. If an employee's performance is unsatisfactory or not up to the required standard; or under any other circumstances other than those specified for disciplinary action below, HEADS may lawfully terminate his/her contract of employment with notice in writing or payment in lieu as specified in the contract of employment.

7.8.1 Conditions of Termination

An employee can be terminated from services without notice if the employee;

- Willfully disobeys a lawful and reasonable order
- Misconducts himself, such misconduct being inconsistent with the due and faithful discharge of his/her duties
- Is guilty of theft, fraud, corruption or dishonesty
- Is habitually neglectful in his/her duties
- Becomes involved in improper transactions, or without approval discloses to a third party any confidential information obtained from his/her employment; or
- On any other grounds which would entitle HEADS to terminate the employment without notice
- Does not comply with the Code of Conduct.

An employee who is terminated has the right to appeal for a hearing by a panel constituted for this purpose by HEADS. (The employee is entitled to be accompanied to the panel hearing by a





colleague, friend, lawyer or other person whom he/she wishes to. The decision of the panel is final.

7.9 Retirement Age

The normal age of retirement is 60 years. Service may be extended beyond that age at HEADS discretion and the decision of extension will be reviewed annually. The extended period shall be considered as a Consultancy contract and not an extension of permanent employment.





Section VIII

DISCIPLINE

Standards of work performance, conduct and attendance have an important impact on HEADS success. Code of conduct policy covers misconduct, health and safety of employees, drug abuse, sexual harassment and conflict of interest.

8.1 Gross Misconduct

Gross misconduct is defined as behavior so unacceptable as to warrant

dismissal. This may include:

- Stealing or attempting to steal property.
- Frequent absenteeism.
- Committing a fraud including incurring expenditure for personal benefit.
- Misusing a computer system, including the internet, which might include viewing or attempting to view pornographic sites, chatting, listening to loud music and other misuse which affects the employee's productivity.
- Putting the safety or health of colleagues in danger.
- Willfully misusing status and position in HEADS for personal advantage.
- Showing serious insubordination to Line Manager, e.g. by persistently refusing to follow a reasonable instruction.
- Disclosing without prior permission/approval in writing of the EXECUTIVE DIRECTOR, or threatening to disclose information within the knowledge in confidence during the exercise of her / his duties and by virtue of the position held by the employee whether such disclosure or threat to disclose be in private or public or in any form of whatsoever nature.
- Not taking reasonable precaution to safeguard of organization's property to prevent accident or damage to it.
- Unauthorized collection or attempt to collect records or documents of the HEADS
- Interfering with, tampering, altering, or fabricating records of the HEADS
- Possession of any lethal weapon within the premises of the HEADS
- Consumption of any intoxicant or drugs while on duty.





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- Soliciting or accepting any gift or grant from any person having official business with HEADS without prior approval of the EXECUTIVE DIRECTOR.
- Refusal to appear or to cooperate in any inquiry ordered by the Management in accordance with the rules enforced when summoned by the Ethics Committee.
- Threatening, intimating or manhandling any employee.
- Committing sexual harassment or violence against a male or female colleague.
- Drug and alcohol abuse.

8.2 Procedure for Investigating the Issue

If a member of staff is suspected of gross misconduct the matter will be referred to Line Manager, who will conduct an investigation if necessary. The employee may be suspended on half pay until the matter is resolved. As part of the investigation the committee comprising of at least one female member will interview the employee. The committee will outline in writing the reason for suspecting misconduct and allow the employee to respond in writing.

The employee has the right to be accompanied at the disciplinary meetings by a colleague or representative of the staff association recognized by HEADS. If at the end of the investigation gross misconduct has been established, the committee will hold a meeting with the employee and outline the reason for concluding that the employee has committed gross misconduct and give further opportunity for the employee to present his/her defense. .

If the committee finds the employee guilty as charged, it will recommend dismissal of the employee to EXECUTIVE DIRECTOR or, if there are very strong mitigating circumstances, issuance of a letter giving final written warning and/or a fine, or both. This letter will become part of the individual's personal record. Should the concerned employee choose to resign during this time, management reserves the right to accept or reject the resignation.

8.3 Drug/Alcohol-Free Workplace

HEADS is committed to providing a safe work environment and to promoting and protecting the health, safety, and wellbeing of its employees. This commitment is endangered when any HEADS employee engages in use, possession, sale, conveyance, distribution or manufacture of illegal drugs, intoxicants, controlled substances or abuses prescription drugs or alcohol.



Therefore, HEADS has established the following policy:

- It is a violation of the organization's policy for any employee to use, possess, sell, convey, distribute, or manufacture illegal drugs, intoxicants, or controlled substances, or to attempt to do the same.
- It is a violation of the organization's policy to be impaired or under the influence of legal or illegal drugs or alcohol in the organization or client premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the organization's reputation.
- It is a violation of the organization's policy for anyone to use prescription drugs illegally. It is the responsibility of the employee to report the use of prescribed drugs that MAY (per warning labels provided by the pharmacy) affects the employee's judgment, performance, or behavior.
- Any employee convicted of a violation of a criminal drug statute must inform the management in writing within 5 calendar days after the conviction.

Random Testing: Employees may be selected at random for drug and/or alcohol testing at any time.

Post-Accident Testing: Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was or could have been injured, but also any employee who potentially contributed to the accident or injury event in any way.

8.4 Conflict of Interest

From time to time HEADS staff members and or the governing body members may encounter conflicts of interest when participating in HEADS decision-making processes, as their professional or personal roles intersect. Potential areas where a conflict of interest may arise include:

- Recruitment of staff.
- Procurement of goods and services.
- Undertaking new projects or entering into new partnerships.
- Representing HEADS in other forums.





In general, a conflict of interest can arise if:

- It is likely that the performance of a person's duties as a HEADS employee or governing body member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- A person's participation as an employee of HEADS or a governing body member could be prejudicially influenced by the interests of organization that the person is representing, or that a reasonable person would believe that the person could be so influenced.

HEADS expects that staff and governing body members will be mindful of potential conflicts of interest (or the likely perception of a conflict), and declare a conflict of interest before it arises. Appropriate action can then be taken in consultation with colleagues. For instance, the concerned individual will usually be expected to withdraw from a particular selection panel or absent him/her from discussion about particular issues if it presents a conflict of interest. Minutes of the meeting should note the conflict of interest.

All staff and governing body members must declare in advance, any relationship with persons, firms or companies, which have dealings with HEADS. They must also declare in advance if: a) they are directors or partners in a firm or company, which propose to have any dealing with HEADS; b) if their immediate family members (spouse, parent, child, brother and sister) hold directorship or partnership in firms or companies, which propose to have any dealing with the HEADS and c) if to their knowledge, a member of their immediate family has any financial interest in any matter being considered by HEADS. Individuals who fail to make declaration of a conflict of interests as explained above are liable to account to HEADS for any profit made or benefit received from or in respect of the failure or violation.

8.5 Private Trade

No employee shall, except with the previous sanction of the EXECUTIVE DIRECTOR, engage in any trade or undertake any employment or work other than his/her official duties, provided that s/he may, without such sanction undertake any honorary work of a religious, social or charitable nature or occasional work of a literary or artistic character, subject to the condition that his/her official duties do not thereby suffer and that the occupation of undertaking does





not conflict or is not inconsistent with his opinion or obligation as an employee but he shall not undertake or shall discontinue such work if so directed by the EXECUTIVE DIRECTOR.

8.6 Discrimination

Discrimination means treating a person less favorably than another person in comparable circumstances because of age, sex, marital status, pregnancy, family status, disability, race, color, descent, national or ethnic origins, nationality or religion etc.

It is against HEADS policies to discriminate with respect to the hiring or promotion of individuals, conditions of employment, disciplinary and discharge practices, or any other aspect of employment on the grounds of the employee's age, sex, marital status, pregnancy, sexual orientation, gender identity, family status, disability, race, color, descent, national or ethnic origins, nationality or religion.

In preventing discrimination, employment related decisions such as recruitment, promotion, transfer, training, dismissal and redundancy as well as terms and conditions of employment are based on consistent selection criteria. Individuals are assessed according to their ability to carry out a given job and are not judged by irrelevant considerations. Employees who make employment related decisions should not assume that persons of a particular age, sex, marital status, gender identity, family status, race, color, descent, national or ethnic origin, nationality or religion, or who are pregnant or have a disability are only able to do certain kinds of work, and should ensure that these factors are not used as grounds for making decisions. Records of notes of employment related decisions are made and filed with the Human Resource Department, which serve as a valuable explanation and defense against any unfounded suggestion of discrimination. Employees who fail to abide by the guidelines explained above are liable to account to HEADS which may take disciplinary actions against such employees.

8.7 Workplace Conflict

Workplace conflict is a time-consuming and costly problem that can have a severe impact on the bottom line. Workplace relationship problems can arise as the result of

- Clashing personalities.
- Miscommunication.
- Perceived backbiting.





- Negative politics
- Perception of hidden agendas.

These factors create bad relations between people, and are generally the result of not following proper communication practices, or of grudges built from the outset of a relationship where initial problems were not addressed.

Conflict in the workplace can also result from serious disagreement over official matters, and can result in behaviours such as gossip, avoidance, verbal abuse, passive/aggressive communication and hostility. This can in turn lead to a drop in HEADS's productivity, a focus on problems rather than solutions and a slump in creativity and innovation. While tensions and misunderstandings are normal and inevitable, if left unresolved they result in hostility, stress and wasted resources.

8.8 Resolving Workplace Conflict

Once the management is made aware of a relationship problem, it will meet with both parties and try to find out the real causes of the problem. Once the causes are identified, the management will take appropriate actions to address these causes to the extent possible. In parallel, the management will mediate between the two parties so as to help them develop a healthy working relationship. However, if the issues are not resolved even after these efforts, the matter will be reported to the EXECUTIVE DIRECTOR who may take suitable steps to resolve the issue ignore it or even terminate one or both the employees as he/she deems fit.

8.9 Ethical Conduct

Ethical conduct requires more than knowledge and observance of laws, regulations, and policies. Respecting colleagues, understanding and practicing the organizations' standards and values as well as policies, are the keys to ethical conduct and decisions made with confidence.

Reporting criminal conduct and unethical behavior is the responsibility of all employees. An employee suspecting non-compliance with the organizations' policies and procedures should speak with his/her supervisor. If the supervisor is involved in the misconduct, the employee should speak with his/her next level of supervision. This information will be kept confidential to the extent permitted by law.





8.10 Workplace Violence

HEADS is committed to providing a safe work environment. Any form of violence, threats of violence, intimidation of others or attempts to instill fear in others will not be tolerated. The possession of a weapon in the workplace, or while conducting company business, menacing behavior or stalking is all prohibited actions. Violations of this policy may lead to disciplinary action up to and including termination and the involvement of appropriate law enforcement authorities.

Any person who exhibits threatening behavior or threatens or commits a violent act on property, or on company business or is found or suspected to be carrying a concealed or open weapon on HEADS premises may be removed from the work site as investigation. HEADS will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality to report situations that may have a risk of violence.

8.11 Dress Code

HEADS expects all staff (other than staff who are given uniform) to wear office attire at all the times when working on and off our premises. This can be either Western or Pakistani national dress which includes covering heads by Dhupata for Female Staff, which will not cause offence to other staff, clients and stakeholders. The precise nature of this attire is not specified but staff should all-time have professional appearance and should dress neatly and tidily.



Section IX

Sexual Harassment Policy

9.1 Introduction

HEADS believes strongly in the human dignity of each individual. Therefore, HEADS strongly condemns and prohibits any behavior on the part of a HEADS employee which constitutes any form of sexual misconduct, including sexual harassment, sexual exploitation, and sexual violence towards any other staff member, client patient, beneficiary, or other individual participating in a HEADS activity.

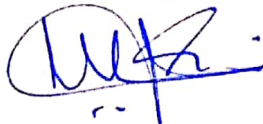
Retaliation for reports of sexual misconduct is strictly prohibited and will not be tolerated; Sexual misconduct and/or retaliation of any kind will result in termination of employment.

For the purposes of this policy, HEADS employees include national staff, volunteers, interns' consultants, temporary employees, field staff or temporary contractors. HEADS is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race ethnicity, age, religion, or any other legally protected characteristics are not acceptable. As an example, sexual conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

9.2 Definition

HEADS fully complies with the Protection against Harassment of Women at Workplace Act, 2010. As per Clause 1 (i) of this act,

Sexual Harassment is defined as "any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, is unacceptable behavior in the workplace, including any interaction or situation that is linked to official work or official activity outside the office. All such acts are a violation of this Act.

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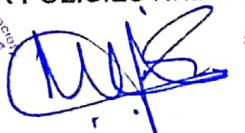
Sexual Harassment includes any unwelcome sexual advance, request for sexual favors or the other verbal or physical conduct of sexual nature, causing interference with work performance, is made a condition of employment or creates an intimidating, hostile or offensive work environment, or the attempt to punish the refusal to comply with such a request. The intimidating behavior or act can be of a person in authority, who controls conditions of the complainant's employment or from a co-worker, who as a result of intimidation can make the work environment hostile for the complainant. Under this code of conduct, sexual harassment is prohibited regardless of the sexual orientation of the parties.

9.3 Reporting and Resolving of Sexual Harassment

The Management of HEADS is required to incorporate this act as part of its Work place policy. Abiding by the following points will ensure compliance with this act:

The Responsibilities of Management includes;

- Management will be responsible to follow the HR Manual in true letter and spirit, and to ensure that all staff members read it
- Each complaint of employee of organization is addressed responsibly
- The Management will be impartial in the process and facilitate a just and fair inquiry process without retaliation
- The management will not victimize the complainants or the witnesses in the case
- The management will conduct awareness sessions about the Code and the consequence of such harassment at workplace for both the affected person and the accused as a regular part of their training
- Display copies of this Manual to employees in English or Urdu
- Recurring acts, which may have a cumulative effect or even a single incident, would be considered enough to establish sexual or gender based harassment
- The complainant should inform the accused about conduct constituting sexual harassment. That will be recorded and should be maintained in writing all incidents, noting dates, places. Descriptions of act, notification to accused and names of those to whom the incident may have been mentioned.





9.4 Informal Complaint Mechanism

If the victim wishes to deal with the matter informally, the designated person will:

- Give an opportunity to the alleged harasser to respond to the complaint,
- Ensure that the alleged harasser understands the complaints mechanism
- Facilitate discussion between both parties to achieve an informal resolution which is acceptable to the complainant.
- Ensure that a confidential record is kept of what happens.
- Follow up after the outcome of the complaints to ensure that the behavior has stopped.
- Ensure that the above is done speedily and within 10 days of the complaint being made.

9.5 Formal Complaint Mechanism

If the victim wants to make a formal complaint or if the informal complaint mechanism has not led to a satisfactory outcome for the victim, the formal complaint mechanism should be used to resolve the matter.

The designated person who initially received the complaint will refer the matter to the senior member of the committee to instigate a formal investigation. The senior member may deal with the matter personally or may refer the matter to other members of the committee in accordance with this policy.

The person carrying out the investigation will:

- Interview the victim and the alleged harasser separately. The accused may record his statement in Accused Response Form (Annexure-XIV)
- Interview other relevant third parties separately. Witness reporting form to be filled by the witness (Annexure-XV).
- Produce a report detailing the investigations, findings and any recommendations.
- If the harassment took place, decide what the appropriate remedy for the victim is, in consultation with the victim (i.e. an apology, a change to working arrangements, discipline, suspension, dismissal).
- Follow up to ensure that the recommendations are implemented, that the behavior has stopped and that the victim is satisfied with the outcome.
- Keep the record of all the actions taken.





- Ensure that all records concerning the matter are kept confidential.
- Ensure the process is done as quickly as possible and in any event within 10 days of the complaint being made.

9.6 Sanctions and Disciplinary Measures

Anyone who has been found to have sexually harassed another person under the terms of this policy is liable to any of the following sanctions:

- Verbal or written warning
- Adverse performance evaluation
- Reduction in wages
- Transfer
- Demotion
- Suspension
- Dismissal

The nature of the sanctions will depend on the gravity and extent of the harassment. Suitable deterrent sanctions will be applied to ensure that incidents of sexual harassment are not treated as trivial. Certain serious cases, including physical violence, will result in the immediate dismissal of the harasser.

9.7 False and Malicious Complaints

If the complaint is found to be false or malicious, this may lead to disciplinary action being taken against the complainant.

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[Signature]



Section X

WHISTLE BLOWING POLICY

10.1 Policy Statement

Whoever we may deal with, and wherever we may operate, we are committed to doing so lawfully, ethically and with integrity. It is the responsibility of each and every one of us to ensure that we fulfil this commitment in our day to day working lives. However, from time to time there may be situations where the right course of action is unclear, or there may be situations where you suspect or know that something is improper, unethical or inappropriate. We have both a legal and moral duty to take appropriate measures to identify such situations and attempt to remedy them.

It is sometimes difficult to know whether to speak up about something that concerns us. Often people are reluctant to get involved but this could result in serious consequences for its employees. That is why we have put in place this Whistle Blowing Policy – so that you can talk to someone confidentially so that we can help.

10.2 Policy Aim

- To encourage all improper, unethical or inappropriate behavior to be identified and challenged at all levels of the organization, the following matters are either happening now, have happened, or are likely to happen:
 - A criminal offence e.g. Theft, Drug Taking,
 - The breach of a legal obligation,
 - Fraud, Corruption, bribery or other malpractice which could lead to the financial loss of the organization,
 - A danger to the life, health and safety of an individual,
 - Damage to the environment,
 - Administrative malpractice (Financial or Non- Financial)
 - Concealment of any of the above.
- To enable Management to be informed at an early stage about acts of misconduct.





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- To provide assurance that all disclosures will be taken seriously, treated as confidential and managed without fear of retaliation.
- To reassure employees that they will be protected from punishment or unfair treatment for disclosing concerns in good faith in accordance with this procedure.

10.3 Definitions

Whistle Blower

A person or entity making a protected disclosure about improper or illegal activities is commonly referred to as a whistleblower. Whistleblowers may be HEADS's employees, applicants for employment, vendors, contractors or general public. The whistleblower's role is as a reporting party. They are not, investigators or finders of fact, nor do they determine the appropriate corrective or remedial action that may be warranted.

Good Faith

Good faith is evident when the report is made without malice or consideration of personal benefit and the employee has a reasonable basis to believe that the report is true; provided, however, a report does not have to be proven to be true to be made in good faith. Good faith is lacking when the disclosure is known to be malicious or false.

Misconduct/Improper Activities

Examples of misconduct include, but not limited to, fraud, including financial fraud and accounting fraud, violation of laws and regulations, violation of organization's policies, unethical behavior or practices, endangerment to public health or safety and negligence of duty.

10.4 General Guidance

This policy presumes that employees will act in good faith and will not make false accusations when reporting of misconduct by the organization's employees. An employee who knowingly or recklessly makes statements or disclosures that are not in good faith may be subjected to disciplinary procedures, which may include termination. Employees who report acts of misconduct pursuant to this policy can and will continue to be held to the organization's



HR POLICIES AND PROCEDURES

general job performance standards and adherence to the organization's policies and procedures.

10.4.1 Reporting Procedure

- Any person may report allegations of suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact the organization, employees or the public at large.
- Acts of misconduct may be disclosed in writing, telephonically or in person. However, all reports are encouraged to be made in writing, so as to assure a clear understanding of the issues raised. (Disclosure Form Annexure-XVI).
- Individuals are recommended to self-identify, though it is not a requirement of the policy.
- All reports should be sent directly to any of members of the Whistleblower Committee. (Committee members include concerned person from HR and Program).

10.4.2 Investigating Procedure

- The Whistleblower Committee member who receives a report will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days.
- The Committee Members shall meet to discuss about the action / investigation on the reports received from whistleblowers. The Committee may also exclude from its meetings any persons it deems appropriate, depending on the nature of the complaint.
- The Committee Members have the responsibility to conduct investigations. In addition, other parties may also be involved in the investigations.
- The Committee Members will ensure investigations are carried out using appropriate channels, resources and expertise.
- Some concerns may be resolved by agreed action without the need for an investigation. Concerns about allegations which fall within the scope of specific procedures of HEADS will be referred for consideration under those procedures.
- The Committee Members will report to the Committee Chairman on a periodic basis about the reports received and actions taken.





- The Management reserves the right to make any decision based on the findings by the Committee.

10.4.3 Protection for Whistle Blowers

- It is understandable that whistleblowers are sometimes worried about possible repercussions. The HEADS aims to encourage openness and will support those covered by the policy who raise genuine concerns in good faith under this policy, even if they turn out to be mistaken.
- Those covered under the policy will not suffer any detrimental treatment as a result of raising a concern without malice, in good faith, reasonably believing it to be true (even if it is not confirmed by the investigation). Detrimental treatment includes suspension/removal from job, dismissal, disciplinary action, threats or other unfavorable treatment connected with raising a concern. If the whistleblower believes that he/she has suffered any such treatment, he/she should inform the relevant contact immediately. If the matter is not remedied the whistleblower should raise it formally using the relevant Grievance Procedure.
- Staff must not threaten or retaliate against whistleblowers in any way. Anyone involved in such conduct will be subjected to disciplinary action.

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Section XI

GRIEVANCE SETTLEMENT POLICY

11.1 Introduction

Regrettably, conflict can occur in any working environment. HEADS is committed to maintaining and enhancing fair, equitable and safe work practices. HEADS states that all members of staff are expected to perform their duties with efficiency, fairness, impartiality, integrity, honesty and compassion.

11.2 Policy Statement

HEADS encourages open and honest communication at all levels. However, it recognizes that from time to time employees may wish to raise grievances, problems or complaints with their employer. Employees and managers are encouraged to make every effort to resolve issue at most local level possible and where appropriate before resorting to formal procedure.

11.3 Aim

This policy aims to offer a constructive mechanism for all parties to settle down their grievances and seek to find mutual agreement.

11.4 Purpose and Application

The purpose of adopting this policy is to promote the internal settlement of any controversy or claim pertaining to employment actions, which may arise between employees of any level or between employer and employee. It is intended to provide an equitable and timely method for the final disposition of such issues. The policy covers all types of grievances and is applicable for all staff members equally.

11.5 Definition

A "grievance" is defined as an employee's expression of alleged unfair or inequitable treatment with respect to the application of policies, procedures, and regulations, which s/he has been unable to resolve with her/his immediate supervisor.



HR POLICIES AND PROCEDURES



11.6 Types of Grievance

Grievance can be of two types.

- i) **Individual:** This occurs when one employee raises a grievance, problem or complaint with his/her employer or colleague.
- ii) **Collective:** This occurs when a group of employees share a grievance.

11.7 Procedure

Grievance can be settled through adopting informal or formal procedures mentioned as below:

11.7.1 Informal Complaint Mechanism

An informal complaint of grievance may be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis.

11.7.2 Formal Complaint Mechanism

A written statement stating the basis for the grievance and a requested settlement (using the Grievance Reporting Form (Annexure-XVII))

11.8 Settlement Process

An employee filing a grievance shall have at every step the right to present witnesses and evidences to support his/her grievance.

First Step:

- Any employee who wishes to file a grievance (informal or formal) shall first discuss his/her grievance with his/her immediate supervisor. In case the immediate Supervisor is accused, then s/he shall discuss with Management. After the aforementioned discussion with the employee, the Supervisor shall have five working days in which to reply to the employee's grievance. If the Supervisor fails to reply to the grievance or if his/her answer is not satisfactory to the employee, the employee may present his/her grievance at Second Step.





Second Step:

- If the disposition of the grievance in First Step is not acceptable and the employee wishes to have the grievance considered further, s/he shall notify the Executive Director through Human Resources department. The Executive Director will appoint a three member Committee having a female staff as its mandatory member. The Committee will investigate the allegations and make arrangements to hear the employee's ~~complaint~~ and the departmental charges if any. The Committee shall submit a ~~report~~ ^{report} to the Executive Director within five working days of the receipt of the grievance. The Executive Director in consultation with Human Resource department while ~~revising~~ ^{reviewing} the recommendations will take the necessary action and ~~communicate~~ ^{communicate} the decision to the concerned employee.

11.9 Exceptional Cases

In exceptional cases where the staff, wishes to file a grievance against Executive Director shall first discuss his/her grievance with the Executive Director. If the Executive Director fails to reply to the grievance or if his/her answer is not satisfactory to the employee, s/he may present his/her grievance to the Board Member nominated by the Chairperson of the HEADS Board. Grievances processed under such circumstances shall be reviewed and a response shall be provided within thirty days.

Signature



Signature



Section XII

MOBILE USAGE POLICY

12.1 Policy Statement

We recognize that cell phones have become an integral part of everyday life. They may be a great asset if used correctly. But cell phones may also cause problems when used imprudently. Excessive use of mobile phones in the workplace is disruptive, results in loss of productive time and effects concentration and efficiency.

12.2 Application

This policy applies to all HEADS staff, including managerial staff, officer level staff, assistants, internees and support staff.

12.3 Policy

Despite their benefits, cell phones may cause problems in the workplace. Employees who use their cell phones excessively may get distracted from their work and disturb colleagues by speaking on their phones.

- HEADS expects employees to use their cell phones prudently during working hours.
- Employees should minimize personal calls during working hours and should make personal calls, if deemed necessary, or at least use it during break hours.
- Employees can use the office landline for calling and receiving emergency calls. The employees can give official landline number of the organization to immediate blood relatives for any emergency.
- Employees should not text, talk on the phone frequently, especially personal calls.
- Employees should keep their cell phones on vibration if possible loud ring tones may disturb co-workers. Low ring tones are preferable.
- Employees are not allowed to play games on the cell phones during working hours.
- While driving for official purpose or using office vehicle, employees/driver should strictly avoid using mobile phone but in case of emergency, employees/driver should use hands free or blue tooth devices for making/receiving a call. Disobeying such rules is not only the violation of HEADS Policy but also violation of Traffic rules.

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HEALTH EDUCATION AND DEVELOPMENT

- HEADS neither allows any employee for using cell phone camera or any recording system for the purpose of recording any confidential information nor any official event without obtaining consent.

12.4 Proper Usage of Cell Phone

- Employees can benefit from using cell phones. They are allowed to use their cell phones during official hours, only:
 - To make official or emergency calls only.
 - To use productivity apps for official use only.
 - To check important messages only.
- To make brief personal calls away from the working space of colleagues mostly outside office premises but it must be of limited duration and must not effect the official work adversely.
- Employees can use their phones and make necessary personal calls during scheduled breaks or at lunch hours.

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Section XIII

Health, Environment & Safety

13.1 Work Safety

HEADS aims to provide a safe and environmentally healthy working condition for the staff. HEADS will take measures to protect the safety and health of workers of both genders, including the protection of their reproductive health. The organization will promote mechanisms for delivery of occupational safety and health education and training, in particular for management, supervisors and workers. HEADS will take measures to ensure assessment of any workplace risks related to the safety and health of the pregnant or nursing woman and her child. The results of the assessment will be made available to the woman concerned.

Employees have a part to play by ensuring that:

- Personal belongings are kept safely and they never block the passage or exits.
- All visitors, contractors and temporary staff are issued with security passes where required.
- Employees are expected to stop and point out if they ever find anyone in the building either unattended or without a security pass.
- To the extent possible, recycle the used materials.
- To the extent possible, procure environmentally friendly and energy saving equipment.
- Employee's Line Manager should be informed about any actual or potential health, safety or environmental problems or risks.
- All accidents at workplace should be notified to the respective Line Manager or the next responsible person as soon as possible.
- Employees should not engage in behavior, which is hazardous to the health and safety of themselves or others. If an employee engages in activities that create a safety hazard, the employee's supervisor may take disciplinary action, ranging from a reprimand to dismissal.
- Employees have the right to refuse work where it poses a safety hazard to themselves or others. However, employees should make safety concerns immediately known to their supervisor.



HEALTH EDUCATION AND DEVELOPMENT

- Coordinate and cooperate with your coworkers to identify hazards and to prevent potential accidents.
- Offer safety suggestions that contribute to safer work within your environment.

13.2 Security Inspections

HEADS wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper or inappropriate materials. To this end, HEADS prohibits the possession, transfer, sale, or use of such materials on its premises. HEADS requires the cooperation of all employees in administering this policy.

Desks, lockers, computers, and other storage devices may be provided for the conveniences of employees but remain the sole property of HEADS. Accordingly, they, as well as any articles found within them, including computer files, can be inspected by any duly authorized agent or representative of the HEADS at any time, either with or without prior notice.

13.3 Fire and Incident Control

It is important that the employees understand the fire and incident control procedures and they should:

- Routinely check the safety of electrical wiring.
- Identify all possible sources of potential ignition and combustible materials and minimize these where possible.
- Know the names and locations of the First Aid Officer and Fire Warden. A staff member, for each floor, must be nominated as a First Aid Officer and Fire Warden. Fire extinguishers should be placed at prominent places, preferably in every room. Occasional, safety drills might also be a good idea.
- Be familiar with evacuation procedures.
- Recognize and respond to the sound of fire alarms.
- Know where designated assembly points are, and never leave the assembly point before the body count is complete and all are given permission to leave in periodic fire drills.
- In case of fire:
 - Point out any fire or safety hazard whenever one observes.

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HEALTH EDUCATION AND DEVELOPMENT

- Gently but firmly encourage people to leave the area.
 - Bang loudly on locked doors, and shout to occupants to evacuate. Do not spend unnecessary time waiting at a locked door for a response.
 - Do not use elevators.
 - Try to keep occupants calm during and after the evacuation.
 - Do not allow anyone to return to the building, even if the alarm stops.
- You will be directed to return by a Security officer or the Fire department.

- A visible first aid box is available at the reception / or each floor, as the case may be.

13.4 Infectious Diseases

- A staff member who is in contact with any infectious disease should not report for duty if a doctor has advised against it, and they should inform their Line Manager of the position.
- If a member of staff has been in contact with infectious diseases, a clearance certificate is necessary prior to returning to work.
- In either case, absence would be treated as sick leave with pay.

13.5 Threatening Illness at Workplace

Employees with life-threatening illnesses, such as cancer, heart disease, and HIV/AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. HEADS supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, HEADS will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs. Medical information on individual employees is treated confidentially. HEADS will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact their supervisor and/or the EXECUTIVE DIRECTOR /President for information and referral to appropriate services and resources.



HR POLICIES AND PROCEDURES



13.6 Smoke-free Workplace

In keeping with HEADS intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace, including HEADS vehicles.

13.7 POLICY FOR VOLUNTEERS

A Volunteer Policy gives the organization a consistent way to approach the involvement of volunteers across the whole organization. It helps to ensure that everyone involved in the organization including Board Members, staff and volunteers understand and value volunteers' involvement.

Health Education And Development Society (HEADS) encourages employees to become involved in their communities, lending their voluntary support to programs that positively impact the quality of life within the communities. In this connection, HEADS intended to develop the Volunteer Policy in consultation with staff and existing volunteers working with HEADS and this policy will be reviewed and revised on a regular basis to ensure that it continues to be fit for the purpose.

The following guidelines are for HEADS's employees who serve as volunteers with non-profit organizations and wellbeing of the vulnerable communities that are either of personal interest or are community let project/program's initiatives.

1. Volunteer will be paid according to the position/internship available. He/she will be entitled for stipend if any project/program exists otherwise he/she will not be entitled for his/her pay and will provide services voluntarily;
2. Volunteers will take up to 8 hours of paid time off each month to participate in their specific volunteer program. Any task assign by his/her line supervisor to him/her, will be responsible to perform their official chores in a chronological way;
3. Volunteer time must be requested in advance and when possible, should be regular and on a set schedule to help with the coordination of other work-related responsibilities;
4. Volunteer time should not conflict with the peak work schedule and other work-related responsibilities, create need for overtime or cause conflicts with other employees' schedules.

Eligibility

- All full-time employees are eligible;
- Interested employees should have expected performance or above.
- Interested employees should meet with their managers to discuss their role and responsibilities, scheme of work and schedule to work.



Section XIV

Amendments/Addendums in HR Policy

14.1 Amendments/Addendums in HR Policy

Executive Director HEADS has the authority to make amendments/alteration/revision or addendums in this Human Resources Manual. For the reason he/she may issue a Memo or directly make changes in the Manual. In case HEADS is registered as NGO in future the authority of amendments would automatically transfer to the Board of Directors of the organization. Executive Director in that case may make recommendation to the Board of Directors. All staff of the organization from top to the bottom must be informed in written about any amendments and changes in this Human Resources Manual including the effective dates and mentioning potential effects on their job and benefits status.

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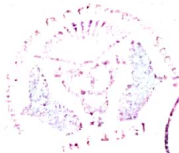
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ANNEXTURES

(FORMATS HR POLICY)

1. Reference Check Form
2. Staff Requisition Form
3. Interview Evaluation Form
4. Decision Paper
5. Appointment Letter
6. Employment Contract
7. Documents Checklist
8. Performance Evaluation Form
9. Code of Conduct
10. Leave Application Form
11. A. Local Travel Request Form
12. B. Out of City Travel Request Form
13. Clearance Form
14. A. Incident Recording Form
15. B. Accused Response Form
16. Declaration of the Statement
17. Witness Reporting Form
18. Declaration of the Statement
19. Whistleblower Disclosure Form
20. Grievance Reporting Form

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Reference Check

Dear Sir/Madam,

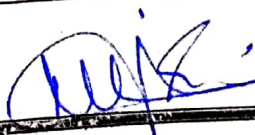
_____ has applied for the position of _____ with Health Education and Development Society (HEADS) and has named you as former employer. In order to make an informed hiring decision, we need to know the applicant's work history.

Referee's Details:

Name: _____ Designation: _____
Contact Number: _____ Email Address: _____

General questions

What is the nature of your relationship with the applicant?	
In what capacity is/was the applicant employed by your organization?	
What were the dates of the applicant's employment?	From: _____ To: _____
What duties and responsibilities does/did the applicant have?	
What is/was the applicant's reason for leaving job?	
How would you describe the applicant's overall work performance?	
What are the applicant's strengths?	
What are his/her weaknesses?	
Have you had any concerns with the applicant's performance? If yes, please explain when these issues were identified? When were they discussed with the individual? What work are they doing to improve and what progress has been made?	
Can you comment on the applicant's: - reliability	



- punctuality	
- attendance	
- professionalism	
Job-specific questions	
What is your opinion, the applicant applied for the position, is the applicant suitable for the applied position?	
In closing	
Would you re-employ the applicant? Yes/ No If no, please mention the reason	
Thank you for taking the time to provide feedback.	

<u>FOR OFFICIAL USE ONLY</u>	
<u>HEADS OFFICIAL RECORDING THE REFERENCE</u>	
Name: _____	Designation: _____
Date: _____	Signature: _____

**Staff Requisition Form**

Please complete this form when requesting to hire any staff or requesting a change in current staffing, include as much detail as possible.

Job Title: _____

Department/Office: _____

Supervisor: _____

Position Status and work schedule

Full-time Regular ☐

Part-Time Regular ☐

Temporary ☐

Please indicate the number of months to be worked and the number of hours per week:

Months per year: _____

Hours per week: _____

Desired start date: _____

Type of position

☐ New: Please indicate why this position is needed: _____

☐ Replacement: Please indicate the person who is leaving: _____

☐ Change(s) to the position: _____

Recruitment Plan

If approved, this position will be posted internally for at least one week or through proper HR recruitment procedure

Supervisor Approval: _____ Date: _____

Department Head Approval: _____ Date: _____

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**Interview Evaluation Form**

Candidate Name _____ Post Applied _____ Date _____

Scoring
Candidate evaluation forms are to be completed by the interviewer to rank the candidate's overall qualifications for the position to which they have applied. Under each heading the interviewer should give the candidate a numerical rating and write specific job related comments in the space provided. The numerical rating system is based on the following:

1 – Unsatisfactory, 2 – Satisfactory, 3 – Average, 4 – Above Average, – 5 Exceptional,

Educational Background

Does the candidate have the appropriate educational qualifications or training for this position?

1	2	3	4	5
---	---	---	---	---

Prior Work Experience

Has the candidate acquired similar skills or qualifications through past work experiences?

1	2	3	4	5
---	---	---	---	---

Technical Qualifications

Did the candidate have Report writing, Presentation and Mobilization skills required for his/her job?

1	2	3	4	5
---	---	---	---	---

Verbal Communication

How were the candidate's communication skills during the interview (i.e. body language, answers to questions)?

1	2	3	4	5
---	---	---	---	---

Willingness for Field Work

How much the candidate is interested for working outstation and extensive traveling in field in connection with his/her job requirement?

1	2	3	4	5
---	---	---	---	---



Teambuilding/Professional Skills

Did the candidate have the skill to work in a team and have ability to resolve any issues in achieving his/her targets in allocated resources and time?

1	2	3	4	5
---	---	---	---	---

Job & Project Information

Did the candidate have enough information about the post and project he/she applied for?

1	2	3	4	5
---	---	---	---	---

Overall Impression-

Did the candidate body language, dress up, gestures and fluency was relevant to his/her job?

1	2	3	4	5
---	---	---	---	---

Final Approval

QUALIFIED

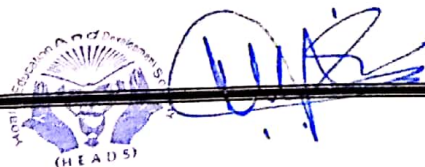
DISQUALIFIED

Interviewer: _____

Designation: _____

Signature: _____

➤ *Return completed evaluation form to HR SECTION*



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**Decision Paper**

Dated: _____

Vacant Position: _____**Project:** _____**Recruitment Committee**

- Executive Director _____
- Director Finance _____
- HR Assistant _____

Subject: Selection of _____

A meeting of Recruitment & Selection Committee was held at Head Office HEADS to hire _____ for _____ **Project**. Interviews were conducted on May 3rd, 2017. Shortlisted candidates were appeared before the committee. The members of the committee unanimously made the following decisions.

S#	Name	Remarks/ Recommendation
1		
2		
3		
4		

The above decision shall be implemented on _____.

PANEL SIGNATURES

DIRECTOR FINANCE

HR DEPARTEMENT





Date: _____

Appointment Letter

Dear _____,

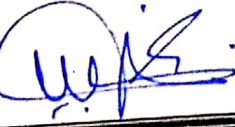
We are pleased to confirm your appointment to the position of _____ for our project _____ based at _____.

Your job appointment will begin on _____. You will receive the salary of _____ per month.

However, if any documentation or information given by you as a proof was found to be forged, we retain the right to review our employment offer.

We look forward to hearing back from you to accept this position.

Executive Director

Contract of Employment
No HEADS-H.R/059-2023

This employment contract is executed on _____ between Health, Education and Development Society, the employer (hereinafter referred to as "HEADS"), a non-profit, non-governmental organization and _____ (hereinafter referred to as the Staff Member/Employee) for the position of _____ at HEADS Head Office Peshawar. Both the parties agree to enter into an agreement on the following terms of conditions:

Terms of Agreement

1. **Basic Details**

2.

Job Function: Responsible for running the project along with coordination with the donor agencies and attending cluster meetings.

3. **Contract Duration:**

The duration of contract, not subject to earlier termination, will be valid for _____ the starting dates _____ while the estimated completion dates _____ unless extended/ renewed.

4. **Job site:** The Staff Member will be based in the _____ and will be required to travel to project area from time to time as and when required.

5. **Probation Period:** A probation period will apply for the initial three months of your employment contract. Anytime during this period, the organization will assess your progress and performance in the said position and authorized to terminate the contract without prior notice in case of poor performance or violation of code of conduct/contract agreement.

6. **Conflict of Interest:** The Staff Member is expected to devote his/her full time to the duties of the post and shall not during the continuation of his/her services with HEADS, engaged in private work of any nature, or in any place whatsoever, with or without pay.

7. **Working hours:** The Staff Member is supposed to work Five days per week 40 hours a week (8 hrs. a day) with HEADS. The normal office timings will be from 09:00 a.m. to 05:00 p.m. These timings could vary for winter & summer seasons depending on mutual agreement of all the Project staff. During Ramadan, office timings shall vary from normal office hours. Saturday and Sunday will be weekly Holidays. However, there may be occasions when there is a requirement to work on weekends/Holidays as well

8. **Leave:** The Staff Member is entitled to avail all national and local holidays declared by the Federal or Provincial Government. The staff member will be entitled to take annual, sick and emergency Leaves as per HEADS rules and regulations. However, in emergency situation this policy may not be adopted and staff member has to perform emergency duty. In

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accordance to HR policy the Staff member will be entitled for the following types of leaves with full pay:

Annexure - VI

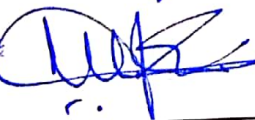
Annual: Twenty days per annum (Revise accordingly 1.66 for every month of employment)

Sick: 12 days per annum (01 for every month of employment)

Staff member shall only be granted leave only upon the following prescribed procedure. Without approval leave will be considered as absent and without pay.

9. **Termination of Contract:** Both the contracting parties can terminate the contract before expiry of the terms of this agreement by serving one-month prior written notice or payment of salary in lieu thereof. It should be ensured that the other party receives such a notice well in time. If the Staff Member desires to leave HEADS without prior notice he/she will be required to pay back an amount equivalent to 1-month salary and vice versa in cases other than disciplinary action (Article 6) of the HEADS Policies.
10. **HEADS Rules and Regulations:** The Staff Member will be required to abide by the HEADS rules and code of conduct while performing his/her professional responsibilities. Failure to comply with code of conduct will, lead to disciplinary action and may result in termination of your employment. The staff regulations outline the employment condition applicable to all positions, and also from an integral and legally binding part of this employment letter. It is the duty of all employees to read and understand these conditions.
11. **Job Description:** The staff member will work in accordance with their existing charter of responsibilities as highlighted in the Job Description or as and when assigned by the Executive Director in the greater interest of HEADS.
12. **Contract Renewal:** The contract can be reviewed as and when considered necessary in the greater interest of HEADS with the mutual consent of both the parties.
13. **Confidential Information:** Staff Member hereby acknowledges that during the performance of their duties, the Staff Member may learn or receive confidential HEADS information and therefore Staff Member hereby confirms that all such information related to the HEADS's business will be kept confidential by the Staff Member, except to the extent that such information is required to be divulged to the Staff Member's clerical or support staff or associates in order to enable Staff Member to perform Staff Member's contract obligation.
14. **Salary:** The Staff Member's monthly salary will be PKR _____ per month inclusive of all allowances as applicable in the salary. This salary is inclusive of all government taxes liabilities, and any such payments will be the responsibility of the employee. Any increase in salary will be subject to an annual, or if needed a periodical staff member assessment.

This Document is not valid for Court.



15. Acknowledgement: In Witness Where of and acknowledging acceptance and agreement of the foregoing, Employer and Employee affix their signatures hereto.

Annexure - VI

Employer Signature

Employee Signature

Executive Director
HEADSPeshawar

HEADS Poshawar

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DOCUMENTS CHECKLIST

- **MONTHLY/QUARTERLY RECORD**
 - Monthly Timesheets
 - Monthly Payroll/Salary Slips
- **EMPLOYEE INFORMATION**
 - Employee Information Form
- **OFFICIAL DOCUMENTATION**
 - Appointment Letter
 - Acceptance/Joining Letter
 - Employment Contract
 - Code of Conduct
- **JOB DESCRIPTION**
 - Job Description
- **PERFORMANCE APPRAISAL**
 - Performance Evaluation Record
- **EMPLOYEE'S VERIFICATION**
 - Verification Reference Form
- **EMPLOYEE'S PERSONAL DOCUMENTS**
 - CNIC / Passport Size Pictures
 - Updated CV
 - Experience Certificates
 - Educational Documents (Degrees and Transcripts)
- **RECRUITMENT PROCESS**
 - Job Advertisement/Recruitment Report
 - Test/Interview Record
 -

* Any other relevant documents

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[Signature]

**Performance Evaluation Form**

Name: _____

Designation: _____

Evaluation Period: _____

Date: _____

PERFORMANCE FACTORS:

Outstanding= 5, Exceeds Expectations= 4, Average= 3, Below Expectations=2, Unsatisfactory=1

1	Command over the Job	1	2	3	4	5
2	Commitment to work	1	2	3	4	5
3	Managing change and Improvement	1	2	3	4	5
4	Capacity to work under pressure	1	2	3	4	5
5	Team Work	1	2	3	4	5
6	Adherence to official policy	1	2	3	4	5
7	Attendance	1	2	3	4	5
8	Trustworthiness	1	2	3	4	5
9	Integrity	1	2	3	4	5
10	Attitude towards colleagues	1	2	3	4	5
11	Decision making/ Problem solving attitude	1	2	3	4	5
12	Independent action	1	2	3	4	5
13	Dependability	1	2	3	4	5
14	Personal Appearance	1	2	3	4	5
15	Health	1	2	3	4	5
16	Safety	1	2	3	4	5
17	Employee's Responsiveness	1	2	3	4	5





Annexure VIII

18	Computer Skills	1	2	3	4	5
19	Communication Skills	1	2	3	4	5
20	Writing Skills	1	2	3	4	5
21	Leadership quality	1	2	3	4	5

SUMMARY OF RATING:

Excellent ☐ Very Good ☐ Good ☐ Average ☐ Below Average ☐

REMARKS BY IMMEDIATE SUPERVISOR:

REMARKS BY RATED EMPLOYEE:

RECOMMENDATIONS:

Signature of Employee: _____

Signature of Evaluating Officer: _____

Signature of Executive Director: _____

[Signature]



[Signature]



Code of Conduct for HEADS Staff

The Code of Conduct of HEADS outlines the key responsibilities of all staff members which include trainees, volunteers, Head Office staff members and anyone representing HEADS. Whether signed or not, the Code shall automatically form an integral part of all the HEADS contracts of employment and conditions of service for all staff members. In relation to respect the welfare and rights of the people with whom they work in development and humanitarian context. It is designed to assist staff to better understand the obligations placed upon their conduct, as to prevent any forms harassment, fraud, corruption, security breaches, and unethical business practices.

This Code of Conduct is intended to serve as a guideline, which guides how to uphold the ethical foundation of the organization's views and actions. It also aims to help staff to ensure that we protect the communities we work with and that our work does not put the people of concern at greater risk
Therefore I will always

RESPECT AND DIGNITY

Respect all persons equally and without any discrimination based on nationality, race, ethnicity, tribe, gender, religious beliefs, political opinion or disability.

I will respect local laws, customs and habits of the local culture.

Respect and promote fundamental human rights without discrimination.

I will always seek to care for and protect the rights of the most vulnerable: children, women, single parents, elderly, disabled and chronically sick and particularly vulnerable minority groups.

I will keep myself informed about HEADS policies, objectives and activities and about displaced communities concerns. I will do my utmost to support HEADS's protection and assistance work.

CONFLICT OF INTEREST

I will perform my official duties and conduct my private affairs in a manner that avoids conflict of interest, thereby preserving and enhancing public confidence in HEADS.

I will work to serve the objectives and values of HEADS and ensure that personal views, behavior and beliefs, including political and religious, do not adversely affect official duties or activities.

My actions will be free of any consideration of personal gain, and I will resist any undue political pressure in decision-making

I will not assist private persons or companies.

I will never participate in activities related to procurement of goods or services, or in human resource activities, where a conflict of interests may arise. I will act in conformity with all HEADS policies and guidelines.

I will not receive or provide bribes, of any kind.

SAFETY, HEALTH AND WELFARE

I will promote the safety, health and welfare of all HEADS staff as a necessary condition for effective and consistent performance.

I will remain aware of and comply with instructions designed to protect my health, welfare and safety. I will always consider the safety of staff in operational decisions.

I will follow the set safety and security regulations/procedures for the area of operation. Any breaches should be reported.





I have made myself familiar with the HEADS security policy, and will conduct my work accordingly; bearing in mind that common sense always prevails.

FINANCIAL AND MATERIAL RESOURCES

I will safeguard and make responsible use of the information and resources to which I have access by reason of my employment with HEADS.

I will handle HEADS financial and material resources with the utmost care, safeguard these at all times against theft or other damage, keep and maintain them properly, and ensure that unauthorized and unethical use of HEADS funds or private misuse does not occur.

I will conduct all official duties with integrity, free from any taint of dishonesty or corruption, including not engaging in any act of favoritism, nepotism or bribery

I will not use offices, HEADS property or knowledge gained from functions with HEADS for private gain, financial or otherwise, or for the private gain of any third party, including family and friends

I will not damage any official document by over writing or editing it.

PHYSICAL OR VERBAL HARASSMENT

I will never have sexual contact with any one regardless of who initiates the contact.

I will never verbally, physically or sexually harass women, children, volunteers and other staff members or partners.

I will never beat, hit, slap or use any form of physical punishment with staff and participants in sessions.

I will never make vulgar, discriminating or humiliating jokes, comments at women, children, participants, volunteers and staff.

WORKING ENVIRONMENT

I will treat my colleagues fairly, with dignity and with respect for different customs and cultures.

I will contribute to building a harmonious workplace based on team spirit, mutual respect and understanding.

I will seek to resolve differences and solve problems when they arise.

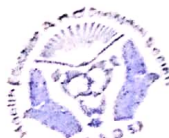
I will report any information received indicating a situation where any of the above agreements are broken through one of the following reporting channels.

- Through line manager or any senior manager
- Through appointed focal points or Staff Representatives
- Through HR Manager in the field or Head Office

I am aware of the fact that any breach of this Code of Conduct may lead to disciplinary action, dismissal or even legal action and that intentionally false accusations and reports are seen as a breach of the Code of Conduct and will be subject to disciplinary action

I _____ understand and will follow all the rules stated above.

Signature _____



Date _____



Annexure X

Leave Application Form

Name: _____ Designation: _____

Leave Type: Full ☐ Short ☐Nature of Leave: (Sick ☐ Annual ☐ Maternity/ Paternity ☐ unpaid ☐Other ☐ Specify please _____

Period of Leave: From _____ to _____

Reason: _____

Applicant Signature _____ Date: _____

Immediate Supervisor Approval

Approved By: _____ Designation: _____

Signature: _____

For Official Use

<u>Annual</u>	<u>Sick</u>
Total Entitled _____	Total Entitled _____
Leave Availed _____	Leave Availed _____
Balance Leave Available _____	Balance Leaves Available _____

HR Dep. _____

G.



W.S.



Local Travel Request Form

Date: _____

Name: _____ Position: _____ Resource No: _____

From Location/ Station: _____ To Location/Station: _____

Purpose of Travel: _____

Signature of Employee _____ Authorized By: _____

Driver Name & Signature _____ Vehicle NO: _____

Time Duration from _____ TO _____ Total Kilometer Travel: _____

Verified by: Name & Signature _____

Signature



Signature



Annexure XI B

Out of City Travel Request Form

Date: _____

Name: _____

Designation: _____ Resource No. _____

Location/Station: _____

Destination: _____

Purpose of Travel: _____

Project Name / No: _____

Planned Date of Departure: _____

Expected Date of Arrival: _____

Total Stay Planed: _____

Amount of Cash Advance Required: Rs. _____

Signature of employee: _____ Date: _____

Office Use Only

Recommended by: _____ Signature: _____

Authorized By ED: _____ Signature: _____

Shi



[Handwritten Signature]

**Clearance Form****Clearance Form for Staff Leaving HEADS**

Name: _____ Date: _____

Designation: _____ Date of Leaving: _____

This is to certify that there is no Claim outstanding against the employee named above from his / her date of leaving.

Finance Department

Signature: _____

Name: _____

Designation: _____

Remarks: _____

Checklist

Float

Loans

File / Documents

Others

Logistics and Administration Department

Signature: _____

Name: _____

Designation: _____

Remarks: _____

Checklist

Laptop

Digital Camera

Memory Stick

Handy Cam

Others

Line Manager

Signature: _____

Name: _____

Designation: _____

Remarks: _____

Checklist

Reports

HR Department

Signature: _____

Name: _____

Designation: _____

Remarks: _____

Checklist

HEADS ID Card

Others



Form submitted by: _____

Form received by: _____

Ali



[Signature]

**Incident Recording Form**

Name of the Complainant: _____

Designation: _____

Reporting Date: _____

Incident Date: _____

Reported to: _____

Reported by: _____

Nature of Harassment

❖ Physical Harassment

❖ Sexual Harassment

❖ Verbal Harassment

❖ Visual Harassment

Location of the incident

Detail of Complaint

Action to be taken





1. Was there the same accused involved which you have mentioned above? Please mention his/her name if s/he was a different person?

Declaration of the Statement

I, _____, do solemnly swear (or affirm) that the above information provided by me is true and correct up to the best of my knowledge. If it was found to be false or malicious, then I will accept the disciplinary action that goes against me.

Name: _____

Designation: _____

Signature: _____

Date: _____

For Official Use Only

(Details of the committee member recording the statement)

Name: _____

Designation: _____

Signature: _____

Date: _____

[Handwritten signature]



[Handwritten signature]



Accused Response Form

*Confidential, please do not print

Name: _____

Designation: _____

Reporting Date: _____

1. What would you say about the allegations?

This image shows a single sheet of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Q:



[Handwritten signature]



Declaration of the Statement

I, _____, do solemnly swear (or affirm) that my response towards the complaint is true and correct up to the best of my knowledge. If my response was found to be false or malicious, then I will accept the disciplinary action that goes against me.

Name: _____

Designation: _____

Signature: _____

Date _____

For Official Use Only

(Details of the committee member recording the statement)

Name: _____ Designation: _____

Signature: _____ Date: _____

Comments: _____

[Handwritten signature]



[Handwritten signature]



Witness Reporting Form

Name: _____

Designation: _____

Reporting Date: _____

1. Please describe what happened and how it made you feel?

2. When and where did it happen? Please mention date, time and location.

3. Please name the person who was involved in this act? (It will be kept confidential).

4. Do you think anyone saw or heard it?

Q



[Signature]



5. Has anything like this happened before? Was there the same accused involved which you have mention above? Please mention his/her name if s/he was a different person?

6. What do you want to happen now? How do you want to pursue the scenario? (Please read the complaint mechanism before answering this question).

7. Is there someone in the field office that you feel comfortable to talk to and be supported by?

Di



[Signature]

**Declaration of the Statement**

I, _____, do solemnly swear (or affirm) that my complaint against the accused is true and correct up to the best of my knowledge. If my complaint was found to be false or malicious, then I will accept the disciplinary action that goes against me.

Name: _____

Designation: _____

Signature: _____

Date: _____

For Official Use Only**(Details of the committee member recording the statement)**

Name _____

Designation: _____

Signature: _____

Date: _____





Whistleblower Disclosure Form

please provide the following details for any suspected serious misconduct or any breach or suspected breach of law or regulation that may adversely impact the organization and submit directly to the whistle blower committee. Please note that you may be called upon to assist in the investigation, if required.

(Note: Please follow the guidelines as laid out in the Whistleblowing Policy and Procedure)

Reporter's Contact Information

(This Section may be left blank if the reporter wants to be anonymous)

Name	
Designation	
Duty Station	
Contact Number	
Email Address	

Suspect's Information

(This section must be filled completely)

Name	
Designation	
Duty Station	
Contact Number	
Email Address	

Witness(es) Information (If Any)

Name		Name	
Designation		Designation	
Duty Station		Duty Station	
Contact Number		Contact Number	
Email Address		Email Address	

Li



[Signature]



Annexure XVI

(Briefly Describe the misconduct/ improper activity and how you know about it. Specify what, who, when, where and how. If there is more than one allegation, number each allegation and use as many pages as necessary. You should not attempt to obtain evidence for which you do not have a right of access since whistleblowers are 'reporting parties' and not 'investigators').

1. What misconduct/ improper activity occurred?

2. Who committed the misconduct / improper activity?

3. When did it happen and when did you notice it?

4. Where did it happen?



5. Is there any evidence that you could provide us?

6. Are there any other parties involved other than the suspect stated above?

7. Do you have any other details or information which would assist us in the investigation?

8. Any other Comments?

Date: _____

Signature: _____

Di



[Signature]



For Official Use Only

Received by:

Received on:

Investigation required (Yes/No)? *(If no, please state the reason)*

Investigation done by:

Investigation results:

Action Taken:

Ali



[Signature]

**Grievance Reporting Form****Grievant Contact Information**

Name:	
Designation:	
Contact Number	
Email Address	

**Witness(es) Information
(If Any)**

Name		Name	
Designation		Designation	
Duty Station		Duty Station	
Contact Number		Contact Number	
Email Address		Email Address	

(Briefly describe the details of Grievance being raised with complete details by mentioning the name of the person with whom the grievance has occurred along with date and time).





Annexure XVII

(What action do u want us to proceed ?)

Date: _____

Signature: _____

For Official Use Only

Received by:	Received on:
Signature	

hi



[Handwritten signature]

Board Meeting Minutes
(Policy Sign by Board of Governor)

[Signature]



[Signature]

BOG Meeting

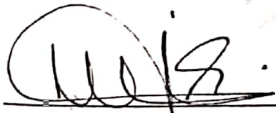
Participated by:

Mr. Raza Ullah Jan
Ms. Dr. Uzma Amin
Mr. Muhammad Jidran
Ms. Tahira Nasreen
Mr. Nawaz Ali Shah
Ms. Ambreen Banori
Mr. Abid Ali
Ms. Samina Khanam
Mr. Shafi Ullah
Mr. Asif Ali
Ms. Ramsha Khan

Chairperson
Board Member
Board Member
Board Member
Board Member
Board Member
Board Member
Executive Director
Program Manager
Director Finance
HR Officer

During the meeting held on January 4, 2023 at HEADS Head Office. The main agenda of the meeting was to discuss the organization policies and procedures. Keeping in view the current situation, all the policies and procedures were discussed and all the necessary amendments were suggested by the BOG where needed. The Chairperson directed HEADS management to revise all the policies as per the suggestion of the BOG members and new policies should be formed according to Donors requirement and duly signed by Chairperson and BOG members earliest at the end of this month.

Signed on 04/01/2023 by authorized signatory (ies):



Mr. Raza Ullah Jan (Chairperson)



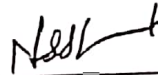
Dr. Uzma Amin
(BoG Member)



Ms. Tahira Nasreen
(BOG Member)



Mr. Muhammad Jidran
(BoG Member)



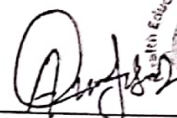
Mr. Nawaz Ali Shah
(BoG Member)

Health Education and Development Society (HEADS)

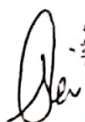




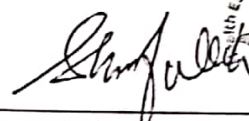

Ms. Ambareen Banori
(BOG Member)




Mr. Abid Ali
(BoG Member)




Ms. Samina Khanam
(Executive Director)




Mr. Shafi Ullah
(Program Manager)




Mr. Asif Ali
(Director Finance)




Ms. Ramsha Khan
(HR Officer)

BOD Meeting Minutes

Date: January 06, 2025

Participated by:

Raza Ullah Jan	Executive Director
Uzma Amin	Chairperson Board
Samina Khanam	Board Member
Nawaz Ali Shah	Board Member
Amabareen Banori	Board Member
Muhammad Jidran	Board Member
Abid Ali	Board Member
Tahira Nasreen	Board Member
Sayed Ali Shah	Director Program
Asif Ali	Director Finance
Ramsha Khan	HR Officer

Agenda Items:

- Change in Leadership position
- Formation of the Annual Report, Annual Budget, and Strategic Plan.
- Completion of the NDRMF Capacity Improvement Action Plan.
- Processing for Charity Commission in Balochistan and Khyber Pakhtunkhwa.
- Revision of HEADS policies.
- Renewal of Society Act Registration for 2025.

Proceedings & Outcomes:

The meeting commenced with the recitation of the Holy Quran, followed by a formal welcome note delivered by the Chairperson, Ms. Uzma Amin, and the Executive Director, Mr. Raza Ullah Jan. The discussions focused on the agenda items and organizational improvements.

- The Board decided to shift Mr. Raza Ullah Jan from the position of Chairperson of the Board of Directors (BOD) to Executive Director of HEADS, following the resignation of Ms. Samina Khanam from the role of Executive Director. Ms. Khanam has now joined the Board as a Board Member. Additionally, Dr. Uzma Amin has been appointed as Chairperson of the Board, effective immediately.
- The Board emphasized the importance of preparing Annual Report/ Annual Budget and Strategic Plan to assess the organization's current standing and plan strategically for the upcoming year.
- As HEADS has been conditionally accredited by the National Disaster Risk Management Fund (NDRMF) for six months, the Board reviewed the shared Capacity Improvement Action Plan. It was decided to prioritize its completion within the stipulated timeframe, recognizing this as a crucial opportunity for the organization.

- The Board agreed to initiate the process for Charity Commission registration in Balochistan. Police verification for the Charity Commission in Khyber Pakhtunkhwa will be expedited to obtain the certification promptly.
- A comprehensive review of organizational policies was conducted. The Board proposed and approved necessary amendments to align with current needs and best practices.
- It was noted that the Society Act Registration expired in December 2024. The Board resolved to apply for its renewal for 2025 without delay.

The meeting concluded with a thorough review of the agenda items, ensuring they aligned with the organization's strategic objectives. The Board expressed optimism about the successful execution of the discussed initiatives. The Chairperson concluded the meeting with a vote of thanks.

Signed on this Monday January 06, 2025 by authorized signatory.



Dr. Uzma Amin
Chairperson Board



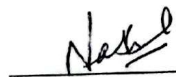
Mr. Raza Ullah Jan
Executive Director



Ms. Samina Khanam
BOG Member



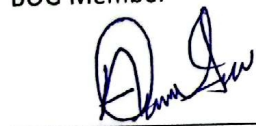
Mr. Muhammad Jidran
BOG Member



Mr. Nawaz Ali Shah
BOG Member



Miss Ambareen Banori
BOG Member



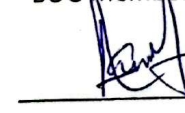
Mr. Abid Ali
BOG Member



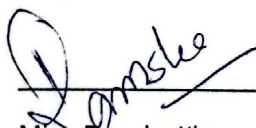
Miss. Tahira Nasreen
BOG Member



Mr. Sayed Ali Shah
Program Director HEADS



Mr. Asif Ali
Director Operations HEADS



Miss. Ramsha Khan
HR Officer



Policy Review & Update Record

A Board meeting was held on January 6, 2025, with the key agenda of reviewing and updating all organizational policies of HEADS. The Board advised the management to undertake a comprehensive policy review to ensure relevance, compliance, and alignment with organizational goals and evolving operational needs.

In line with this directive, all organizational policies were reviewed and amended on January 31, 2025, under the leadership of the Executive Director and with the involvement of the Finance & Audit Committee and relevant departments.

The review process included:

- A thorough evaluation of existing policies.
- Revisions based on internal assessments, audit findings, regulatory requirements, and best practices.
- Incorporation of feedback from staff and stakeholders.
- Updates to enhance clarity, accountability, and operational effectiveness.

Means of Verification:

Revised policy documents, review reports, and documented feedback and approval records.



(H E A D S)

Raza Ullah Jan
Executive Director