

# HUMAN RESOURCE POLICY MANUAL

2021

Hari Welfare Association

HARI WELFARE ASSOCIATION

2021

HOUSE NO B-4,5 WAD-E-HUSSAIN COLONY NAWABSHAH

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## **1. Introduction**

### **1.1 About organization**

Hari Welfare Association (HWA) is a Non-governmental organization. It was formed in 2002 and formally registered on November 12th, 2003 as social welfare organization under voluntary social welfare agencies ordinance, 1961 act Of Sindh. Through research, advocacy and lobbying HWA aims to promote economic, social, cultural, civil and political rights of peasants and other workers engaged in agriculture in rural areas of Sindh and Pakistan. It also aims to struggle for sustainable agriculture and opposes corporate driven agriculture transnational companies that are destroying rural people's culture and nature. HWA campaign for environmental, social, economic, civil, political issues, and challenges to the current landownership system and patterns that has deprived vulnerable peasants and put the rural agriculture environment at stake and destruction in the hands of corporate companies.

#### **Vision:**

Development of a progressive, educated, peace loving and non-discriminatory society that is materially optimum, socially equitable and sustainable.

#### **Mission:**

Collectively ensure environmental and social justice, human dignity, and respect for human rights of peasants so as to secure sustainable societies.

#### **Objectives;**

1. To advocate and network for economic, social, cultural, civil and political rights of peasants and other people and workers living in rural areas.
2. To build capacity of community organizations mainly peasants on self-resilience.
3. To advocate and networking for the protection of children from abuse, neglect, violence and exploitation.
4. To promote quality and gender sensitive education in the under-served areas.

## **2. Procedures**

The procedures and policies are designed with consent of general council and professional staff. However Executive Committee of HWA may change/alter any policies on need basis.

### **2.1 General rules & principles**

- All organization core staff members and project staff will follow the general code of ethics.
- Discrimination and favors to any person/place will not be allowed, all the activities will be conceded on need basis collectively.
- Honesty, sincerity and transparency of every staff member are essential in all affairs of the organization.
- All the resources will amicably be utilized preventing misuse.

### **2.2 Working relation between team members**

The Organization will be authorized to implement programs/ project(s) properly through competent and professional staff. Executive Committee and office bearers of the Organization will monitor whole business of the projects. The President of the organization will be responsible to overall implement and monitor the projects/ programs being executed by HWA secretariat.

- Executive Committee or office bearers of the organization will not hire/fire any staff member or get support from the staff of organization or project without consultation/permission (in case may be) of the President of the organization.
- President & Program Manager time to time will monitor and evaluate projects and programs directly.

#### ***A) President***

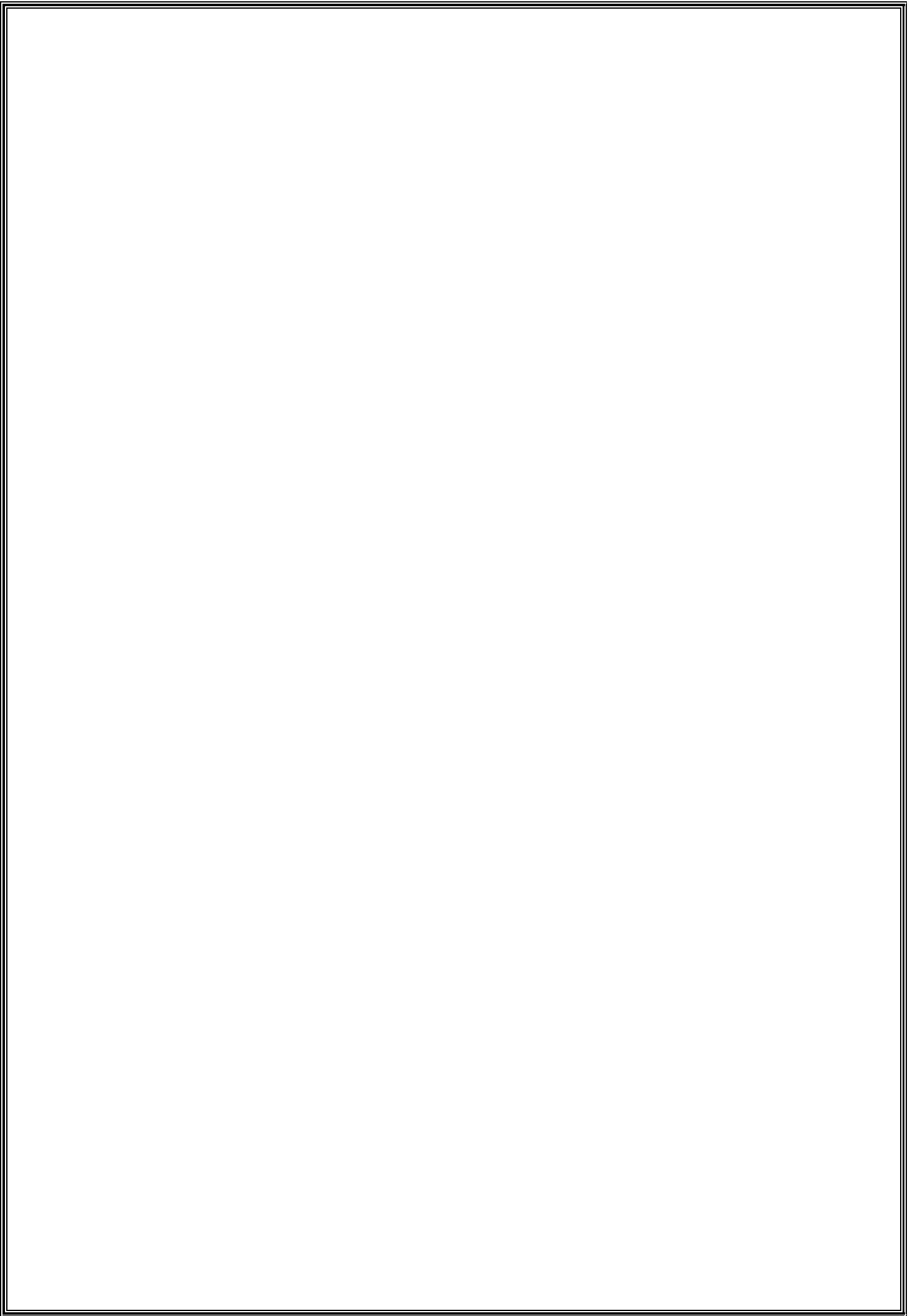
The responsibilities of President will be as under:

- To review and monitor the program/ project progress and office records at least once in a month.
- To assign above responsibility to any office bearer in case of his absence.
- To collect/receive monthly progress report (MPRs) of programs/project(s) from head of the programs/project(s).
- To participate in the monthly review meetings of programs/project(s)
- To call meeting of heads of programs/project(s) time to time on need basis.
- Make correspondence and communication with donors/ partners on behalf of the organization
- To resolve conflicts among team and community.

#### ***B) Program Manager***

The Program Manager of the organization will be responsible to;

- Check the programs/ project(s) records regularly on monthly basis
- Participate in the monthly programs/ project(s) review and planning meeting
- Check the financial records and transactions at least once in a month
- Maintain the organizations records



- Make correspondence and communication with donors/ partners on behalf of the organization in absence or permission of the President.
- May assign any organization member for his/her task(s) in his/her absence

## **2.3 Rights**

HWA has right:

- To collect primary & secondary data relevant to the working areas of the organization. The collected (a) primary data will be the property of the organization, no any other organization can utilize without legal permission of HWA and (b) secondary data will be the basic property of the original organization/department/agency, HWA will utilize for its approved programs/projects implementation.
- To plan projects/programs under society act related to its working areas.
- To coordinate/affiliate/associate with other national/international organizations, line agencies to develop working linkages to implement the relevant projects/programs
- To mobilize/organize the communities in sack of awareness, movements against violence and for relief & development.
- To provide relevant services in society.
- To develop progressive concepts
- To hire the services of consultants
- To employ the staff on requirement basis
- To sign agreements with persons, community organizations, implementing parties, donor agencies and line agencies

## **2.4. Information Sharing**

HWA believes in sharing of work, experiences & planning information with all relevant organizations & agencies time to time as per requirement

### **A. Consent**

All the decisions making powers belongs to the Executive Committee of HWA, directions of implementation across the Executive Committee and implementing powers have been delivered to office bearers. For implementation the HWA secretariat has been established where President is responsible to implement all the decisions approved by the Executive Committee.

### **B. Communication Network**

All activities are regularly being communicated to stakeholders by using following networks on need basis:

- i. Internet (website, email)
- ii. Phone (PTCL, Mobile)
- iii. Hard Copies
- iv. Oral
- v. Newspapers
- vi. Electronic media
- vii. Posters
- viii. Brushers
- ix. Leaflets

- x. Photographs

## **2.5. Working with Community**

The HWA always live among communities. It starts work with a community as from the status where the community is. HWA is very sensitive to community reservations relevant to their customs and traditions; therefore we analysis needs but start work as per suggestions of the community, then motivate & mobilize toward targets of awareness, self reliance, development and sustainability.

## **2.6. Export Information**

1. Research based information is to export in condition that the legal right will always exist with HWA.
2. Input/out put based information is to export only through HWA authorized persons
3. Right of Information usage belongs only to HWA authorized persons/parties
4. Information of projects/ programs can be shared with community, partner organizations or donors (in case may be) only through HWA authorized persons.

## **2.7. Suggestions**

Suggestions from any where are always welcomed, to be discussed in general body and come in practice after approval of the general body.

## **2.8. Make the Service Safe**

HWA make service safe through transparency of every activity. In case of cash based services the involvement of Commercial Bank(s) is essential.

## **2.9. Options**

For conducting any activity the HWA categorizes various relevant options to meet targets.

## **2.10. Limitations**

Any office bearer or staff member of the organization:

- Has no any political office
- Is not involved in human right violation
- Is not entitled criminal
- Is not abnormal/ mental
- Is not involved in gender right violation
- Have age above 18 years

## **2.11. Policy Changes**

It is right of HWA Executive Committee to approve any new item in policy or remove any item, approve or reject the whole policy of the organization and adopt any new policy.

In case of emergency the President can adopt emergency rules if required and those rules will also be approved by Executive Committee after adopting. The continuity of these emergency rules also depends on the decision of the Executive Committee.

## 2.12. Terms of Service

HWA services are based on nonprofit community progressive activities in development process of the society. It deliver services of awareness & development of the rural community which is mostly agriculture oriented around the Sindh province.

HWA do not provide services which causes to violet the human rights, gender and government laws.

## 2.13. Resources utilization

### a) *Vehicle*

- Any kind of vehicles with organization will be the property of the organization and properly registered in name of the organization only
- For any four-wheel vehicles, drivers will be appointed, whereas staff could drive motor cycle for project activities.
- No staff member will drive four-wheel vehicle except appointed drivers.
- For field visits, Admin Officer will sanction vehicles to staff; travel authorization system will be adopted and followed for the same.
- Any staff may use office vehicle for emergent personal work, he/she will be liable to pay organization Rs. 25/= per kilometer. This amount will fluctuate according to price of vehicle fuel.
- Driver will not take office vehicle out of office premises without prior permission of responsible person.
- The fuel receipt signatory will be Admin Officer.
- All the vehicles maintenance expenses will be done in presence of and allocated by finance and admin officer who will seek permission of amount from Project Manager is the amount less then Rs. 50000/= (in absence of Project manager the Field Coordinator will plasticize the same power of Project Manger), the permission of Program Manager will be needed if the amount is between Rs. 50000 – 75,000/=. The approval of President will be needed if the expenses amount is more than Rs. 75000/=.
- Separate log books will be maintained for every vehicle on which oil and distances in kilometers will be shown.
- Program Manager will approve/ sanction vehicles to travel in and out of District premises.

### b) *Telephone, fax, printer, internet, photocopier and other office equipments*

- A separate register will be kept of each of the resource utilization.
- Telephone & fax may be used only for the office purpose. Separate log register will be maintained which will show date, dialed numbers, name of caller & purpose of call and station or city called at.
- All the staff members have equal facility of internet. For internet usage the office code of ethics will strictly be followed.
- A register will be maintained for the use of photocopier in which number of copied papers, purpose and copy by will be recorded.
- No personal or commercial usage of photocopier is permitted.



**c) *Office Trimmings***

- Monday to Saturday (06 days in week) will be official working days, while watchman will be on duty.
- In morning 09:00 am will be office start time and 05:00 pm be end time, however 60 minutes daily will be lunch and prayer break; whereas on Friday one hour lunch & prayer break will be from 01:00 to 02:00 pm
- During month of Ramadan-ul-Mubarak office timing will be 09:00 am to 02:00 pm; without lunch and prayer break.
- All national holidays will be official leave; only watchman will remain on duty.

**2.14. *Monitoring procedure***

- The organization management will monitor and review the programs/ project(s) progress and records at least once in a month.
- All the records whether administrative or financial will be maintained and up to date at the last day of month and will be presented in the monthly review and planning meeting.
- Monitoring staff will be hired for specific project activities separately having relevant experience, which will report to organization management on daily basis.

### **3. Human Resource Policy**

### **3.1 Conscripton**

HWA is an equal opportunity employer. It opposes any form of discrimination on the grounds of physical disability, sex, marital or parental status, race, nationality, ethnic origins, and religious belief in its aspects of work. It promotes and values the diversity of its staff and partners and holds this principle in its programs and organizational culture.

#### **3.1.1 Selection and recruitment**

##### **3.1.2 Analysis of organizational needs**

HWA has head office at Nawabshah City, operates in districts of the Sindh province including Shaheed Benazirabad, Noshehroferoz, Sanghar and Matiari and in future has to be expanded. Before any recruitment of staff organizational strategic planning and operational needs will be considered so as to recruit appropriate persons. It will be decided to take fresh candidates as internee, volunteers, and experienced / professional persons as paid staff; either employment is affordable and necessary for the organization. The employment will be made under the planning of the organization to prevent/reduce human resource management issues and problems in organization and projects / programs.

##### **3.1.3 Job Description**

Clear and brief job descriptions and person specifications will be developed before any recruitment in the organization. Following points will be considered to design job descriptions:

Education & Skills

- Background and rationale of the post
- Specific responsibilities
- Person specification
- Contract period

The job description will be developed for all the staff including lower staff.

All the job descriptions will be reviewed time to time if necessary to modify and update. Any changes made in the job descriptions will be shared with the employee concerned.

##### **3.1.4 Advertising the vacancy**

All the vacant posts will be advertised publicly. The advertisement for any type of appointment will be made by General Manager with prior permission of HWA management. The advertisement will be made at three levels:

- Within organization
- Job portal/social internet groups
- Magazines & Newspapers
- FM Radio

##### **3.1.5 Formation of selection panel**

It will be determined that selection panel should be of high professionals to keep trust and confidence each applicant. It will be kept in mind that the selection panel should be diverse in nature with a mix of people in terms of gender, age, ethnic group and expertness.

The selection panel for senior and mid level posts will be incorporating organization President/Secretary, Program/Project Manager one external expert as per nature of the post for interview.

### **3.1.6 Selection criteria and short listing**

To and make easy process for the panel the application of specified persons will be short listed and such list of candidates will be shared with selection panel.

### **3.1.7 Interviewing**

Interview process will comprise following levels:

- Written test
- Panel interview
- Group discussion/presentation

The panel would have grading system for each of the applicant to be marked. The grading system will be developed with consent of the panel.

### **3.1.8 Selection**

The results of the panel will be shared with each other. In case of low/high grading controversies among the panel, the final decision of HWA management will be kept as final and accepted by all the members.

The candidates from Sindh Province, particularly persons from intervention Target Area would be given preference in selection. HWA would not allow any blood relation i.e. father, mother, brother, sister, daughter, son, husband and wife of any staff working already with HWA.

### **3.1.9 Information to candidates**

The successful candidates would be informed in time through multiple channels i.e. phone, fax, email, letter or any other channel specified by the candidate. The record of information dissemination will be kept with the organization records. An offer letter will be sent to the successful candidates along deadline proposed for joining. In case of candidate did not meet the deadline, second candidate(s) who came in merit will be contacted. In case of failed recruitment, the posts will be re-advertised.

### **3.1.10 Employment Letter**

The selected and willing candidate will be given letter of appointment, which will incorporate pay, tax, probation and increments along with detailed Job Description.

### **3.1.11 Contract of employment**

The newly appointed employee(s) will be given contract of employment including information about terms and conditions of service. The terms and conditions will be probations, hours of work, salary structure, casual, sick, annual national and other leaves. HWA management will issue the employment contract. A copy of contract will be given to employee; s/he will retain to her/him self and other will be filed in employee's personal file

in official record. Any change(s) in contract will be made with mutual consent.

## **3.2 Terms and conditions of service**

### **3.2.1 Induction and probation**

The employment contract will bear the details of induction and probationary period of employment. The new employee will be given a copy of job description, employment contract. Program/Project Manager will give him/her briefing, and a field visit will be given to him/her as induction in particular project/program.

Three months will be probationary period of all organization and long term project employees; at the completion of three months performance review will be conducted to decide continuation of contract, extension of probationary period, and/or termination of employment. Both HWA and employee have the right to terminate Employment Contract within 15 days of employment. Section Manager through Project Manager will provide his/her assessment of employee and recommendation. Program Manager will conduct the performance review, and decide the extension of probationary period. In case of termination of employment, Project Manager will send this matter with his/her recommendation through Program Manager to President to take necessary action. Fifteen days will be probationary period of all short term project employees and job continuity assessment procedures are same as of organizational staff till completion of the project/program, services were hired for. The competent and committed project employees will be considered for other projects and organization as per requirement.

### **3.2.2 Hours of work**

Generally, 42 hours per week will be working hours. However depending on nature of task and completion of work, the staff may spend late hour in the office. The organization will not pay for the over time to any staff. The working hours in target oriented tasks of projects depends on the efficiency of employee; as he/she achieves target & reports properly to the management can leave the office before or after office times.

## **3.3 Salary structure**

The salary structure will be incorporating ranking, starting salary, years of experience, and annual increment. Following salary structure will be enforced from January 2021 onwards.

**Table 1: Salary structure**

<b>Grade</b>	<b>Designation</b>	<b>Salary (Pak Rupees)</b>	<b>Minimum Qualification &amp; Experience</b>
I	Auxiliary Staff	20,000-35,000	Primary pass, license for driver, and relevant experience
II	Data Entry Person, Receptionist & Enumerator	25,000-40,000	Graduate, with 02 years experience
III	Social Organizer & Field Supervisors	35,000-50,000	Graduate with 02 years experience

IV	Manager and Specialist, Officers etc	50,000-100,000	Post Graduate with 03 years experience
V	Program Manager & Project Manager & Coordinator	70,000-150,000	Post Graduate with 05 years experience

**Note:** - 1. The salary of project staff will vary as per requirement, assignment and provision mentioned in approved and administrating project document.

2. The project allowance would be paid in addition to organizational regular staff during project activities as per provision and approval of the President.

### **Payment of salaries**

- Salaries would be paid by 5th of the next calendar month.
- Partial salary payment would be calculated on calendar day's basis.
- Salary shall be made through bank account of each staff member
- If any staff member has no bank account, bearer cheque shall be made with his/her name.

### **Payment of wages**

- Daily wages payment would be paid by end of the day.
- Routine wages payments would be paid by first day of the next week.

### **3.4 Salary Reviews**

Salary review will be made annually prior to the December 31<sup>st</sup>. The review will be made taking in account of:

- Financial capacity of organization
- Staff appraisal
- Market adjustments will be made in exceptional cases

### **3.5 Tax deduction**

Income tax will be deducted at source; however, employees will be responsible for filling up their personal tax return, according to government rules.

### **3.6 Allowance and Benefits**

The project allowance as per provision would be given to the organization permanent staff. This allowance will base on assignment of the project.

#### **3.6.1 Annual Increments**

All the employees of organization will be given 10% annual increment on current salary. HWA may review the rate of increments keeping in view the financial capacity of organization.

#### **3.6.2 Medical benefits**

First aid would be provided from first aid kit available at the office. For reimbursement of

medical expenses policy is under scrutiny.

### **3.6.3 Subsistence and travel expenses**

Cost effective ways will be adopted during travel for organizations programs i.e. workshop, seminar, orientation, training, meeting etc. President, Secretary, Program Manager, Project Manager and Section Managers may be allowed to travel Islamabad, Lahore and cities of other provinces through Plane, in case of provision of funds. Otherwise, all will travel by train (Lower A.C). All other staff will travel Islamabad, Lahore and cities of other provinces through train (lower A.C.)

Official traveling for to Karachi and other places in Pakistan will be made through train (lower A.C) and/or A.C. Coach. During traveling days, Rs. 1000 per day will be given to staff and Rs.1500 to senior office bearers and officers as subsistence cost. The amount is given excluding accommodation and food, which will be responsibility of the organization.

The subsistence cost may not be given in case of non-availability of funds.

Project Manager will give the nomination for the training (traveling) with permission of President. In case of absence of President Program Manager may nominate the persons.

## **3.7 Leave Policy**

### **3.7.1 Public Holidays**

- All the Provincial/District Government gazette leaves will be observed as official announcements with full pay.
- If a public-holiday falls on working day, no alternative days will be availed.
- If a public holiday occurs while employee is on leave, it shall be counted as employee's leave.

### **3.7.2 Annual Leave**

- The leave year shall commence from 01 January each year. There will be 12 working days annual leave. Any staff may take leave of one day per month, which will be deducted from annual leave.
- A leave register will be maintained.

The staff will be required to place notice for annual leave as under

- |                    |                       |
|--------------------|-----------------------|
| • 02 days leave    | 01 day's prior notice |
| • 03-06 days leave | 01 week prior notice  |
| • 07-12 days leave | 01 month prior notice |

- The staff shall be required to complete standard annual leave application form.
- Project Manager will have the right to accept or reject the staff leaves.
- Program Manager will sanction leave up to 2 days. Whereas leave of more than two days will be sent to President for approval.
- Un-availed all annual leaves will not be entertained in end of the year. However any staff may avail continuous 6 days leave in the end of the year. The recommendation/consent of Project Manager will be necessary for such leaves. The annual leaves will be paid, which not availed during the year.

### **3.7.3 Casual Leave**

There will be 12 working days Casual leave. Any staff may take casual leave of one day per month, which will be deducted from casual leaves.

- The staff shall be required to complete standard casual leave application form.
- President will have the right to accept or reject the staff leaves.
- The casual leaves will not be paid, which not availed during the month will lapse.
- A leave register will be maintained.

### **3.7.4 Half Day leaves**

- Half day leave (three to four hours) will not be deducted from annual leave; it will be deducted from Casual Leave.
- Two half day leaves will be considered as one full day leave. Half day leave will be approved by section manager passing information to Project Manager or Executive Manager.

### **3.7.5 Unauthorized leaves**

- Self-granted/inadequately informed leaves will be counted as absences and the days of such leaves will be deducted from the salary.
- If any staff is absent for more than ten days without authorization and is unable to provide reasonable explanation, her/his employment contract may be terminated. In such case, no notice period is required.

### **3.7.6 Sick leave**

It is important that the sick leave rules must be followed. The employee will be needed to notify the sick leave within six to twelve hours. The employee will be needed to provide documentary evidence of the sickness (doctor's certificate or hospital certificate). Keeping in view the doctors' advice sick leave will be provided. The length of sick leave will be subject



to condition of sickness. Program Manager will sanction one-week sick leave, and for more than week leave application will be sent to the President. President and Program Manager will decide the provision of sick leave with/or without pay, keeping in view the availability of funds and performance record of employee with the organization.

### **3.7.7 Maternity leave**

All the married female staff of organization will be provided with maternity leaves excluding the services and seniority procedures. The female employees are entitled to maternity leave of maximum 7 weeks paid for birth of the child. Application for maternity leave along with the recommendation of doctor must be made in written one month in advance and be sanctioned by President with the recommendation of Program Manager. An employee will be entitled to maternity leave after completion of one year of employment with HWA. If employee has not completed the required time, her leave will be considered as leave without pay. The short term project female employee may not avail the maternity leave, while long term project female employees may avail after completion of one year employment with HWA.

### **3.7.8 Compassionate leave**

The organization will allow all the staff compassionate leave in following conditions:

- Death of father, mother, brother and sister
- Death of son, daughter, wife
- Very serious illness to any of above or staff himself

The compassionate leave may be given in once in a year. The minimum range of this leave is five days, which will be sanctioned by Program Manager. More than five days' leave will be recommended by Program Manager to President for approval. No deduction from salary will be made in this regard.

### **3.8 Secondary Employment**

No staff member will be allowed to perform second job during the working hours of the organization. Any person could do second job after the office hours and overtime assignments. However if the second job or other activities of the employee found, the Executive Committee will have right to intimate the authorities and the President will take disciplinary action against that employee.

### **3.9 Termination of Contract**

#### **a. Resignation**

Any staff member, who wishes to resign from the organization; will be needed to serve one month advance notice to the section manager, Meeting the entire terms and conditions employee will receive full salary up to and including the last day he/she worked.

#### **b. Stability**

Stability of employees after completion of the contract depends on requirement. Termination result from financial exigencies and other unavoidable circumstances. HWA would normally communicate to the staff member a written notice. The employee will receive full salary up to and including the last day he/she worked.

### **c. Disciplinary Action**

The termination of an employee for disciplinary action may result from:

- Employee's inability to accomplish the required level of performance in the job.
- Repeated failure to perform duties.
- Failure to comply with required policies, procedures, standard of professional behaviors applicable to the employment.

Looking to the above failures HWA will give two chances by explanatory notes to employee. In case of non-satisfactory reply the disciplinary action against the employee will be taken. Third time HWA will present such case to the President and give opportunity to explain his/herself before the panel consist on Project Manager, President and Program Manager against the allegations /objections. If the panel decides in favor he/she will continue the service and if decides in against his/her services will be terminated.

However the Program Manager will give explanation/show cause notice to Project Managers and officers to subordinate staff. The Program Manager will give order of dismiss to employee and will keep informed the Executive Committee.

### **3.10 Performance Management**

Two elements will comprise in performance management:

#### **a) Day to day management**

The section manger will ensure what needs to be filled for expected performance of the employee. He will have quarterly feedback sessions with staff and record the minutes.

#### **b) Performance appraisal**

An annual performance review of each employee will be made at the end of each year. The appraisal will be conducted by Project Manager/section manager and HR officer or any other member nominated by the president to conduct the annual review. Certain tools i.e. questionnaire, assessment sheets, and interviews will be developed for performance appraisal. Section manager will also provide minutes of quarterly feedback sessions, reports and other performance evidences for the same. Along with other indicators of performance the attitude of employee and feedback from the community will also be added in the annual performance appraisal.

The performance review will incorporate following elements:  
Assessment of overall individual performance during previous year.

- A review of the objective or work plan
- Discussion about weakness/strengths of employee
- Feedback of section manger, his/her support in difficulty
- A discussion of employee's development needs.

### **3.11 Staff Development**

HWA will take certain efforts for staff development. In this regard any project based training offered by donor/partner would be availed. The Project Manager shall decide the nomination from among the team.

For fulfilling the further needs of staff skills development, the training need assessment

(TNA) will be conducted to determine the needs. As per results of TNA the Project Manager and section manager will sort out the training and skill development opportunities to avail by staff and himself. The Program Manager will take certain efforts subject to the availability of funds for staff development.

### **3.12 Disciplinary procedure**

- Employees are expected to observe certain standards of job performance and manner. If performance and conduct does not meet organization standards, HWA will provide employee reasonable opportunity to correct the deficiencies. The failure of that will be subject to disciplinary action.
- Employees may be disciplined for but not limited to following misconduct:
  - Unsatisfactory work quality or quantity
  - Poor attitude ( lack of cooperation, rudeness)
  - Excessive absence
  - Failure to follow organization procedures
  - Disobedience
  - Dishonesty
  - Theft
  - Misusing/destroying organization property
  - Disclosing confidential information
  - Falsifying organization records
  - Propagation and lobbying against organization
- If conduct or performance is unsatisfactory the employee will be given a formal oral warning by the Project Manager, second by the Program Manager. In case of serious offense a written warning will be given immediately.
- The admin officer must keep this record in writing and a note shall be placed in employee's personal file. The written record must note the reason for the warning and subsequent corrective action to be taken.
- If the employee's conduct and performance is satisfactory after one month, the section manager will inform the Program Manager, record will be kept in personal file of the employee.
- Within one month after the oral warning, if performance or conduct has not reached to satisfactory standard, or if a repeat offense occurs the Program Manager may give notice to employee for termination or give another warning.
- In case of gross misconduct full investigations will be made of an employee who is alleged to have committed gross misconduct. Gross misconduct is an offence whose nature or seriousness demoralizes the HWA reputation or ability to work effectively.
- The employee may be suspended during investigations, in which time s/he will be paid a normal salary.
- If after the investigation is confirmed that an employee is guilty of gross misconduct, the employee's contract will be terminated immediately.

### **3.13 Grievance procedures**

- In the first instance the employee should request a meeting with his/her section manager and try to resolve the matter. The employee if wishes be accompanied by a person of similar status to help the present case.
- If the matter is not resolved at first stage the employee should register the complaint in writing within one week of the meeting outlined in the first stage with the Project Manager then Program Manager. The Project Manager & Program Manager will try to resolve the matter by discussing with the employee and the concerned section manager.

- In the case matter can still not be resolved. Written request will then be made to the President within two weeks of the written grievance being registered with the Project Manager. The decision of President taken in consultation with Program Manager shall be final.
- A serious matter may directly be referred to the President/Program Manager, if deemed necessary by the employee.
- Copies of all relevant material developed under stage, 1, 2 & 3 would go to the personal files of the employee.

### **3.14 Harassment**

The organization shall address the harassment problems in and/or outside team in work. The harassment issues may include following and not limited to these:

- Maltreatment
- Gender bias (moral, sexual to male/female)
- Assault (immoral, physical, sexual)
- Hindrances in completing tasks (either any of sex)
- Blackmailing (any type)
- Pressurizing to get work out of Job Descriptions

Problems occurring within team would be resolved as per grievance procedures of this policy. However depending on the nature and exigency of the problems the sufferer (if wishes) may send the problem to President or Executive Committee directly.

Problems occurring outside with field based team section manager will send to Project Manager to Program Manager who will send to President for taking certain actions.

The Executive Committee RESOLVED and unanimously approved the HR Policy of HWA with additions and revisions under Agenda item no 1 in the Executive Committee Meeting held on 15<sup>th</sup> July, 2021.

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Member Exective Committee

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Member Exective Committee

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Vice President

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Treasurer

\_\_\_\_\_  
President

\_\_\_\_\_  
General Secretary

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Abid Hussain Darji  
Member Executive Committee

Eida Hussain  
Member Executive Committee

Mashog M  
Member Executive Committee

Yaseen Ali  
Member Executive Committee

Zalid  
Member Executive Committee

Samina S  
Member Executive Committee

Khadija Khadij  
Member Executive Committee

Md. Hossain  
Member Executive Committee

Sikander Ali  
Member Executive Committee

Saiqa Begum  
Member Executive Committee

Shakeel Ali  
Vice President

Naila  
Treasurer

Akram Ali  
President

Asghar Ishaq  
General Secretary