



GULAB DEVI EDUCATIONAL FOUNDATION LAHORE

(Registered under Societies Registration Act XXI of 1860)

Human Resource Policy

AUTHORITY

This Policies and Procedures Manual developed for the Gulab Devi Educational Foundation (GDEF) and/or any of its project /programs provides guide lines for effective management of Human Resources. It applies to all staff members on the permanent payroll and contract staff of GDEF.

MISSION STATEMENT OF HR DEPARTMENT

The mission of the Human Resource Department is to support the goals and challenges of GDEF by providing quality service in all personnel operations with integrity, responsiveness and sensitivity to the employees and to promote a work environment that is characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. Engage the best possible human resource, and raise a dedicated and loyal team, to meet the requirements, mission and objectives of GDEF.

HR POLICY STATEMENT

This manual should be used as a reference and as a general guide. It is expected that management and administration including heads of departments will strive to apply these policies equally, and that appropriate consideration will be given to previous actions that may have been taken prior to implementation of this manual. However, this manual is not intended to be an inflexible rule book; rather it should be a resource for interpreting the variety of individual situations that can occur in the Foundation.

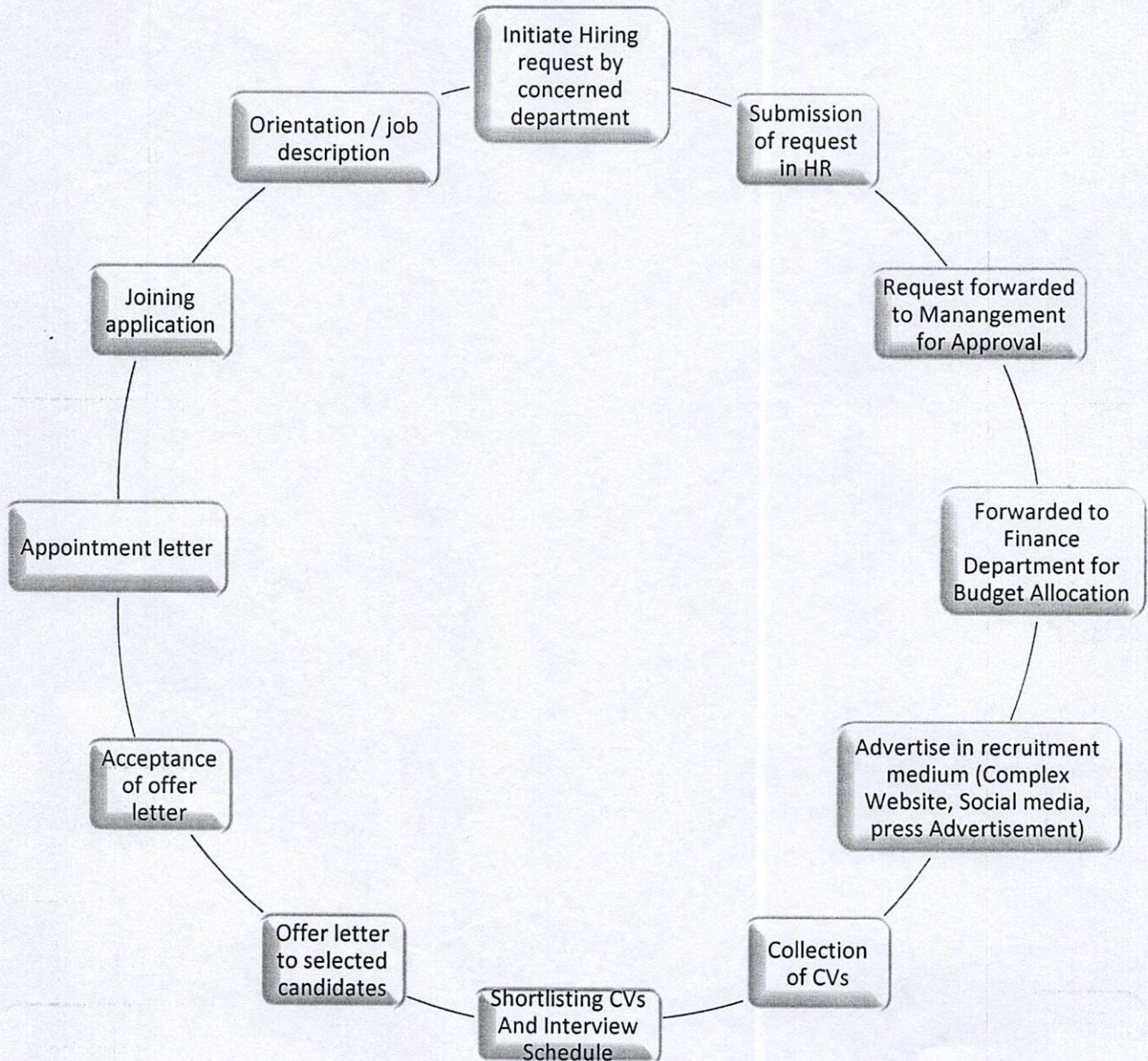
1 of 20



In each case when the policies in this manual are applied to different situations including employee performance and counseling, action will be determined by GDEF on the basis of the particular facts or circumstances. Human resource issues which are not directly addressed in this manual should be referred to the Human Resources Department.

RECRUITMENT, SELECTION AND INDUCTION

Flow Chart



GDEF recognizes its staff as being fundamental to its success. A strategic and professional approach to the recruitment processes will help enable GDEF to attract and recruit staff with the necessary skills, qualification and attributes to fulfill its strategic aims, and support GDEF values.

GDEF is committed to ensure that the recruitment and selection of staff is conducted in a manner that is systematic, efficient, effective and promotes equality of opportunity. The hallmark of this policy will be to strictly follow the merit in order to attract and recruit high caliber staff. The salient features of GDEF recruitment policy includes merit and equal opportunities.

RECRUITMENT

Responsibility

It will be the responsibility of the Human Resource department to assist the management in all respect regarding recruitment process for the employees of GDEF.

Head of Department

Every institute head (Principal/Dean/Director) within GDEF shall prepare their annual recruitment plan identifying staffing needs of their respective departments and submit the same to the HR department.

Interview/Selection Committee's Role

The Interview/Selection Committee shall be responsible for identifying, screening, checking references and streamlining interview process for the candidates in assistance with HR department. The Interview/Selection Committee shall forward its recommendations to the competent authority for appointment.

Recruitment Procedures

The following procedures shall be followed in the recruitment process:



a. Need Assessment

Every Head of institute (Principal/Dean/Director) shall make regular assessment of their area of work and relevant workforce. They will inform HR department about their departmental human resource requirements in a formal manner by sending their staffing requisition. HR department will meet these departmental requirements according to the specific policies and procedures described in this HR manual.

b. Recruitment Process

The recruitment and selection process shall commence after a full evaluation of the need for the role against the department's strategic plans and budget has been completed by the HR department.

Each head of institute (Principal/Dean/Director) shall intimate the HR department in writing about the staff requirements. The HR department will evaluate the requisition of the department and start the process for the recruitment of the required staff. The recruitment process may be initiated by the HR department if departure, termination of contract, transfer and creation of new posts occur.

Recruitment Method

a. Preparing the job description and personnel's specification

HR department shall be responsible for preparing job descriptions and personnel's specifications for all vacancies in consultation with the management and respective heads of institute (Principal/Dean/Director).

b. Approval

HR department shall send the staffing request, job descriptions and



personnel's specifications to the Finance department for confirmation of budget (funds) availability. After the confirmation, HR department will forward it to the Project Director. HR department shall initiate the recruitment process after the approval by the Project Director.

c. Preparing the advertisement

The contents of advertisement shall be consistent with the position description and personnel specifications. HR department may write or edit advertisements and other support documentation in consultation with department heads/management and will ensure that relevant legislative and GDEF policy is adhered to.

Advertisements must be guided by GDEF equal opportunity employer policy. No one should be excluded from consideration for a position for which he/she is skilled and qualified as a result of inappropriate processes, rules and attitudes. GDEF is firmly committed to the principle of non-discrimination.

The possibility of a vacancy being filled on a part-time or job share basis should be made clear in advertisements where such flexibility is available.

The Job shall be advertised in both English and Urdu language newspapers and placed on GDEF website and social media.

A salary range or an indication of the salary level for a position should generally be included in advertisements but may be omitted where genuine flexibility in salary levels is possible.

Where the position advertised is for a limited period, the fixed-term for which it is available must be specified. Similarly, if a position is not full-time, an indication of the period involved should be included in the advertisement.



The Job advertisement should include the job title, level of the position, qualifications and experience, closing date for receipt of applications, remuneration details and contact information.

Once the advertisement is finalized, the HR department shall send electronic copies of the advertisement to Mass Communication Department for publication in the newspapers and the GDEF web site.

Recruitment schedule

Before the recruitment commences, the HR department shall prepare a recruitment schedule in consultation with the Interview/Selection Committee.

Closing Dates

The closing date of the advertisement must allow sufficient time for applicants to collect relevant information and submit an application. Longer periods will be required where advertisements need to be placed in specialist journals that have long lead times for publication or are published infrequently. The advertisement should also indicate that only short-listed candidates will be contacted.

Receipt of Applications

Applications in response to the advertisement shall be received by the HR department where they shall be held in a secure area until the closing date. Only short-listed candidates shall be acknowledged promptly. This will ensure efficient co-ordination of the recruitment process and appropriate notification to the short-listed candidates at the conclusion of the short-listing process.



SELECTION PROCESS

The Interview/ Selection Committee headed by the Assistant Project Director and comprising of the member HR Department, member Finance Department and the head of the relevant institute in which the vacancy exist shall be responsible for Interview/ Selection and to forward its final recommendations to the competent authority for appointment.

Interview and Selection

The HR department shall be responsible to formally invite all short-listed candidates for interviews and setting the interview dates under intimation to the Interview/ Selection Committee. The Interview/ Selection Committee shall ensure that the interviews are conducted fairly, appropriately and according to schedule.

The Interview/ Selection Committee shall inform the HR department and the competent authority about the successful candidates. The HR Department shall notify the successful candidate after the approval by the competent authority issuing offer letter. The acceptance of offer letter by the candidate will be followed by an appointment letter by the competent authority. Appointments of staff may be made on contract or permanent basis depending upon the position for which appointment is made. Employment will start with effect from the date mentioned in appointment letter after joining the duties by new appointee.

COMPENSATION MANAGEMENT

GDEF maintains a sound compensation management program for its employees according to the value of their job and to reward individual employee performance in an equitable manner that fosters motivation and high level of performances.



SALARY MANAGEMENT

In support of GDEF commitment to the principles of equal pay for work of equal value, all salary offers shall be made within the standard incremental points of the grade. The administration of salaries aims compensation at an equitable manner, without any regard to employee race, color, age, sex, religion, marital status or handicap.

Responsibility

1. The department heads shall be responsible for attesting the employee's performance of duties and leaves.
2. The HR department shall be responsible for calculation of the time worked and forwarding payroll to the accounts department.
3. The Accounts department shall be responsible for payment of salaries to the employees.

Salary Increment

Annual salary increment for the staff shall be subject to the performance appraisal process. The performance of the employees shall be appraised by the head of the department. If the performance is satisfactory and up to the standard criteria and job description then upon the recommendation of the Principal/Dean/Director of the institute and final approval of the Project Director GDEF, the increment shall be allowed and in case of contract employee the contract shall be renewed. All employees shall be paid on a monthly basis on the last working day of each month through bank transfer. The Accounts department shall pay salaries to employees after deduction of any advance, contribution by the employee to any funds, income tax (where



applicable), and any other deductions as recommended by the HR Department.

STAFF ATTENDANCE

The Principal/Dean/Director of the institute shall be responsible for observing daily attendance and timing of employees under his/her jurisdiction. HR department shall be responsible for keeping the time records, implementation of timekeeping and attendance policy and to monitor violations.

i. Manual attendance

Every employee must mark attendance in the particular attendance register placed at the department or place of work. The HR department shall be responsible for safe custody of attendance register.

ii. Electronic attendance

Every employee shall go through the electronic equipment installed at designated points. The database of the attendance shall be stored in the IT department which will be forwarded to HR department and Accounts department at the end of every month.

Attendance Policies

Every employee shall be required to record his/her attendance on a daily basis irrespective of the designation and department. Daily attendance shall be governed by the following policies:

4. A tolerance level of + 15 minutes shall be exercised with respect to the scheduled timings [Starting Time+15 min].
5. If an employee is late, he/she shall present a written explanation to HR



department approved by his/her supervisor on the same day before 1 pm or very next day in case of supervisor is on leave.

6. If an employee is late by more than 15 minutes for 3 days at random in a week, he/she shall give a written explanation to his/her Principal/Dean/Director. If the explanation is not found to be satisfactory, one day's salary shall be deducted from his/her pay at the end of the month.
7. Any absence from duty must have prior approval from the institute head. It will be the responsibility of the employee to obtain the prior approval.
8. Any unauthorized absence from duty shall be recorded and investigated by the Principal/Dean/Director of the institute. Where no satisfactory reason is established, the matter shall be forwarded to HR department.
9. Employees are required to plan their work and time allocation to finish their work within office timings.

OVERTIME

The management of the organization may ask any employee to work for extra hours if and when required. This overtime will be paid and the payment will be calculated pro rata to the monthly salary of the concerned employee.

BONUS

Award of bonus shall be at the discretion of the Management.

MANPOWER BUDGETING/PERSONNEL NEED ASSESSMENT

Manpower plans and budgets must be finalized and approved before the start of next financial year in order to accomplish GDEF goals and objectives in a timely and efficient manner. Responsibilities are placed as under:

1. A manpower plan and budget for any given year must be approved by the Governing Body of Gulab Devi Educational Foundation.



2. Manpower requirements are provided by the departmental heads for preparation of the manpower budget keeping in view the objectives and future needs.
3. Annual manpower plans and budgets are required to be submitted to the HR department by each departmental head.
4. As part of the manpower planning process, departmental heads will be required to send a list of surplus employees, if any.
5. In case of any clarification, queries can be made to HR Department.
6. To prepare a manpower plan and budget, the following procedure shall be followed:
 - I. Every head of the department shall prepare a budget and specify the number of vacancies, surplus employees etc. for the financial year within the specified deadline. This budget will be forwarded to the HR department. The department head will consider scope and burden of work on the existing employees while preparing the budget.
 - II. The departmental heads shall forward the budget to the HR department even if there is no need for additional staff. The HR Department shall receive all the departmental budgets and forward a summary to the finance department. The finance department shall assess the budgetary requirements in consultation with the Project Director and respective departmental heads.
 - III. The Project Director, with the assistance of finance and planning committee, shall forward a final list of the manpower requirements, to the Governing Body.
 - IV. The Governing Body shall approve the proposed or modified summary of manpower plan.

CODE OF CONDUCT (Personnel Policy)

GDEF maintains certain policies to guide its employees with respect to



standards of conduct expected in areas where improper activities could damage GDEF reputation and otherwise result in serious adverse consequences. The purpose of this policy is to affirm required standards of conduct and practices in a comprehensive statement.

GDEF has developed a Code of Conduct (the "Code") to provide guidance to employees in identifying situations that create or have the potential to create legal and ethical problems, or the appearances of such, and to provide direction in handling actual and potential conflicts of interest between personal and professional relationships.

GDEF shall operate in full compliance with all applicable laws. The conduct of employees shall conform to the requirements of all applicable laws and policies, rules and regulations. It is important to avoid even the appearance of any illegal or unethical behavior. Employees shall behave in a manner that promotes the trust of other employees, and public.

a. Protection and Proper use of GDEF Assets

An employee shall be expected to protect GDEF assets and ensure their efficient use, and is prohibited from engaging in theft, carelessness, or waste.

b. Workplace Harassment

As the GDEF is an equal opportunity employer and is committed to educating a diverse work environment where individual differences are appreciated and respected. It is GDEF policy, through responsible management, to recruit, hire, train, and promote persons regardless of their cast, religion, color, sex and creed, an employee shall maintain an environment that is free from harassment and in which all employees are equally respected. Workplace harassment shall include all such harassment activity, but not be limited to sexual harassment.



c. **Weapons, Workplace Violence, Drugs, Alcohol and Gambling**

GDEF staff whether on duty or not, may not possess or use weapons of any kind, ammunition, gunpowder, fireworks, explosives, and other dangerous articles and substances in GDEF premises.

d. **Loans and other Credit Facilities from Financial Institutions**

Any loan and/or credit facility obtained on false representations including, but not limited to, preparing of forged financial statements shall be deemed to be a violation of the Code.

e. **Responding to Inquiries from the Press and Others**

Only authorized spokespersons shall speak with the press as GDEF representatives. Requests for information about GDEF from the media, the press, the financial community, or the public shall be referred to the Mass Communication Department.

f. **Confidentiality**

The confidential Information shall include all non-public information, correspondence, documents, papers, records, drawings and data.

The employees shall maintain the confidentiality of information entrusted to them or which comes to an employee's knowledge because of the position that the employee holds. An employee shall disclose confidential information if the employee is duly authorized by GDEF or is legally mandated to do so.

Prior to making a disclosure of any confidential information which is legally mandated, an employee shall be required to consult with the Admin Officer or the Project Director.



An employee shall not make or keep for personal use, copies of any confidential information. All confidential information shall be surrendered to GDEF when a person ceases to be an employee.

This responsibility continues in the case of ex-employees and GDEF shall pursue all available legal remedies to prevent current and former employees from benefiting or misusing such confidential information.

g. Sanction

Any breach of GDEF code or requirement of this policy and procedure shall expose the employee to disciplinary action, including termination of employment.

h. Integrity: Integrity on the job means;

1. Treating staff fairly and comply with all laws, regulations, rules, and policies that govern the conduct of GDEF business, wherever that business is transacted.
2. To ensure that all transactions are handled honestly and recorded accurately.
3. To avoid conflicts of interest, both real and perceived.
4. Not to use GDEF assets, information, or relationships for personal gain.
5. Refrain from any acts of retribution or retaliation against an employee who has properly reported a business conduct issue or question.
6. To respect the rights of all employees to fair treatment and equal opportunity, free from harassment.
7. To conduct all business dealings with honesty and fairness.

i. Prohibition in political/religious involvement

Any involvement in political or religious activities is prohibited and shall be deemed as violation of this policy which shall expose the employees to disciplinary action.



TRAINING AND DEVELOPMENT

GDEF encourages and supports efforts by employees to develop their capabilities and advance their careers in the overall context of meeting the goals and objectives of GDEF.

Activities designed to support such staff development are contained in the various collective agreements or in training and development policy and include employee orientation programs, internal promotional opportunities, performance reviews and departmental training and development.

Staff will receive training and development to help them perform their duties effectively. Where new or additional duties require the development of further skills, staff should expect to be given training in those skills.

The benefits of training include higher standards of work performance, sharing of ideas and dissemination of good practice and encouragement of team spirit.

Following procedure is adopted for the training and development of the staff;

a. **Planning the Training**

The HR Department shall initiate the training planning process of the staff by starting refresher courses if and when required. However, the head of department shall be responsible for the training of new induction in his department.

b. **Delivery of Training**

The training will be provided using two main methods.



i. In-house Training

In house training shall be provided for those areas for which sufficient knowledge base exists within GDEF. The training will be organized & facilitated by the Faculty Development Program (FDP).

ii. External Training

External training may be imparted to the employees through various training institutions. Departmental heads will send the training request to HR Department who will obtain its approval from the Project Director. Upon approval, all arrangements for the training will be carried out by the Administration department.

After completion of the course, the trainee will submit a copy of the training certificate, if any, to the HR Department for reference and record.

c. Development Counseling

Every department head is encouraged to assist employees with their development. This can be accomplished through the annual appraisal process and as part of the ongoing communication between head of the department and the employees.

The HR department will assist in this process whenever requested by the employee or the head of the department.

SEPARATION FROM EMPLOYMENT

This section provides the guidelines regarding counseling, performing separation activities, the recording of separation data and the calculation of



final payment.

SEPARATION PROCEDURES

1. The employee shall submit his/her resignation letter in writing to the Principal/Dean/Director at least 30 days in advance from the date the employee seeks to be relieved from his professional and contractual obligation, as an employee of GDEF. The employment of employees on probation can be terminated on 3 days' notice by either party.
2. The Principal/Dean/Director shall forward the resignation to HR department for further procedure.
3. The HR Department will forward the same with its detailed report, keeping in view the professional and contractual obligation of the applicant, to the competent authority for final decision.
4. When an employee is separated from GDEF, it shall be the responsibility of the HR & Admin Department to document the termination, stop payroll and stop benefit premium payments.
5. Full and final settlement shall be affected only when the employee fulfils the exit formalities, laid down by GDEF. The exit formalities shall be initiated by the HR & Admin Department within three (3) working days, after the resignation has been accepted and approved by the competent authority.
6. It will be the responsibility of HR to complete all exit clearance before completion of notice period.
7. The immediate head will take over all office file, official corresponding with any party, status of assigned work etc.
8. The employee shall return all the Company's property to issuing authority, such as Identification card, Keys (if any), Library books, Vehicles and any other Company assets.



9. Employee shall take clearance from HR & Admin Department regarding all facilities, such as hostel dues, vehicles, mobile phones etc., provided to him/her.
10. All amounts due from the employees, such as loans and advances etc, shall be adjusted against the full and final settlement of the employee.
11. Final settlement payment is to be made within 15 days from the last working day of the employee.

Resignation Procedure

1. If an employee intends to resign during the year, he/she will have to give at least thirty (30) days notice.
2. If service contract is about to expire and it is not intended for renewal, then the employee is required to submit a notice thirty (30) days prior to the expiry date of the contract.
3. The resignation letter or notice given by employee shall specify his/her effective date of resignation.
4. The employees written resignation letter will be furnished to the head of department which will be forwarded to the HR Department.
5. When the resignation is accepted and approved, the HR DEPARTMENT will intimate the approval to employee in writing.

Dismissal/Termination

Notwithstanding anything contained in the regulations, GDEF may terminate or dismiss an employee, with or without issuing any notice or payment of salary in lieu thereof, if:

1. The employee is found guilty of breach of contract.
2. There are reasonable grounds or conditions for termination as stated



below in this policy.

TIMEKEEPING OFFENCES WORK OUTPUT OFFENCES

NATURE OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
Absence from place of work without permission	Verbal	Written	Final	Dismissal
Unauthorized absence from work for more than 3 day without contacting the office	Written	Final	Dismissal	
NATURE OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
Refusal to obey a lawful & reasonable work instruction	Final	Dismissal		
Using company property for a purpose other than intended	Written	Final	Dismissal	
Poor quality of work	Verbal	Written	Final	Dismissal

SOCIAL OFFENCES DURING WORKING HOURS

NATURE OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
Under the influence of alcohol or drugs	Dismissal			
Threat of assault, assault, fighting	Dismissal			
Unauthorized possession of weapons	Dismissal			
Sexual harassment	Written	Final	Dismissal	

ATTITUDINAL OFFENCES

NATURE OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
Insubordination; disrespect	Final	Dismissal		
Gross negligence	Final	Dismissal		



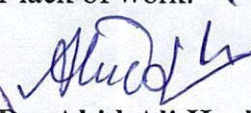
OTHER OFFENCES

NATURE OF OFFENCE	FIRST	SECOND	THIRD	FOURTH
Theft	Dismissal			
Unauthorized possession of company, client or employee property	Dismissal			
Divulgence of confidential information	Dismissal			
Fraud	Dismissal			
Supplying incorrect or falsified information	Dismissal			
Attempting or causing to bring the company into Disrepute	Dismissal			
Failure to follow company policies, procedures and Rules	Final	Dismissal		
Failing to act in the best interests of the company	Written	Final	Dismissal	
Competing with the employer	Written	Final	Dismissal	

a. Notice

- GDEF has discretion that it may or may not issue any notice prior to termination.
- GDEF may issue thirty (30) days notice prior to the effective date of termination, where the termination is taking place due to economic and financial position, reorganization or lack of work.




Dr. Abid Ali Hashmi
 Secretary General
 Gulab Devi Educational Foundation,
 Lahore.