



Civil Society Human and Institutional Development Programme

A Company set up under Section 42 of the Companies Ordinance, 1984

Employee Service Rules (ESR)

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1. General

These rules are applicable for all types of employees with and without disability without any gender discrimination. CHIP provide accessible and all inclusive infrastructure for employee with and without disability.

1.1 Short Title

The rules will be called the CHIP Employee Service Rules, ("Rules" or "ESR").

1.2 Commencement and Application

These Rules shall deem to have come into force with effect from 1st January 2005 (except where noted otherwise). These regulations shall supersede all previous rules. These Rules shall apply to all Executives, Officers, Internees, Non-Managerial staff, Long Term Contract Employees (excluding monetary and benefits clauses) of the Company other than:

- a. Short term contract/consultants who will be governed by their Terms of References as would be framed at the sole discretion of the Competent Authority.
- b. Persons engaged on daily wage basis.

1.3 Definitions

In these rules unless there is anything repugnant to the subject or context:

- 1.3.1 *Company* means Civil Society Human and Institutional Development Programme, a company registered under Section 42 of the Companies Act.
- 1.3.2 *Competent Authority* means the Board of Directors of the Company or any person to whom powers are delegated by the Board of Directors. All operational and management authorities have duly been delegated by the Board of Directors to the Chief Executive Officer.
- 1.3.3 *Consultant* means any individual working for the Company who is not an Employee/Probationer/internee, and whose terms and conditions of employment are primarily governed by her terms of contract in addition to the relevant Clauses of these Rules.
- 1.3.4 *Employee* means full time confirmed employee with or without disability of the company on monthly salary and includes all Managerial and Non-Managerial staff.
- 1.3.5 *She / he* refer to both the masculine and feminine gender.
- 1.3.6 *Internee* means a person who renders her services to the company without being offered employment/probation and who is not employed as a Contract Employee/Consultant;
- 1.3.7 *Person* means Employee, Probationer, Contract Employee, Consultant and/or Internee working in the company or being paid wages by the Company.
- 1.3.8 *Probationer* means a person employed in probation and whose service has not been confirmed by the Company and includes Management and Non-Management Staff.
- 1.3.9 *HRD* refers to the Human Resource Department of the Company, or any other department that for the time being has been assigned the responsibilities of Human Resource Department. *Supervisor* refers to the Chief Executive Officer/Chief Operating Officer of the company or to any person to whom powers have been delegated by her.
- 1.3.10 *Year* refers to the January-December period, unless specified otherwise.

1.4 Integral Part of Employment Contract

These regulations shall be deemed to be an integral part of the terms of employment of any Employee/Probationer of the Company and where applicable to Internees, Consultants and Contract Employees.

1.5 Right of Amendment and Interpretation

All service rules governing the employment of Persons working in the company are subject to review, addition, deletion, variation, perception and revocation by the Competent Authority at its sole discretion and upon such review, addition, deletion, variation and revocation by the Competent Authority shall remain binding on all Persons. Such amendments may be communicated to Persons by a general circular or by any other means of communication as the Competent Authority may decide.

All questions, disputes and ambiguities regarding the implementation and interpretation of these Rules shall be referred to the management who shall seek a ruling on interpretation from the Competent Authority and communicate it to the concerned party.

2. Appointments

2.1 Categories of Staff

Essentially, the Company's staff shall fall in the following three cadres without any discrimination of disability, gender, religion and province etc.:

- a. Regular Cadre
- b. Contract Employees
- c. Consultants & Short term employments

Special provisions could be provided on a case to case basis to female employees in case of pregnancy related issues or domestic issues related to children under the age of three. CEO on a special discretion may grant special permission to establish a work station in her home and operate from there. Besides full-time work from home, the female employee would be expected to attend meetings, undertake field visits and conduct trainings as per agreed deadlines and workplan. The employees will be allowed to take office inventory like laptop, printer and camera etc. at her home for official use and maintain official email ID. The employee could also be granted some allowances for communications purposes such as mobile phone or internet card etc.

2.1.1 Regular Cadre Staff

- a. These employees will be offered formal, regular, permanent employment with the company and be governed by the Company's Employees Service Rules.
- b. The remuneration of such employees shall be determined according to their respective job grade and level of placement.

2.1.2 Contract Employees

- a. These employees will be hired for either a specific period or a specific long term assignment / Project.
- b. Generally, the tenure of a contract employee will not exceed one year, but may be renewed by mutual consent for further period(s).
- c. A contract will be deemed to expire at the end of its tenure. The company shall not be obligated to issue any letter to the employee informing her of the end of her contract.
- d. The company shall retain the right of terminating the contract before its completion at its sole discretion by giving a notice that may be specified in the contract. Similarly, the contract employee shall have the right to resign during the currency of the contract by giving the notice as specified in the contract.
- e. The terms of service of these employees will be governed generally by Company's Employee Service Rules (except for remuneration, benefits and job grades) but specifically by their contract.
- f. Contract employees will only be offered a consolidated salary. They shall not be entitled to any benefit other than a consolidated salary, which shall be deemed to be total compensation taking into account all the various aspects of the contract.

They will not be entitled to any medical facility, leave entitlement, gratuity, annual festive allowance, or other benefits unless any is specifically stated in their appointment letter/contract.

- g. Contract employees will not be deemed to be regular employees of the Company.
- h. Contract employees shall not enjoy any right or preference in consideration for appointment to regular cadre.
- i. While the company, at its sole discretion, may offer regular cadre appointment to contract employees, it shall have no obligation to do so. Acceptance of a regular cadre appointment offer shall be at the discretion of the contract employee.
- j. Contract employees except support staff will be entitled to paid leave on national gazetted holidays. In addition, a 20 working days leave shall be allowed for every completed year of service on account of annual, casual and medical leave. This leave cannot be encashed either yearly or at the end of employment. All benefits except gratuity will be seized immediately after submission of resignation and or receipt of termination. You will not be entitled to any other benefit permissible to regular employees of CHIP.

2.1.3 Consultants & Short Term Employments

The company may from time to time hire consultants to meet a specific need, or perform a specific task. Consultants shall not be treated as contract or regular cadre employees of the company. Their terms of engagement shall be exclusively governed by the agreement entered into by the Company and the Consultant.

2.2 Sanctioned Strength

Competent Authority shall draw up an organization chart and set the number of persons to be employed for each level of employment. This shall constitute the sanctioned strength of the Company. The Current organization chart and sanctioned strength is given in Annexure 1 of these Rules.

- 2.2.1 The Competent Authority may revise the sanctioned strength from time to time in light of the needs of the company.
- 2.2.2 If any department of the Company requires additional staff, or wishes to make any amendment to its sanctioned strength, its Head of Department will make recommendation to management in writing for the creation, abolishment or re-designation of posts (temporary or regular) as per the Company need. The management will seek approval of the Competent Authority for the purpose.
- 2.2.3 No appointment may be made unless the position to which the appointment is made is covered by the sanctioned strength.

2.3 Job Grades and Pay Scales

The company currently has eight job grades, each with its own pay scale. These are given in Annexure D. These are subject to regular review and amendment at the discretion of the competent authority.

- 2.3.1 Grades 1 and 2 are classified as non-management grades while employees in Grade 3 and above are classified as managers for the purpose of workmen's compensation laws. Any employee would be placed in relevant job grades on a merit basis without any discrimination of disability, gender, religion and province etc.:

2.4 Basis of Appointments

Appointments may be made on any of the following basis without any discrimination of disability, gender, religion and province etc.:

- a. Probationary terms, with a view to being converted into regular terms. All these appointments may be made only if there is a vacant position under the sanctioned strength of the relevant department.
- b. Regular terms, without going through a probationary period. However all such appointments will be subject to prior written consent of the competent authority. Regular appointment may be made only against a vacant position under the sanctioned strength of the relevant department.
- c. Short Term Contract basis, where the appointment is for a particular assignment, or for a period of less than one year. Generally, short-term contract employees will not be covered by the sanctioned strength. These shall be governed by the CHIP policies for consultants.
- d. Long Term Contract basis, where the appointment is for a period of one year or more. Long term contract employees may be appointed against sanctioned strength posts, or specially created positions. However, all long term contract appointments must be approved in writing by the competent authority, prior to the appointment. These shall fall under CHIP Employment Rules for Contract Employees.
- e. Internees or volunteer basis, where the appointees are not paid any salary or other benefits. These appointments must be approved by the competent authority and should generally be for short periods of time. In certain cases, internees or volunteers may be paid some pocket money or disbursement of expenses.

2.4.1 Appointments may be made to:

- a. Fill a vacancy arising out of departure of an employee, already on the sanctioned strength.
- b. Meet a new requirement not covered by the sanctioned strength. In such a case, the Competent Authority should be approached to revise the sanctioned strength, either temporarily or permanently.
- c. Fill a vacancy arising out of newly created position arising out of a revision of sanctioned strength.
- d. Meet a temporary need for staff for a period not exceeding six months. This can be met through appointment of a person on contract terms, on daily wages terms, on part-time basis, as an internee, or as a volunteer. All such appointments must be approved by the competent authority, but need not be reflected in the sanctioned strength.

2.5 Appointments

Appointments to ALL POSTS (including Contract and Consultancy appointments) shall be made by the Competent Authority.

2.6 Appointment Procedure

- a. All the vacancies can be filled in through advertisements in local media or through fax and email to relevant organizations within the non-profit, training and consulting sector or through headhunting.
- b. A preliminary short list will be prepared.
- c. All candidates on the preliminary short list will be called for a written test and/or interview.
- d. These candidates will be asked to complete the standard "Application for Employment Form" of the Company, as given in Annexure C to these Rules.
- e. Interviews and tests will be conducted by a Selection Committee.
- f. Deliberations at the interview and test will be documented. As far as possible, a formal seven-point evaluation sheet should be used. An example of this sheet is given as Annexure I.
- g. A final short list will be prepared and signed by the head of the Selection Committee.

- h. All candidates on the final short list will be called for a final interview.
- i. Final interview will be conducted by a senior selection committee.
- j. Deliberations of the final interview shall also be documented, preferably by using the formal Evaluation Sheet.
- k. Senior Selection Committee shall prepare a written recommendation on the candidate to be appointed, with at least one other (stand-by, or reserve) candidate.
- l. Offer for Employment Letter, in standard format given as an Annexure D to this Manual, shall be issued to the candidate recommended by the senior selection committee, giving a definite acceptance date.
- m. If the candidate refuses, or fails, to accept the offer by the prescribed dead line, an Offer of Employment Letter will be sent to the candidate whose name appears on the top of Reserve List

2.6.1 CEO will constitute, and can vary the composition of, any selection committee at his discretion. However, the Senior Selection shall generally comprise of:

- i. Chief Executive Officer
- ii. Head of Relevant Division requiring the employee
- iii. Representative of HRD

2.6.2 The CEO may waive any of the above steps (given in Para 2.5 or 2.5.1) in the interest of expediency.

2.7 *Fixation of Initial Pay*

Initial pay shall be fixed in accordance with the qualification and experience of the Person, within the approved pay scale of the Company. The starting pay and benefits will be recommended by the head of the Selection Committee to the Competent Authority before any offer is made to the appointee by the HRD.

2.8 *Recruitment Policy*

Salient features of the recruitment policy are:

- a. All appointments will be made on the basis of open and pure merit.
- b. No discrimination on grounds of cast, religion, origin, locality, creed, language, gender and disability etc.
- c. Equal opportunity to all, especially from the gender point of view.
- d. The percentage of employees suffering from any type of disability would be as per notification of the government which would be revised as and when revised notifications are issued.

However, preference will be given to the following, all other factors being equal:

- a. Pakistani nationals.
- b. People holding domicile and computerized national identity card including special of the area in which the position is to be based.

2.9 *Checking of References*

HRD shall contact the referees named by the appointee, and/or his previous employer(s), to seek confidential confirmation of details provided. All information received shall be treated in strict confidence and not revealed to the appointee unless legally necessary. These references shall form a part of employee's permanent record with the company. The organization may relax this procedure according to the high or low significance of different posts.

2.10 *Standard Appointment Letter*

All offers for appointment will be made in the form of a standard appointment letter as per Annexure F to these Rules. However, the format of the appointment letter may be amended

in certain cases, with the approval of Competent Authority, to suit the particular requirements of a particular appointment.

2.11 Joining Report

At the time of assumption of duties, an employee must fill in a joining report as per the format given in Annexure G. This report essentially confirms the following:

- a. She/he has accepted the appointment at the terms offered in the appointment letter.
- b. She/he has read (or has been read) and understood the Employee Service Rules governing the appointment and agrees to abide by them.
- c. She/he certifies that all the information given by him to the company in relation to his employment is true, correct and complete; and that no material fact has been concealed.
- d. She/he knows of no legal, ethical or other reason on account of which he should not be joining the employment of this Company.
- e. She/he has stated any specific requirements related to disability or other if any

2.12 False or Misleading Statements

If any person makes a false or misleading statement when applying for a position with the company, at the time of interview/test, or after getting appointed by the Company, he will be liable to instant dismissal, without benefits, on discovery of such falsehood or misrepresentation.

2.13 Induction/Orientation

All new employees are provided a detailed orientation of the organisational systems, policies, current programme and best practices. A detailed orientation plan is prepared and first day is spent for a detailed orientation of all new inductees. All new inductees are expected to read and comprehend the following documents:

- 2.13.1 Employee Service Rules
- 2.13.2 Administration Rules
- 2.13.3 Procurement Rules
- 2.13.4 Finance Policy
- 2.13.5 Organisational Case Study of CHIP
- 2.13.6 Relevant Case Studies
- 2.13.7 Any other document according to the job description

3. Post Appointment Matters

3.1 Probationary Period

3.1.1

- a. All Management Employees (except those appointed on Contract or as an Internee) appointed to a post in any job grade, shall on appointment be placed on probation for 6 (six) months.
- b. All Individuals in the Non-Management cadre appointed to a post in each pay scale shall on appointment be placed on probation for 3 (three) months.
- c. The CEO, in consultation with relevant head of department, may waive, reduce or enhance the probationary period.
- d. During the probationary period, employment is subject to termination without assigning any reason or serving any notice, by either side.

3.2 Confirmation

Upon satisfactory completion of the probationary period, a Probationer may be confirmed. The confirmation process will involve a written evaluation by the head of the department (by way of completing a Performance Appraisal Form), to be sent to the HRD, who will add their comments, if any, and send the report to CEO. Only on approval from the CEO will HRD issue letter of confirmation.

- 3.2.1** If an employee does not receive a confirmation letter on completion of his probationary period, it would be deemed that the probationary period has been indefinitely extended. Completion of probationary period shall not be taken as an evidence of an employee's confirmation into permanent terms.

3.3 Transfers

An Employee/Probationer of the company shall be liable to serve in any office or subsidiary of the company situated anywhere in Pakistan or abroad. Refusal to do so shall constitute a breach of terms of employment.

3.4 Promotions

- 3.4.1** An Employee/Probationer of the Company will be eligible for promotion to the next step provided he is considered fit for promotion by his Supervisor and his promotion is approved by the CEO. Promotion means moving from one Job Grade to another higher Job Grade. Granting of more than one increment at the end of a year, or granting of a special increment during the year, shall not be considered a promotion.
- 3.4.2** The Head of relevant department shall initiate recommendation for promotion. The recommendation note must be accompanied by a formal special purpose Performance Appraisal Form, duly completed. These documents should be sent to HRD who will add their remarks and pass it to the CEO. CEO can authorize one step promotion.
- 3.4.3** However, more than 1 (one) steps promotion to any employee in any 12 (twelve) months period will require approval of the Board of Directors.
- 3.4.4** Under no circumstance can an Employee be promoted till he has completed at least six months in his present grade/step.
- 3.4.5** Any person working with the Company on Contract/internship/Consultancy basis may be absorbed in the regular cadre at the sole discretion of the Competent Authority keeping in view his qualifications and professional fitness provided a vacancy exists.

3.5 Training

Head of a Department may recommend to the HRD to send any Employee/ Probationer on local/foreign training or professional courses, provided it is satisfied that the individual has sufficient professional qualifications to cope with the requirement of the course and to provide professional excellence to the Employee in the interest of the Company. Any local training exceeding eight weeks or foreign training exceeding a period of four weeks may have bonding arrangements to ensure that the individual is obliged to work for the organization for such suitable period of time as deemed fit by the CEO.

The Supervisor will ensure that all Employees under his control participate in at least one formal training course during a year, subject to availability of adequate funds. The Supervisor will be responsible to recommend at the time of Annual Performance Appraisal, so that a training plan could be developed accordingly. HRD will also recommend any other training if required to improve / enhance the professional skills of officers / other staff. Periodical training on disability equality and inclusion would be mandatory for all current and upcoming employees with and without disability.

3.6 Re-employment in the Company

Any person who has been dismissed from the service of the Company or has been convicted for misconduct or for an offence involving moral turpitude shall not be re-employed by the Company.

4. End of Employment

4.1 Retirement

All Employees of the company (except consultants and those on contract) shall be subject to compulsory retirement on reaching their sixty fifth (65th) birthday.

4.1.1 The Company, at the sole discretion of the Competent Authority, can rehire any employee who has retired on attainment of retirement age, on mutually agreed contract terms or as a volunteer. However, retiring employees will not have a right to demand re-appointment on any terms whatsoever.

4.2 Resignation

An Employee of the Company may resign from the service of the company after providing one month prior notice in writing or in lieu of notice, pay to the Company an amount equal to one month's gross pay for the notice period and settle all dues and return all properties of the Company. It will be the responsibility of the HRD to ensure this. Probationers will not need to serve any notice to the Company but must settle all their dues and return all properties of the Company.

4.2.1 Resignations from Contract Employees, Internees, Volunteers and Consultants will be governed by the terms of employment specified in their contract.

4.2.2 The Company has the right not to release the Employee till suitable arrangements are made for his replacement.

4.2.3 The Head of the Department will record the reasons for the resignation, provide his comments and forward the file to the HRD. HRD may require an exit interview of the Employee. The Competent Authority will be informed of all resignations immediately.

4.2.4 No resignation shall become effective during the pending of any disciplinary proceedings against any person. Unless the resignation becomes effective, the person shall not absent himself from duty without leave of absence previously obtained from the Company. On willful contravention of this provision the person shall forfeit to the Company an amount equal to his pay of the un-expired period of notice and may also be liable to dismissal.

4.3 Termination of Services

4.3.1 In the event of an Employee's service being dispensed with, one month's notice period will be served by the Company otherwise the payment equal to one month's basic pay shall be made in lieu thereof after deducting all liabilities of the Employee to the Company. The Employee will be obliged to clear all his dues and return all properties of the company.

4.3.2 Termination letters will be issued only by the HRD after having received the advice from the Head of the Department and after having provided the Employee an opportunity to present his viewpoint if he so desires.

4.3.3 The HRD will be responsible for ensuring that the Employee whose service has been terminated has cleared all his dues and returned all the Company property.

4.3.4 The Company shall not release the final dues settlement payment to the Employee unless it has received a written confirmation from HRD to the effect that the employee has cleared all his dues and returned all Company property.

4.4 Dismissal / Disciplinary Action

The Company has a right to dismiss without right of benefits or notice, terminate, discharge or otherwise punish an Employee/Probationer/internee/Consultant or

Contract Employee found guilty of misconduct. The following acts and omissions shall be treated as misconduct.

- a. Conduct prejudicial to good order or service discipline or unbecoming of an officer or a gentleman;
- b. Incompetence, or inefficiency, or ceasing to be competent and/or efficient;
- c. Corruption or reasonable suspicion of corruption; Receipt of illegal gratification;
- d. Willful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior;
- e. Theft, fraud or dishonesty in connection with the company's business or property;
- f. Willful damage to or loss of employer's property;
- g. Habitual absence without leave or absence without approved leave for more than 7 (seven) days continuously;
- h. Habitual late attendance;
- i. Habitual breach of any law applicable to the establishment;
- j. Riotous, disorderly or irresponsible behavior during working hours at the establishment, or any act subversive of discipline;
- k. Habitual negligence or neglect of work;
- l. Frequent repetition of any act or omission like orders, improper behavior such as drunkenness or misleading statement, careless or wasteful,
- m. Going on strike or inciting others to go on strike;
- n. Taking part in a "Go slow" form of strike.
- o. Willful concealment of misconduct by another Employee.

4.5 Exit Interview

As per policy, exit interviews can be conducted for long serving employees so that feedback regarding the organization can be collected and improvements made if required. Sample format for exit interview is attached as an Annex.

4.6 Service Certificate

A service certificate will be issued to all employees according to the following criteria:

- 4.6.1 Who have served the company for more than 06 months.
- 4.6.2 who have left the company on a positive note and have not been terminated or left the company on a negative note.
- 4.6.3 A Service Certificate will be issued to a person at the end of his services, at his request after he/she has submitted exit notes, pending work, office record, cleared all dues and returned all property of the Company.

Format of a standard service certificate is given in Annexure J.

5. Conduct of Employees

5.1 General Conduct

All employees are required to maintain social decorum at all times. Their general behavior should be polite, amicable, helpful and conducive to professional conduct of the affairs of the company.

5.2 Exclusive Service & Conflict of Interest

All Persons (except for Internees and Consultants) shall be Full Time Employees and shall devote their whole time and energy to the furtherance of the interest of the Company. No Person (except for Internees and Consultants) shall engage in any other profession, trade, commerce or business activity with remuneration or otherwise on his own account, or enter in the service or be employed by any other person or firm or assist in any business owned by

his spouse or parents (whether on full or part time basis) without prior written approval of the Competent Authority.

5.2.1 Any member of the board or a management staff, or member of a committee with board delegated powers, who has a direct or indirect interest or potential interest in any business venture with whom company is engaged in business transactions or arrangements by following means shall be treated as financial interest:

- Compensation includes direct and indirect remuneration as well as gifts or favors that are substantial in nature. A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate board or committee decides that a conflict of interest exists.
- In connection with any actual or possible conflicts of interest, an interested person must disclose the existence of his/her financial interest and all material facts to the board or members of committees with board delegated powers considering the proposed transaction or arrangement.

5.2.2 In certain circumstances, the company may loan the services of an employee to an outside organization for a defined period or assignment. In such cases, the following provisions shall apply:

- a. The employee shall not seek or receive any compensation from the outside organization.
- b. Contracts for all such external assignments shall be drawn between CHIP and the outside organization.
- c. All fees for such external assignments shall be payable to the Company.
- d. The company may, at its discretion and depending upon the circumstances of the assignment, make a special compensatory payment to the employee, provided that such a payment shall not exceed 20% of the fee received by the company from such an assignment from the outside party. The extent and amount of special compensatory payment may be decided by the CEO on a case-to-case basis.
- e. No employee may refuse to undertake an external assignment if called upon by the Company to do so.
- f. Special compensatory payment will be made only in respect of those projects, which are handled by an employee in addition to the performance of his normal duties, i.e. over and above his normal workload. This payment shall not apply to cases where an employee handles a project as a part of his normal duties, regardless of the size or profit potential of the project.
- g. In cases where special compensatory payment is made to an employee, he/she may not be entitled to any traveling, accommodation or other allowances, which are paid on normal assignments undertaken by an employee outside his/her station of duty.

5.3 Punctuality

Every Person is required to be punctual to discharge his duties prescribed by the Company for him. No Person (except Consultants) may absent himself from the premises of the Company during working hours without the knowledge and authority of their immediate superiors. In case of absence through sickness, persons should ensure that word is sent to the Company as soon as possible and a Doctor's Certificate stating the reason for incapacity must be delivered to the Company upon resumption of duties. Also see Section 6.2 of ESR. Any employee with disability or female with children under 18 months may apply for a flexibility to the competent authority who may decide favorable on a case to case basis.

5.4 Attendance

5.4.1 All persons must strictly observe office timing as notified by the Company.

- 5.4.2** Frequent late coming to the office of any employee, will not be tolerated and a warning memo may be issued to the individual and strong weightage will be given to it at the time of preparing the EPA. The Competent Authority may also penalize an employee for late comings by deducting up to a maximum of one day's salary for each day he is late.
- 5.4.3** Three late arrivals during a single month shall be treated as One Leave to be deducted from annual leave of the employee. If the balance in the annual leave is not available, than late arrivals be treated as One Casual Leave. However, an employee arriving to work later than four hours after the start of office timings shall be deemed absent for the day.
- 5.4.4** Any absence from work of four or more hours in a day shall be treated as one full day's leave, to be adjusted against annual leave entitlement.
- 5.4.5** Persistent absenteeism will constitute breach of terms of employee and be grounds of dismissal without benefits and/or notice.

5.5 Efficiency

Every Person shall be required to perform his services diligently, lawfully, honestly, and faithfully to the best of his ability and shall make his best endeavor to promote the interest of the Company.

5.6 Professional Secrecy and Confidentiality

Every Person will maintain professional secrecy and will not disclose/discuss any corporate matter, which is confidential. Breach of this professional secrecy will be punished by serious disciplinary measures, which may include dismissal as well as legal action.

5.7 Attire and Appearance

Employees' dressing must be appropriate to the nature of position held or job performed by them. All Persons should dress tidily, neatly and appropriately during office timings. Slippers, rubber/track shoes, shorts and T-shirts are not allowed.

5.8 Evaluation Reports

- 5.8.1** An Employee Performance Appraisal (EPA), on the work and conduct of each Employee/Probationer shall be initiated for every year by the Person under whom he has been working during that year on a prescribed form and countersigned by Employee and Supervisor with comments, if any. The EPA for all employees will be completed by end of November each year and must be forwarded to HRD immediately for approval by the Competent Authority, if required.
- 5.8.2** Notwithstanding, Sub-clause (a) above, an Evaluation Report of any Person may be called by his Supervisor at any point during the service of the Person with the Company.
- 5.8.3** Any Person not satisfied with his Evaluation Report in addition to noting in the EPA may also submit in writing to the HRD separately the reasons for his dissatisfaction.

5.9 Working Days and Hours

Normal working hours are from 8.30 am to 5.30 p.m. with one hour lunch break from 1.00 p.m. to 2.00 p.m., five days a week. Office generally remains closed on Saturdays and Sundays. The average working time is 40 hours per week. Any employee with disability or female with children under 18 months may apply for a flexibility to the competent authority who may decide favorable on a case to case basis. The nature of the work at the Company however, requires flexibility. It is the philosophy of the company that employees are paid for the job and not just for the time they spend on company's work.

5.10 Harassment at Workplace

Generally employees with disability are more vulnerable to harassment. CHIP would take special measures to protect such employees e.g. use of security camera, avoiding isolation at workplace and late sitting.

Harassment is generally defined as unwelcome remarks based on any:

- Physical differences such as disability
- Short height
- Any impairment
- Gender

These may also include sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- a. Submission to such conduct is made either explicitly or implicitly
- b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting the target individual
- c. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

The attempts of harassments include but are not limited to: -

- a. Generalized disability or gender-based remarks and comments targeted at eliciting any kind of response from any particular person (s) from amongst the target audience.
- b. Unwanted physical contact such as intentional touching, grabbing, pinching, brushing against another's body or impeding or blocking movement.
- c. Verbal or written sexually suggestive or obscene comments, jokes or propositions including letters, notes, e-mail, invitations, or inappropriate comments about a person's clothing, manners, gestures, gait, smile or laughter.
- d. Visual contact, such as ogling, leering or staring at another's body, gesturing, displaying sexually suggestive objects, cartoons, posters, magazines or pictures of scantily clad individuals.
- e. Explicit or implicit suggestions of sex by a supervisor or manager in return for a favorable employment action such as hiring, compensation, promotion, or retention.
- f. Suggesting or implying that failure to accept a request for a date or sex would result in an adverse employment consequence with respect to any employment practice such as performance evaluations or promotional opportunity.
- g. Continue to engage in certain behaviors of a sexual nature after an objection has been raised by the target of such inappropriate behavior.

5.10.1 Any employee with and without disability who believes that s/he has been subjected to any form of prohibited discrimination/harassment, including disability based discrimination or sexual harassment, or who witnesses others being subjected to such harassment or discrimination is encouraged to promptly report the incident(s) to either their supervisor or manager or directly to the head of the organization. All employees are expected to cooperate with investigations undertaken and failure to cooperate in an investigation shall result in disciplinary action, up to and including termination.

While the matter shall be handled confidentially and secrecy shall be maintained, the remedial action may include counselling, training, intervention, mediation, and/or the initiation of disciplinary action up to and including termination of employment.

If any employee knowingly makes a false accusation of unlawful discrimination/harassment or knowingly provides false information in the course of an investigation of a complaint, s/he shall be dealt with breach of conduct and can be grounded for strict disciplinary action. However, complaints made in good faith, even if found to be unsubstantiated, should not be considered a false accusation.

5.11 Grievance Policy

All employees have a right to seek redress for grievance relating to their employment. Any employee with or without disability can express/complaint with regard to his/her disability issue if not taken care of by the competent authority.

Stage 1

In the first instance the employee should request a meeting with his/her Division head i.e. the Director and try to resolve the matter. The employee may if he/she so wishes be accompanied by a person of similar status to help present the case.

Stage 2

If the matter is not resolved at stage 1, the employee should register the complaint in writing within one week of the meeting outlined in stage 1 with the head of CHIP Management Unit (CMU), which is the Chief Executive Officer. The decision of the CEO taken in consultation with division heads shall be final. A serious matter or matters pertaining to divisional heads may directly be referred to the CEO, if deemed necessary by the employee. Copies of all relevant materials under stage 1 and 2 shall go to the personal files of the employee.

6. Leaves

6.1 Earned Annual Leave

All employees are entitled to paid annual vacation leave as twenty (20) working days per year. Extra ordinary leaves for employees with disability if recommended by the medical practitioner could be applied and chief executive may make a discretionary decision on a case to case basis. Vacation is provided for the purpose of rest and recreation and employees are encouraged to avail this facility.

- 6.1.1** Any balance earned as annual leave cannot be deferred hence leave not taken shall elapse at the completion of calendar year and no compensation whatsoever will be payable in this respect. However, if the company, in writing, asks an employee to defer his leave, the same can be taken within six months of the end of an employee's service year
- 6.1.2** Leave must be taken within three months of the end of an employee's service year. If leave is not taken in this period, it shall elapse and no compensation whatsoever will be payable in this respect. However, if the company, in writing, asks an employee to defer his leave, the same can be taken within six months of the end of an employee's service year.
- 6.1.3** Accumulated earned annual leave cannot be encashed during the course of employment and at the end of employment.
- 6.1.4** Weekends and public holidays falling during the course of annual leave will not be counted as earned annual leave's computation is based on working days.
- 6.1.5** Earned leave shall accrue on monthly basis and its entitlement will be counted from the date of employment, i.e. it will be inclusive of the probationary period.
- 6.1.6** An employee's service year shall commence on the date of his joining the service of the company however, no earned annual leave will accrue until an employee has been confirmed into regular service after successful completion of his probationary period.
- 6.1.7** Earned annual leave of more than three days cannot be taken by an employee during the probationary period.

6.2 Earned Leave for Support Staff (Grade 1)

The support staff will be entitled to ten (10) working days paid leave per year on account of annual, casual and medical leave. The leave can not be en-cashed either yearly or at the end of employment. In addition the support staff will be entitled to gazzeted holidays on the two EIDs.

6.3 Medical, Sick and/or Hospitalization Leave (Applicable to all regular employees)

6.3.1 A maximum of five (5) days sick leave is allowed to regular employees with full pay in a single calendar year. All applications for sick leave for a period of three or more days must be supported by a medical certificate from a doctor approved by the company.

6.3.2 In case of hospitalization, maximum of ten (10) calendar days of paid and twenty (20) calendar days of unpaid leave can be granted. This type of leave can only be approved by CEO on the basis of seriousness of case and medical certificate.

6.4 Maternity Leave

A maximum of 60 calendar days paid maternity leave is allowed to all confirmed female employees at any one time. However, the following provisions apply:

6.4.1 Paid maternity leave shall be given only to confirmed employees who have served the company for at least three years.

6.4.2 It can be given not more than two times during the entire service life of an employee with the company. Any application for maternity leave for third or subsequent time will be treated as application for unpaid leave. If an employee resigns within three months of availing the maternity leave, in such a case the maternity leave granted shall be considered as unpaid leave and any payment made shall be recoverable.

6.4.3 The two maternity leave periods must be at least 18 months apart.

6.4.4 Maternity leave can be granted to span both pre-natal and post natal periods.

6.5 Compensatory Leave

It is to compensate for unusual and extraordinary efforts on the part of the employee for completion of special tasks / duties or field visits made during weekends or public holidays for minimum six hours. Prior approval from the reporting manager in writing is a must for such work. During a month, the compensatory leave should not exceed two full days.

6.5.1 Compensatory leave can be availed only at the discretion of the Chief Executive.

6.5.2 Compensatory leave cannot be claimed for time spent on week-ends or holidays due to lack of competence or inefficiency of an employee or for attending training.

6.5.3 Compensatory Leave must be claimed and availed within one month of the date of performing additional task. It cannot be accumulated or en-cashed.

6.5.4 An employee can avail maximum 12 compensatory leaves in a calendar year. These cannot be accumulated in any of the months.

6.6 Leave without Pay

Leave without pay can only be granted for exceptional circumstances. It can be availed only on prior approval of the Chief Executive.

6.6.1 Maximum leave without pay that can be allowed is ten (10) working days at any one time and will be allowed only once in five years, which will be granted by the Competent Authority on a case-to-case basis. This does not apply to education leave without pay, which will be granted by the Competent Authority on a case-to-case basis.

6.7 Procedure for applying for leave

An employee wishing to avail any form of leave shall complete Leave form (Annex H). No employee shall proceed on leave unless he/she has received approval of his/her leave application. In case staff does not fill the leave form for more than one week after availing the leave, it will be counted as absent and due deductions will be made from monthly salary. No employee shall proceed on leave unless he has received duly approved copy of his leave application.

6.7.1 In the event of emergency, leave may be availed after obtaining permission from the supervisor on telephone. However, in all such cases, a written application on prescribed form must be made immediately upon resumption of duties.

6.8 Public Holidays

The employee shall be entitled to public holidays as per the official list issued every year by the Government of Pakistan, or by the Provincial Government. No leave application form need to be completed for availing public holidays. Any employee with disability can apply special holiday on declared international disability days not exceeding 3 per year.

7. Pay and Allowance

The pay scale is comprised of minimum and maximum pay for all employees with and without disability excluding position of Chief Executive. The minimum salary amount would be fixed as per government rules and availability of budget. The pay scales would be revised as and when revisions are announced by the government and if budgets are available with the organisation. The pay scale of Chief Executive would be determined as per requirements of registration act, availability of budget and approval of the board of directors. No salary of the employee would be reduced based on any kind of disability. Any specific disability related requirements may be addressed on a case to case basis depending on the availability of budget by the approval of the Chief Executive.

7.1 Components of Total Emoluments

Total emoluments of an employee would essentially be divided into two segments: the cash emoluments (also known as gross pay) and benefits.

7.2 Gross Pay

Cash emoluments, which are payable each month in arrears, would have two components namely basic salary and housing allowance. The total of the above two components would be deemed to the gross pay of an employee. Conversely, 70% of the gross pay of an employee will be deemed to be his/her basic pay.

7.3 Basic Pay

This will be set within the Pay Scales and Job Grades in force for the time being. The current Basic Pay Scales are given in Annexure D.

7.3.1 The starting basic pay of an employee will be set by the appointing authority in light of the specific circumstances of the appointment.

7.3.2 Any increments to be given to an employee must be calculated with reference to the pay scales currently in force.

7.4 Housing Allowance

A housing allowance equal to or less than 45% of the basic pay would be payable to all employees who are not provided with housing by the Company.

7.5 Annual Increments

All annual increments will be granted at the completion of calendar year. The actual issuance of letter may take 3-5 months according to the intensity of work on the

management. Award of annual increment is subject to satisfactory performance and continuation of services by the employee for the following year. An annual increment is not a matter of right for the employee. If an employee's performance in any year is deemed to be less than satisfactory, the company may not award him any annual increment in salary. Similarly, the company may award more than one annual increment to an employee who has performed exceptionally well in a year. All such increments will be recommended by the relevant Head of the Department and approved by the CEO before taking effect. No annual increment will be awarded to an employee before completion of six months of service.

7.6 Re-fixation of Pay Scales

The Company has the right to revise the pay scales, allowances and benefits from time to time, for any one or all employees, provided that no revision would result in total salary of any employee being less than his total salary prior to the revision.

7.7 Overtime

Pay scales and allowance reflect compensation for a job, not only for time. Hence, no overtime will be paid for any additional hours put in. However, at the discretion of the Competent Authority, compensatory leave may be granted for any work done on week-ends or public holidays.

8. Employee Benefits

Some of the benefits (detailed below) are payable to employees with and without disability in specific Job Grades while others may be granted at the discretion of the Chief Executive, on a case to case basis. These may include guidance to employees with disability about any allowances and benefits notified by the government from time to time e.g. Khidamat card, Disability Certificate, Special Computerized National Identity Card and Discounts in Public Services such as air travel.

8.1 Forms of Benefits

Forms of Benefits available to CHIP Employees

- a. Gratuity per completed year
- b. Festive allowance per completed year on the basis of excellent performance and continuation of services for the following year
- c. Accidental Insurance coverage
- d. Life insurance for regular employees with and without disability
- e. Provision of certain amenities (like car or cell phones) to managerial staff only
- f. Loans and advances
- g. Official advances
- h. Trainings and study visits
- i. Official meetings with the clients

8.1.1 Medical Cover

The medical cover is an integral part of the salary. In case of prolonged absence of 30 days or more from office duties due to sickness, accident or hospitalisation, the programme will continue to pay 100% of the salary, for a period equivalent to one month per each completed year of service, up to a maximum of six (6) months, after which time the employment contract is terminated automatically. In the case of an employee who has not yet completed 12 months service, 80% of the gross monthly salary is payable for a maximum of two (2) month, after which the contract is terminated automatically. However for such employee, if the sickness is due to accident/emergency and does not exceed one month, the Chief Executive may approve payment of 100% salary for one/first month. In case duty is resumed on part-time basis during prolonged period of sickness or accident of 30 days no termination of employment/contract will occur automatically. Such termination or any other appropriate amendment of the terms and condition of employment can, however is decided by the Chief Executive. In the case of Chief Executive the decision rests with the Board of Directors.

8.1.2 Gratuity per completed year

All money accumulated for the payment of the gratuity is the organizational capital. The final authority for the release of gratuity lies with the organization according to its employee services rules and or discretionary decisions by the CEO.

- Should the employee resign, be retrenched after 12 months of service, or retire on attainment of retirement age, then s/he will be entitled to a gratuity, payable as one (1) month basic salary for each completed year of service. For any additional service beyond one year the gratuity would be prorated if minimum three (3) months have been completed for respective year.
- Those employees (e.g. some contract employees) who have been hired on a consolidated salary will be paid gratuity if stated in their contracts on the basis of “deemed basic pay”. For this purpose, the consolidated salary shall be divided by 70% to arrive at the deemed basic salary. Hence, if the consolidated monthly pay of an employee is Rs. 21000, his/her deemed basic pay will be $21,000 \times 70\% = 14,000/-$ per month.
- Specific agreements may be made for employees long-term retention in which gratuity and benefits will become payable after 36 months of services on the same principle stated above.
- For the purpose of computing gratuity, basic salary at the time of employee’s departure from CHIP’s service shall be used. Hence, if an employee leaves CHIP’s service after five years, he will be paid a gratuity equal to five times the basic salary drawn by him/her at the time of his/her departure.

8.1.3 Annual Festive allowance – Festive allowance per completed year on the basis of performance

All money accumulated for the payment of the festive allowance is the organizational capital. The final authority for the release of festive allowance lies with the organization according to employee services rules.

The amount for annual festive allowance is raised through two sources:

- An additional amount is added in the salary and charged to donors under the salary head. This additional amount is deposited in a pool account of CHIP on monthly basis.
- If in case CHIP raises a surplus and declare this in its audited accounts, 5% of the net surplus after tax for a financial year, the Board of Directors may vary this percentage at its discretion.

The payment of Festive allowance shall be made after annual accounts of CHIP have been finalized and approved by the Board, including a specific provision for payment of festive allowance to employees. This will be paid to staff on the basis of per completed year and continuation of services for the following year in view of performance and the following criteria.

8.1.3.1 Entitlement to Annual Festive allowance

- All employees with a service of more than 36 months of service will be entitled to participate in the annual festive allowance on pro rata basis if stated in their contracts.
- This includes both regular and contract employees, but excludes consultants.
- An employee who has been in service for the whole financial year (on whose earnings festive allowance is based) will be paid his full festive allowance entitlement;
- Those who have been in service for less than a year will not be eligible to receive festive allowance.
- Only those employees will be paid an annual festive allowance who are in employment of CHIP at the time of payment of festive allowance (i.e. former employees will not be

entitled to claim festive allowance for the period served by them if they resign, leave before the payment of festive allowance and or do not intend to continue for the following year).

- Annual festive allowance will be paid to employees on the basis of basic salaries.
- Those employees (e.g. some contract employees) who have been hired on a consolidated salary will be paid festive allowance on the basis of “deemed basic pay” if stated in their contracts.

8.1.3.2 Basis of Computation of Annual Festive allowance

For this purpose, the consolidated salary shall be multiplied by 70 % to arrive at the deemed basic salary. Hence, if the consolidated monthly pay of an employee is Rs.21, 000, his/her deemed basic pay will be $21,000 \times 70\% = \text{Rs. } 14000/-$ per month.

8.1.3.3 Ascertainment of Total Amount Available for Payment of Festive allowance

The company shall maintain an accrual account for the purpose of building up total amount for payment of annual festive allowance to employees. The following amounts will be credited to this accrual (or provision) account:

- a. Declared percentage of after tax earnings for any particular financial year, or any such percentage as may be approved by the Board of Directors upon approval of annual accounts. When this amount is credited to Festive allowance Accrual account, the relevant expense account (or income statement) will be debited.
- b. Amount built into the total remuneration of an employee for the purpose of computing total employee cost to be charged to a donor or client (where salaries of any employee is being charged to a donor or client) in respect of potential annual festive allowance. When this amount is credited to Festive allowance Accrual account, the relevant donor or client account will be debited.

At the end of the year, the credit balance outstanding in the Festive allowance Accrual Account will be deemed to be available for payment as Annual Festive allowance to the eligible employees of CHIP as per employee service rules.

The Competent Authority may carry forward up to 10% of this amount to the next financial period, but must distribute not less than 90% of this credit balance as annual festive allowance to the employees.

8.1.3.4 Elements of Annual Festive allowance

About 60% of the total amount available for payment of Festive allowance will be divided among all the employees on the basis of basic salaries. The remaining 40% will be paid to employees on the basis of their performance. No discrimination would be made for employees with disability, gender, religion or province etc. Management will ascertain the amount of this performance festive allowance payment in light of annual performance appraisal report, special consideration for a particular effort, or other pertinent factors. Management’s decision in this regard will be final and not challengeable by any employee. This arrangement is intended on the one hand to reward the better employees and on the other to provide an incentive to all employees to work harder and contribute more effectively to CHIP’s earnings.

Example:

If we were to assume that the total monthly basic salary of all CHIP employees is Rs 100 and the amount available for payment as festive allowance is say Rs 300, the payment of festive allowance shall be as follows:

- a. 60% of available festive allowance is $300 \times .6 = \text{Rs } 180$. This is the normal annual festive allowance. Hence, each employee will get a festive allowance equal to 1.8

- month's basic pay.
- b. 40% of the remaining festive allowance amount, i.e. Rs 120, will be awarded to employees on the basis of their respective performance and contribution to CHIP's earnings. High performers may end up getting up to 3 basic salaries (in addition to the normal festive allowance) as performance festive allowance while poor performers may get nothing more than the normal festive allowance outlined above.

8.1.4 Accidental Insurance Coverage

All employees with or without disability both regular or on contract are entitled to accidental death and dismemberment insurance if stated in their contracts. The accidental insurance premium is payable by CHIP. The accidental sum is insured according to job grades as follow. Any amounts payable to the employee in respect of the claims made shall be guided by its specific terms and conditions laid out in the insurance agreement.

Grades	Amount
1	200,000-
2	200,000-
3	250,000-
4	400,000-
5	500,000-
6	500,000-
7	500,000-
8	1000,000-

On a case to case basis, the competent authority may make extra favours to any employee who undergo any injury or disability either permanent or temporary during service in the form of:

- Extra holidays
- Reimbursement of medical expenses for rehabilitation and treatment

8.1.6 Life Insurance only for old regular staff

Life insurance facility was one of the benefits for regular staff. This has been discontinued in 2006 onwards. However, the existing insurance cover is being continued on contribution basis by the staff and employer. Presently CHIP is contributing life insurance of CEO and Vehicle Supervisor hence these two are not covered under accidental insurance. However the above mentioned employees already availing the benefit of contribution towards their life insurance policies owned by CHIP shall be entitled to receive same contribution till 10 years from the date of insurance obtained or the end of their employment with CHIP whichever comes first. The amount of CHIP contribution shall remain as followed:

Office Attendant / Drivers (Grade 1 & 2)	PKR 11,000-
CEO (Grade 8)	PKR 70,000-

Premium in respect of death and accidental insurance and dread disease insurance will be paid in full by CHIP. However, the employees shall be required to deposit their 50% contribution towards total basic premium before full payment is made by CHIP. These life insurance policies are in the name of CHIP and should an employee be retrenched or resigns from employment, can get the policy transferred in his/her name after finalizing the handing over/taking over and settlement of all accounts including employee contribution payable (if any).

8.1.7 Mobile Phone Facility

- CHIP has mobile phone connections for its employees who are required to have contact with base office during field visits or any other outstation duty. At present this facility is extended to the Chief Executive, Manager Programmes, Manager Finance and Vehicle Supervisor. The CEO has the authority to extend this facility to any employee whose job requires such facility.

- As a matter of policy, CHIP shall not buy the cell phone equipment, instrument or charger. The employee must purchase the cell phone set and related equipment out of his/her own resources. CHIP shall however reimburse charges related to the use of the cell phone on company's business as outlined below.
- The competent authority may make exceptional decision on a case to case basis for an employee with disability to purchase special gadgets such as audio/visual software for meeting communication requirements.
- All the line rent, taxes, duties etc. would be borne by CHIP. The limit for monthly telephone bill will be set for each employee keeping in mind the likely usage. The phone holder would have to justify the official calls if the bills exceed the maximum limit set for him. The Chief Executive may reduce / enhance the limit if required time to time. If any personal calls (particularly inter-city calls) are made on the cell phone provided by the company, the employee shall refund the cost of all such calls to the company.
- CHIP would bear the normal maintenance charges of these sets if required while in normal usage. However any breakage/substantial maintenance due to negligence / misuse / mishandling would be borne by the employee him/herself.

8.1.8 Loans and advances

It is the policy of the company not to encourage employees to seek loans and advances from the company. However, in certain cases loans and advances may be given, at the sole discretion of the Chief Executive without any discrimination of gender, disability, province and religion etc.

8.1.8.1 Temporary Loans / Salary Advance

In exceptional cases loans may be made to employees for private purposes. The maximum amount loaned may not exceed 50% of one month's salary. Such a loan must be recovered in the next month / from next month salary. Such an advance will be made only to confirmed employees of the company.

8.1.9 Field Visit / Official Advances

Money may be advanced to project staff for official trips in connection with project activities or approved overseas visits and is to be promptly settled on return from the trip.

9 Traveling On Company Business

Any Person employed with the Company may be required to travel within or outside Pakistan for official work. However, no employee shall proceed on work outside his station of duty unless instructed by his HoD, or outside Pakistan unless authorized by the CEO.

9.1 Reimbursement of Expenses

All official traveling /conveyance, out station phone calls, typing and purchase of other services and items for official work will be reimbursed at actual. However, employees are authorized to undertake travel and accommodation arrangements according to the entitlement as per their Job Grades as specified below.

9.2 Travel Expenses

- All employees in Job Grade 3 and above shall be entitled to economy class airfares when travelling on office duties by air. The bookings and payments are to be made by the HR Department. In case of reimbursements, these shall be made as per actual only on submission of original receipts and submission of used tickets.
- Employees in Job Grade 1 and 2 will be entitled to first class train, or bus/wagon, fares when traveling on office duties. Reimbursements shall be made as per actual only on submission of original receipts and used tickets. However CEO has the authority to approve economy class airfare for long distance travel e-g to Karachi, Quetta etc. if

required. Exemptions may be applied for employees with disability on a case to case basis if required by the competent authority.

9.3 Accommodation and Meals

- During official visits CHIP staff in Grade 3 and above shall be entitled to suitable room accommodation at negotiated room rates by CHIP with selected hotels or guesthouses. Any employee with disability may avail flexibility of acquiring accessible room/hotel with special approval by the competent authority. The bookings and payments are to be made by the HR Department. In case of reimbursements, these shall be made as per actual only on submission of original receipts. No per diem will be paid to such staff for travel within Pakistan.
- Staff in Grade 1 and 2, including drivers, will be paid a lump sum of Rs 500 per day if they travel to any major city outside their normal location of work (Karachi, Lahore, Islamabad or Peshawar) and Rs 400 for other cities of Pakistan. No receipt will be required for this payment.
- 50% of the total per diem paid to Staff in Grade 1 and 2 is deemed to be for meals and the rest for lodging. The lodging element will be paid only for trips involving overnight stay. The meals portion of per diem will be paid as follows:
- Breakfast 10% of the total per diem (if travel begins before 0700 Hrs)
- Lunch 20% of the total per diem (if travel starts in the morning and ends by 1900 Hrs)
- Dinner 20% of the total per diem (if night stay is involved or travel ends by 2100 Hrs).

9.4 Travels outside Pakistan

- For official visits outside Pakistan, per diem will be set by the discretion of Chief Executive keeping in view the country being traveled to and duration and nature of the trip. In case the international travel is sponsored by any of the donors then the DSA policy of donor shall apply.
- In the event of payment of per diem allowance, no reimbursement of traveling or accommodation expenses will be made.
- This Clause does not apply to Consultants (who will be governed by their terms of Contract).

If an employee is sent on an assignment outside Pakistan, the following payments will be made to him:

- Travel by air: refund of actual economy class ticket against production of appropriate documents, e.g. air ticket.
- Daily expenses (including meals and local travel but excluding accommodation), the amount will be decided according to the market price of each country to be visited. No receipts will need to be produced for this payment.
- Hotel stay: refund of actual hotel bill of up to two to four star hotel. This expense should however be pre-approved by the Management.
- The management will decide to allow or not to allow an employee to make his own arrangements for accommodation.
- The rates may be altered by the Management, on a case-to-case basis, if an employee is traveling to a high cost country/city. However, in any case, the maximum amount payable as Daily Allowance or Accommodation reimbursement shall not be more than the market price of the country to be visited.
- The above payments will only be made to employees proceeding outside Pakistan for an assignment or project. These payments will not be made to employees who are proceeding outside Pakistan on a training programme.

- If an employee is sent on a training programme outside Pakistan, management will make a decision on this regard keeping in mind the particular situation, the nature of training programme and the country of travel.

10. Performance Management & Training

10.1 Performance Appraisal

- The performance appraisal process should be continuous. It should include formal and informal appraisals, coaching and counseling. The process should be linked to annual objectives.
- A formal Performance Appraisal form has been developed which should be completed at least once a year. Instructions for its completion are given within the form (Annexure H).
- Performance should be managed by setting annual and monthly objectives keeping mind limitations due to disability or any other barrier. Line management employees should be responsible for setting their own objectives. They should then review and agree their objectives with their line manager. The objectives should be quantifiable and timed. Each month, performance against objectives should be reviewed through a very simple reporting procedure. The headlines for this report are:
 - Objectives for the period
 - Achievements
 - Failures
 - Corrective Actions
 - Targets for the next period

10.2 Training

CHIP's personnel development policy aims at contributing to self-reliance, equity and development of human resources for both the professional and personal development of its employees. Training is not part of the reward system but is an essential pre-requisite in this organization. The key principles of the policy are:

- Training should either relate to the mandate of CHIP or the personal development of the employee.
- Trainings should equally develop professional, self and social competencies of staff.
- Training should sensitize employees about gender, disability and human rights.
- Relaxation notified by the government for employee with disability.

Each employee will be assessed for his/her past performance and long interests in the organization before nominating for the training. The eligibility will be determined according to the years of service, level of commitment and interest in work, outcome base performance and chances of continuation of service. Any training require financial investment of PKR 50,000/- plus requires minimum one year services, excellent performance and long interest in the organization. Each year the employee should have an allocation of 10 days of training. These cannot be carried over into the next financial year. Some functional training (e.g. computing skills, appraisal skills) should be compulsory and these days should be additional to the total of 10 days. The following measures can be adopted by respective line managers for training its staff:

1. Trainings
2. Exposer Visits
3. Mini Intern Ship
4. Scholarship for short courses
5. Online Courses
6. Establishment of Library and Resource Center

The final decision for the training of staff will be made on the basis of availability of budget and relevance of the training course. The following process will be adopted for selecting any staff member for the training:

1. Identification of the any relevant training course
2. Any application/request by interested staff member to his/her line manager
3. Recommendation/rejection by line manager who confirm in writing the relevance of the training, availability of budget and detail of the training course including topic, duration, relationship with the job responsibilities
4. Review of application and remarks by CEO
5. Consultation with management members and approval/rejection by CEO

10.3 Staff Retention

Staff retention is meant to strengthen institutional base and continuity of work. The following measures will be adopted by respective line managers as and when needed depending on the type of staff, they are dealing:

10.3.1 Formal Measures

1. Performance based promotions and or diversification of assigned responsibilities
2. Increase in salary
3. Festive allowance
4. International Trainings
5. Appreciation letters

10.3.2 Informal Measures

1. Verbal appreciation

11. Programme Management Function

Five essential steps of program management, as shown in the diagram above, must be followed to ensure proper implementation of any project. These steps include:

Need Assessment: Need Assessment is undertaken by the field office staff of the relevant location where the project will be implemented under the supervision of the Project Coordinator before the planning and implementation of project activities.

Planning: The Project Coordinator then works under the supervision of Manager Programs to plan the execution of activities based on indicators. Input during the planning phase is also taken from the staff at the field office. Planning is done on monthly, quarterly and yearly basis.

Implementation: Implementation of activities is the primary responsibility of the field office staff with close coordination of Project Coordinator.

Monitoring & Reporting: Monitoring visits to field office and project implementation locations are done by Project Coordinator on a monthly basis, Manager Programs on quarterly basis, and Manager Finance and CEO on need based.

Reports are compiled by the Project Coordinator on quarterly basis based on the data provided by the field office staff.

Evaluation: Evaluation is usually conducted by third-party during which there is coordination between Manager Programs and the external evaluator. An evaluation report is compiled which highlights the way forward of the project.

12. CHIP Staff Safety and Security Policy

The organisation would ensure disabled friendly security measures for all employees with and without disability such as fire extinguisher, security alarm, evacuation measures. All current staff is national and familiar with the cultural and political context of the areas in which CHIP is operating. Staff is expected to stay updated with the latest security information and advice via threat alerts and incident reports. CHIP shares security information with other NGOs through various local forums (cluster groups etc.) to keep abreast of common security concerns in the areas of operation. CHIP holds regular security briefings for staff at which attendance is mandatory.

12.1 Communication

All staff is expected to learn basic communication methods required communication between any type of disability and on disability. Communication devices must be maintained in optimum condition. Staff is trained in the selective calling lists posted at project office(s) and in vehicle(s).

12.2 Travelling

- When walking, avoid group of people loitering on the streets and if possible walk with companions. Avoid walking too close to bushes, dark, doorways and other places of concealment. Well-travelled and lighted routes must be planned before traveling in consultation with CHIP's Security Officer.
- When driving wear seat belts at all times, observe local driving laws and regulations, never carry arms or strangers, avoid letting the fuel tank fall below half full. When possible, drive in convoys of two vehicles or more with cell phones/ radio communication on a regular basis.
- CHIP security personnel are available for accompaniment for travelling to insecure areas: consult Security Officer prior to travel

12.3 Dress

Dress code for office is formal. No jeans, joggers and shorts are allowed in head office but employees with disability may get specific approval for specific dress code if needed due to any kind of disability. During field visits, employees are expected to dress according to local norms and religion and demonstrate respect for local communities. All employees are expected to behave appropriately giving consideration to local customs and always carry CHIP's list of contacts for emergency situations - police stations, hospitals, safe areas, CHIP's security officer.

12.4 Evacuation

All employees with and without disability would be trained in evacuation measures. Regular periodic rehearsal for the evaluation of employees with and without disability would be undertaken. In case of evacuation identify the belongings and documents that need to be taken. Check supplies of food and water, fuel for vehicles, torches, batteries, candles and matches, first aid kit, extra cash, adequate communications equipment.

12.5 Community Relations

- Arrange an introduction to the local authorities as appropriate and build rapport with them.
- Police must be informed of locations of static and mobile medical camps in order that they will provide security
- Avoid political discussion.
- Avoid being drawn into relationships in local communities that might carry personal obligations or expectations.
- Always enlist the help of community leaders including disabled persons organisations especially when organizing services for large volumes of people

Staff must sign below to indicate their agreement to abide by the above:

Name: _____

Date: _____

Position: _____

Signature: _____

13. Employee Car Provision and Ownership Programme (EC-POP)

The "Employee Car Provision and Ownership Programme" (EC-POP) is applicable to the management grade staff members of Civil Society Human and Institutional Development Programme (CHIP). The policy comes into force w.e.f July 1, 2007. The management staff of the company shall be provided with the company cars to be transferred in employee's name by the end of the tenure.

13.1 Objective

The vehicles shall be provided for both official and personal use. The following objectives shall deem to be achieved from the implementation of the policy:

- A: To provide commuting facility to management staff between home to office and return.
- B: Traveling locally (within Islamabad) on company's business i-e to attend official meetings etc.
- C: To be part of employee's salary and benefits package from the company in response to his/her services to the company.
- D: To motivate and retain good human resource at top and middle management.

13.2 Eligibility

CEO (2000 CC) and Manager (1000 cc)

In order to be eligible for car benefit, an employee must have completed his/her three years of employment period with CHIP. An employee can be given waiver against this requirement, provided that his/her predecessor has left the company and the vehicle was retained by CHIP and is available for the newcomer.

13.3 Registration

The cars shall be on lease with client name, "CHIP". However on completion of four years term, it shall be registered in the name of employee on clearance of all dues and liabilities. Registration charges will be equally borne by CHIP and the employee but paid by CHIP directly.

13.4 Tenure

Four Years starting from the date of booking or delivery of vehicle. (as per employee preference).

13.5 Insurance

To be insured annually, the cost to be borne by CHIP and employee on equal basis but paid by CHIP directly.

13.6 Maintenance

Employee is responsible for full maintenance. However fuel reimbursement shall be made as per fuel reimbursement policy described in ESR for official use only.

13.7 Administration

All administrative matters of vehicles w-r-t payments of insurance, taxes, installments etc. shall be the responsibility of administration department of CHIP and payments will be equally divided between employee and CHIP but paid by CHIP directly.

13.8 Accounting Treatment

Lease amount fully deductible as expense. Amount received from employees every month shall be kept as liability, which shall be settled on completion of lease period being 50% employee contribution toward purchase price of the vehicle, payable over 48 monthly installments. The purchase price comprises of payment to the manufacturer, transportation, registration etc. but excludes costs related to financing and insurance.

13.9 Legal Fees

Legal fee with respect to leasing of cars shall be equally divided between CHIP and the employee but paid by CHIP directly.

13.10 Breakdown and Recovery

Any type of work required against accident shall be covered through insurance cover. However difference between insurance cover and actual expenditures in case of work on accident shall be the responsibility of employee.

13.11 Usage

The vehicle is provided for personal and official use.

13.12 Agreement Between CHIP and Employee

An agreement between CHIP and individual employee shall be formed on Rs100 stamp paper, mentioning all the modalities/terms and conditions of EC-POP.

13.13 Termination of Agreement between CHIP and Employee

In case an employee wishes to terminate the agreement, it can be done in following ways:

13.14 Termination on Maturity

On maturity of agreement, if the employee has paid his/her 50% share of actual purchase price of the vehicle, to CHIP. The car shall be transferred in his/her name.

13.15 Early Termination, voluntarily or by termination of employment contract.**a. During Year 1:**

Amount paid by employee shall be forfeited

b. During Year 2 & onward:

Employee will have the option to get the vehicle transferred in his/her name by paying balance amount or the vehicle shall be sold/retained by CHIP at prevailing market price (to be assessed by an assessor appointed by CHIP) and positive balance shall be paid to the employee and negative balance shall be recovered from his/her final settlement.

14. Policy for Consulting Assignments by CHIP Staff

As per staff appointment letter, the staff is to devote his/her all energies, resources and abilities exclusively for the benefit of CHIP. Staff is not allowed to engage in any other employment whether it is paid, unpaid, professional or social.

Since CHIP Training and Consulting (CTC) and Ujala Education Foundation (UEF) are housed within CHIP's own building therefore CHIP staff is given permission to take consultancy / training assignments from CTC or UEF only, **with the prior permission of CEO of CHIP.**

In this regard the following criteria and system is proposed for granting permission to staff for engaging his/herself in CTC and Ujala assignments:

- That the assignment is aimed at enhancing staff' learning and knowledge.
- That the assignment contributes a reasonable share as mentioned in above towards CHIP's endowment fund.
- That the assignment would help CHIP/CTC/UEF in getting its image developed for selling of its products and services in near future.
- That the assignment will contribute to the social cause of our work

14.1 Consultancy Rates

The fee/rates for all the tasks/assignments will be agreed between CHIP and CTC and or UEF. If the payments are above PKR 10,000/- then the staff is eligible to get 80 % of the gross fee agreed between CHIP and CTC or UEF whereas 20 % of the assignment fee shall revert to CHIP for its Endowment Fund. If the payments are under 10,000/- then the entire amount will be paid to the staff while working days will be deducted from annual leave. In case, an employee work for any disability mainstreaming or rehabilitation related assignment would be required to revert 20% of the assignment fee to CHIP for its Endowment Fund.

14.2 Deductions

No deduction on account of leave, salary & benefits will be made except income tax as per income tax rules. This percentage may vary according to the income tax rules for the prevailing year.

14.3 Taxes on Consulting Assignment Fee

Withholding tax as per income tax rules shall be deducted by CTC or UEF and shall be deposited in Government Treasury accordingly. However any relaxation notified by the government for employee with disability may be applied if available.

14.4 Payment Procedure

The payment to CHIP and concerned staff members will be paid by CTC directly as per above-mentioned percentages after due deductions of income tax.

15. Policy of DSA to Staff Members (Monitoring / Temporary Transfer/Relocation)

This policy is being introduced to compensate the staff members in respect of monitoring visits / temporary transfers/relocation under normal circumstances or in Relief/Emergency circumstances of any staff member on account of his/her routine monitoring/backstopping visits or his/her expertise in the relevant job, from Head Office to any area where organizational activities are being implemented and is located at a minimum one hour road travel away. DSA would be paid in addition to the normal monthly salary of the employee. Employee would be responsible for all his normal assigned duties/tasks.

15.1 Transfer Approval

Chief Executive Officer will approve in writing the temporary transfer/ relocation if temporary stay exceeds 10 days at one time. For all routine monitoring visits travel request form will be submitted.

15.2 Duration

Normal DSA rates will be applicable where duration of one time stay does not exceed 15 days for regular projects of more than 2 years' duration or an emergency project for relief services. In case temporary stay extends 15 days at one time, DSA amount will be reduced by 50% of the applicable DSA rate for each location, except Northern Areas / Gilgit Baltistan, where rates will be 65% of the applicable rates.

15.3 Traveling

Company will pay maximum one time cost of traveling by road or by air, to and from respective office in a month, except annual festivals (Two Eids) if stay exceeds 15 days at one time for regular projects of more than 2 years' duration.

15.4 Payments

Location wise payment detail is as under. Any location within

Location	Rate per day
Punjab	Rs 1,000
Khyber Pakhtoonkha	Rs 1,000
Sindh	Rs 1,250
Balochistan	Rs 1,500
Gilgit Baltistan	Rs 1,500
Azad Kashmir	Rs 1,000
Security risk areas in any of the provinces if approved by CEO and budget is available	3500-4500
Special Assignment ¹	3500-4500

Per day rates have been calculated based on living cost, distances, accessibility, living conditions, weather conditions of the area etc. The following breakdown would be utilized for the calculation of DSA. If the travel begins at 07:00 hrs or before and return to home station at 19:30 hrs, or later with in the same calendar day, the staff member is entitled to full per diem i.e. Breakfast (20%), Lunch (40%) and Dinner (40%). If, however, the travel begins after 07:00 hrs and return to home station is at 19:30 hrs or latter the staff member is entitled to Lunch and Dinner only. In case the return takes place before 19:30 hrs, then the staff member is entitled to Lunch only. Where overnight stay is involved the staff member is entitled to full per diem (100%). If the accommodation cost includes the complementary breakfast then proportionate DSA would be applicable. If the staff attends a meeting/workshop/training in which lunch is provided then proportionate DSA would be applicable. If a staff member shares lunch with field office staff during field visit he/she should settle his/her share of payment there and then. Field office should not send any bill on account of lunch for any visiting staff member from head office.

Payments will be made on monthly accrual basis. No receipts/bills are required for payments. Approved travel request for, trip report and filled/approved DSA forms will be submitted for DSA claim.

15.5 Holidays

As the temporary transfer/relocation would be made for a shorter duration and on emergency needs, employee would not be entitled to any weekly holidays. In case employee is absent from duty deductions would be made accordingly.

Rates may be reviewed from time to time and revised accordingly, if necessary.

15.6 Boarding & Lodging

Employee will himself/herself be responsible for his/her boarding and lodging at new duty place.

16. Policy For Conflict Management

The agreement between employee and CHIP shall be governed and construed according to the laws of the Republic of Pakistan. In case of any serious conflict between CHIP and staff the parties will first find an adequate settlement of such a dispute by direct negotiations. However if the negotiations prove unsuccessful then the Courts in Islamabad, shall settle controversies and claims arising out of or relating to appointment letter and CHIP Operational Manual, or the breach thereof.

¹ Whenever any staff is sent for a special assignment besides the existing responsibilities