

# **AFGHAN BUREAU COLLABORATION OFFICE**

**HR Policy Manual**

ABCO



## **Introduction**

### **Afghan Bureau Collaboration Office (ABCO)**

### **HR Policy Manual**

This HR Policy Manual is deemed to serve as a central reference for the entire management, supervisors and employees (serving in-house) of Afghan Bureau Collaboration Office (ABCO) and is applicable to the entire staff across all client-specific working locations.

All the policies are aimed at promoting the company's philosophy with regards to standards of excellence, employment terms, and employee growth and development and employee services.

These policies may be necessarily updated and reviewed from time to time to remain aligned with the changes in the workforce and employment trends, labor laws and legislation as well as economic conditions. However, any changes in any policy shall remain consistent with the Company's approach to:

- Employing skilled individuals having the potential to gear and contribute towards achieving the Company's business objectives;
- Sharing Company standards and expectations in all facets of employment while valuing the relationship based upon mutual respect;
- Managing entire staff and dealing with all contractors and customers professionally without any discrimination;
- Facilitating the staff through safe working environment, and;
- Offering competitive terms and conditions in the workplace market

In case of a policy change, it will be thoroughly consulted and properly communicated to the entire staff in a reasonable time period via usual communication channels. This Policy Manual will be updated as and when required.

This Policy Manual should be read along with the Company Staff Handbook.

Signed:

KH MOHAD SALIM YAHIA

Director

Afghan Bureau Collaboration Office (ABCO)



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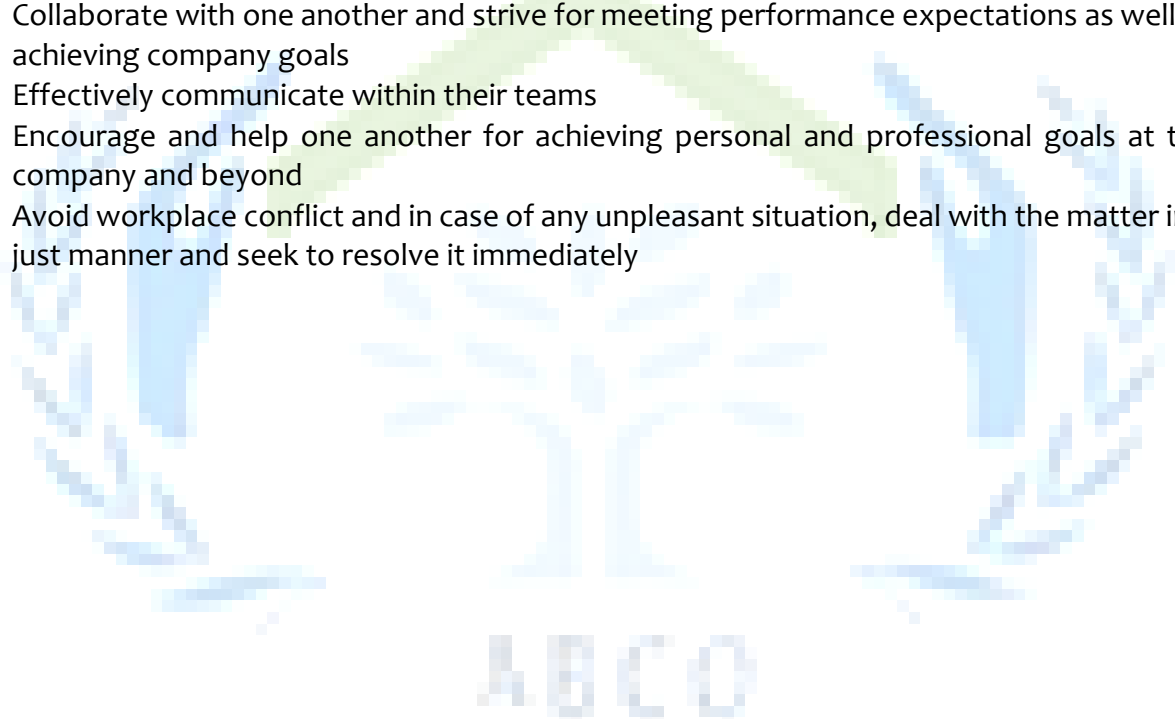


## STATEMENT OF PHILOSOPHY

Afghan Bureau Collaboration Office wishes to maintain a healthy working environment fostering personal and professional growth opportunities for its employees at all levels. However, to achieve this objective, along with management a major share of responsibility for nurturing and maintaining such an environment lies on every staff member. The managers and supervisors are additionally responsible for creating an environment of mutual respect, trust and cooperation.

All the staff members of the company are responsible to:

- Maintain a cooperative work environment
- Treat each other with respect and without any discrimination
- Collaborate with one another and strive for meeting performance expectations as well as achieving company goals
- Effectively communicate within their teams
- Encourage and help one another for achieving personal and professional goals at the company and beyond
- Avoid workplace conflict and in case of any unpleasant situation, deal with the matter in a just manner and seek to resolve it immediately





**SECTION 1 – EMPLOYING STAFF:** *Employing staff fairly and expertly, ensuring they are properly inducted, and ensuring they are aware of the required standards of business conduct.*

## **A. Recruitment and Selection**

### **1. Introduction**

1.1 Effective recruitment and selection is central and crucial to the successful functioning of the company. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company’s strategic objectives and the ability to make a positive contribution to the values and aims of the company.

### **2. Advertisements**

- 2.1 Vacancies will generally be advertised as appropriate (newspaper or journal, online job portal or company website).
- 2.2 All vacancies will also be posted on the Company Intranet, and internal notice boards to facilitate internal promotions wherever possible.
- 2.3 The company, may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore **junior** posts will always be advertised internally to provide continuous development of existing members of staff.
- 2.4 Vacancies, which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.
- 2.5 For workforce hiring, the company will make use of multiple advertisement channels. These may include i) newspaper ads for walk-in interviews, ii) online manpower hiring portals, iii) referral system to speed up the sourcing process and/or iv) job posters / banners.
- 2.6 The entire job advertisement activity against any vacant post will be made by the company under the declaration of “Equal Opportunity Employment” and will not be gender-biased.

### **3. Application Form**

- 3.1 Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a detailed standard application form (Annexure-A), in order that they can be judged on the basis of comparable information.
- 3.2 In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Company.
- 3.3 In drawing up the job description and conditions of service, the Company will ensure that no job applicant receives less favorable treatment than another.



- 3.4 Applicants will be required to provide two references (one be the applicant's current/last employer).
- 3.5 Only references for short listed candidates for interview will be obtained and should normally be made in writing or email.
- 3.6 It is the Company's policy not to communicate further with applicants other than those who are shortlisted.
- 3.7 All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process. The HR department will be duty bound to collect, maintain, retain and even dispose of candidates' record in an appropriate manner with full confidentiality and zero mishandling of any personal/professional information ensured.
- 3.8 All application forms will be collated by Company Administrator/ Human Resources Department and supplied to the appointing manager and interview panel for shortlisting purposes.
- 3.9 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the position applied for

#### **4. Selection Methods**

- 4.1 Interviews will be held as appropriate (one-to-one, panel interview etc.)
- 4.2 The Company's HR Adviser/ HR Head along with the concerned Departmental Head for the position to be interviewed will be present in the interview panels for all senior management posts as "Selection Committee". However, the final authority as to whether or not appoint an individual still rests with the CEO.
- 4.3 A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post.
- 4.4 In addition to interviews, a range of other selection techniques may be used.
- 4.5 All appointments will be made strictly on merit and related to the requirements of the job.
- 4.6 For project-specific grey/blue collar vacancies, the CEO has delegated powers to the Project Manager and HR Head to finalize hiring and selection of suitable candidates for a particular post.
- 4.7 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.
- 4.8 All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place.

#### **5. Relevant Checks**

- 5.1 All offers of employment will be made conditional upon satisfactory results from the following:
  - Two satisfactory references (one from previous employer preferred);
  - Pre-Employment verification (if appropriate)



- Antecedent Verification
- Criminal Records Disclosure (if appropriate).
- Any other verification that the client deems necessary (in case of project-specific recruitment)

## 6. Probationary Period

6.1 All appointments into the Company will be made subject to a probationary period of three calendar months. After three months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate head of section or line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individual's line manager consider this appropriate.

## 7. Employment Tenure (In-House and Project-Specific)

- 7.1 **Office based managerial and support staff** will be hired as full-time resources upon the successful completion of probationary period. These resources will be entitled to perks and company benefits as per their grading structure.
- 7.2 **Project-specific staff** will be hired on contractual basis in accordance with a particular project's contractual duration. With extension in that particular project, their duration of employment will also get extended accordingly.

## 8. Exit Interviews

- 8.1 All employees who leave the employment of the Company voluntarily will have an exit interview with their manager before their last day of employment. The information provided will be used in identifying trends, learning and development and evaluating the effectiveness of HR policies and practices.
- 8.2 The concerned project manager/ line manager should receive all appropriate information whilst bearing in mind confidentiality issues. The exit interview questionnaire will be retained on the employee's personal file.





## 9. Volume Hiring

9.1 As a manpower service provider for varied large scale public, private and non-profit sectors' projects with ever rising demand for skilled, semi-skilled and unskilled labor, the company will pay special attention towards **“Volume Hiring”**.

9.2 For “Volume Hiring” against present, potential and any forthcoming projects, multichannel recruitment strategy will be adopted using all available internal and external platforms. The channels engaged will include:

- i.) Already Available updated CV Bank to facilitate client via ‘Proactive Recruitment’ against any labor category. The company will make sure well-maintained and updated list of qualified relevant personnel already interviewed, shortlisted and put on standby for employment when needed.
- ii.) Previous Employees having worked on similar or likewise projects.
- iii.) Company’s extended professional network (both physical and virtual networks)
- iv.) Digital Advertisement on all relevant social media platforms
- v.) Referral system already available within the company as well as those within the network of partner companies

9.3 For ‘Volume Hiring’, the company will dedicate **2 days** each week (preferably Monday and Wednesday) for Walk-In Interviews against all of three blue/grey collar categories i.e., Skilled, Semi-Skilled and Unskilled.

9.4 Volume Hiring, however, doesn’t mean to just hire for the sake of completing hiring demand for specific project. It will be thoroughly planned, executed and monitored by the company’s Senior HR Manager/ HR Head.

9.5 Specific project’s manager will be required to remain in close collaboration and coordination with HR department to ensure quality hiring throughout the contractual duration/ whenever needed.

9.6 All the walk-in interviewees will be required to bring in original documents along with ID card to be interviewed.

9.7 Once shortlisted, successful candidates will be required to undergo detailed verification the same way potential candidates for other job categories get verified under this recruitment policy.

## 10. National-wide Recruitment Roadmap

10.1 Particularly for client-specific ‘Provision of Labor Services’ projects, the company will adopt a comprehensive Recruitment Roadmap.

10.2 Under this roadmap, the company will establish its recruitment teams across the country that will working in close collaboration with key supervisors assigned to those cities/areas’ specific projects for organizing and running recruitment campaigns based on the same criteria as per clause 9 of this section.

10.3 These recruitment teams will be directly supervised and managed by the company’s HR department.



10.4 The teams will be required to follow HR directives and will ensure successfulness of recruitment drives planned either twice weekly as per clause 9 above or as required.

10.5 In the provinces where the company has its geographical presence, these recruitment activities will take place at company's premises and in case of no geographical presence, then will be carried out either at client's location with formal approval and/or at any other facility /location decided by the HR.

10.6 The entire activity will be aimed at ensuring excellent recruitment process management exclusively meant to cater client's workforce related demand while serving as a proof of company's ability to recruit and manage against Volume Hiring.





**SECTION 2 – TIME & ATTENDANCE, LEAVE POLICY:** *By ensuring their Time & Attendance is properly monitored and Leaves are availed as per entitlement*

## **A. Time & Attendance Policy**

### **1. Scope**

This policy is applicable to all company employees regardless of their job nature and designation except the higher management. Adherence of the same as per prescribed working hours' against each employment category is a must.

### **2. Working Hours**

1.1 For all the employees, usual working hours shall be from 8 am hours to 4 pm hours from Sunday to Thursday with Friday and Saturday being weekly off days. However, these working hours are subject to change for project-specific staff based upon client's working schedule. In any case, staff is duty bound to observe strict adherence of their working schedules or as advised.

1.2 During the Holy month of Ramadan, working hours will be adjusted accordingly.

1.3 All employees must strictly follow the prescribed working hours to ensure compliance violation of which may lead to warnings and other necessary actions; punctuality and timeliness are the major traits of the company.

### **3. Lunch Hours**

3.1 All the employees will be allowed one hour lunch break as scheduled.

3.2 For project-specific, lunch break hours will either as per working schedule or as advised by the project manager.

### **4. Working Hours on Public Holidays**

4.1 If any employee is required to work extra hours on any public holiday, the working hours may then be either fixed or flexible as per client's discretion/ project requirement.

### **5. Attendance Mechanism**

5.1 Attendance for all staff categories is compulsory and should be marked manually.

5.2 Both in-house and at project site, respective staff is required to mark attendance in the 'Attendance Register' available at Front Desk.

5.3 Both the check-in and check-out columns of the attendance register must be signed on daily basis to ensure tracking of actual working hours. Non-compliance of the same may result in salary deduction due to unclear working hours.

5.3 In cases of late reporting for more than an hour, manual attendance marking will only be allowed with the staff's immediate supervisor/ project manager's approval.

5.4 If there is any problem in marking attendance, employees should inform HR/ Project Manager immediately.



## 6. Late Reporting Waiver

6.1 Employees, on regular payroll, may be allowed a waiver of 10 minutes for late reporting.

6.2 An employee may avail late reporting waiver up to three times in a month after 10 minutes but within 1 hour. Tardiness beyond these limits shall be first warned and then penalized.

6.3 In case any employee is late due to some emergency/ unavoidable circumstances for more than 1 hour, he/she must inform immediate supervisor in advance/ instantly to avoid any unpleasant situation and/or infraction as calculated below:

### **Calculation of attendance infractions.**

- Absent with calls: 1 point.
- Absent, no call: 2 points.
- Tardy: ½ point.
- Early departure: ½ point.
- Late return from lunch or break: 1 point (over 30 minutes).

Employees are given a five-minute grace period to return from breaks and lunch.

Employees are required to report an absence by **call/ official email to immediate supervisor.**

Employees must report each day they are absent. Failure to call-off one hour prior to scheduled check-out will result in a no call-no show.

Attendance infractions are subject to further resetting and revision every 6 months.

## 7. Excused, Unpaid Absences without Disciplinary Action.

7.1 In case of any unfortunate or unavoidable situations like funerals, jury duty, bereavement, child birth, a car accident, medical appointment and/or emergencies, excused and unpaid absences can be granted.

7.2 Employees are, therefore, required to provide documentation to prove the reason for absence in any of aforementioned cases.

## 8. Disciplinary Action

8.1 Attendance issues will result in progressive disciplinary action up to and including termination based on the following point system:

- 3 points: Verbal warning.
- 4 points: Written warning.
- 5 points: Meeting with manager/supervisor, possible suspension.
- 6 points: Employee is subject to termination.



## **B. Leave Policy**

### **1. Leave - Probation Period of Service**

Employees shall not be eligible for any type of leave during the probation period. In case of an unavoidable need for leave such off days shall be treated as leave without pay.

### **2. Casual/ Urgent Leaves**

2.1 After successful completion of probationary period, an employee will be entitled to 10 (ten) casual leaves for the whole calendar year to attend to unforeseen and unplanned activities.

2.2 An employees may only avail up to a maximum of two consecutive days of casual leave at a time without suffixing or prefixing such off days with any other type of leave excluding weekly off day(s).

2.3 Any casual leave in excess of two consecutive days shall be automatically converted to Annual Leave provided the employee has sufficient leave balance to his/her credit failing which such excess days will be treated as leave without pay.

### **3. Sick Leaves**

3.1 After successful completion of probationary period, an employee will be entitled 20 (twenty) sick leave days in a calendar year.

3.2 A maximum 02 (two) sick leaves will be permissible without any Medical Certificate.

3.3 Sick leave application for more than 02 (two) days must be supported with a Medical Certificate by a Qualified Medical Practitioner.

### **4. Recreational Annual Leaves**

4.1 All employees who have completed one year service period will be entitled to 20 (twenty) working days off as paid Annual Recreational Leaves.

4.2 Any newly hired employee shall be entitled to take recreational leaves upon successful completion of 11 consecutive months with the company.

4.3 Any unutilized Annual Leaves after one year of entitlement or at the time of end of service may be encashed.

4.4 Annual Leaves cannot be carried forward to the next year.

### **5. Sandwich Leaves**

5.1 Employee who avails leave prior to weekend off day(s) / gazetted leaves, will be required to report for duty immediately on the next working day.



5.2 In case the employee fails to report for duty for whatsoever reason, all the weekend / gazetted leaves will be treated as sandwich leaves and deduction will be made from the leave account or salary (whichever will be applicable).

## 6. Hajj Leaves

6.1 An employee shall be entitled to avail 45 (forty five) days as Haj Leaves with pay.

6.2 Hajj Leaves shall be admissible for once in entire service period with the company. Such leaves shall no way be permitted to associate with Annual Leaves.

6.3 Minimum period of six (06) months will be required to get Annual leaves after availing Haj Leaves.

## 7. Maternity Leaves

7.1 A female Employee shall be entitled to 90 days of paid maternity leaves with one third to be granted before delivery and the other two thirds after delivery.

7.2 The compensation under maternity leaves shall be paid upon [presentation of] a certificate issued by the hospital.

7.3 upon expiration of paid leaves, the female employee will be duty bound to report within five days. Failure to do so will result in marking hers as absent from her job and she will not be entitled to the aforementioned privileges.

## 8. Public Holidays

8.1 The Company shall allow Public Holidays in line with those announced by the Government of Afghanistan.

8.2 Staff serving at client side locations will be required to comply by client's discretion in this regard.

## 9. Leave Approval

9.1 All the staff at every level will be duty bound to follow the 'Leave Approval' process to avail any of the aforementioned leave types.

9.2 To seek leave, "**Leave Approval Form**" under Annexure-B must be submitted to HR after getting it approved and signed by immediate supervisor/ departmental head/ project head. Since, no leave will be allowed without prior approval therefore an absence from work without the same may lead to disciplinary action.

## 10. Disciplinary Action for Uninformed Absence

10.1 If an employee is found absent for three or more consecutive days, evidence for excusing the absence, such as a doctor's note, must be provided.



10.2 If an employee is a no call-no show for three or more consecutive days, it will be considered a job abandonment or termination without notice.

10.3 Employees may request exceptions for work absences from the HR and concerned departmental head/ project manager, however, these will be approved on a case-by-case basis.





**SECTION 3 – COMPENSATION AND BENEFITS POLICY:** *By treating employees fairly for their performance through proper reward and benefits structure*

## **A. Salary & Benefits**

### **1. Salary**

1.1 Employees' Salaries shall be determined by the CEO and Director in consultation with the HR department based on budget considerations and commensurate with the experience of the successful candidate.

1.2 The company shall pay salaries to all staff by the 30th of that particular month. It shall be inclusive of all applicable allowances and monthly monetary benefits, overtime etc., whichever the company promises to each of its employee as per employment contract.

1.3 The company will also deduct respective income taxes from staff salaries prior to disbursement to be paid directly to the concerned department on its employees' behalf.

1.4 No worker shall be given salary less than the established minimum rate as per Labor Laws of Afghanistan.

1.5 Based upon staff's Performance Appraisal, Work Promotion and any other factor directly and positively reflecting an employees' career growth, increase in an employee's salary will be determined within as per grading structure.

1.6 Salary disbursement process will be made through bank and in cash for the white collar staff and blue/grey collar staff respectively.

1.7 The payroll practices may be changed from time to time at the Employer's sole discretion.

### **2. Fuel Allowance**

2.1 Employees, subject to the nature of their job responsibilities, may be allowed monthly Fuel Allowance to address their transportation needs.

2.2 Fuel Allowance will be fixed as per each employee's grading in the organizational hierarchy.

2.3 This fuel allowance is other than the TA/DA that employees may receive against official travelling evidences to other cities.

### **3. Mobile Allowance**

3.1 Employees, to address their official communication requirements, may be allowed a fixed monthly amount alongside basic salary in lieu of Mobile Allowance.

3.2 -Mobile Allowance will be fixed as per each employee's grading in the organizational hierarchy.

### **4. Overtime**

4.1 Any worker having worked for more than 9 hours a day and/or more than 48 hours a week shall be entitled to an Overtime amount.





4.2 The hourly Wage for overtime will be 25% more than the pay rate for a normal working hour and shall be paid 50% more [in case of over time on holidays) as per Labor Laws of the country.

4.3 The company will ensure Overtime amount to be in compliance with the same as outlined in the Labor Laws of Afghanistan.

4.4 For client-specific projects, the company will follow clients' instructions for Overtime while making sure the same is in accordance with the Labor Laws of Afghanistan.

## **5. Public Holiday Work Compensation**

5.1 The Wage for work done during public holidays shall be twice [the ordinary wage].

5.2 For client-specific projects, the client may opt for double compensation or a compensatory leave day; to be granted at the consent of the employee within two weeks.

## **6. Social Security**

6.1 The company will facilitate employees to avail their social security right as per Labor Laws during service and after retirement.

6.2 Employees and in some cases their family members shall be entitled to benefit from the following Social Security:

1. Food allowance
2. Transportation means
3. Assistance in provision of shelter [housing]
4. Health [medical] services
5. Financial aid at the retirement, equal to 10 months of Wage along with its Allowances and Supplements based on the last monthly salary
6. Assistance for child birth
7. Financial aid for the family of a deceased Employee for burial ceremony equal to 10 months Wage along with its Allowances and Supplements, based on the last monthly salary.
8. Pension for old-age, completion of service term, illness, disability and other conditions stipulated in the relevant legislative documents.



## **7. Medical Insurance**

7.1 In order to ensure sound health of the employees and to address any ailments, permanent employees and contractual employees (where the client-specific projects necessitate) will be covered under medical insurance (family i.e., spouses and children coverage as optional) whereupon they can get timely treatment through any of the entitled hospitals and/or submit the medical bills for claim processing via HR department to the insurance company.

## **8. Group Life Insurance**

8.1 The company will obtain Group Life Insurance policy for its permanent employees and contractual employees (as per client's directives).





**SECTION 4 – SUPPORTING STAFF IN THE WORKPLACE:** *By ensuring their Health & Safety is properly guarded, Internet Usage is properly monitored etc.*

## **A. Health and Safety Policy**

The Company fully accepts the obligations placed upon it covering health and safety. This policy is intended to establish general health and safety standards at work and to delegate the responsibility for its execution to respective individuals i.e., managers, supervisors, and employees.

### **1. Management Responsibilities**

#### **1.1 Chief Executive**

Responsible for the implementation of the Company's Health & Safety policy. In particular, he is responsible for ensuring that the policy is widely communicated and that its effectiveness is monitored.

#### **1.2 Director and Senior Managers**

Accountable to the Chief Executive for the implementation and monitoring of the policy within their area of authority.

#### **1.3 Safety Officer**

As a designated manager for Health & Safety Policy, responsible for effective coordination and maintaining controls across the organisation.

The Safety Officer is responsible for:

- the preparation and maintenance of the policy while ensuring that Department Guidelines are consistent with the policy and its application;
- proper monitoring and reporting on the policy effectiveness;
- general facilitating regarding the implication of the law;
- the identification of health and safety training requirements;
- devising and maintaining Health and Safety Codes of Practice for every aspect of the services within the Company.

### **2. Health and Safety Management Process**

The managers are responsible to approach health and safety in a systematic way. It calls for identifying health and safety hazards and problems, making improvement plans, taking executive action, monitoring results and evaluating effectiveness. In case of any



unforeseeable health and safety issues, the Chief Executive must get the degree of risk assessed to take further necessary actions.

### **3. Health, Safety and Welfare Guidelines**

This policy requires departmental managers to devise appropriate health and safety guidelines exhibiting:

- a clear statement of department's role;
- regulations governing the department's responsibility;
- clear reference to safe working methods;
- information about health and safety aspects and training standards i.e., fire drills, fire exits, first aid;
- the role of Health and Safety Representative;
- Health and Safety advisors/ facilitators who can be approached;
- accident reporting, departmental safety rules and fire procedures;

### **4. Identification of Health and Safety Hazards**

#### **4.1 Annual Audit and Risk Assessments**

It requires a detailed examination of health and safety performance of the company against established standards (department wise) annually/biannually. The Safety Audit involves review of:

- established policy standards and departmental guidelines;
- applicable regulations and environmental factors;
- staff attitudes and instructions;
- working methods;
- contingency plans;
- record keeping;
- provision of information about hazards and risk assessment.

During audit, the managers must ensure the involvement of Health and Safety Representative/s to address any shortcomings highlighted by the audit team.

#### **4.2 Equipment Check**

The department manager is responsible to check all portable equipment (at least on quarterly basis).



## **5. Training and Evaluation**

This policy requires Health and Safety training to be made a compulsory part of annual training programs. It must include:

- managers' training - equipping them with an understanding of responsibilities, the role and purpose of safety representatives;
- safety representatives' training - enabling them to perform their duties;
- staff members' (all levels) induction and training - familiarizing them key health and safety rules and to inform about safety requirements

### **5.1 Lifting and Handling**

Managers are responsible to train staff about safe lifting techniques. The Safety Officer will identify specific training need whereas the HR Department will ensure training is provided to the concerned individuals.

### **5.2 First Aid**

It is the policy of the Company to make provision for First Aid. The Safety Officer is responsible to ensure training effectiveness.

### **5.3 Fire**

The Fire Officer (or Safety Officer) is required to:

- report and advise on the fire safety standards within the Company's premises;
- make necessary arrangements for fire training;
- assist in the investigation of any untoward fire incident in the Company's premises and to submit reports

### **5.4 Records, Statistics and Monitoring**

The policy entails recording, analysis and presentation of information about accidents, hazardous situations and unfortunate happenings. The Safety Officer will be advising on system whilst the managers will be responsible for the successful operation of these systems (all levels).



## **6. Employees' Wellbeing**

### **6.1 The Occupational Health Service**

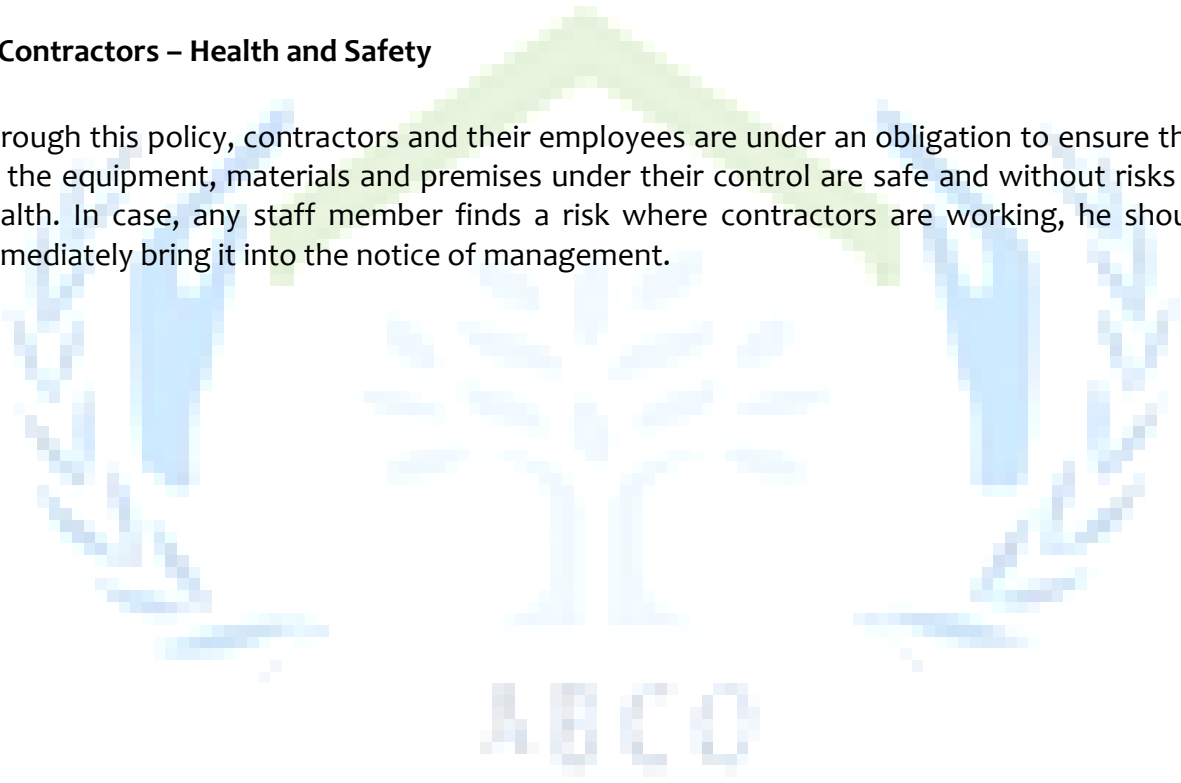
It is the policy of the Company to provide Occupational Health Services to employees while maintaining strict confidentiality. It may include counselling on health and **associated** matters, hazards' investigation, environment studies, health interviews and employment medicals.

### **6.2 Non-Smoking and Control of Substances Hazardous to Health on Company Premises**

Smoking will not be allowed within the Company premises. The overall aim is to reduce smoking and saving life, to reduce fire risk, prevent diseases and chronic disability. Similarly, it will use controls to avoid exposure to health hazardous substances

## **7. Contractors – Health and Safety**

Through this policy, contractors and their employees are under an obligation to ensure that all the equipment, materials and premises under their control are safe and without risks to health. In case, any staff member finds a risk where contractors are working, he should immediately bring it into the notice of management.





## **B. Internet & Email Usage Policy**

This policy is aimed at ensuring responsible and professional usage of the Company's IT facilities by the concerned employees. IT facilities are provided to support the employees with usual official work and, therefore, must be used responsibly. In case, the same is abused or is violated by any individual, strict legal action can be taken by the Company. The policy entails:

- 1.1. All types of data in the form of text that is either sent or received across the network, using the official digital communication (computers and laptops) contributes to the official records of the Company.
- 1.2. The data or information composed, sent, retrieved or extracted from the internet must be free from any kind of content that could be categorized as either disturbing, intimidating, offensive, explicit or threatening to any of the employees or any other individual.
- 1.3. It is strictly forbidden to install, use, copy or share the information or data which is protected by copyrights, trademark or intellectual property rights.
- 1.4. The employees must make sure that the information/content they share on the internet, bears the required rights for distribution across the network.
- 1.5. Whatever issue/question/confirmation about using copyrighted/legally protected data must be referred to the management.
- 1.6. It is mandatory for the employees to make sure that antivirus protection has been turned on, in order to check the files/content for virus/phishing/malware threats, before downloading the files/content from the internet.
- 1.7. If an employee is found ignoring any of the above conditions, misusing the internet or involved in unauthorized use of data, then he will have to face legal charges, which could terminate the job if found guilty.
- 1.8. The responsibility falls completely at the end of the employee if he fails to comply with the company's disciplinary policy.

**Following are the conditions and actions that may call for the disciplinary action against the accused:**

- sharing/uploading/posting implicit, intimidating or disturbing, humiliating or discriminatory content (in any form);
- being involved in any illegal, corrupt or ethically malicious activities;
- sharing, uploading or leaking any confidential, legal, sensitive, secret or exclusive information, data or content, over the internet or by using any data transfer/storage device;
- hacking, unauthorized use of login information, extracting passwords of other employees, or sneaking into the official computers/laptops of the company;
- violation of copyrights/intellectual property rights, copying content without a prior permission, downloading programs/tools or files without legal permission;



- making transactions without company's permission/manager's consent, purchasing network/transmission services without bringing it to the notice of the management;
- sharing content which could disrepute the company/products/services, or which could disrespect/harm/humiliate/disrepute any other person;
- not cooperating with the system security officials;
- an attempt to sneak into computer system/network of any other company/individual
- Sharing/uploading/transmitting fake/anonymous/malicious/irrelevant content (emails, letters, advertisements etc.);
- utilization of the computer/laptop/network for personal activities, benefits, or agenda, or using the network for online gambling/betting etc.







**SECTION 5 – PERFORMANCE MANAGEMENT AND EMPLOYEE DEVELOPMENT:** *By reviewing Employees' performance and facilitating towards their professional growth and development to create a win-win solution for both - company and employees.*

### **A. Performance Management and Employee Development**

Performance management and employee development is an integral element towards creating and shaping organizational culture. This critical process enables achieving business objectives while linking them with employee goals and accomplishments. This policy will provide a framework to value staff, acknowledging their contribution in a conducive working environment and ensuring capacity building to attain organizational effectiveness.

Performance management is aimed at bridging the communication gap between the supervisors and the employees regarding employees' performance and to link it with the accomplishment of company's objectives. It is focussed towards giving the staff timely and effective feedback to promote job satisfaction while providing professional development opportunities through relevant trainings.

#### **1. Key Elements**

##### **1.1 Performance Planning and Appraisals**

Employees' performance objectives will be clearly identified and communicated at the beginning and throughout entire performance cycle. These performance objectives must be aligned with the company's objectives and values. All the staff will be appraised on 12-months basis starting from first day of July and ending on last day of June, each year (Annexure-C).

##### **1.2 Coaching and Developments**

Managers will be responsible to assist employees develop and use their potential at the fullest by proper and time to time coaching and guidance to ensure employees and company's success. Each employee will be provided with equal opportunities to grow in his/her particular area of work through capacity building programs, on-site and on job trainings etc., while succession planning will be particularly focused.

##### **1.3 Feedback**

Feedback from all corners i.e., customers (if applicable), peers and direct reports will be encouraged to supplement the supervisor's observations.



## **1.4 Performance Review**

As a concluding communication of the performance cycle, it will exhibit areas of employees' achievements as well as areas for professional improvement and future goal setting.

## **2. Applicability**

This policy will be applicable on all permanent employees of the company.

## **3. Responsibilities**

### **3.1 Managers**

Managers will be responsible to exercise leadership while implementing performance management and development process in accordance with the policy and employees' conditions of employment. Furthermore, they will be required to give necessary feedback alongside supporting towards the identification of related professional development programs and approaches.

### **3.2 Staff**

All the staff will be required to participate in the performance management and development process consistent with this policy and their conditions of employment. They will be accountable for their performance as per set goals and will be liable to take part in ongoing review and formal performance review meetings as and when required. Furthermore, they will be participating in appropriate and related professional development as required.

## **4. Monitoring, Evaluation and Reporting**

4.1 The Human Resources will monitor the concurrency of this policy and will report on its effectiveness annually, or as required, to the Chief Executive.

4.2 All managers are responsible for the operation of this policy and the implementation of the procedures for the relevant staff category.

## **5. Performance Management for Client-Specific Staff**

5.1 As an HR services partner to its valued clientele, the company will suggest, devise and implement for its clients a fully customized performance evaluation mechanism keeping in view their respective organizational strategy i.e., Management by Objective approach for organizations focused on winning individual departmental goals, Balance Score Card for strategy-driven organizations and budget-driven in case of organization's finance driven strategy.



# ANNEX-A

## JOB APPLICATION FORM

### APPLICANT SECTION

Position Applied: \_\_\_\_\_

Personal details

<b>First name:</b>	<b>Last name:</b>
<b>DOB:</b>	<b>CNIC:</b>
<b>Address:</b>	

Contact

**No:** \_\_\_\_\_ **Email:** \_\_\_\_\_

Qualifications & Certification

Qualification Title	Institution Name	Year completed

Are you currently undertaking study/training?  Yes  No  
(tick one)

If yes, course/program name: \_\_\_\_\_

(tick one)  Full time  Part time  Distance  Other

Employment History (most recent first)

Employer Name	Dates from/to	Position held	Reason for leaving	Office use check initial/date



Share briefly about your last drawn salary, company benefits/ allowances details:

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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Have you ever been convicted of a crime other than a minor traffic incident?  Yes  No  
If yes, please explain:

Reference Check

Do you agree to have referees contacted in relation to this application? (tick one)

*(Reference checks will be conducted legally in an ethical manner and all information derived will remain confidential.)*

Please provide details of three people who can speak on your behalf regarding your work history.

Name	Contact No.	Position held/working relationship (E.g. supervisor, colleague etc.)	Office use check initial/date

What type of work are you available for? (tick one) Full time  Part time  Casual

When will you be available for work?

Please provide any other information that you identify as being pertinent to this application (e.g. medical conditions, disabilities, any personal concerns )

---

**Declaration**

I declare that, to the best of my knowledge, the information given is true and correct. I understand that inaccurate, misleading or untrue statements or knowingly withheld information may result in termination of employment with this organisation. I understand that this application does not constitute an offer of employment. I understand that, in some cases, police report and credit checks will be required and I will be notified if this applies to this application.

Signed:

Date:

---



**EMPLOYER SECTION**

**Confidential – Reference Checks** (*For office use only*)

Reference Name	Comments	Would re-employ?				Initial	Date
		Yes		No			
		<input type="checkbox"/>		<input type="checkbox"/>			
		<input type="checkbox"/>		<input type="checkbox"/>			
		<input type="checkbox"/>		<input type="checkbox"/>			

Action – Application Successful	
Interview arranged for: <insert date>	
Offer of Employment Made:	
<b>Position:</b>	
Letter of Job Acceptance Received <insert date>	By: <insert name>
Letter of Appointment Signed: <insert date>	By: <insert name>
Induction due on: <insert date>	
Probationary Period Expires On: <insert date>	
Notes	
Action - Application Unsuccessful	
Letter of advice sent: <insert date>	By: <insert name>
Application to be destroyed on: <insert date>	
Notes	

**HR SECTION**

Final Thoughts: \_\_\_\_\_

Designation & Signature: \_\_\_\_\_

Date: \_\_\_\_\_



# ANNEX-B

## LEAVE APPROVAL FORM

<b>Name</b>				<b>Date:</b>	
<b>Position</b>					
<b>CHECK YOUR LAST PAYCHECK STUB FOR HOURS AVAILABLE</b>					
	Urgent ( )	SICK ( )		Annual ( )	
<b>I hereby apply for</b>		Hour/Day of		leave, to begin on _____:	
<b>I understand that any leave authorized in excess of the amount will be charged to leave without pay.</b>					
<b>I understand that this leave application must be approved by my supervisor, prior to the date of requested leave.</b>					
<b>Please charge the following accrued leave:</b>					
<b>Vacation</b>		Jury Duty		Sick	
<b>Holiday</b>		Bereavement		Family Leave	
<b>Disability Work Related</b>		Short Term/ Urgent Leave		Disability non-work related	
<b>Other</b>					
<b>Signature of Employee</b>					
For Departmental Head & HR	( )				
<b>Approved</b>					
<b>Denied</b>	( )	Reason:			
<b>Supervisor Signature</b>					
<b>HR Signature</b>					



## ANNEX-C

# ANNUAL PERFORMANCE REVIEW FORM

### Employee Information

Employee Name		Department	
Employee Id		Reviewer Name	
Position Held		Reviewer Title	
	Last Review Date		Today's Date

### Current Responsibilities

*Attach Job Description, Noting Any Significant Changes.*

### Performance Assessment

*Evaluate Performance And Achieved Goals.*

*Discuss Areas Of Excellence Within Performance.*

*Discuss Areas Of Improvement.*

*Develop Future Goals With Set Expectations.*



**Comments And Approval**

*Provide Any Additional Feedback.*

Empty space for providing additional feedback.

Employee Signature		Reviewer Signature	
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