

Local Support Organisation: _____

Human Resources Policy

Date: _____

1: INTRODUCTION

In the recent General Body meeting of LSO _____ held on _____ a unanimous approval to follow the set of rules and guidelines for smooth operation of its human resources was accorded, which should reflect the following main features;

- That all related matters of staff should be clearly defined, parameters are determined and these are meticulously followed.
- That commitment to pursue merit, transparency, impartiality, accountability and gender equity is ensured.
- That there is complete understanding among the members of General Body and Executive Committee and the people it hires and serves.
- That the LSO fulfills the obligations towards its General Body, Government of Pakistan and the Donors.
- This is the first manual of the LSO on its Personnel Policy.
- The provisions of this Manual shall come into effect from _____.
- Additions, amendments or deletion to this Manual will be possible through the approval of the General Body.
- The Executive Committee is authorized by the General Body to issue procedures, instructions and clarifications set down in this Manual.

2: STAFF RECRUITMENT

The number, strength, positions and emoluments payable will be determined and approved by the General Body, on the suggestion of the Executive Committee. A Human Resource Committee (HRC) consisting at least two Executive Committee members and the Chairperson will be formed, headed by the Chairperson. The following recruitment procedure will be followed:

- Job description and job specifications will be clearly worked out.
- All staff will have to report to the Chairperson.
- The minimum age for appointment will be 18 years and above and the upper age limit will be decided by the HR committee.
- Relaxation in appointment to candidates coming from the focused area, especially to female candidates will be decided and approved by the HR Committee.
- Preference will be given to local and indigenous candidates.
- Subject to the local prevailing scenario equal opportunities will be provided to both the sexes i.e. no discrimination on gender basis would be observed.

3: APPOINTING AUTHORITY

The delegation of authority for making appointment on various positions will be as under

Position	Authority
Appointment of Manager for LSO or a Project of LSO	Chairperson subject to the approval of the Executive Committee
Other Office Staff	Chairperson subject to the approval of HR Committee
Other project staff	Chairperson in consultation with the Executive Committee and Project Manager

4: PROBATIONARY PERIOD

- All employees appointed for the first time or employed afresh against a new position shall have to undergo a period of probation of three months.
- The immediate supervisor to evaluate the employee performance during the probation and recommend continuation of his service or otherwise to the HR committee.
- During the probationary period the services of the employee can be terminated without any prior notice.

5: REMUNERATION

- The salaries and other benefits payable to the employee will be determined by the HR Committee subject to financial space and availability of resources.
- The periodical increase in salaries, medical and traveling expenses etc. will be decided by the HR committee and no employee could claim as a right or privilege for any such benefit.

6: LEAVE

- **Maternity Leave:** 40 days maternity leave will be granted on every child birth to **female employees.**
- **Casual Leave:** 15 days casual leave can be availed by each employee during a **calendar** year but not exceeding 3 days at a time. Balance not availed will not **accumulate.**
- **Earned Leave:** 30 days will be allowed to each employee as earned leave for one year. Balance not availed during the year will be carried forward to the next year subject to total accumulated balance not exceeding 60 days. Earned leave can be availed upto 15 days at one time only.

7: LEAVE SANCTIONING

Leave application of Manager for casual leave will be considered by the Chairperson and for earned leave exceeding 10 days will be considered by the HR Committee. Leaves of other staff for casual leave to be approved by the Manager but for long leave HR Committee will be the deciding authority. In the absence of Manager, the Chairperson will be the deciding

8: PERFORMANCE APPRAISAL

- Performance of the Manager would be evaluated by HR Committee.
- Performance of other staff would be evaluated by the Manager.
- Personal files of each employee and annual appraisal records will be maintained.

9: TRAINING, CAPACITY BUILDING & SKILL DEVELOPMENT

Subject to availability of resources and on the budget situation, staff trainings needs would be met on the basis of training needs assessment of the staff and also on the basis of performance appraisal.

10: TERMINATION OF SERVICES

Termination **of service can take place** in the following manners;

- a) Resignation:-An Employee can resign from service with one month prior notice to the LSO. Otherwise in case of immediate separation, one month pay will be forfeited.
- b) Termination by LSO: The LSO can terminate the services of any employee on one or more of the following grounds;
 - Funding for the job no more available and that the job has become redundant, consequent to cessation of an activity and therefore the employee services is no more required.
 - In case of misconduct, habitual absence, refusal of duty, disobeying the orders of immediate supervisor and working against the policy of the LSO.
 - During probation period, services can be terminated without any prior notice, otherwise adequate notice assigning the reason will be served. Cases based on misconduct will be dealt by HR committee affording appropriate opportunity to the delinquent employee for explaining the charged leveled.

11: AUTHORITY FOR ACCEPTANCE OF RESIGNATION OR TERMINATION

Employee Position	Authorised Person/Body
Manager	Chairperson with approval of HR Committee in case of Resignation. In case of misconduct, Executive Committee.
Other office and project staff	Chairperson in case of resignation and in case of misconduct HR committee.

12: MISCONDUCT

The following acts and omissions on the part of any employee shall constitute an act of misconduct rendering the commitment there to any disciplinary action:

1. Willful insubordination or disobedience, whether alone or jointly with others, of rules, procedures, instructions and lawful orders issued by the supervisor.
2. Theft, fraud, dishonesty, misappropriation or embezzlement of funds and resources of LSO.
3. Misuse of LSO equipments, assets, stores etc causing thereby loss to the organization
4. Use of contraband items, narcotics or involvement in such illegal activities which could adversely affect the organization's reputation, acceptability and creditability.
5. Habitual absence without taking leave.

13: OFFICE DECORUM

- Eight hours working day to be followed.
- Office timing will be from 9.00 am to 4.00 pm (Monday to Saturday). Sunday and all gazetted holidays will be considered as off days.
- Convenient and comfortable working environment be provided for the female staff.
- Staff behavior and dealings should be decent and in accordance to the local culture context.
- Extra care be exercised that female staff, female members or other female visitors are been treated with special respect which is a part of our culture.

14: SPECIAL NOTES

- Employees' grievances or any conflict which may arise will be resolved and handled by the HR Committee and the decisions made by the committee will be treated as final settlement.

- In case of creation of such a situation which is not covered under this policy, the arising issue will be settled by the HR Committee. In case any expense above Rs.5000/- is involved the same be decided by the Executive Committee.
- Amendments, modifications and additions in the set policy could be made by the General Body.