

PaRRSA

Human Resource & Administration Manual



**Provincial
Reconstruction,
Rehabilitation and
Settlement Authority
(PaRRSA)**



Changes / Modification in Manual

Modified on	Nature of modification	Authorized by



List of Acronyms

COI	Conflict of Interest
CRF	Consultant Request Form
CV	Curriculum Vitae
DG	Director General PDMA/PaRRSA
HR	Human Resource
HRD	Human Resource Department
KP	Khyber Pakhthunkhwa
M&E	Monitoring and Evaluation
Pakistan	The Islamic Republic of Pakistan
PaRRSA	Provincial Reconstruction, Rehabilitation & Settlement Authority
PDMA	Provincial Disaster Management Authority
PMS	Performance Management System
R&R	Reconstruction & Rehabilitation
SoW	Scope of Work
ToRs	Terms of Reference



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Definitions

- 1) “Act” means the National Disaster Management Act, 2010;
- 2) “Affected Areas” mean the areas of Khyber Pakhtunkhwa affected by the natural calamity, disaster or militancy;
- 3) “Appointing Authority” means a person or committee authorized under PaRRSA Rules & regulations to make appointments to a position
- 4) “Appraiser” means an official assigned to evaluate performance of employees.
- 5) “Authority” means the Khyber Pakhtunkhwa, Provincial Reconstruction, Rehabilitation and Settlement Authority (PaRRSA);
- 6) “Basic Pay Scale” means basic pay scales prescribed in the Rules & regulations and adopted by the Authority;
- 7) “Casual Labor” means those hired on a daily/monthly basis to perform specific non-staff functions
- 8) “Chief Minister” means the Chief Minister of the Khyber Pakhtunkhwa.
- 9) “Chief Secretary” means the Chief Secretary of Khyber Pakhtunkhwa.
- 10) “Competent Authority” means a committee or person empowered to accord approval to the objective under consideration.
- 11) “Conflict of Interest” means a situation that has the potential to challenge the impartiality of an employee because of the possibility of a clash/conflict between the employee's self-interest and organizational goal/interest.
- 12) “Consultant” means a person/expert engaged by PaRRSA to perform specific tasks.
- 13) “DCO” means the District Coordination Officer.
- 14) “Deputation” means staff deputed by other Government Departments to work with PaRRSA for a specific period subject to fulfillment of the requisite criteria.
- 15) “Director General” means the Director General of the Provincial Disaster Management Authority of Khyber Pakhtunkhwa;
- 16) “Emergency” means a situation requiring immediate action in case of a disaster/emergency to save live, property and to restore essential services etc.
- 17) “Employee” means an officer/official appointed by the Authority
- 18) “Executing Agencies” mean the Provincial Government Departments responsible for execution of projects and other organizations engaged by PaRRSA for implementation of such projects;
- 19) “External Trainings” mean trainings provided to the employees of PaRRSA by an external institution/entity which is also known as External Learning.
- 20) “Finance Department” means Finance Department, of the Government of Khyber Pakhtunkhwa.
- 21) “Fund” means the Fund established for relief activities or funds provided for the purpose of rehabilitation and reconstruction;
- 22) “Government” means Government of Khyber Pakhtunkhwa
- 23) “Internal Trainings” mean trainings provided/organized within PaRRSA
- 24) “Management Committee” means a committee authorized to decide and prevent irregularities.
- 25) “Manual” means the Human Resources Management and Administration Manual of PaRRSA;



- 26) "Officer" means any employee of the PaRRSA in Slab – I to V in the Project Concept Note
- 27) "Official Tour" means a journey performed in the interest of the Authority / public interest from and to the Headquarter of the Authority or residence and from any other place where the presence of any officer / official of the Authority may be required by the Competent Authority;
- 28) "Pay" means the monthly remuneration paid in accordance with the Rules & regulations of PaRRSA
- 29) "Principal Accounting Officer/PAO" means the Administrative Secretary of Relief, Rehabilitation and Settlement Department or any other officer declared as such by the competent authority.
- 30) "Probation" means a specific period used to ensure that the applicant selected is qualified to perform the job and achieve regular status. During this period, the applicant's performance and general suitability is carefully evaluated to make this decision, the organization should develop and communicate performance standards and objectives, set aside time to observe the employee, provide feedback and evaluate the employee.
- 31) "Project Document" Project Concept Note for PaRRSA
- 32) "Project" means any activity or adventure undertaken by or on behalf of PaRRSA, which is funded by PaRRSA, for reconstruction, rehabilitation and settlement of affected population of Malakand division of KP province or any other area notified by the competent authority;
- 33) "Relevant Period" means the period during which an activity is performed or scheduled to be performed; and
- 34) "Resignation" means a formal document giving notice by a staff member to quite the organization...
- 35) "Salary" means gross emoluments Payable to the post/scale of employee;
- 36) "Selection Board" means the Board constituted by the Authority from time to time for appointments to all posts
- 37) "Selection Committee" means the Committee constituted by the Authority from time to time for appointments to all posts
- 38) "Support Staff" means employees of PaRRSA in Slab – VI to IX in the Project Concept Note
- 39) "Training Committee" means a committee constituted by the Authority to review and recommend internal/external trainings for PaRRSA employees;
- 40) "Vehicle" means any vehicle, owned/rented by the Authority.



I INTRODUCTION

1.1 Preliminary Information

This manual may be called “PaRRSA Human Resource and Administration Manual”. These rules, unless otherwise specified, will apply to all personnel appointed for employment to work in PaRRSA and include interns and volunteers; persons appointed as experts, employees on deputation, advisors or consultants.

1.2 Objectives of the Manual

The objective of this manual is to provide specific guidelines to the organization and equip the management and field personnel to perform and manage human resource and administration activities within PaRRSA offices in Khyber Pakhthunkhwa. Compliance with these policies and procedures is binding on all employees and contractual staff of PaRRSA.

The specific objectives of this Manual are:

- to provide detailed information about PaRRSA human resources and administration policies and procedures
- to set out and communicate the policies and procedures formulated to assist/equip management to make human resource management and administrative decisions
- to outline the basic rules, regulations and procedures binding the employees as part of their terms of employment;
- to act as a reference document for the management and staff in handling human resource and administrative issues;
- to act as a guide for new employees; and
- to serve as an operating guide for the HR staff to manage employee’s affairs in a fair and consistent manner. .

1.3 Authority and Responsibility for the Manual

Administration section is responsible for ensuring timely and accurate modifications/updates to the Manual. No modification shall be effected unless approved and notified by the competent authority.

Every modification, once approved, shall be circulated by the office of Administrator to relevant management personnel for acknowledgment. Office of the Administrator shall maintain a log of all updates for reference.

Any changes/modifications needed shall be made based on the decision taken by the Management Committee in order to prevent the appearance of prejudice or biased decision which may occur, if the decision is taken by an individual. The Management Committee shall be comprised of the following positions:

- Director General PDMA/PaRRSA;
- Program Manager



- Administrator
- Chief Infrastructure
- Housing Coordinator
- PD Economic Growth
- Manager Finance & Accounts

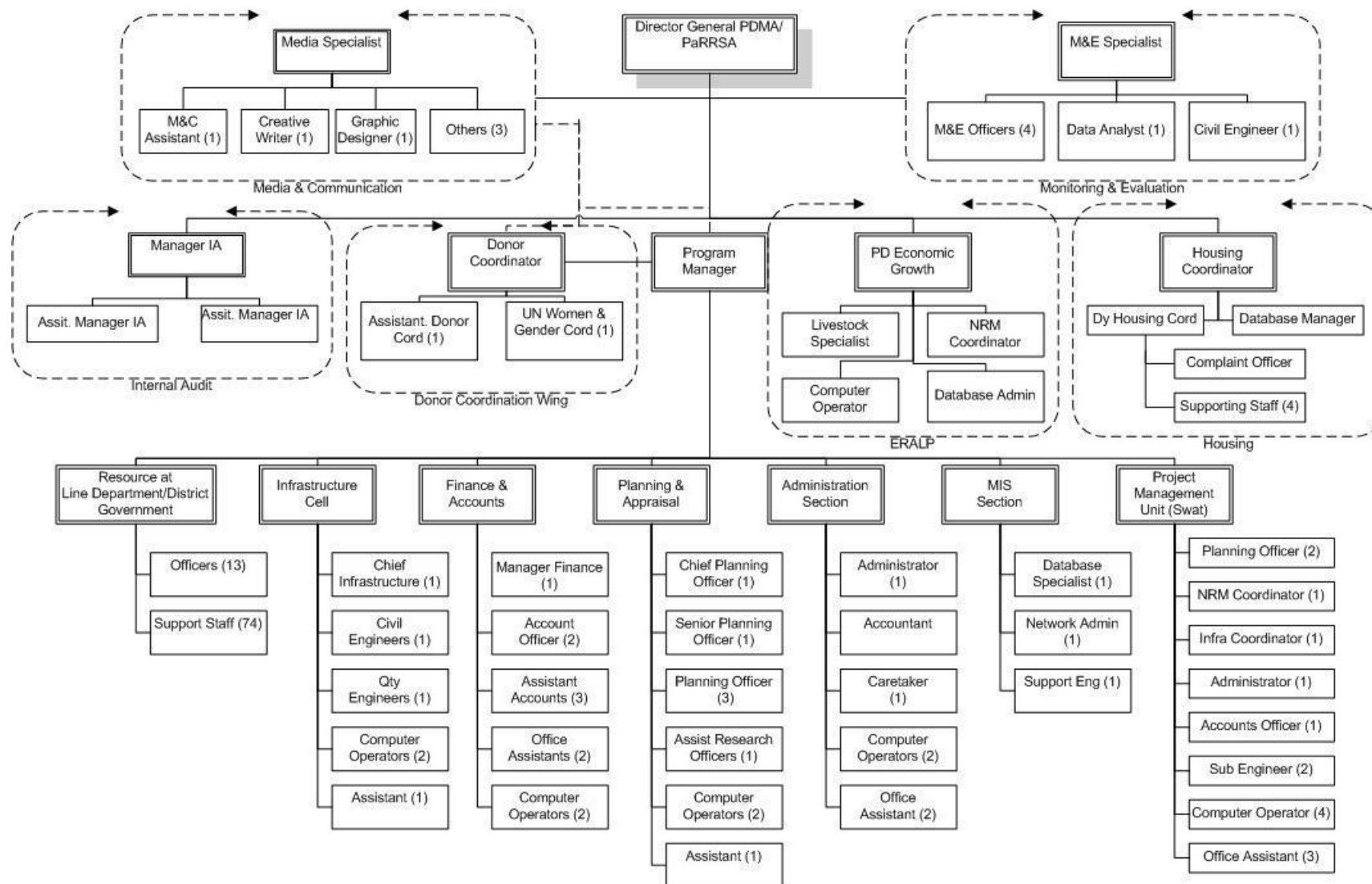
1.4 Organizational Structure and Organogram

The structure of PaRRSA is composed of Slabs defined as;

Slab	Employees
I	Program Manager
II	Sector Specialist
III	Section Head
IV	Senior Officers
V	Officers
VI	Junior Officers
VII	Senior Support Staff
VIII	Support Staff
IX	Class – IV



Organogram



2 DEPARTMENTAL ROLE

2.1 Overview of the Administration Section

Administration section is responsible for addressing administration and human resource functions of PaRRSA. With routine administrative operations, it also provides a platform for career development. This section is responsible to update/approve policies and procedures related to Administration and human Resources from the competent authority and to implement the approved policies and procedures.

This section has also supervisory role over the inventory management and procurement of goods and services as per defined rules. The section is also responsible to develop tools and implement an effective system for record keeping of organizational documents and files.

2.2 Scope of the Administration Section

Scope of Administration Section is;

- Administering the daily office operations but not limited to record keeping, movement of files and provision of logistical support to PaRRSA including security arrangements for office premises
- Maintain inventory of project assets through inventory control system
- Check for accuracy of cash payment vouchers, bank payment vouchers and Journal vouchers together with complete supporting documentation in support of financial transaction for onward processing by finance section
- Supervise the administrative support functions in relation to staff, office premises, furniture, equipment's, vehicles and transport in accordance with guidelines of the project
- Carry out the function of procuring goods and services
- Arrange/maintain security measures for PaRRSA assets including but not limited to building and premises
- Prepare consolidated budget of PaRRSA for all administrative activities;
- Make effective arrangements for record keeping, arranging meetings, workshops, seminary, travel, boarding and lodging arrangements during tours, publications, provision of office supplies and maintenance of office equipment and vehicles, etc;
- Provide secretarial and administrative support to the meetings of Steering Committees and other meetings held at PaRRSA.
- Manage the Human Resource functions of PaRRSA, which inter alia include general administration of PaRRSA Staff in respect of recruitment (preparation, renewal and termination of contracts), transfer, performance evaluation, etc.;
- Collect, edit and provide material to MIS section for the website in respect of administrative function of PaRRSA.



2.3 Job descriptions of personnel

PaRRSA should provide a job description to each employee that shall contain the title/grade of the post, detailed duties, responsibilities, tasks, education and experience requirement as well as their reporting relation and competencies required. At the time of the interview, PaRRSA should review with the candidate the job description for the position for which he/she is being interviewed. This should be done again at the time of hiring to avoid confusion

Job Descriptions shall be kept up-to-date all the times and may be changed at the discretion of PaRRSA in consultation with the concerned staff member and his/her supervisor based on the office needs.

The job Descriptions of all personnel are attached as *Annexure – I*.



3 GENERAL WORKING AND DEPLOYMENT CONDITIONS

3.1 *Equal Employment Opportunity Policy*

Notwithstanding the applicable laws of Islamic Republic of Pakistan, PaRRSA aims at providing equal employment opportunities to qualified individuals regardless of their ethnicity, caste, gender, origin, ancestry, religion, sect, age, physical disability or marital status.

3.2 *Normal Working Days and Hours*

The official weekly working days and hours in PaRRSA are equivalent to the number of working days and hours required by a Government Office in the Province of Khyber Pakhtunkhwa.

Excluded from the above-mentioned rules are the employees responsible for guarding and cleaning activities and those who are assigned to carry out preparatory and/or supplementary works.

Staff may be required to work over time outside the normal official hours and days to meet work demands and targets.

3.3 *Employee Attendance*

All employees should report to work on or before the scheduled work time and leave on or after the scheduled work time. Violations of the stated working hours, excessive tardiness and falsifying time recording will be subject to appropriate disciplinary actions.

It is the responsibility of administration section and respective section heads to monitor and control absenteeism for staff under their supervision.

If an employee is unable to report to work as scheduled, the employee should notify his/her section head and administration section not later than one (1) hour before the scheduled start time, except for circumstances beyond their control (personal or emergency).

All employees shall be required to register their actual reporting/arrival and departure times. All employees shall record their arrival and departure times in the attendance register placed in the Administration Section.

An employee who is absent from work without authorization for more than two (2) consecutive working days will be liable for disciplinary action, and if the absence goes to ten (10) consecutive working days or more, he/She will be considered as having resigned and, will, therefore, be terminated with/without any notice.



3.4 Record Keeping/Filing of documents

Administration Section shall be responsible for the establishment and maintaining of proper record/filing system. This may include but may not be limited to:

- HR/Personal Files
- Filings containing all the financial documents
- Inventory list of fixed assets (furniture, fixtures, vehicles etc)
- Field Visits/Progress Reports, if any

Confidential files such as HR and Financial documents shall always be kept in a secured and lockable location with limited access to the authorized personnel. Prior authorization for those not authorized should be obtained from the Director General, PaRRSA or his designate.

3.5 Office Maintenance

Administration Section shall be responsible for the maintenance of the office, however, all individual staff members should do their best to keep the office clean.

3.6 Building Maintenance

Administration Section shall on a regular basis inspect the building. Damage to the structure of the building and maintenance requirements should be taken care of in a timely manner. It is advisable that administration section appoints one staff member as a building manager to ensure that the building is properly maintained and all the minor and major repairs are carried without delays.

3.7 Power Outages

Due to the frequent power failure, all equipment should be connected to an uninterruptable power supply to avoid short circuits and equipment failure as well as data loss. It is advisable that all employees disconnect their computers and other electronic equipment from the power sockets at the end of the day which will not only help in saving electricity but will also help in keeping the equipment safe from damage due to power outages.

3.8 Staff Deployment

PaRRSA reserves the right to re-deploy and rotate any employee between jobs and functions in order to meet organizational needs.

An employee is liable to serve against any equivalent post at any place, or in any office, set up, controlled or managed by PaRRSA.

Redeployment initiatives will have to be approved by the Redeployment Committee composed of Director General, PDMA/PaRRSA, Concerned Section Heads, Program Manager and the Administrator.



In redeploying staff on assignments, PaRRSA will consider:

- Current employment;
- Competence;
- Experience;
- Work load.

Administration Section will monitor deployment of staff and work allocation to ensure that available human resources are efficiently utilized and that all employees have an equal opportunity for professional development.

3.9 Policy against Financial Improprieties

PaRRSA expects its entire workforce to maintain the highest standards of ethical conduct and to ensure their compliance with all the applicable laws, rules, regulations and accounting principles. Any accounting fraud or other financial impropriety is strictly prohibited. Some examples of financial improprieties include, but are not limited to:

- Unauthorized or unethical use of PaRRSA funds;
- Fraudulent accounting, or fraudulent reporting of expenditures;
- Illegal or unethical financial activity (e.g. theft, embezzlement, etc.);
- Misuse of official powers; and office equipment/property
- Aiding and abetting another's financial impropriety.

A willful failure to report a financial impropriety may be construed as aiding and abetting the wrongdoer. In addition to disciplinary action and/or termination of employment, financial impropriety may result in personal liabilities to the wrongdoer and criminal prosecution in accordance with the applicable laws and regulations.

3.10 Conflict of Interest

It is a situation that has the potential to undermine the impartiality of an employee because of the possibility of a clash between his/her self-interest and professional interest or public interest. In such a case, one is not allowed to represent or have any agreement with or obligations to anyone or anything that would in any way conflict with any of the objectives of PaRRSA. All staff members are required to sign a disclosure to this effect.

The employment of relatives in positions where they may be required to supervise and evaluate each other can cause significant conflicts of interest and poor performance. Accordingly, applicants while submitting applications should disclose in their applications their relations to any current PaRRSA employee, if any. The Administration Section will deal with such relationships on a case-by-case basis to assure fairness both to employees and to applicant.



Employees must disclose in writing to PaRRSA's administration section any apparent conflict of interest, either at the beginning of their employment, or when a conflict becomes apparent or suspected.

3.10.1 Resolving COI Situations

Any employee who is, or thinks he or she may be, confronted with a COI situation should immediately request a determination from his or her immediate supervisor, Section Head or Administrator as to whether, based on full disclosure and consideration of all the relevant facts and circumstances, such a situation in fact exists, and if so, what steps should be taken to correct or avoid the situation. In the case of employees working in the Slab I, II and III, such determination will be made by the DG PDMA/PaRRSA.

3.11 Gift and Entertainment

No employee or a member of his/her family shall accept, directly or indirectly gifts, entertainment or favor from any individual, private or public organization that may benefit from an action of PaRRSA except for promotional-type gifts with a retail value under Rs. 1,500, meals and social invitations that are in keeping with good business ethics and that obligate neither the recipient nor PaRRSA.

3.12 Code of Ethics and Business Conduct Policy

Honesty, selflessness, objectivity, accountability, and openness shall be reflected in all official business/dealings with external clients. Employees must act in conformity with applicable laws and regulations.

3.13 Use of PaRRSA's and Government Property

All the services, goods, materials, technology and equipment provided to PaRRSA employees to perform are official property. As such, services, goods, materials, technology and equipment provided are to be used solely for organization-related purposes. These include, but not limited to, computers, printers, e-mail, telephones, fax/copy machines, networks, and Internet. Misuse of services, goods, materials, technology and equipment provided by PaRRSA can be condoned, so long as, such use does not affect the employee's performance or violate policies, applicable to the PaRRSA's employees.

PaRRSA employees should clearly distinguish their personal electronic communications from the official ones. To ensure confidentiality of important communications, employees should use due diligence, like encryption etc, while transmitting over electronic media.

3.14 Prohibited Uses of PaRRSA's Property

Employees will not use any services, goods, materials, technology and/or equipment provided by or paid for by PaRRSA for illegal, inappropriate, or otherwise disruptive



activities, or in support of such activities. Misuse of communication systems of PaRRSA that may result in disciplinary action, up to and including termination are, but not limited to;

- Creating, sending, receiving, storing or displaying any messages, images, documents or other materials that are unlawful (including violations of copyright and/or trademark laws);
- Creating, sending, receiving, storing or displaying any messages, images, documents or other materials that are offensive, or disruptive, including but not limited to, items that contain racial slurs, gender-specific comments, or other messages that offensively address someone's age, sexual orientation, religious or political beliefs, national origin, or disability;
- Transmitting or facilitating distribution of content that is untrue, threatening, harassing, abusive, racially or ethnically offensive, vulgar, defamatory, or objectionable;
- Attempting to "hack" into or in any other way compromise the security of official electronic communications.
- Attempting to gain access to other employees' e-mail, voice mail, or other electronic or telephonic communications without authorization;
- Conducting any irrelevant activities, including transmitting any unsolicited advertising, promotional materials, or any other forms of solicitation.

3.15 Smoke-Free Offices

Smoking is strictly prohibited in PaRRSA office buildings except in designated areas, so employees should make sure that they respect the office environment.

3.16 Travel Policy

This policy provides guidelines to an organization for managing the process. Before commencing a travel, it should be approved by the competent authority. Travel cost incurred by PaRRSA employees in the performance of their duties as employees of PaRRSA shall be reimbursed as per the notification **No. PaRRSA/TA.DA Rules/F-34/655-59** annexed as Annexure – II and revision made after if any.

3.17 Transportation Policy

To deal with emergency situations/requirements, PaRRSA shall have the powers to either procure vehicles or hire/rent them from the open market for official use. Administration Section is responsible to manage the pool of vehicles and authorize the use of vehicles for official purposes. Admin Section should also make sure the insurance policies for all the vehicles, if any are valid and are in order.

3.17.1 POL Entitlement



POL for vehicles is budgeted and shall be utilized as per notification **No. PDMA/Admn/Account/POL/2010–2011** annexed as *Annexure – III* and revisions made after if any.

3.17.2 Maintenance of official Vehicles

Administration Section is responsible for:

- Proper use as well as maintenance of vehicles;
- Keeping records and log books relating to all official vehicles.

Upon purchase of each vehicle (if any), the administration section shall be responsible for registration of the vehicle(s) with the Excise and Taxation Department, Government of Khyber Pakhthunkhwa, Peshawar.

3.17.3 Use of Official Vehicles

The concerned Section Heads shall allow/authorize an Officer/official to use the vehicle for official purposes which should be in the shape of a written authorization..

In case of loss, theft, damage, accident or mal-functioning, an inquiry shall be held and if it is found that the above happened due to the negligence of the Official concerned he/she shall be required to pay such amount as may be determined by the Administration Section, and in case of an incident involving an officer of slab I, II and III, the amount shall be determined by the Director General for the loss on the basis of an inquiry report.

An employee requiring a staff car for official duty shall fill the requisition slip and after getting approval from the concerned section head, the form duly authorized shall be forwarded to administration section for vehicle allocation, subject to availability and detail a driver for a specific duty.

3.17.4 Use of Staff Car in Contravention of Rules

For any journey made in contraventions to the provisions of this manual as well as rules and regulations notified from time to time, the act shall be considered as misconduct as defined by Efficiency & Discipline rules 1973 and shall be treated accordingly.

3.17.5 Maintenance of Record

The following Registers shall be maintained separately for every vehicle:

a) Movement Register:



A Movement Register indicating distance covered by the vehicle per day with a record of point to point travel shall be maintained and shall remain in the custody of the relevant driver.

Administrator shall check the Movement Register on monthly basis and record his/her observation in case of misuse and negligence.

b) Vehicle log book:

A Vehicle Log Book shall be maintained by administration section for each vehicle containing the following details;

- Petrol Account and Record of Mileage
- Record of consumables
- inspection carried out of the vehicles
- Brief descriptions of all accidents, repairs etc.
- Record of routine Oil and Filter change.

3.18 Duties of Drivers or Officers Driving Official Vehicles:

The drivers shall be required to observe the following instructions namely:

- a) Proper upkeep of the vehicle under his/her responsibility;
- b) Careful driving;
- c) Timely repair of the vehicle;
- d) Ensuring road worthiness of the vehicle;
- e) Observe driving / traffic regulations and speed limits laid down for different areas;
- f) Maintain and possess a valid driving license;
- g) Taking all other reasonable precautions against accidents/ damage;
- h) Maintenance of Movement Register.

3.18.1 Vehicle Maintenance

Administration Section shall ensure that repairs/servicing/oil change/tuning of the staff cars are always done from a garage approved by the Authority Administration section shall maintain a pre-approved list of such garages/workshops.

3.18.2 Periodical Maintenance of Vehicles:

The following schedule of checking and servicing of staff cars shall be observed for their proper upkeep and maintenance, namely:

a) Daily Maintenance



A driver of the staff car shall carry out the following tasks on a daily basis:

- Checking of engine oil and petrol for ensuring the optimum level and to make sure that there is no leakage from any part;
- Checking power oil, brake oil, battery and air filters to make sure that they are in good working condition
- Checking the level, cleanliness and temperature of water preferably coolant shall be used regularly
- Checking tightness of wheel nuts, bolts linkages, pressure, and cleanliness of tyres, Ensure that there are no flints, stones etc, stuck in the tyres that may damage them;
- Checking of all attachments and fittings, controls gauges, lights and brakes; and cleaning by dusting or wiping both the interior and the exterior of the staff car.

b) Weekly maintenance

A driver of a staff car shall perform the following tasks on weekly basis:

- Cleaning and washing of the entire vehicle (from inside and outside) including washing of wheels.
- Removal of battery for cleaning terminals' corrosion and their coating with petroleum jelly; checking of vent-plugs, vent-holes.

3.18.3 Inspection of Vehicles

Administration section shall carry out weekly inspections of each vehicle to ensure that they are in good working condition.

3.18.4 Repairs of Vehicles

All vehicles shall be insured. Major repairs of vehicles shall be arranged through the authorized workshops selected through a due diligence by inviting quotations /tenders on an annual basis as per Khyber Pakhtunkhwa Procurement Rules, 2003. Performance of the service provider should be taken into consideration while renewing the contract with the service provider, if any.

3.18.5 Use of Personal Vehicle for Official Journey

Any employee using his personal vehicle for official journey shall be entitled to reimbursement of fuel expenses, incurred during the journey as per the approved government mileage allowance, however, prior authorization to do so shall be obtained from the competent authority.



3.18.6 Replacement of Staff Cars

A Condemnation Committee shall be constituted for determining further usefulness of various vehicles of the Authority. The Committee shall be comprised of the following:

- Program Manager
- Administrator
- A Section Head, nominated by the DG PaRRSA.

The Committee shall meet in the PaRRSA office on a date and time earlier agreed to examine the staff car(s) proposed to be condemned and shall make its recommendation, in writing, to Director General PDMA/PaRRSA for appropriate action.

3.18.7 Disposal of Staff Cars

All condemned cars shall be disposed of by administration section through Public Auction after seeking approval of the DG PDMA/PaRRSA.

3.19 Personal Information Policy

It is important for all employees to keep their personal record up-to-date at all the times.. Employees shall update the admin section within one month of a change in personal information. Personal information changes include:

- Legal name;
- Home address;
- Home and cell phone numbers;
- Emergency contact information;
- Marital status;
- Name and number of dependents;
- Beneficiary Designation Updates;

3.19.1 Disclosure of Personal Information

Employees are prohibited from disclosing or discussing any information concerning current, former or potential employees. Any employee receiving any request for personal information of any nature must refer the request to the Admin Section for appropriate action.

3.20 Dress Code

PaRRSA recognizes the cultural diversity amongst its staff and stresses the need for a shared dress code. Staff should maintain the highest possible professional image in



terms of dressing and appearance at all times and also complies with the appropriate standards of the dress code policy applicable in Government offices.

PaRRSA may provide uniforms to some of its staff, depending on the nature of their work and need to portray a professional image.

3.21 Injuries at Work Policy

While on the job, if an employee sustains injury, no matter how minor it may be, a report shall be immediately prepared and submitted to the concerned Section Head and Administration Section. In certain circumstances, an accident report will have to be completed.

3.22 Reporting Violations of the HR Policy

PaRRSA staff has the responsibility to report any known, reported or suspected cases of alleged violations of these policies by PaRRSA staff, any other humanitarian or development workers, representatives of local or national government, police, military personnel, outside contractors who are associated with PaRRSA, and/or all third parties doing business with the PaRRSA.

PaRRSA staff must report alleged violations immediately to Admin Section. Under no circumstances is any PaRRSA staff member required to report the alleged violation to a supervisor whom he/she believes to be involved in the violation.

It is not the responsibility of the reporting member of staff to ascertain/determine whether or not the complaint is true. Any concern in good faith can be reported.

When a report of an alleged violation is made, Administration Section will conduct a complete, fair, prompt and thorough investigation as appropriate under the circumstances.

The nature of the allegation will determine the mode of investigation. All staff must fully cooperate in the course of an inquiry. Confidentiality will be maintained throughout the investigation subject to the need for conducting a full and fair investigation. If PaRRSA determines that a violation of these policies has occurred, prompt remedial action will be taken against the offender(s), up to and including his/her termination from employment.

If deemed appropriate, the administration section will alert the concerned legal authorities about the violation. All staff members are expected to report instances of violations. Those who fail to report allegations that have been brought to their attention or to act on information that they know or should know will be subject to disciplinary measures.

3.23 Bar to engage in other employment

The full time employee shall be at the disposal of PaRRSA and shall not engage in any other trade, occupation and business.



3.24 Leave Policy

All staff members are entitled to paid leave which is earned by duty. It cannot be claimed as a matter of right even when due, and if the exigencies of duty so requires, leave can be refused, and/or if the leave has already been granted or being availed, the remaining portion of it can be revoked and the employee can be recalled to join forthwith.

Holidays falling within the period of any kind of leave shall be counted as leave. They may be suffixed or prefixed to the leave.

For availing any leave the employee shall apply for leave to the competent authority. Government Servents' Leave Rules 1981 shall apply to all leave related matters.

Types of Leaves

Leaves include;

- Casual Leave
- Earned leave
- Maternity Leave
- Leave of absence/Leave Without Pay
- Compensatory Leave; are leaves earned by working on non-working day
- Compassionate Leave, for two days upon the death and attendance at the funeral of immediate family members

The Request for Leave pro-forma is annexed as *Annexure – IV*



4 RECRUITMENT AND HIRING

4.1 Policy

PaRRSA has an established recruitment process which is clear and transparent. The process includes steps that support efforts to recruit and retain staff. Prior to beginning a recruitment process, the supervisor or section head should update the job description and request for recruitment which normally includes:

- Establishment of a position
- Development of a detailed Job Description
- Identification of the mode of recruitment including the advertisement strategy
- Identification of the process for receiving applications
- Short Listing Criteria
- Interview Panels
- Conducting Reference Checks

For carrying out its functions, the Authority may, from time to time, engage staff within their approved strength. Such persons as it may consider necessary in accordance with Recruitment Rules.

Human Resource required for any project financed by a donor can be hired as per the terms of the agreement with the donor. A committee for the purpose shall be notified by the DG comprising of the Program Manager as its head whereas heads of the concerned sections will participate as members.

No person shall be appointed who has been dismissed from any service for the reasons of misconduct or who has been convicted for any criminal offence.

4.2 PaRRSA Employment Categories

Generally PaRRSA will have following type of position/contracts:

4.2.1 Staff Appointment

Appointments may be made on specific terms and conditions clearly laid down in the offer for acceptance by the person being appointed.

A job description vetted by the Program Manager and approved by the Director General is a mandatory requirement before a hiring procedure is initiated. Employees are hired to work for a minimum weekly hours required as per this manual except for drivers, cooks, cleaners, gardeners and guards, whose regular working hours per week will be decided by the administration section in consultation with Program Manager. Screening criteria including Age limits, Qualification and Experience requirement against each position is given in Annexure – I



4.2.2 Appointment by Deputation

The Authority may appoint a Civil Servant for relevant posts equivalent to BS 17 or above and from the Provincial Civil Secretariat against ministerial posts, on deputation basis for a specified period not exceeding 3 years, extendable by 2 years, on the standard terms and conditions of deputation notified by the Government.

In case the services of an Officer/Staff appointed on deputation are no longer required, the appointing authority may repatriate such Officer/Official to his/her parent office/department at any time without assigning any notice. The employee appointed by means of deputation shall be qualified and shall have the requirement i.e knowledge, qualifications, experience and skills level as per the position requirement; He/She shall meet the criteria required for the position.

4.2.3 Contingent Employment

The Director General shall have the power to appoint a person over and above the sanctioned strength of the Authority in any pay scale on need basis due to exigency of the situation as an interim arrangement/measure for a period not exceeding 90 days on such terms and condition as mutually agreed subject to budget provision and availability of funds.

The lump sum salary of a contingent employee must not exceed the salary of a regular employee of the same category. The contingent employee shall, however, not be entitled to any fringe benefits prescribed for regular employees.

4.2.4 Consultants

The Selection Committee, constituted by the Director General shall make recommendations for appointment of consultants in special circumstances where it is necessary to do so in the interest of the Authority.. Consultants are hired for specific non-staff functions as they are not staff members and are not entitled to the employee benefits. They possess specific skills that allow them to produce final products without direct supervision, Each consultancy assignment/specialized job or project is defined by a Scope of Work (SoW), which is completed within a specified period and performed according to a pre-established rate of pay/fee.

4.2.5 Casual Labor

Labor hired on a daily/monthly basis to perform specified tasks.

4.2.6 Intern



An intern is a learner who may be paid a fixed stipend/allowance during the period of his/her training/internship. An intern is a person who is primarily working for his/her own benefit in order to gain experience as well as for the organization's benefit. The intern is not a regular full-time employee and therefore does not receive regular staff benefits.

4.2.7 Volunteer

A volunteer is a person who performs work according to a ToR and is assigned a supervisor, but receives no salary or benefits. Volunteers have no specific timings and they are free to come and go as they want and can't be held to the office working hours. Before starting the assignment, each volunteer must sign a letter of agreement releasing PaRRSA from any obligation for the services he/she may perform.

The engagement of volunteers must be approved by the Program Manager as per following principles:

- Volunteers may not be given supervisory duties;
- Volunteer cannot become regular employee other than through formal evaluation and widely competitive process;
- Administration Section must be informed of the starting and ending dates and approximate schedule of the volunteer.

4.3 Employment Agreements

Employment Agreements shall contain details relating to the nature of employment or engagement, rates of pay and other such matters as may be prescribed from time to time by the relevant laws and regulations, these include:

- The employee's name;
- Position title/grade and gross salary;
- Duty Station;
- All applicable dates;
- Probationary period clause;
- Confidentiality agreement;
- Rules/right of termination;
- Signatures of Competent Authority/Nominee;
- Any other clause/information that Admin Section deems necessary.

The contract should be filed in the employee's personnel file retained by the Admin Section and a copy given to the employee for his/her personal records.



4.4 Appointment Authority

The Selection Committee, constituted by the Director General, shall make recommendations for appointment in PaRRSA in accordance with the recruitment rules.

Without prejudice to the generality of the foregoing powers, PaRRSA may:

- appoint and transfer/move its employee(s) from headquarter to field/other stations and exercise control over them;
- regulate and manage its organization by establishing wing/cells within the authority;
- Co-opt/requisition services of technical expert for specific assignment for a period as deemed necessary on such terms and condition as mutually agreed, not exceeding the period mentioned in the relevant government rules and regulations

4.5 Re-Employment of Former Employees

Former employees may be eligible for re-hire, depending on the conditions of their earlier employment at PaRRSA. Former employees seeking re-employment must go through the formal application/hiring process.

Completion of a new probationary period is required whether a previous employee is re-hired for a different position, or his/her original position. A person can apply for re-hiring, if his/her position was terminated previously due to re-structuring. Those separated as a result of disciplinary measures/actions shall not be considered for re-hiring.

4.6 Recruitment and Hiring

Administration Section is responsible for following the recruitment procedures listed below for all contractual, casual, casual labor, interns and volunteers:

4.6.1 Establishment of Position Form

For any new or replacement position, administration section will complete the Establishment of Position Form (Annexure – V), obtain approval/signature of the Director General and the Manager Finance (for financial impact approval). Once approved, the form should be sent directly to the Program Manager along with the Job Description (JD). If the position is new, the Program Manager will review the new Job Description to ensure that the position is aligned with the organizational staffing structure.



4.6.2 Vacancy Announcement Policy

Administration Section will discuss the recruitment strategy and candidate screening criteria with the Section Head depending on the urgency, likelihood of selecting suitable candidates, cost and the level and profile of the position. The following recruitment approaches would be considered:

- Advertise in the press media (local news papers);
- Use of recruitment websites; and
- Outsource the recruitment to recruitment agency, sign an agreement detailing the terms of reference, agreed cost and deliverables for the Assignment.
- Administration Section in consultation with the concerned section shall develop advertisements based on the approved Job descriptions, Job specification and organizational standards.
- Job vacancies shall be advertised in local and national newspapers depending on the intended target audience.
- All vacancy announcements shall be issued by the Administration Section. The advertisement must clearly state the vacant/position's title, responsibilities and requirements, application instructions, and closing date. The advertisement shall also state that only short-listed candidates will be interviewed.
- Internal applicants are required to inform their current section heads and Program Manager of their intention to apply for internal vacancies. All such applications shall be kept confidential till the official announcement.
- All short-listed candidates must go through a formal interview process.

Procedure

- Check the approved advertising budget and overall recruitment budget to ensure that sufficient funds are available
- Develop and agree on the draft advertisement based on the agreed/approved job description
- Contact the newspapers or other medium for advertising (Provincial Directorate of Information) or recruitment agent for the approved vacancies;
- Obtain the required approvals (depending on the position level) on advertisement media, content, and cost;
- Place the advertisement after obtaining the necessary approval and file all correspondence in the recruitment file.

4.6.3 Screening, Evaluation and Short-listing policy

The Program Manager in consultation with Administrator and concerned Section Heads will determine the screening criteria for the applications received.



The basis for the screening process will be the job description and job specification, and only those candidates who meet the minimum requirements for the position will be selected for initial/first interview.

The screening and evaluation process shall be performed by a committee consisting of the following members

- Program Manager
- Concerned Section Head
- Administrator

This committee shall be responsible for short listing of suitable candidates for the selection panel as per approved criteria and revisions made after if any (Annexure – VI).

Procedure

- Receive “Application of Employment”, and reference all job applications, and CVs;
- Screen all job applications and CVs according to the criteria;
- Develop a short-list of potential candidates
- Plan and coordinate the interviews and tests schedules;
- .

4.6.4 Application / Disclosure of relatives

Before conducting the interview, the candidate must complete an Application Form (Annexure – VII) indicating personal information, who should also mention the name(s) of any relative(s) who are currently employed by PaRRSA.

4.6.5 Interviews

Administration Section shall coordinate the interview schedule and shall participate in the interview process. The interview Panel/Selection Committee formed/notified shall conduct written test if needed and interview finally short listed candidate. The composition of Selection Committee for the professional posts, Consultants etc shall be formed/notified as per rules and regulations.

Each member of the interview panel must complete the Candidate Evaluation Form (Annexure – VIII). They must inform Administration, prior to interviews, if they have any acquaintances with, or related to a candidate. Administration will determine whether to allow the member to participate or replace him/her with an alternate member. Members on the selection panel with a personal connection to a candidate are expected to excuse themselves from the interview panel. In case of written test requirement for a vacant position, Administration Section will conduct the written test for applicants in the relevant area before oral interview. Administration Section



in consultation/coordination with the hiring supervisor will ensure that the tests and interview questions provide the required information for decision-making, and that the process is transparent/fair for all the short-listed candidates for a particular position.

Note: Administration should inform candidates while inviting them for test/interview that they will have to make their own transportation arrangements as no TA/DA will be paid to them.

Reference Verification

All interviewed candidates must provide at least two references which will be verified by the Administration Section on reference check form (Annexure – IX).

4.6.7 Selection

After the verification of the references, the Program Manager will complete the Candidate's Recommendation Form and send all candidates' files information back to Administration Section for filing. The form should be endorsed by the Director General or his delegate, and submitted to Administration section for the issuance of employment contract. Members of the interview panel are collectively responsible for the hiring of suitable candidates. The members are required to write reservations on their interview forms, if any. These forms will be kept confidential by administration section in the relevant file (either a recruitment file or the staff member's personal file). Administration may disagree with the hiring if they find any irregularity in the recruitment/hiring process and document their objections.

4.6.8 Determination of the starting salary

Salaries of the employees shall be determined by the Director General in consultation with section heads keeping in view the availability of budget/funds as per slabs defined in Chapter 01 and is dependent on the funds available from donor in the same budget head.

4.6.9 Issuance of Contract

Upon completion of the selection process for a vacant position, a formal offer letter should be sent to the successful candidate. The employee shall sign the formal "Offer Letter" within five working days. The offer letter shall be countersigned by the DG or his delegate.

The "Offer Letter" shall detail the following:

- Appointment date
- Position offered
- Work location



- Employment duration
- Probation period
- Basic salary
- Allowances and benefits
- Terms of termination
- Other terms and conditions of employment

Upon acceptance of the offer by the candidate, administration section will issue the contract after getting signatures of the competent authority. The candidate will then be requested sign the document and return it to the office within five (5) working days. The original signed contract should then be filed in the employee's personal file.

Procedure

Administration Section

- Informs the selected candidate about his/her selection for the job
- Prepares the Offer Letter (Annexure – X) and employment contract based on the offer letter addressed to the selected candidate; detailing the proposed salary and benefits package, joining date, and validity of the offer among others
- Forwards the “Offer Letter” and employment contract to the Director General for review and signature
- Receives the signed copies of the “Offer Letter” and employment contract and issues two copies respectively to the candidate for signature

Director General

- Reviews, amends (if necessary) and signs the Offer Letter and employment contract in duplicate in consultation with the concerned section Head and Administration Section
- Forwards the signed Offer Letter and employment contracts to the Administration Section for further action.

Candidate

- Receives copies of the Offer Letter and employment contracts
- Reads and reviews, if necessary to clarify the details of the letter and contract with the Administration Section
- Accepts, signs, and retains a copy, returning the 2nd copy of the “Offer Letter” and employment contract to the Administration Section

4.6.10 New Employee Notification



The Administration Section shall send a **“New Employee”** email notification to the concerned departments and other stakeholders involved, stating the new employee’s name, title, and supervisor as well as his/her joining/starting date. Recruitment and Hiring (Consultants)

- **Instructions** – PaRRSA can control the result to be accomplished but not the details and means by which it is accomplished
- **Training** – PaRRSA does not prescribe training methods that require services to be performed in a particular method or manner
- **Methods** – PaRRSA does not control the methods used to accomplish an assignment
- **Payment** – Payment should be based upon the completion of specific Scope of Work i.e output based, rather than based upon weekly or monthly rates
- **Benefits/Taxes** - Consultants are not employees of PaRRSA. They are not entitled to benefits, or do they do not fill out employee timesheets. PaRRSA makes any deductions for government taxes as governed by applicable laws of government of Pakistan;
- **Work on PaRRSA Premises** –PaRRSA does not require that the work be performed on PaRRSA premises unless the work absolutely cannot be performed elsewhere;
- **Equipment** – In general the independent Contractors/Consultants should utilize their own equipment (computers, etc.);
- **Hours of Work** – PaRRSA does not establish set hours of work or require full-time attention of an independent contractor/consultant.

4.6.11 Establishing a Personal File

PaRRSA shall establish and maintain personal files for each individual staff member which should contain the following documents:

- Updated Job Description
- Application
- Updated Curriculum Vitae
- Employment Contract and/or job offer
- Interview Minutes
- Reference Letters/Checks, if any
- Probation Confirmation letter, if any
- Copy of the staff member’s NIC
- Emergency contact information
- All Annual Confidential/Performance Reports
- Copies of Leave Applications

Special Note



Certain entities perform services that fall outside the definitions of “Consultant”. For example, an institution of higher learning working with PaRRSA pursuant to a sub-grant is a sub-grantee not a consultant. Another example is a vendor providing commercial services pursuant to its standard contract (e.g. printing services, equipment maintenance/repair, energy supply services, etc.). For any reference the Memorandum of Understanding or agreement signed between the parties shall be consulted.

4.6.12 Consulting Agreement

The Consulting Agreement comprises four parts

- Standard Terms and Conditions
- Scope of Work
- Term of Agreement and Compensation
- Standard Contract Provisions

The only terms that consultant may negotiate, alter or amend are those contained in “Scope of Work” and “Term of Agreement and Compensation Schedule” of the Consulting Agreement.

4.6.13 Consultant Hiring and Payment Procedure

Consultants shall be hired in compliance with the applicable Rules and Regulations for the hiring of consultants. A CRF (Consultant Request Form) shall be created and approved by the Director General.

CRF (Annexure – XI) shall be modified in accordance to the applicable rules and regulations and shall have the following information:

- Consultant identified via Proposal or Sole Source
- Selection Process
- Least-Cost Selection
- Selection Based on Consultants’ Qualifications

SoW

must provide clear guidelines so that performance can be assessed. The consultant must deliver the "Specific Duties and Activities to be Completed" in a timely and effective manner in order to receive payment in accordance with the fee schedule).

Compensation and Terms

Compensation shall be paid to a Consultant upon satisfactory completion of the assigned task. Compensation shall be either;

- Lump-sum (Deliverables based) or
- Time-Based
- Or both (deliverable and time based)



4.6.13.1 Submission of the Consultant Request Form (CRF)

Upon completion of the CRF, Program Manager forwards the document to the Director General or his designate and finance for approval. Once approved, the request should then be sent to administration section for further processing.

4.6.13.2 Consultant Search and Selection

Administration Section will consult the hiring section head to discuss a recruitment and selection plan based on the information within the CRF.

4.6.13.3 Consultant Engagement

Once a suitable consultant is identified and selected, Administration Section will contact the consultant to determine/verify rate, obtain a bio data, prepare a Consultant Agreement, add the Consultant to the Consultant Tracking Log and send the approved agreement along with documents listed below to the consultant. All the information mentioned below shall be shared with the Director General or his delegate in a timely manner.

- Consultant Time Record or Invoice Sample Template
- Consultant Joining Form
- Request for a copy of NIC card

After signing, consultant shall return the letter of agreement and supporting documents to administration section. No work should begin on a Consultancy assignment until the agreement is signed by two parties ie the consultant, and the Director General or his designate. Once signed by both the parties, administration section will retain the original signed Consulting Agreement and forward a copy of the same along with joining form/report to Finance Section for further action.

4.6.13.4 Payment Process (Consultant Responsibilities)

The Consultant is responsible for sending completed invoice (fixed cost) or time report (hourly or daily rates) along with an Expense Report and original receipts to the Hiring Section who after reviewing the completeness will forward the same to finance section for their review and approval.

PaRRSA will only reimburse actual costs that are supported by receipts and were pre-approved and/or stipulated in the Consulting Agreement.



- The Hiring Section Head shall be responsible for reviewing the expense report and invoice/time report, verify that the dates match the consultancy contract and that the deliverables have been submitted;
- Payments will not be reimbursed if submitted any later than 60 days after the completion of the services described within their Scope of Work;
- If approved, the Head of hiring section should complete a Payment Request Form, attach the approved invoice/time report, and/or expense report and route to Finance.

4.6.13.5 Finance Section's Responsibilities

- Reviews the documentation for accuracy. In case of a discrepancy, Finance will immediately contact the Hiring Section
- Processes the payment within fifteen (15) business days and updates the Consultant Tracking Log

4.7 Orientation and Probation

4.7.1 Orientation Process

The Administration section is responsible for ensuring that the new employee receives a proper orientation and has proper workspace.

Among other things the newly recruited employee should:

- Be briefed about the status of the organization and provided with an overview of the PaRRSA structure;
- New employees should be introduced to staff working in the same office on the first day of employment;
- Review their Position Description with their supervisor to help clarify any aspects that remain unclear and establish a 90-day work plan / goals;
- Review and sign the HR & Admin Manual Acknowledgment Form (Annexure – XII);
- Receive a brief summary of PaRRSA Policies & Procedures and resources available.
- Logistics;
 - Procurement;
 - Security;
 - IT;
 - Finance;
 - Grants;
 - Program, etc.



The employee's supervisor is responsible for making sure a Program Orientation/Job-Specific Orientation takes place before the end of the employee's second week of work. During the period the employee's supervisor should review work performance expectations/objectives, and responsibilities of the employee.

4.7.2 Probationary Period Policy

All new employees shall be subject to a probationary period as per the existing rules and regulation. At the end of the probationary period, employee will either be confirmed if his/her performance remains satisfactory, or dismissed or cautioned in case he fails to attain satisfactory performance during the probationary period. Probationary period may be extended in exceptional circumstances, for example, if an employee on probation is severely ill and was unable to attend the office. In such circumstances, extension of the probationary period must be approved by the Director General.

The Section head shall have formal evaluation using "Probation Progress Report" for the new employee at least three weeks prior to the end of the three-month period of probation and discussed with the concerned employee.

No one shall be required to serve under probation more than once. The contract shall specifically indicate that the employee is under probation, with the period specified therein.

During a probationary period, either party may terminate the contract by giving prior notice in accordance with the applicable rules and regulations. In such a case, PaRRSA will be responsible for paying the earned salary and allowances as per the applicable rules and regulations.

In the event of a satisfactory performance, PaRRSA will confirm the employee's Employment.

In the event of unsatisfactory performance as evidenced by an employee's performance evaluation report, the employment agreement shall be discontinued.

Procedure

Section Head

- Monitors the performance of the employee during the probationary period
- Ensures that notes are updated on the employee's performance
- Prepares a "Probation Progress Report" after three months of service and assesses the employee in light of his/her performance during the period. Communicates with the employee about the required improvements and strengths to build on, in the remaining period of probation



- Meets with the employee and discusses his/her overall performance on the job during the probationary period. Indicates to the employee his/her strengths and weaknesses, and solicit his/her comments to ensure a full understanding of the issues discussed
- Sends the “Probationary Progress Report” to the section head (as per the approved authority matrices) for review and endorsement, including recommendation of confirmation of appointment or termination
- Reviews and consults with the Supervisor, Administration Section and any other relevant party (if needed)
- Sends the “Probationary Progress Report” to the Administration Section

Administration Section

- Upon receipt of the employee’s Probationary Progress Report including the decision, takes necessary action, in accordance with the applicable rules and regulations
- After successful completion of the probationary period, distributes three copies of “Probationary Progress Report” one each to the:
 - Concerned employee
 - Concerned Section Head
 - Files copy in the Employee’s Personal File



5 COMPENSATION AND BENEFITS

5.1 Salary Structure

- Regular Employees of the Authority shall be entitled to receive pay and allowances at the rate as agreed upon, as well as the additional allowances allowed by the Authority
- The Officers/Officials on deputation from government departments shall continue to draw their usual pay and allowances as admissible to them under the relevant deputation policy as mutually agreed.
- Employees under any other category shall be entitled to receive pay and allowances as agreed with them under their contracts of employment

5.2 Promotion

PaRRSA encourages merit based promotions. Promotion of an employee also depends on the availability of a vacant position. It makes every effort to fill the vacant and newly created positions from within PaRRSA, provided that the qualification and requirements are met by internal candidates. Based on the performance appraisal reviews, supervisors may recommend the name of their subordinates for promotion to the next level. Promotion is offered to employees who show initiative, team spirit and desire for personal growth which, in return, favors the organizational development.

5.3 Employee Profile Change Form

Employee Profile Change Form (Annexure – XIII), is used by the Administration Section to record most types of employment actions including, but not limited to:

- Transfer
- Separation
- Leave of Absence
- Position Title Change
- Salary Adjustment (Probation/Annual Review, Promotion, In Range, Salary equity)
- Salary Advance
- Supervisor Change
- Allowance Adjustment
- Benefits Adjustment

The form should be initiated by the employee's section heads and endorsed by the Program Manager and approved by the Director General, with the original document placed in the employee's file and copies sent to the employee and finance section for processing (if there is a change in emolument).



6 TIMEKEEPING & PAYROLL PROCEDURES

6.1 Timekeeping

Employees' salaries are based on the timesheets. All employees are responsible for recording their positive (actual) time worked via the PaRRSA timesheet on a daily basis. On the last business day of the month, the employee is responsible for submitting his/her timesheet for approval to their section heads (immediate supervisor or manager), who will route it to the Administration Section. Administration Section will submit a summary of employees' timesheet to finance section each month on the date specified by finance for payroll purposes. All original time sheets are filed in the Administration Section.

6.2 Processing Payroll

Administration Section will calculate salaries and will make required adjustments, such as merit increases, employee additions and deletions signed by the Competent Authority. It will also update employees leave record, if any leave was taken during that period. Administration Section will review and approve the payroll and send it directly to the Finance Section for their review and further processing. Finance will verify the payroll and enter it into the Books of accounts. Discrepancies, if any shall be communicated to the Administration Section.

Finance will process cheques, direct deposits or cash transactions depending on individual case.

6.3 Payment & Documentation

Employees can be paid either by cheque or direct deposit. Employees must declare their preferred method of payment on the Employee Joining Report (Annexure – XIV). He/she shall notify Administration Section about his/her bank account, and any change that may occur. Where no banking system exists, salary shall be paid on a specified date in cash or on a certain schedule determined by the respective Finance Department.

For each pay period, employees shall receive a salary statement, or a pay slip showing gross earnings, deductions, supplements (bonus, allowance) and net earnings. The statement shall also document leave taken and the current leave balance. If an employee believes that there is an error in his/her pay or in the statement, he should promptly notify the Administration Section.

6.4 Pay Deductions

PaRRSA can make deductions from the salary of an employee if any of the following circumstances occur:

- Any unauthorized absence from work for one or more days, for personal reasons other than sickness, pay may be deducted for the (full) missing days



- If an employee is suspended without pay for one or more than one day for violating PaRRSA's policies including, but not limited to, those on discrimination and harassment, conduct, and drugs and alcohol, the pay shall be deducted for each full day during the duration of suspension
- If there is a balance of termination outstanding personal expenses i.e. unpaid phone bill
- If advances from PaRRSA needs adjustments
- If PaRRSA has incurred expenses and suffered loss as a result of an employee's behavior/action.
- If an employee has authorized PaRRSA to make a deduction for any expenses – such as personal phone calls
- For other instances allowed as per the applicable rules and regulations



7 STAFF BENEFITS

7.1 *Mobile Internet and telephone facilities*

Entitlement for the landline phone facility/ceiling (official) shall be as per government rules. In addition, the officers of the PaRRSA equivalent to BPS – 19 in government service shall be entitled to mobile phone/internet facilities subject to the ceiling not to exceed Rs. 4,000 per month for both facilities or at the rates notified from time to time.

In case of use of mobile phone on foreign trips, bills will be cleared provided that it shall not exceed the monthly limit.

Bills of satellite phones and any other telephone charges beyond the prescribed limits during emergency, or while performing official duty will also be cleared on the discretion of PAO (Principal Accounting Officer).

To meet unforeseen situations, a certain number of satellite and mobile phones, as decided by the Authority shall be kept in reserve.

7.2 *Travelling and Daily Allowances*

TA/DA Rules of the Government are hereby adopted with approved DSA rates as per Annexure – II

7.3 *Religious Festival (Eid/Christmas/Dewali) allowance*

Religious Festival allowance will be paid on occasions like Eid, Christmas etc to all employees on each of festival upon the availability of the funds and prior approval by DG.

7.4 *Leaves and Holidays (PaRRSA)*

Provincial Government Revised Leave Rules, 1981, are hereby adopted as "PDMA/PaRRSA's Leave Rules" for all the employees in the service of the PaRRSA.

7.5 *Leaves and Holidays*

PaRRSA has made provisions for employees to attend to their recreational needs, health related issues and personal/domestic urgencies requiring time-off. For availing any kind of leave, employees shall apply for the leave to the Competent Authority as per Leave Policy in Chapter - 3.

7.6 *Lunch Services*

PaRRSA provides peons, kitchen facilities and non-food costs associated with preparing/serving of lunch in the office.

7.7 *Pick and Drop*

Subject to availability of vehicles and budget, PaRRSA employees may be provided pick & drop service.



8 PERFORMANCE APPRAISAL

8.1 Performance Appraisal Process

A Performance Appraisal System aiming at a performance driven culture and open communication within the organization has been adopted. It also provides a fair and objective review of an employee's performance during the year.

PaRRSA Performance Appraisal Process is carried out in several steps, beginning with, Supervisor agreeing to employee's on the job responsibilities. Employee's performance targets shall be in line with the section and organizational objectives.

Progress against objectives forms the basis of the review. The performance appraisal Cycle for a review period is completed at the end of the year by annual performance review meeting, where the employee's performance is measured against the objectives set at the beginning of the year as well as competencies, working relations with colleagues and skills demonstrated by the employee.

In most cases the appraiser is the employee's direct supervisor. Where the appraiser is not the direct supervisor, the appraisal will be completed in consultation with the Direct Supervisor.

The appraiser and the appraisee will meet at least 4 Times a year (at a 3 month intervals) to discuss performance. The appraiser will take into consideration any constraints faced by the appraisee while evaluating his/her performance. Any shortcoming in the performance shall be communicated to the employee at the earliest possible and expectations clarified during interim reviews. The Mid Year or Interim Review provides valuable feedback to the appraisee and refocuses on his/her efforts towards agreed objectives.

The End of the year appraisal will take into account earlier reviews. The appraiser will counsel the appraisee reinforcing a correct behavior and pointing out areas for improvement. The training and development needs for the appraisee will be stated at this time. The appraiser will also give his/her comments on promotion potential and /or transfer of the appraisee.

The final decision for increment and promotion will be taken by the Director General and Program Manager in consultation with the Administrator, Section Heads based on the summary rating / recommendations of the appraiser.

Administration Section owns the performance appraisal process and shall be responsible to facilitate and monitor it. The performance appraisal template is annexed as Annexure – XV

8.2 Contents of the Performance Appraisal Form

A. Identification



The first section serves to identify the employee being evaluated, his/her name, title, department, date and location of employment and time period in his/her present job. Also included is the period of the appraisal.

B. Employee Self Evaluation

Using his/her job description as a point of reference, the employee briefly states the objectives, that were agreed upon by the employee and the supervisor during the start of the year, and comments on how well he/she performed each of the objectives by rating it as per agreed scales. It establishes the primary purpose of the job/evaluation and the basis for the subsequent evaluation.

C. Appraiser's evaluation of the employee

Using the employee's job description as a point of reference and the objectives agreed with the employee at the beginning of the year, appraiser/supervisor briefly comments on how well the employee performed each of the objectives assigned to her/him and rates the employee for each objective on the given scale. If the rating by the appraiser is different from the rating of the employee, the rating of the appraiser shall be considered final. However, the appraiser will be required to provide comments/reasons/ justification for any change.

D. Objectives for the Next Year

Objectives for the next year are set in consultation with the supervisor that he/she has to confirm/agree by signing. The supervisor comments on the employee's performance objectives set out for the next year.

E. Training/Development Needs

Using the employee's self-evaluation for the past year, and the Performance Objectives for the next year, employee and the supervisor mutually identify areas where the employee would like to receive further training/development during the year. This section sets out a development plan for the employee based on the evaluation. If an employee lacks a required knowledge, skill, ability or characteristic, the supervisor should propose how this might be accomplished.

F. Employee Comments

Employee can present his/her agreement or disagreement with his/her appraisal and ranking with the supervisor. Both employee and the supervisor should work out a mutual understanding and agreement on the appraisal.

G. Supervisor Comments

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This section allows for overall comments by the supervisor after his/her final one-on-one meeting with his/her supervisee on the performance appraisal.

H. Endorsement and Signatures

This section includes the overall comments by the section head and the administrator, their signatures indicate that performance discussion took place and the whole process has been taken care of.

8.3 Performance Review Schedules/ Timeframe

Scheduling of reviews will be according to the following pattern:

- **Annual Review** - Starting from first week of January of every year and ending till the end of January that year;
- **Interim/mid-year** – Within fifteen days of each quarter end.

8.4 Completion of Appraisal Instrument and Confidentiality

The appraisal form is to be completed by the supervisor to whom the employee reports and endorsed by the respective section head. These processes must be carried out and completed in confidence. The transfer of these documents to administration section should be in sealed envelopes marked “**Strictly Confidential**”. The comments of the employee must remain kept confidential.

8.5 Discussion with the Employee

It is the responsibility of the appraiser to schedule meetings with the employee and inform him/her of the time and location of the appraisal discussion, giving him/her ample time to complete his/her evaluation form. The original evaluation should be submitted to the immediate supervisor by the employee, at least 48 hours prior to the appointment for discussion which will enable him/her, to record his/her comments on the form.

8.6 Final Review and Comments

Administration Section shall discuss the evaluation with the appropriate authority and workout further details from it for payroll processing and training needs identification. Employees receiving a “**need for improvement**” rating in their annual review for two consecutive years will be placed under observation for a period of three (3) months and will not be eligible for a merit increase during that period. Upon completion of the three months period, another evaluation will take place. A rating of “**Good**” is required at the appropriate annual review rate.

8.7 Rating Guidelines

The overall rating of the employee’s job performance is based on an assessment of individual factors such as: Work quality/quantity, reliability, skills and job knowledge,



working relations, supervisor ability and support of organizational values. There are five levels set forth for the overall performance rating, and they are as follows:

Excellent	Performance far exceeding time, quality and quantity objectives/Expectations.
Very Good	High quality performance where results normally exceed objectives/Expectations.
Good	Performance that consistently meets objectives/Expectations.
Average	Performance that often falls below objectives/Expectations and requires improvement.
Needs Improvement	Inadequate performance much below objectives/Expectations.

8.8 Appeals

Any employee who feels that s/he has been treated unfairly in the process has the right to appeal.

The procedure for appeal is as follows:

- Any dissatisfaction concerning the evaluation process should first be discussed with the immediate supervisor (s) and a resolution sought at that level;
- If unresolved through discussions with the immediate supervisor (s), s/he can forward a written appeal to the administration section;
- Administration Section will review the appeal, gather facts and submit the findings to the Administrator and DG for consideration and a decision;

Administration Section will inform the employee in writing of the decision reached by the Director General in consultation with Administration.



9 STAFF DEVELOPMENT

9.1 Staff Development Planning

Subject to feasibility and approved budget, the Director General may on the recommendations of the training committee so constituted by him/her, requires an employee to undergo such training(s) within the country or abroad at any time, and for any duration, and on such terms and conditions as he/she may specify.

Annual performance appraisals should be utilized as training and staff development needs assessment tools. At the end of each Performance Management System cycle, section heads in consultation with their supervisee should review appraisals and propose to Administration Section, a reasonable Staff Development and Training Plan. Once all Staff Development Plans are submitted at the end of a financial year, Administration Section will compile and analyze the data and will work with Finance and Management to establish organizational training priorities and to develop an Organizational Development Plan for the new financial year. This shall include a common training schedule which will be forwarded to the Training Committee.

It is worthwhile to note that it is not possible for the Authority to address all training needs/requests. Training Committee will need to be realistic and assume responsibility for establishing and managing the expectations of the staff concerned.

All staff training and development supported by PaRRSA must be related either to the employee's current job description, or likely future work/plans of the organization. Staff development activities supported by PaRRSA should be of short duration, directly related to the work setting and shall support learning that can be immediately implemented at the workplace. An employee must have served with the organization for at least one year in order to qualify for training/development. Exceptions to this policy shall be at the discretion of the Director General.

All trainings must be cost-effective and within the budget allocations. Proposed trainings should be prioritized based on organizational needs and objectives. Training plans should be updated at least twice a year and no employee should be sent twice for the same training program.

9.2 Responsibilities of the employer and employee

Staff development is a responsibility shared by both the management and staff.

All section heads shall provide the following for their supervisees:

- An orientation/induction to their job, their team and the organization
- Clear and measurable performance objectives/indicators consistent with their job descriptions
- Annual review meetings on performance as per the Performance Appraisal Schedule
- Staff Development/Training Plans, in consultation with supervisees



All employees should take responsibility for their trainings/development by:

- Sharing responsibility for the identification of their training/development needs, relevant to their job and the organization's goals
- Taking advantage of training/development opportunities
- Taking an active part in the Performance Appraisal Process
- Sharing their knowledge with others

9.3 Internal Training

Internal training shall be the first option and time spent on it shall be considered as staff on duty and shall not be charged to the staff member's annual leave. Internal training schedules may include evenings or weekends and management may consider allowing the concerned staff a compensatory time off.

9.4 External Training

Time off to attend training is subject to approval by the section head and may only be granted when the training is scheduled to occur during working days. Subject to budget limits and prior approval of the training in question, PaRRSA may cover the cost.

9.5 Monitoring of the Trainings

Record of all trainings undertaken should be documented and monitored through the staff training tracking sheet/inventory. This information shall be managed and then compiled centrally by the administration section to monitor trends and manage future training plans and developments. Providers of in-house staff development activities are responsible for keeping attendance records and submitting these to Administration Section within five (5) days of completion of the event(s).

9.6 Reporting and Evaluation

An employee who attends any training supported by PaRRSA shall prepare a Training Evaluation Report. The report must be submitted to the section heads and copied to the Administrator within two weeks of the completion of a training activity.

Those responsible for managing staff will, together with the trainee, evaluate the extent to which development undertaken has achieved the intended objectives, and where necessary, agree further measures for the employee's development.

Evaluations will focus on the following areas:

- **Utilization of skills:** How has the employee utilized the knowledge and skills acquired during the training?
- **Implementation:** How has the employee incorporated the training into his/her daily work at PaRRSA?
- **Utility:** How has the training benefited the program in general and the specific section in particular?



- **Dissemination:** Has the employee shared the knowledge and skills acquired with colleagues?
- **Career development:** Has the training enhanced the employee's professional development and career with PaRRSA?

9.7 Common Training Areas

- Staffing/Hiring
- Microsoft Office
 - Beginning MS Word
 - Intermediate MS Word
 - Beginner MS Excel
 - Intermediate MS Excel
 - Beginner MS Outlook
- Communication & Presentation skills;
- Report writing/presentations
- Budget Planning and Monitoring
- Management and Leadership Skills
- Team Building
- Strategic planning
- Conflict Management/Resolutions
- Cross-cutting Issues
- Transparency and Accountability
- Monitoring & Evaluation
- Grants management
- Financial Project Management
- Project Cycle Management
- Logistics & Administration
- Advocacy and lobby
- Volunteerism
- Facilitation
- Community Development (understanding goals and objectives).



10 EMPLOYEE DISCIPLINE AND GRIEVANCES REDRRESSAL MECHANISM

Staff members are encouraged to promote harmonious relations with each other but acrimonious situation, PaRRSA provides a mechanism through which conflicts among staff members and between the organization and the staff are amicably settled.

10.1 Employee Discipline

This disciplinary policy shall apply equally to all employees of PaRRSA. Disciplinary action shall be taken in cases where solid reasons and clear evidence exist. All employees shall be given an opportunity for personal hearing before deciding to take a disciplinary action.

Where formal disciplinary procedures are initiated against an employee the grievance policy may be initiated by the employee.

It is the policy of PaRRSA that disciplinary action are:

- Appropriate to the nature of the offence that has been committed
- Consistent with set precedence and within the provisions of the HR policies
- Subject to the terms and conditions of the employee's contract of employment
- Recorded in the employee's file for future reference
- Fair, since in all disciplinary cases investigations have to be carried out, employees shall be allowed to make their representations and shall have the right to appeal, after a disciplinary decision/action has been conveyed to them.

10.2 Procedure for Disciplinary Actions

Depending on the nature, frequency and seriousness of a breach of the discipline, actions mentioned in this manual shall be taken subject to the receipt of written complaint and completion of the investigation process.

10.2.1 Written Complaint

An employee can initiate the grievance process by submitting a written complaint to his/her immediate supervisor. If the grievance is against the direct supervisor, he/she may submit the written complaint to the Section Head or directly to the Administration Section. The written complaint should articulate the nature of the conflict and potential historical reason(s), etc. In other words, the written complaint must provide enough and accurate information.

10.2.2 Investigation

The Section Head or Administrator shall conduct an impartial investigation into the matter and shall give a chance to both parties to present their arguments. The



unresolved cases shall then be forwarded to a grievance committee which shall be constituted /appointed by the Program Manager and approved by the Director General or his designate.

10.2.3 Warning (Oral & Verbal)

Any warning given to staff shall be based on the following:

- Facts and evidence that support the warning
- An explanation for the warning
- An opportunity for the employee to give his/her point of view and to be fairly heard
- The required behavioral standards clearly stated
- Maintenance of a thorough, correct, and fair record of the disciplinary process

The degree to which these components are elaborated upon or formalized depends on the nature of the breach of standards and the type of warning being given.

A copy of the written warning duly signed and acknowledged by the staff member is then kept his/her personal file.

In case of misconduct employees on deputation shall be repatriated to their parent departments along with the charge sheets for necessary disciplinary action; whereas in the case of contract employees, the employment contract shall be terminated after providing them with sufficient opportunities to defend themselves. Disciplinary cases against regular employees shall be regulated under "Efficiency & Discipline Rules" of the Government.



11 RESIGNATION, DISCIPLINARY ACTION & TERMINATION

11.1 Resignation

One month's notice or salary in lieu of the notice is required for resignation, however, the Director General may waive such a requirement, if he/she so desires. The service of an employee may be terminated as a consequence of restructuring, job elimination, and economic downturns in funding or lack of work. All benefits associated with such terminations shall be provided to the employee.

Employee Responsibilities

Employee should submit a written resignation to his/her section head one month in advance of his/her intention to resign as per the terms and conditions laid down in the employment contract along with a copy to the Administration Section. Section Head shall then forward it to the Administration Section after approving it with his recommendations for further action.

Administration Section (HR) Responsibilities

- Schedule an exit interview
- Provide the employee with an Exit Clearance Checklist (mandatory – See Annexure – XVI)
- Prepare an employment letter
- Notify Section Heads

11.2 Suspension

Where for the purpose of conducting an inquiry against an employee, the Director General, if considers it necessary, may suspend the employee with or without pay. The orders of suspension shall be in writing and shall take immediate effect, the day it is sent to the employee by hand or by registered post at his last known address. When an employee who has been suspended is reinstated, and the found innocent, s/he shall be deemed to have been on duty during the period of suspension and shall be entitled to the same salary as s/he would have received if s/he had not been suspended.

11.3 Disciplinary Action

PaRRSA recognizes that majority of employees sincerely want to do what is required of them and are willing to accept leadership and follow the policies and procedures. However, when the organizational policies and procedures are infringed upon or misconduct committed, the organization may determine an act of misconduct in any one or more of the following manners through Administration Sector:

- A written warning
- A show-cause/explanation notice;
- Withholding (for a specific period) of promotion or increment;



- Recover from pay of the whole or any part of any pecuniary/monitory loss caused to the organization by negligence or breach of orders;
- Suspension for a period not exceeding thirty (30) days;
- Demotion (downgrade to a lower level/grade/pay);
- Probation (a period of two months in which an employee is given written expectations to achieve. Failure to do so may result in dismissal);
- Termination from services.

If a written notice is issued and the employee in question does not show any satisfactory improvement/explanation at the end of stipulated time given in the first letter, administration section shall initiate a formal inquiry through a committee and issue a second/final warning letter if required after receiving final report from the committee. The committee must explicitly explain all the relevant details/allegations and a further time frame for corrective measures to be taken by the employee. The report of the inquiry committee shall be considered by the Director General who may accept or reject the report for reasons to be recorded in writing and/or may order a fresh inquiry. Upon receipt of the final report of inquiry, the Director General shall give the decision regarding suspension, demotion or termination with or without notice or an immediate termination. The decision of the Director General shall be binding.

11.4 Termination

If an employee has received a final warning and has not made the required changes by the stated deadline, or in instances of gross misbehavior, PaRRSA may terminate his/her employment without notice. In case of termination without notice, the employee loses all his/her entitlements including the ones indicated under the Staff Benefits Chapter. If agreed, a final letter of dismissal will be delivered to the employee in question duly signed by the Director General. In all circumstances, an employee may be given a chance of appeal against suspension, termination with or without notice.

