



Aiming Change for Tomorrow

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Chapter – 1 Introduction and Purpose of the Manual

The propose of the manual is to guide decision making in human resource management of Aiming Change for Tomorrow-International (ACT-I), which is newly formed organization working to empower the communities to recover, progress and advance by building peoples' engagement, capacity and partnership focusing women and children for a better tomorrow.

It is the ACT-I's objective to promote equitable and consistent human resource policies that specifically prohibit discrimination on the basis of race, sex, color, national origin, religion, sexual orientation, age, political affiliation, or disability.

This manual defines all the policies and procedures essential to order the substances linked to human resources working for the Aiming Change for Tomorrow-International (ACT-I). This manual is envisioned to deliver an outline under which employees and Aiming Change for Tomorrow-International management must attempt to follow the policies, procedures and strategies in best possible way keeping in view the respectable practices, fair action and transparency.

ACT-International's management has a right to review the policies, procedures and benefits it has provided herein on a regular basis and may enhance, modify or cancel any policy or procedures in this manual at any time for the smooth functioning of the Aiming Change for Tomorrow-International. In case of any dispute concerning the interpretation of any articles of this manual, the decision of the management will be final.

This manual is the property of the Aiming Change for Tomorrow-International. Use and distribution of this in whole or in part by employees for any purpose other than the Aiming Change for Tomorrow-International's is strictly prohibited.

Chapter – 2 HR Standards

The HR standards reflect key areas of management- the foundation of HR, when employee join the organization, their management, and development during their employment and when employees leave the organization. The checklist (Good Practices Standards) has been developed which sets out these standards and is used as a tool to audit current practice and to identify areas which need management attention and resources. Guidance materials are available to support any work required to attain these standards.

2.1 The Basis

HR PRACTICES STANDARDS				
1.1 Legal compliance	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Aware of and compliant with local labour laws and regulations 				
<ul style="list-style-type: none"> Local legal representative appointed for information, advice and case work 				
1.2 Organisational Structure	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Organisational structure identifying roles and their relationship to each other up to date and available 				
1.3 Employment Contract	Met	Part Met	Not Met	Comments
All staff have a written contract of employment, which details				
<ul style="list-style-type: none"> Job title 				
<ul style="list-style-type: none"> Workplace location 				
<ul style="list-style-type: none"> Hours of work 				
<ul style="list-style-type: none"> Grade/Salary 				
<ul style="list-style-type: none"> Sick pay entitlement 				
<ul style="list-style-type: none"> Annual leave entitlement 				
<ul style="list-style-type: none"> Notice period required and given 				
1.4 Employment Benefits Package	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Terms, conditions and benefits comply with local labour laws regulations 				
<ul style="list-style-type: none"> Maternity/paternity/adoption leave arrangements 				
<ul style="list-style-type: none"> Eligibility for terminal grants 				
<ul style="list-style-type: none"> Salary and grading scales 				
<ul style="list-style-type: none"> Cost of living salary reviews conducted at least annually 				
1.5 HR Planning	Met	Part Met	Not Met	Comments
Is the following information available:				
<ul style="list-style-type: none"> Current staff portfolio (post type, gender, funding source, length of service) 				
<ul style="list-style-type: none"> Staffing trends (Turnover, absenteeism etc) 				
<ul style="list-style-type: none"> Reasons why people leave ACT-I and plans for any action needed to improve retention. 				
<ul style="list-style-type: none"> Future staffing needs to deliver strategy with 				

associated plan for meeting those needs				
1.6 Employee Documentation	Met	Part Met	Not Met	Comments
All staff have received as a minimum				
<ul style="list-style-type: none"> All staff on contracts of more than three months shall have written contracts of employment and job descriptions in line with agreed terms and conditions, within two weeks of starting work. 				
<ul style="list-style-type: none"> Job specification/role brief 				
<ul style="list-style-type: none"> Letter of appointment 				
<ul style="list-style-type: none"> Employment contract 				
1.7 Employee Data	Met	Part Met	Not Met	Comments
All staff have a personnel file containing as a minimum				
<ul style="list-style-type: none"> Application form/CV; 				
<ul style="list-style-type: none"> Appointment letter and contract of employment; 				
<ul style="list-style-type: none"> Records of sickness/holiday leave 				
<ul style="list-style-type: none"> Record of staff advances/loans 				
<ul style="list-style-type: none"> Next of kin/emergency contact details; 				
<ul style="list-style-type: none"> Reference(s)/reference records; 				
<ul style="list-style-type: none"> Any statutory personal details that an employer is legally obliged to hold (ie social security number, tax info etc) 				
1.8 Employee Data Storage	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> All employee data (paper and/or electronic) is kept securely with clearly defined access levels 				
1.9 Employee List	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> List of all current staff is available upon request 				

2.2 Joining the Organisation

2.1 Recruitment and Selection	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Systematic local processes for recruitment and selection in place. This would include: 				
<ul style="list-style-type: none"> No staff member shall be employed in roles involving contact with children without appropriate child protection checks having been completed in line with agreed local procedures 				
<ul style="list-style-type: none"> Appropriate child protection measures 				
<ul style="list-style-type: none"> Transparent and systematic process 				
<ul style="list-style-type: none"> Fair treatment of candidates 				
<ul style="list-style-type: none"> Recruiting managers aware of and adhere to policy & procedures 				
2.2 Induction	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> All staff will be briefed on the Aiming Change for Tomorrow-International staff code of conduct, child protection policy and relevant procedures, fraud policy” and relevant; local safety procedures (driving, office, etc) within one week of commencing work. Any infringements of these shall be reported in line with agreed procedures within two working days. 				
<ul style="list-style-type: none"> Local induction processes are developed and adhere to the principles set out in the Induction 				

Guidelines				
<ul style="list-style-type: none"> All staff are provided with an appropriate induction on commencement with ACT-I and when changing jobs within the organisation 				
<ul style="list-style-type: none"> As part of the above all staff are provided with a copy of the programmes structure and are briefed on the relevant employment policies 				

2.3 – Managing People

3.1 Staff Security	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> All staff, consultants, and visitors in insecure areas shall receive a security briefing in line with agreed local procedures within 24 hours of arrival in the area. Any security incidents shall be reported in line with agreed procedures within two working days 				
<ul style="list-style-type: none"> Local security processes are developed and adhere to the Security Policy and Management Guidelines 				
<ul style="list-style-type: none"> Security Risk Assessment process in place and regularly reviewed 				
<ul style="list-style-type: none"> Local security plan is in place for staff and premises and reviewed at least annually 				
<ul style="list-style-type: none"> All staff are aware of the security plan, updated as necessary and are aware of the consequences of breaching security protocols in place 				
<ul style="list-style-type: none"> Key staff must receive formal security training to recognized international standards 				
3.2 Health and Safety	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Health & Safety procedures developed and adhered 				
<ul style="list-style-type: none"> Workplace risk assessment processes in place 				
<ul style="list-style-type: none"> Fire preparedness and emergency evacuation procedures in place 				
<ul style="list-style-type: none"> All staff are briefed and trained as necessary on the H&S procedures and Management/specialist/individual responsibilities made clear 				
3.3 Staff Consultation	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Mechanisms in place for communicating and consulting with staff 				
<ul style="list-style-type: none"> Any local labour requirements re staff information/consultation complied with 				
3.4 Disciplinary & Grievance	Met	Part Met	Not Met	Comments
<ul style="list-style-type: none"> Policies and procedures for dealing with staff discipline & grievance matters in place 				

Chapter – 3 Diversity

Diversity means difference, variety, a multiplicity. To 'promote diversity' is to take a unified approach to addressing inequality caused by discrimination on the grounds of gender, disability, ethnicity, class, caste, language, religion and other facets of identity such as age or sexuality. Approaches to diversity are not about treating everybody the same, but about:

- Recognizing and valuing difference
- Recognizing and countering inequality and discrimination

Aiming Change for Tomorrow-International as an employer is committed to building and valuing a diverse workforce. This commitment to valuing diversity within the organisation must be actively pursued, if we are to be successful in our efforts to tackle discrimination externally. Similarly, Aiming Change for Tomorrow-International employees must understand and embrace the principles of diversity and actively challenge discrimination. Aiming Change for Tomorrow-International aims to promote:

- Awareness and understanding of how discrimination operates:
- Measures to analyse and tackle discrimination;
- Action to value diversity;
- The empowerment of children and young people and women from discriminated against groups to claim their rights; and
- Learning from experience of what works.

Chapter – 4 Recruitment and Selection

4.1 Recruitment and Selection Policy

As an employer ACT-I is committed to ensuring that our employment policies are effective, fair, reflect best practice and meet the requirements of employment legislation in Pakistan. This Policy sets out the principles of good practice in Recruitment and Selection, and in promoting equality of opportunity for all candidates. It is the responsibility of all managers to ensure that these principles are appropriately applied.

The Recruitment and Selection policy and procedures aim to achieve the following objectives:

- To provide a systematic framework and procedures for recruitment and selection leading to the best possible selection decisions so that the objectives of the organization can be achieved;
- To ensure that the best possible candidates for each vacancy are available to the organization to choose from;
- ACT-I to be able to benefit from the diversity that different people can bring to the post and the organization;
- In keeping with ACT-I's values and equality of opportunity, all candidates to be treated fairly and experience an open and transparent process;

4.2 Role & Responsibilities of the Recruiting Manager

For every post there must be a designated Recruiting Manager who will usually be the direct line manager for the post, or a person delegated to undertake this responsibility on their behalf. The Recruiting Manager has the prime responsibility for ensuring that the recruitment and selection guidelines are adhered to in relation to the individual recruitment assignment.

The HR department will be responsible for putting tools and frameworks in place for Recruitment and Selection process and HR department will provide Support in terms of queries and building capacity of the Recruiting Managers.

4.3 Identify Vacancy or New Post

When a post is becoming vacant or a new post is needed:

- A check needs to be conducted to decide on whether or not this role needs to be recruited to.
- All options for filling the vacant role to be looked at. There may be other options other than recruiting to the post e.g. restructuring roles
- Timescales for any recruitment needs should be linked to succession planning processes. Good succession and HR planning will ensure that recruitment of employees

is a planned, timely and effective process. HR Manager will play a role in succession plans and advising on structures.

- All positions are required to be advertised internally as well so that staff can apply for any upcoming post. Management will give consideration to internal staff provided if the selection criteria are met.
- Once it has been agreed that a recruitment process will take place, approval is then needed from the CEO to recruit to the new or vacant positions.

4.4 Recruitment Planning

The Recruiting Manager requires formal approval from the CEO to ensure that there are the financial resources, infrastructure, equipment and workspace to match the required needs of the position before any action is taken to recruit. Therefore, before any recruitment takes place, a Recruitment Planner (**Annex – 1**) form needs to be completed and authorized by the CEO.

Timeframes need to be planned and decided upon for all parts of the process including advertisement, closing dates and interviews dates. This should be recorded on the Recruitment Planner along with names of the short listing and interviewing panel.

The Recruitment Planning stage is critical in the overall recruitment and selection process as by agreeing a strategy and timescales beforehand, it will allow for a more timely and effective process and supports our competitive edge.

A recruitment checklist can be used in all recruitment assignments by the Recruiting Manager to ensure that all steps of the recruitment and selection process are being adhered to.

4.5 Job Evaluation: Salary and Grading

Before the recruitment process can begin and the post advertised, the Grading for the post needs to be decided upon in accordance with the existing salary Structure (Annex – 2). The HR Manager will be giving the advice on the salary level. It is important to remember that all positions are required to be filled on step 1 of any grade. However, in exceptional circumstances the management can offer up to Step III salary. Circumstances in which such relaxation is allowed include emergency situations, staff is required to be hired on short term contracts, there is a tough competition in the job market or the required talent in the country is rare or unique or the post needs to be filled urgently.

4.6 Salary Structure

The salary scale has 5 Grades with 6 steps on each grade. Salary scales are reviewed on a yearly basis. Current salary scales are effective from the start of the current financial year.

It is an absolute requirement for the management to make sure that after every two years, a salary survey is conducted to check the ACT-I's competitiveness with other national

organizations. This survey will be outsourced and not done by the HR department if budgets and time allows.

4.7 Job Profile

A clear and accurate description of the job content and the knowledge, skills, abilities and experience required to fulfill the post are essential prerequisites for all aspects of an effective recruitment and selection process – job profile.

The Job Profile (Annex -3) is split into sections describing the role and accountabilities and the competencies required for this role – the person specification. The selection of candidates will be made against the competencies described in the person specification.

4.8 Recruitment Advertisement Sources

The HR department will draft the advertisement and get it approved by the Recruiting Manager. In exceptional cases where posts are required to be filled urgently or it is hard to attract potential candidates, head hunting can be done to fill up the posts. Recruitment advertisement sources will depend on the nature of the job the operational demands and the local circumstances but might include advertisements (in local, national, regional media and/or professional publications, use of networks, announcements, ACT-I's website, email and printed notices).

To benefit from the diversity that different people can bring to the organisation, it is good practice to consider diverse and creative recruitment sources to ensure we reach candidates from a variety of backgrounds and to target sources where are under-represented within the programme i.e. gender, disability, ethnicity. It will also ensure that we are attracting high caliber candidates.

4.9 Recruitment Advertisements

Whatever recruitment sources are used, information contained in advertisements and notifications of the vacancy must be consistent with the agreed Job Profile, child protection statement and branding of Aiming Change for Tomorrow-International. Recruiting Managers should think about the key selling points of the post and what it is about the job, programme and the organization that would attract suitable candidates.

Should local or national media be used, the HR department is responsible for sending the adverts to local advertising agency or direct to local/national media. Supplier relationships should be developed in order to be cost effective. An advertising agency selected once by following standard procurement procedures, will remain the official advertising agency for the whole financial year to save time.

4.10 Applications/CVs

Candidates should apply for positions by:

- Sending a CV and a covering letter.
- The covering letter should be a supporting statement, describing how the candidate meets the requirements of the person specification (as stated in the Job Profile) and should generally be no longer than 2 A4 pages.
- Closing dates should be set for each recruitment advertisement. The normal time is around 10-15 days however each recruiting manager should decide the most appropriate timescale for the post.

HR department can also receive applications through email or introduce electronic application processing by having a link on the web site.

4.11 Short Listing of Candidates

Once the closing date for application is passed:

- Initial short listing will be done by the HR department.
- All initially short listed CVs and covering letters should be made available to the members of the final short listing panel and at least one member of short listing panel would be from HR.
- A short listing Assessment Form should be created (Annex – 4). The form must be used in the short listing process and returned as a record of the decisions made by the panel.
- The Recruiting Manager should always be involved in the final short listing process.
- In cases where positions are of technical nature, an external technical expert can be arranged by HR on honorarium (am up to Rs. 5000/=) to support in short listing and interview process.

4.11.1 Essential Criteria:

To be short listed finally, a candidate should meet all essential criteria. Care is needed to check that the candidate has given sufficient evidence on their CV and covering letter to warrant being short listed. Panel members should look for relevant examples in their CV and covering letter.

4.11.2 Desirable Criteria:

Where there are large numbers of candidates who meet the essential criteria, desirable criteria may be used to further screen candidates as an alternative to an unmanageable number of first interviews. The short listing panel should make this decision together.

4.12 Inviting Candidates to Interviews

Once a shortlist has been confirmed:

- The date, times and location of interviews/tests need to be arranged and confirmed for the candidates.

The location of interviews might depend on the accessibility of the candidates. Once the date and location is decided, the candidates must be sent the interview letters inviting them for the interviews and tests, or through telephone or email whichever is more appropriate.

All candidates should receive Child Protection Statement along with the invitation letter or email. ACT-I will not pay any TA/DA to the candidates appearing in test and interviews.

4.13 The Interview Process

The interview is a two-way process to:

- Assess the candidate's suitability for the job based on the selection criteria identified.
- Give candidates further information about the job and conditions of employment so that they are in position to decide whether to accept the appointment if offered i.e. sell the job to the candidate.
- Obtain information about the candidate, and to ensure they have a full understanding of the job.
- Be objective and consistent and therefore avoid any bias.

A selection panel, consisting of a minimum of two interviewers and maximum of four interviewers (depending on the nature of the position) must conduct all interviews, one of whom should be the Recruiting Manager and one from HR department. Before conducting interviews, the candidates may be asked to appear in the test on the computers/or other medium as required. In such cases, an appropriate weightage for the test shall be pre-decided.

Interview questions are to be agreed and planned in advance by the interview panel, which are based on the selection criteria for the post as set down in the job profile. The HR department will prepare general questions and the Recruiting Manager or technical expert will plan the technical questions.

During the interviews, the panel members must take the notes of what has been said by the candidate on the questions sheet and assess the candidate on interview assessment sheet **(Annex – 6)**. Once the interview process is completed, all the scores of test results and interview results shall be noted on the final assessment sheet **(Annex-7)** for each panel member and after discussions, a final assessment sheet will be filled with scores and final decision of the panel will be recorded and signed off by the panel members. The panel can follow interview guidelines **(Annex-8)** for a smooth interview process. In case of disagreement among the panel, another interview can be arranged by the HR department with some new panel members from senior management.

4.14 Selection Exercises

Recruiting Managers need to decide on the best way of making a selection decision and whether supplementary selection exercises such as case studies, preparing and delivering presentations, writing short reports would be helpful in line with the person specification. Any exercise used in the selection process should be:

- Specifically related to the requirements for the job outlined in the person specification.
- Used to assess essential selection criteria only where this method is felt to be the best way to evaluate candidates against the specific criteria.
- Used as a part of the overall selection process and should not be used in isolation.
- Ensuring all candidates are given the same timing to prepare and complete selection exercises, therefore ensuring that no one candidate has an advantage over the next. Candidates should be informed at least 2 days in advance of the use of an assessment exercise.
- Carefully planned so the panel is able to determine that the submission have actually been prepared by the candidate.
- Ensuring that there are suitable facilities that are quiet (preferably in a separate room for any exercises requiring use of a PC), with appropriate equipment/visual aids, and someone to administer the exercises. Candidates should be asked prior to attending the interview if they have any special needs or require special equipment and check if it is feasible and appropriate for Aiming Change for Tomorrow-International to accommodate such needs.

4.15 The Selection Decision

The recruiting manager has formal responsibility for the outcome of the selection process and will be responsible for confirming which candidate has been selected, so that the appointment can be progressed.

Selection decisions should take into account all parts of the selection process. Annex-9 summarises the main points on how to apply a fair and consistent selection process.

4.16 Feedback for Internal Candidates

Internal candidates will be subject to the same process for selection as external candidates. Individual feedback must be offered to all internal candidates. The feedback should be given by the HR department and will address the reasons for the decision and identify areas of development to assist the individual in future applications.

All the proceedings and selection related documents will be handed over to the HR department to close the recruitment file.

4.17 Post Interview

Letters should be sent to all unsuccessful candidates (**Annex-10**), once verbal feedback has been given.

All interview notes, assessments and documents of all the candidates should be kept by the Human Resources Department for one year. Successful candidate details must be transferred to a new Employee File.

4.18 Offer and Post-Offer

The Offer and Statement of Terms and Conditions of employment from the contract between Aiming Change for Tomorrow-International and the employee. It is therefore crucial that care is taken to ensure that documentation at this stage is accurate and in line with Aiming Change for Tomorrow-International's provisions for salary and benefits. Any queries or situations where a non-standard package is envisaged should be referred in the first instance to the HR manager.

4.19 Conditional Offer Letter

Upon the selection decision:

- The HR department should make a conditional verbal offer immediately.
- Once the candidate has accepted a verbal offer, a formal conditional offer letter (**Annex-11**) must be sent immediately to the candidate.
- This offer will be subject to **medical clearance and two satisfactory references**. The successful candidate has to send back the acceptance of the offer to the HR department.
- It must be stressed to the candidate that the offer is conditional and they are not required to resign from their current post should they be in that position.
- Upon receiving the medical report and satisfactory references, the HR department will send a confirmation of the offer.

4.20 Medical Forms

Medical Forms A (**Annex-12**) and Form B (**Annex-13**) need to be sent out with each conditional offer letter. Form A needs to be filled in by the candidate and Form B by their doctor. They then should be returned confidentially to Manager HR. All offers are dependent on medical clearance.

4.21 Reference Requests

2 References must be obtained. The objectives of the reference check are:

- To confirm authenticity of information given by the candidate relating to previous employment.

- To identify anything which would prevent an offer being made to the candidate, including any issues regarding their suitability to work in direct contact with children or young people.

Wherever possible, references (Annex-14) should be taken up from two previous employers and preferably from direct line managers.

Original copies should always be received and a job offer should be confirmed only after receipt of original satisfactory references and Child Protection verification.

4.22 Verification of Referee Identity

References for all successful appointees will be routinely followed up by telephone call by the HR department to confirm and verify the identity and role of the referee. They should ask specific questions about the candidate's suitability for working with children, which may not have been fully covered in the written reference. Any additional information will be requested in written form.

4.23 Confirmation of Appointment

When the successful candidate has met all requirements and a start date confirmed, the Recruiting Manager will be responsible for:

- Sending a confirmation of appointment letter together with the Statement of Terms and Conditions of Employment.
- The new employee will receive 3 copies of the contract to sign. One copy is for the employee to retain, one is for the HR Office and the other will be sent with other documentation to the Finance Department.
 - Signed copies of the contract received
 - Duly filled and signed Personal Detail Form received
 - Duly filled and signed Health Insurance Form received
 - Copies of policies provided to new starter like code of conduct, Child Protection policy, Fraud etc
 - Copy of HR manual provided
 - Bank account opening form duly filled and signed by the candidate
 - Staff ID card ordered
 - Group life Insurance company informed on the new starter status
 - Health Insurance Card received
 - Inform IT department to issue email address and password for intranet
 - Personal File is opened
 - Copies of ID cards/Passport/Driving License are received.

4.24 Payroll

Deadlines are on 23rd day of each month. The HR department will make sure that the copy of contract and bank details are forwarded to the finance department before 23rd of every month so that the new starter can be put on the pay roll. If the 23rd falls on a weekend the deadline will be the Friday before. New Employees should be informed if they are in a situation where they will not get paid until the following month. To avoid further delays, it is essential that the information forwarded is accurate and complete.

4.25 Induction

The purpose of Induction is to ensure effective integration of employees into the organisation for the benefit of both parties. Employee induction is a learning process where new employees become familiar with the organisation, its vision, mission, values as well as the structure, culture and norms. This is an important time for new employees to become familiar with their role and responsibilities and gain an understanding of how their role and that of their team/department/programme fits within the organisation.

Induction is an organizational requirement and all new employees should have a thorough and appropriate induction. It is the responsibility of the Recruiting Manager to Line Manager to make sure that the induction takes place. They are required to prepare the induction plan (Annex-15) and book the dates for presentations, meetings and visits.

HR department will make sure that induction is provided to staff on specific policies and procedures and awareness is created on management structures and use of IT system.

New employees should partake in discussing their induction as far as possible and an evaluation of induction is recommended after one to three month time period. It is important that induction is the Line Manager's responsibility and not just a Human Resources process. It is also very important that once the HR department gives the briefing on Performance Management System, the new joiner and the Line Manager set the objectives, work plan and Learning and development plan after the induction process.

4.26 Employees Files

- The HR department will keep the employee's master file with all original documentation. A file with copies of contracts, extensions, personal details and correspondence that is relevant to the current posting should be kept.
- HR department is responsible for ensuring that all employee files are kept in locked cabinets to ensure all personal data and information is kept confidential and that access to files are on a restricted basis.

- All interview documentation for the appointed candidate will be kept in their employee file.
- All personal files must have the following separators in the file.
 - Any Correspondence
 - Application/CV
 - Contract related Documents
 - Salary related Documents
 - Performance reviews
 - Learning and development
 - Pre-employment related documents
 - Leaves
 - Disciplinary and Grievance Process
 - General

4.27 Recruitment and Selection in Emergencies

In emergency situations where ACT-I is responding to such situations, the management has to decide in consultation with HR department on the human resources requirements. It is important to have fast track recruitment and selection process to speed up the process but with at least some standards and principles to be adhered to.

A flow chart explaining the process is attached with this policy (Annex-16). The HR department will discuss the roles and responsibilities of the new team members, see whether advertising can be done or directly head hunting process can be started. To attract the talent on short term basis, better salaries can be offered with the prior approval from the CEO. Only interviews will be conducted and after checking the references via phone offers can be made. One to two days fast track induction process will be conducted.

Staff can also be hired on temporary services (Daily Wages) by issuing the Temporary Services Letter (Annex-17) but the daily wage rate should not exceed the sum of monthly salary decided in the salary structure and position slotting in the salary structure. No regular short term position will be filled on the basis of recommendations and any person on temporary service contract has to appear in the interview process. It is the responsibility of the Recruiting Manager to make sure that the copy of Temporary Services Letter is provided to the Finance department for making the payments.

It is also important that the considerations should be given to those people who are from the disaster affected area as much as practically possible.

4.28 Recruitment of Consultants

There are occasions where consultancy services are required as technical outsourcing arrangement. The Recruiting Manager must ensure that the TORs (Annex-18) as per the format are prepared and approved by the budget holder before initiating the process. HR department maintains a list of possible consultants and their CVs but depending on the nature of consultancy, the Recruiting Manager can forward possible consultants CVs to HR department as well.

It is the joint responsibility of HR and Recruiting Manger to finally short list the consultants and at least two candidates must be interviewed for any award of consultancy. A proper record of the interview process and final recommendations will be maintained. Any consultancy between Rs 200,000 to Rs 700,000 is subject to receiving proposal from the consultant.

It is mandatory that all the consultancies beyond Rs. 700,000 are required to be advertised in a leading newspaper. Short listed candidates will be provided TORs and short listed candidates will submit the proposal to HR department in sealed envelopes. Format of the Consultancy Services is attached (Annex-19). For such consultancies, a panel of three members shall be constituted which shall include an HR Department representative and the Recruiting Manager. The final decision will be made on the basis of cost, ability and experience of the candidate.

In case of organizations competing for the consultancy services, they are required to submit the proposal along with the organizational profile.

4.29 Recruitment of Interns

The department heads may request formally to HR along with TORs and person's specifications for internship opportunities. HR department will nominate at least two candidates for internship and the Recruiting Manager after holding interviews will select one candidate for internship.

The intern can be paid maximum up to Rs. 8,000 per month as stipend and will not be treated as regular employee of the organization. A copy of Internship letter is attached (Annex-20). The recruiting manager will make sure that policies like child protection, code of conduct etc are explained clearly to the joiner. Being associated to ACT-I, the interns must follow the organizational policies and procedures. At the end of internship, the intern is required to submit the internship report to the supervisor.

Any department can have maximum of one intern at the same time and the duration of internship must not exceed six months in any case. The minimum duration of internship can be two months.

4.30 Employment of Relatives

Employment of partners and/or relatives of employees are not encouraged and will only be considered when there are clear and unavoidable operational reasons for accommodating such an arrangement.

This also applies to employees whose partners or relatives are being considered for employment as staff or consultants. In considering such cases the decision of the CEO (in consultation with the Manager HR) will be guided by:

- How the needs of the organisation can be best be met.
- the need to safeguard the best interests of ACT-I
- the need to safeguard the best interests of the individual staff member
- the need to promote and maintain good staff relations
- audit considerations
- management and supervision (both direct line and staff management)
- possible conflicts of interest

Employees who subsequently become related or develop a relationship should discuss their employment position with their line manager or the next management level.

In all of the above cases, the final decision will be made by the CEO in consultation with the HR Manager.

Annex-1

STAFF REQUISITION & RECRUITMENT PLANNER

SECTION 1: POST DETAILS					
			Base Location:		
Job Title			Vacancy Type:	<input type="checkbox"/> New <input type="checkbox"/> Replacement	
Type of Contract	Employment <input type="checkbox"/> Consultant <input type="checkbox"/> Intern <input type="checkbox"/>		Grade of Post:		
Contract Length:			Date Required:		
Reports to:			Job Title:		
Funding Approved:	<input type="checkbox"/> Yes <input type="checkbox"/> No		Funding restrictions:		
Budget Code		%	2 nd Budget Code		%

SECTION 2: RECRUITMENT STRATEGY					
Source of candidates:	<input type="checkbox"/> Internal <input type="checkbox"/> External				
Agreed strategy (eg sourcing candidates, alternate websites, length of advertising campaign)					
Short listing/interview Panel:	1. _____ 2. _____ 3. _____ _____				
Short listing date(s):					
Face to Face interview date(s):			Interview to be held	<input type="checkbox"/> Locally <input type="checkbox"/> Other	
Other selection criteria:	<input type="checkbox"/> Test <input type="checkbox"/> Pres		Test or Presentation details		
Recruitment Planner Agreement					
Recruiting Manager		CEO		Date	
Manager HR					

SALARY SCALE AND STEP CHART 2012-2013

Annual increments as follows

BSS& SS=8.5%

Grade 1-2 =7.5%

Grade 3-4=6.5%

Grade 5=5.5%

GRADE	STEP1*	STEP2	STEP3	STEP4	STEP5	STEP6
Basic Support Services	8000	9200	9400	11600	12800	14000
Support Services	8000	9600	11200	12800	14400	16000
1	15000	20000	22000	25000	28000	30000
2	20000	25000	30000	35000	40000	45000
3	45000	55000	65000	75000	85000	95000
4	80000	110000	140000	170000	200000	230000
5	250000	350000	450000	550000	650000	750000

Basic Support Services: Guards, Cleaners, Cook

Support Services: Drivers, Office Attendant

Grade1	Project Assistant, Social Mobilizer, Assistant Logistic Officer, Admin Assistant (All Assistants)
Grade2	Programme Officer, Admin Officer, HR Officer, Finance Officer (All Officers)
Grade 3	Coordinators, Regional Program Coordinators (All Coordinators/ Assistant Managers)
Grade 4	Finance Manager, HR Manager, Manager Programmes, Programme Manager Operations (All Managers)
Grade5	CEO

* The salary package below step 1 can be offered to any potential candidate subject to non-availability of required funds and will be approved by CEO

* The salary package of Grade 5 is subject to availability of funds and approval of Board of Directors.

JOB PROFILE

Job Title:

Place of Work:

Grade:

Reports to:

Line Management responsibility:

Budget Responsibility: In excess of Lxx. No need for exact amount as it will date
The document

Introduction

[You may wish to include a paragraph outlining the context of this role e.g. the purpose of the team of which it is a part and the overall objectives of that team. Further, up to date information can be attached separately. However an introduction is by no means essential and if one is included it should be short]

Job Purpose

[This should be no more than one or two sentences that capture the overall purpose of the job in relation to the objectives of the unit, programme or organisation. Do not attempt to describe the activities carried out under this heading but provide a statement that answers the question 'Why does this job exist?'. This can be backed up in more detail by the key accountabilities.]

Key accountabilities

[This section should include no more than 12-15 statements which summarise the key responsibilities and accountabilities of the role. It is not necessary to detail every task that should be carried out but ensure that all responsibilities of the job can be covered by one of the statements. In filling out this section, please follow the guidelines given below:-

- Be totally clear about the level of responsibility and accountability that is assigned in each area of this role
- Avoid unexplained acronyms or abbreviations
- Start each statement with a verb that provides a positive indication of what has to be done e.g. plan, produce, complete, maintain, and develop.
- Describe what is to be succinctly as possible e.g. test systems, ensure that accounts are produced, lead and manage a team ... etc
- Briefly state the purpose of the activity in terms of standards or outputs to be achieved e.g. ensure that accounts are produced in accordance with timescales set by the senior management team.

Sample general statements of accountability:

- Ensure effective and efficient use of all Aiming Change for Tomorrow-International resources in order to keep costs low and ensure safety in the workplace.
- Lead, manage and motivate a team, ensuring that they have clear objectives and receive meaningful feedback on their performance.
- Other duties as are in line with your skills, experience and role.

Working contacts

This section describes the breadth and depth of contact, the person will have with major identified stakeholders.

Internal: e.g. staff, secondees and temporary staff apart from those for which the job holder has line management responsibility.

External: e.g. children, young people and parents, management committee members, volunteers, individual donors, job applicants, office bearers and general public.

Other: e.g. central and local government, schools, consultants, corporate donors, partner agencies, the media, local community, and all suppliers of goods and services.

Person specification

The person specification describes the ideal person to do the job by defining the criteria to be used for screening and selecting the applicants. Avoid long lists of criteria. Keep it short and realistic. It is useful to divide the person specification into 'essential' criteria and 'desirable (i.e. non essential)' criteria. Each criterion should be specific and measurable. Care should be taken in writing the person specification to ensure that essential criteria really are essential, as specifying things that are not essential may deter people from applying. Desirable criteria might include for example additional languages skills, IT skills or a qualification.

Note on Child Protection levels

You need to identify the Child Protection level for the post and add the appropriate statement (in bold below) into the job description.

Child Protection – level 3

Level 3 – The responsibilities of the post require you to work directly with children or Young people, individually or in groups.

(Requires the post holder to have one to one unsupervised contact with children or young people or to operate in a programme management rather than a support capacity)

Child Protection – level 2

Level 2 the responsibilities of the post do not require you to have one to one contact with children or young people but you may have regular but infrequent contact, usually with different groups of children and young people.

(Likely to be in a programme management rather than support capacity)

Child Protection – level 1

Level 1 – the responsibilities of the post do not require you to have contact with children or young people.

Short Listing Form

Post Title: _____ Date: _____

Panel Members:

1. _____, 2. _____, 3. _____

Please indicate for each candidate according to the person specification criteria:

Met= M, Partially met=PM, Not met= X

Shortlisted for interview: ✓

Not shortlisted for interview: X

Candidate Name	Education Requirements	Length of Experience	Relevance of Experience	Quality of Experience (position, responsibilities, achievements etc)	Whether short listed for interview

Panel Signatures:

1. _____

2. _____

3. _____

Interview Pack – Child Protection Statement

Our Values and principles: Aiming Change for Tomorrow-International's commitment to safeguarding children

We recognize that the abuse and exploitation of children happens in all countries and societies across the world. All child abuse involves the abuse of children's rights. The situation of all children must be improved through promotion of their rights as set out in the UN Convention on the Rights of the Child. This includes the right to freedom from abuse and exploitation. Child abuse is never acceptable and a commitment to children's rights in general also means a commitment to safeguard the children with whom Aiming Change for Tomorrow-International is in contact.

What will we do

Aiming Change for Tomorrow-International will meet its commitment to safeguard children through the following means:

Awareness:

Ensuring that all staff and others are aware of the problem of child abuse and the risks to children.

Prevention:

Ensuring, through awareness and good practice, that staff and others minimize the risk to children.

Reporting:

Ensuring that staff and others are clear what steps to take where concerns arise regarding the safety of children.

Responding:

Ensuring that actions are taken to support and protect children where concerns arise regarding possible abuse.

In order that the above standards of reporting and responding are met, Aiming Change for Tomorrow-International will also ensure that it:

- takes seriously any concerns raised.
- takes positive steps to ensure the protection of children who are the subject of any concerns
- supports children, staff or other adults who raise concerns or who are the subject of concerns

- acts appropriately and effectively in instigating or co-operating with any subsequent process of investigation
- is guided through the child protection process by the principle of 'best interests of the child'
- listens to and takes seriously the views and wishes of children
- works in partnership with parents/carers and/or other professionals to ensure the protection of children.

We have a responsibility to ensure the protection and safety of children while they are in contact with staff. Recruitment to jobs involving regular contact with children will include specific checks and procedure.

Background to Aiming Change for Tomorrow-International's Policy on Child Protection

Aiming Change for Tomorrow-International recognizes that the abuse of children occurs in all societies and it is, therefore, inevitable that, on occasions, staff and other will in some way encounter issues of child abuse. It is also clear that in some cases, adults in organizations working for children – in Aiming Change for Tomorrow-International or in partner organizations, for example – may pose a risk to children. We have developed our Child Protection policy which aims to:

- raise awareness of the problem of child abuse
- provide guidance on safeguarding children
- ensure reporting of suspected abuse
- the policy is a corporate document and applies to:
 - all staff
 - all volunteers
 - all partnership organizations
 - all contractors, e.g. consultants, researchers, writers

The Policy

- Clarifies the roles and responsibilities of the above under the policy, and also the implications of not complying with the provisions of the policy, which include disciplinary action.
- Applies to contact with children as part of the Aiming Change for Tomorrow-International role, although conduct outside the professional or volunteer role may be an issue if it contravenes the provisions of the policy.
- Contains a code of conduct that describes the positive approach to work with children. Aiming Change for Tomorrow-International wishes to encourage, but also contains details of conduct that is deemed inappropriate and unacceptable.

- Ensures that, at the point of recruitment, and generally in the management of Aiming Change for Tomorrow-International's work with children, the risk of harm to children is minimized.
- Is supported by stringent recruitment and selection measures that have been designed to minimize the possibility of recruiting persons who may pose a risk to children.

Additional Guidance Notes for Applicants

Child Protection Recruitment Procedures

Aiming Change for Tomorrow-International has a comprehensive set of procedures in place with the overall objective of protecting the interests and well being of children and young people and to minimize the risk of abuse. In particular, Aiming Change for Tomorrow-International has a responsibility to ensure that children are protected and kept safe from harm while they are in contact with our staff.

The post you have applied for involves regular contact with children or control over other posts with regular contact with children and specific checks related to child protection issues will therefore be implemented for all applicants for this post. These notes describe these extra checks and procedures so that applicants understand what to expect during the recruitment process. The procedures directly relevant to child protection that will apply to this vacancy are as follows:

Interview Procedures

The interview/test will include specific questions relating to your approach, of working directly with children and these questions will be tailored to the post you have applied for. Subsequent interviews may involve follow up questions where appropriate or, for certain posts with substantial access to children, specially selected and briefed young people or children will be involved in the selection process at some stage.

Reference Enquiries

It is our policy to take up references after a final selection interview. The reference enquiry form used for this post includes specific questions about your suitability for work involving children and we will ask you for at least two referees who have line managed you. For posts with substantial levels of contact with children it is our policy to automatically follow up all enquiry forms by telephone in order to check the validity of the referee and ask specific questions about the referee's opinion of your suitability for work with children.

Verification of Qualifications

We will carry out a check on essential qualifications for the post prior to any offer of employment being made. You will be asked to bring certificates relating to the essential qualifications claimed on the application form when you come for your final interview. The certificates will be photocopied and recorded and the originals returned to you on the day of the interview.

Should you be unable to provide certificates for verification, we will ask you to provide some other form of verification of the qualification obtained either a copy certificate or written confirmation from the awarding body.

Identity Check

As proof of identity you are required to submit your passport which you will be asked to bring when you attend your final interview. A copy of the passport will be made and held on file and the original will be returned to you on the day of the interview. The offer of employment will be subject to satisfactory proof of identify. Should you have any difficulty with this request you should discuss this with Human Resources Department who will inform you whether any other form of verification is acceptable for the post.

Interview Assessment Sheet

Post Title:

Criteria	Rating Scales	Can 1	Can 2	Can 3	Can 4	Can 5
Essential	1-11					
	1-14					
	1-7					
Desirable	1-7					
	1-7					
Total Score						
Panel Member Recommendations						
Signatures:						

Final Assessment Sheet

Post Title:

Criteria	Can 1 (interview + test)	Can 2 (interview + test)	Can 3 (interview + test)	Can 4 (interview + test)	Can 5 (interview + test)
Essential					
Desirable					
Total Score by all panel members					
Panel Recommendations					
Signatures by All Panel Members:					

Interview Questions Guidelines

In interviews it is crucial to consider both what you ask as well as how you ask it. It is also important to be clear about the intention behind the question before deciding how to ask them.

An interview should be designed to establish what and how a candidate meets the person specification to minimize the risk of making a wrong decision. It should therefore be structured to 'drill down' to what experience and skills a candidate can offer to support their application therefore ask for lots of examples from candidates to support what they have written in their covering letter and CV.

Appropriate types of question

- Open questions, e.g., "Tell me about your previous Job?"

Be careful about asking too general a question, e.g., "What do you think about this type of work?" You will get far too much unsorted information.

- Probing questions – questions to fill in the details. They often start with how, why or what, e.g., "What happened next?", "Why was this?". "Can you give an example?"

Probing questions are often asked in response to what an application says and are not pre planned.

However, it is worth giving thought to these in advance where it is anticipated they might be required

- Direct questions – used to establish specific facts. e.g., "How long did it take you?"
- Reflective questions – used to check understanding which gives the candidate the opportunity to add further information they may have mistakenly omitted, e.g., "So as I understand it, you did is this right?"
- Situational questions can be used with care to make the situation described directly relevant to the job. They should not be over complicated and not assume internal knowledge, e.g., "What would you do if...?". It is better to ask what a candidate has achieved e.g. "Can you give an example of when....", " What was your role in that situation"/

Types of questions to avoid

- Double/multiple questions, e.g., "Why do you want this job and what do you want to achieve?"

Sometimes this is difficult to avoid if you are thinking under pressure. However, it is confusing for the candidate so you often don't get a quality reply.

- Leading questions – where you lead the candidate to say what you want to hear, e.g., "Would you say then that in this situation you would/wouldn't....."

Listening

Communicating effectively through listening is essential to conducting a fair interview. Consciously and subconsciously we select the information we want to hear and block ourselves from listening to other messages being conveyed to us

It is often more difficult to listen effectively to someone else when:

- the person's views, culture, accent, education or work experience are different from our own
- in your view the appearance of the speaker is extreme in some way
- the person is telling us something we don't want to hear
- the environment is noisy or frequent interruptions occur
- as a listener, we are experiencing any personal, physical, emotional distress or discomfort
- our own feelings about the candidate or our own nervousness as an interviewer are getting in the way

The following are a few points on how to adopt an active listening approach:

Observe – look at the candidate, be interested in what they are saying – avoid distractions. Observe expressions and movements that indicate unspoken but important attitudes and feelings. Hear what has not been said. Pick up key words.

Suspend judgement – refrain from evaluating before you have fully understood the candidate's response to questions.

Summarise – when you feel you are grasping the candidate's ideas and thoughts, summarizing and reflecting back helps both to review and check clarity and mutual understanding of the message.

Give support – encourage the candidate to express themselves openly and to expand points when necessary. Use nods, smiles and other encouragements.

Interpret – sometimes it is appropriate to interpret what the candidate is saying and both parties can find this helpful. However, take care not to lead and beware of negative reaction from the candidate who might feel that you are deliberately distorting the intended message or meaning.

Avoiding discrimination in the selection process

The following section is a summary of the main points on how to avoid unfair discrimination.

Discrimination is more likely to happen when there is:-

- Lack of clarity about the selection criteria
- Failure to work out which topics are likely to elicit the most useful information in relation to the criteria for selection
- Failure to ask the right questions in the right way, for example:
- The 'agreement seeker' looks to the candidate to confirm his/her own opinions and prejudices, finishing off sentences for the candidate and leading her/him to the answer s/he is looking for.
- Talking too much, or allowing the candidate to do so. The interview then wanders off the point.
- Not listening. This often happens when the questioning passes to the next panel member, or when the interviewer has already decided on a preferred candidate.
- Jumping to conclusions. The interviewer makes up his/her mind about one candidate or allows one piece of information to dominate the interview without looking for relevant facts.
- Failure to probe, particularly in what looks like an area of weakness. This may be the 'ducking syndrome', whereby interviewers are too polite to ask difficult or embarrassing questions.
- Concentrating on personality traits rather than on the results of behaviour

Example Unsuccessful Letter – Face to Face Interview

8 March 2012

Name
Address
Email

Dear

Job Title, Department (Vacancy ID)

Thank you for taking the time to attend an interview for the above position.

After careful consideration of your skills and experience, the panel feels that on this occasion they were not a close enough match to the requirements for this position. Therefore we will not be progressing your application further.

I would like to thank you for the time you have taken in making your application and for the interest you have shown in the work of Aiming Change for Tomorrow-International.

Yours sincerely

(HR Manager)

Job Offer Letter

Name
Address

Our Ref: HR.REC.-----01
Date:_____

Dear First Name,

On behalf of Aiming Change for Tomorrow-International (ACT-I), we would like to thank you for participating in the selection process for the post of **Post Title**.

We are pleased to offer you **Post Title** based in **Location**. Your appointment is on salary scale **Grade** step – . At this scale, your salary will be **Rs. _____/=** per month. ACT-I provides Insurance coverage for its staff. This contract will be of **Duration** starting from your date of joining with us with a probation period of ___ months.

This offer is conditional and subject to receiving your satisfactory references and medical examination by a doctor selected by Aiming Change for Tomorrow-International. ACT-I will bear the cost of medical examination. Upon receiving satisfactory references and fitness report from Doctor, offer of this post will be confirmed in writing. Please express your acceptance to the conditional offer by signing a copy of this letter and returning it to ACT-I office.

We look forward to having you in our team

Yours sincerely

Name
Title

I accept the offer of employment on terms & conditions mentioned above and will join ACT-I on _____.

Signatures:_____

CC: Finance Manager

Medical Form A

PRIVATE AND CONFIDENTIAL

EMPLOYEE MEDICAL HISTORY

CONFIDENTIALITY: The information contained in this form will remain confidential between the individual and Aiming Change for Tomorrow-International. Any issues/concerns arising from the medical reports will be discussed in the first instance between individual and the Manager HR.

If completing this form online, use the Tab key to move through the form

PERSONAL DETAILS	
Name:	
Address:	
Telephone Number:	
Date of Birth:	
Sex	Male <input type="checkbox"/> Female <input type="checkbox"/>
Nationality:	
Normal Country of Residence:	
Occupation	
Blood Group	

DOCTOR DETAILS	
Name:	
Address:	
Telephone Number:	

How many days sick leave have you taken in the past year and for what reason

PERSONAL MEDICAL HISTORY		
Please list any significant operation, accident or illness (including mental illness) for which you have consulted a doctor or been a hospital in-patient or outpatient.		
Date	Illness and treatment	Time off work

If you have ever traveled abroad or lived in any other country, please complete below giving an outline of any significant illness contracted			
Date	Country visited	Length of time	Illness during this time

YOUR PRESENT STATE OF HEALTH		
Are you at present attending a doctor regularly or under care from a hospital department? If yes, please give details below	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Condition	Name and address of doctor/hospital	

Do you have a history of any pre-existing medical condition (e.g. asthma, back problems, etc)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please specify:		

If yes, it is important to disclose to HR Department

Are you taking any regular medication? If yes, please specify:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Medication	Condition	

Are you allergic to any food, drugs, other substance or animals	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please specify:		

I understand that the answer on this form may necessitate my having to undergo a doctor's examination at my expense with a view to obtaining an opinion on my medical fitness. I consent that any such report can be sent to the HR department at Aiming Change for Tomorrow-International.

Applicant Signature:	
Print Name:	
Date:	

NB Failure to disclose any existing or previous medical condition could invalidate your medical insurance.

Please return to:

Manager HR
H. No 554, St. 49, I-8/2
Islamabad

Annex-13

Medical Form B

Private and Confidential

This form is to be completed by the doctor after reading through the employee’s medical history form.

Note to Employee: Please give this form and the Employee Medical History form Form A to the doctor examining you and ask her/him to return them to the Manager HR, Aiming Change for Tomorrow-International.

NOTE TO DOCTOR: This form has been devised to help detect any signs of ill health which could cause a problem for the employee.

Please read through the Employee Medical History which has been completed by the employee, then complete Form B and return both forms along with results of any tests and investigation to the Manager HR, Aiming Change for Tomorrow-International.

Due to the fact that this employee will be serving an underprivileged community through a registered charity, we would ask you keep any charge to a minimum. We appreciate your assistance.

EXAMINATION BY DOCTOR

PERSONAL DETAILS			
Employee Name:			
How long have you known the employee?	YEARS		MONTHS
Has the employee suffered from any serious physical or mental disease in the past	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details			
Is he/she on any medication at the moment	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details			
GENERAL EXAMINATION – CONDITION AND APPEARANCE			
Weight:		Height:	
Eyes – any abnormalities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details.			
Ear – any abnormalities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details.			
Nose – any abnormalities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details.			

Throat – any abnormalities?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes, please give details.				

Cardiovascular	Pulse		Rate	
	Rhythm:		Blood Pressure	
Hear Sounds	Regular	<input type="checkbox"/>	Irregular	<input type="checkbox"/>
History of Cardiac Problems	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				

Respiratory and Chest – any abnormalities?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				
History of wheezing?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
History of asthma?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Gastro-Intestinal – any abnormalities?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				
Presence of Hernia?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
History of Jaundice?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Lymphadenopathy – any abnormalities?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				
Back and Legs – any history of recurrent pain or debilitating disease of musculoskeletal system?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				
Skin – any abnormalities or sun induced skin changes?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				
Any other abnormalities?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If yes please give details				

GENERAL EXAMINATION – PSYCHOLOGICAL	
Signs of abnormal stress or anxiety:	
History of depressive illness:	
Family history of depressive illness:	
Any abnormality not	

mentioned above:			
TESTS AND INVESTIGATIONS			
Essential 1: Routine Urine Analysis Any abnormalities?	Yes	<input type="checkbox"/>	No <input type="checkbox"/>
If yes, please give details			
Essential 2: Blood group (if no official record of same)	Yes	<input type="checkbox"/>	No <input type="checkbox"/>

Thank you for completing this form

Doctor's Name			
Address:			
Telephone Number			
Signature:		Date:	

Please return to: Manager HR, House No. 554, St. 49, I-8/2, Islamabad

Employers Reference Request

If completing this form on line – please use the ‘Tab’ key to enter details, and then print out for signature.

Applicant’s Name:

Position Applied For:

*** About the referee....**

Name:			
Employing Organisation:			
Position in Organisation:			
Relationship to Applicant:		Length of relationship:	

*** About the applicant.....**

Position(s) held) with dates):				
Dates of Employment	From:		To:	
Current/leaving salary: Number of days sickness absence in the last two years of employment:			How many separate occasions?	
Reasons for leaving:				
Would your organisation re-employ the applicant?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Please give details of any formal disciplinary action during employment:				
Were there any professional causes for concern during the applicant’s employment?				
Please give your comments on the applicant’s suitability against the Person Specification attached with this form:				
Any other relevant information you wish to provide:				

Child Protection....

This post involves access to children. As an organisation committed to the welfare of children, we need to know if you have any information or knowledge of this applicant that would cause us any concerns in relation to the protection of children from abuse or harm:	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
If ‘yes’ please provide details:				

As a part of Aiming Change for Tomorrow-International's child protection practices which aim to safeguard children, we will contact you for verification purposes. Please provide us the organization's main telephone number(s):	TEL 1:	
	TEL 2:	
Signed..... Date:.....	Please affix employer's official stamp in space below:	

For speed of processing please return your completed reference in the first instance.

The signed original must be sent by post marked Private & Confidential to:

Manager Human Resources, Aiming Change for Tomorrow-International, H. No. 554, St. 49, I-8/2, Islamabad

NB. Your reference must be supported by either your official company headed paper or stamp.

Induction Plan

Name:

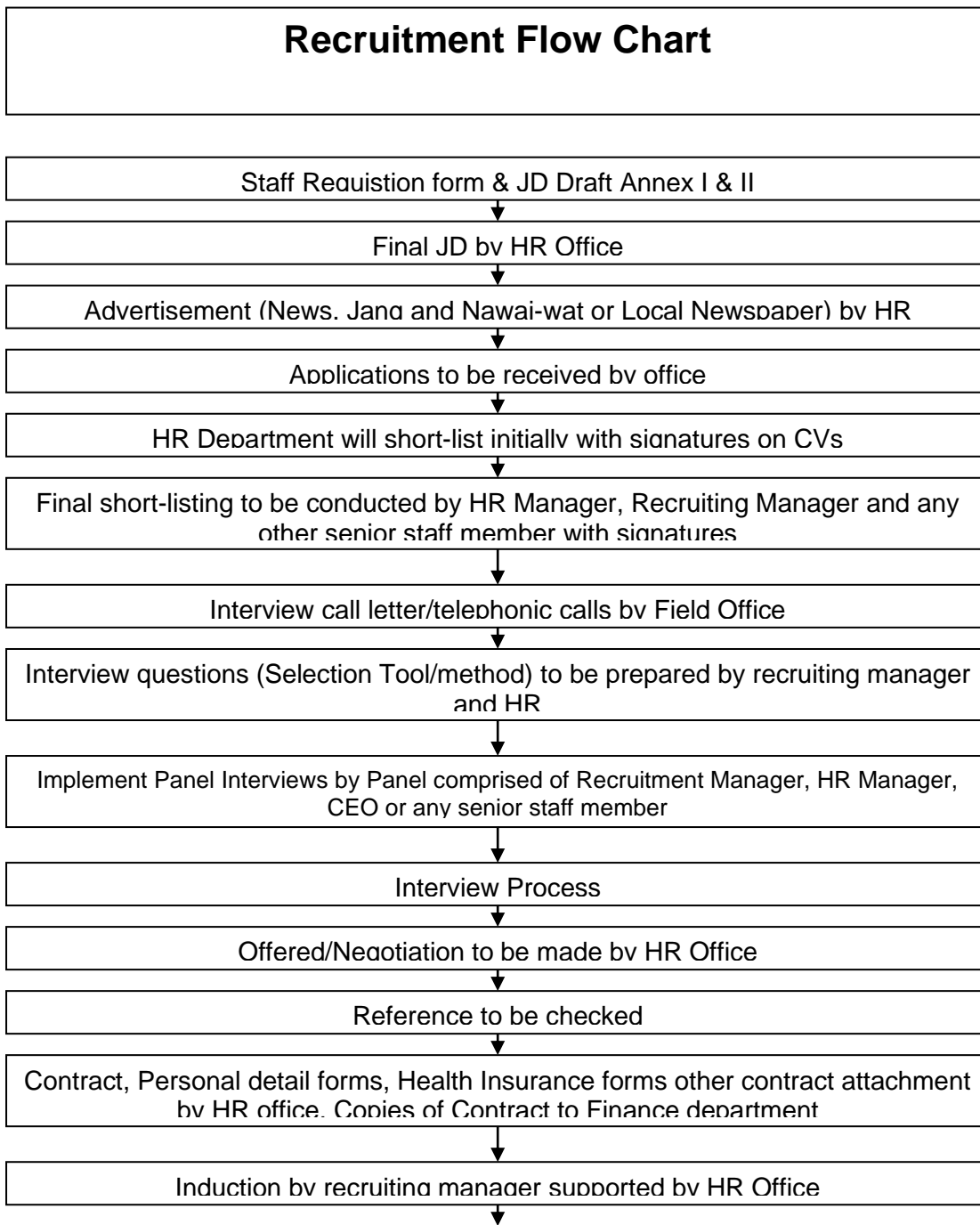
Induction Supervisor:

Start Date:

Reading of different policies and reports and programme related material continues through out the induction period.

Activities	Who is responsible for delivery?	How will this be delivered?	Tentative Dates & Timings	Completed (Y/N)
Geographical orientation of office (toilets, photocopier, tea points, notice boards, etc)				
Office ID & visiting Cards				
Fire drill and security procedures				
Induction Programme – Activity 1 Contents Aiming Change for Tomorrow- International History Current Projects & Activities Organization Structure Salary Structure Contract terms & conditions				
Induction Programme Activity II Contents Who we are presentation Using Internet & IT policy Exercise				
Induction Programme Activity III Contents HR and Support Services Presentation Vehicle and procurement policy				

Activities	Who is responsible for delivery?	How will this be delivered?	Tentative Dates & Timings	Completed (Y/N)
Induction Programme – Activity IV fraud policy Effective Programming				
Induction Programme Activity V Education Theme Finance Department	Education Team Finance Team	Presentation		
Induction Programme Activity VI Central Filing System Admin Systems	Support Services	Meeting		
Induction Programme Activity VII - Performance Management System				
Different Meetings and visits plans				
Final feedback to Recruiting Manager				



Temporary Services Contract

Name _____
Address _____

Date:

Subject: Temporary Services as _____

Dear.....

This is with reference to Aiming Change for Tomorrow-International Earthquake Response Programme and discussion with you on your availability on Temporary Services basis as _____ for Aiming Change for Tomorrow-International form _____ to _____

On behalf of Aiming Change for Tomorrow-International, I hereby inform you that we would like to avail your Temporary Services under the following terms and conditions

Terms & Conditions

- The Temporary Services Person would not act in a way which is against the Aiming Change for Tomorrow-International Code of Conduct (copy attached)
- Aiming Change for Tomorrow-International would not take any responsibility/claim by the Temporary Services Person in case of any Security, Health and Safety incident or any matter related thereof.
- The Temporary Services Person will provide the services to the best of her/his skills and ability in accordance with the requirements and use her/his best endeavors to promote the interests of Aiming Change for Tomorrow-International.
- The Temporary Services Person will not, except with the prior consent of Aiming Change for Tomorrow-International, commit Aiming Change for Tomorrow-International to any legally binding agreement or course of conduct.
- The Temporary Services Person will observe and abide by the Child Protection Policy to comply with the practice and principles as briefed by the Supervisor.
- The Temporary Services Person will be paid Rs. ____ per day as a daily amount for his/her availability.
- Aiming Change for Tomorrow-International has the right to discontinue your services at any point to time during your services period. We hope that you have completely understood the terms and conditions set in this letter and accept the same by signing this letter.

Thanks & regards

Name
HR Representative

I, _____ accept the above mentioned terms and conditions.

Signature:

Date:

Terms of Reference for Short Term Technical Assistance

Introduction

This section contains the brief introduction.

Objective of Technical Assistance

The overall objective of this Technical Assistance is to

Specific Tasks include

1. Task 1
2. Task 2
3. Task 3
4. Task 4
5. Task 5 etc

Plan of Work

On the basis of the proposed time schedule outlined in these Terms of Reference (ToR), the consultant will prepare a brief work plan to include the following activities.

Activity 1 with time lines

Activity 2 etc

Expertise Required

Reporting

The consultant shall document the details of the assignment in a final report that shall be completed in English, by the final day of the assignment. The report shall include:

1. A preamble giving;
 - a) The principle features of the assignment at the time to technical assistance, including objectives and components
 - b) The objectives, approach followed and plans of work of the assignment
2. **Summary**
3. **Details of assignment**

4. Conclusions and recommendations

5. Lessons learned

6. Annexes:

A draft copy of the report would be shared with CEO and **Recruiting Manager** for comments which shall be incorporated in the final report. An electronic copy of the report shall also be made available to the ACT-I office in addition to the hard copy as above.

The consultant will report to **Recruiting Manager** for all work and contract related matters.

Time Schedule

The consultant shall carry out the work over a time period of **Duration**.

Tentative Itinerary

Any other details

**Contract For Services Between Aiming Change for Tomorrow-International and
XXXXXXX**

THIS AGREEMENT (hereinafter, together with all Appendices attached hereto and forming an integral part hereof, herein after referred to as the **Contract** dated xxxx, 200x, between Aiming Change for Tomorrow-International, Programme Office, House No. 554, St. 49, I-8/2, Islamabad (hereinafter referred to as ACT-I) and xxxxx (herein after referred to as the **Specialist**) whose address is xxxxxxxx is for professional services in support of the Aiming Change for Tomorrow-International Programme Office, Pakistan. The title of this specialized Services is xxxxxxxxxxxxxxxxxxxxxxxx.

WHEREAS.ACT-I has requested the Specialist to provide services as a xxxxxx **Specialist** to the ACT-I Programme in accordance with the Terms of Reference as described in **Appendix A** attached to the terms and conditions set forth in this Contract.

WHEREAS, the Specialist having represented to ACT-I that s/he has the required professional skill, has agreed to provide the Services on the terms and conditions set forth in this Contract.

Section 1 Description of Services

The work to be performed by the Specialist under this Contract is more particularly described in the Terms of Reference set forth in **Appendix A** the Specialist will closely collaborate with the Programme xxxxx, ACT-I Programme Office, Islamabad.

Section 1.1 Commencements and Period of Assignment

The Specialist's Services shall be deemed to have commenced on xxxxxx 200x, and shall cover the agreed period of engagement of xxxx person months until xxxx200x, both days inclusive.

Section 1.2 Place of Assignment

The normal place of work of the Specialist shall be Islamabad. S/He may have to travel to different places in Pakistan in connection with the Services and as agreed with the ACT-I Programme Office.

Section 1.3 Leave

The Specialist shall be entitled to xxxxx period of leave during the timeframe of this Contract and provision of said Services

Section 2. Rights and Obligations of the Specialist

The rights and obligations of the Specialist are strictly limited to the terms and conditions of this Contract. Accordingly the Specialist shall not be entitled to any benefit, payment, subsidy compensation or pension from ACT-I, except as expressly provided in the Contract. The Specialist will not be exempt from taxation by virtue of this Contract and will be levied withholding tax according to Pakistan law on the monies received under this Contract.

The Specialist shall perform his obligations to the satisfaction of the ACT-I CEO and will not act in any manner prejudicial to the interests of the Programme or the Aiming Change for Tomorrow-International.

ACT-I shall be the judge regarding the fact that as to what amounts to be an act prejudicial to its interests.

Section 3. Confidentiality and Conflict of Interest

The Specialist shall not either during the term of this Contract or subsequent to the expiration of this Contract disclose any proprietary or confidential information relating to the Programme, partner NGO organizations, the Services or Aiming Change for Tomorrow-International's business or operations without the prior written consent of the ACT-I, which consent of Aiming Change for Tomorrow-International shall be sought exclusively by ACT-I, on behalf of the Specialist.

The Specialist will avoid any action and in particular any kind of public pronouncement, which may adversely affect the Specialist's relationship with ACT-I, the Programme and through, it the, partner NGOs, or the independence and impartiality which are required by that relationship.

Section 3.1 Intellectual Property Rights

All intellectual property rights in all material, including but not limited to reports, data such as databases, computer soft-ware, maps, diagrams, drawings, plans, statistics, calculations and recordings which are acquired, processed or prepared under this Contract, whether or not electronically stored, by the Specialist pursuant to the performance of the Services shall not be the property of the Specialist, rather it shall remain the property of the ACT-I.

The Specialist shall not later than thirty (30) days after/upon termination or expiration of the Contract, deliver all such property to ACT-I. the Specialist may retain a copy of such property but shall not use them for purposes unrelated to this Contract without the prior written approval of ACT-I.

Section 3.2 Administration

The ACT-I has designated xxxxx as the Coordinator for the Services and all contractual matters of the specialist. The Specialist shall inform the xxxxx of any major changes in the Services or deviations from the Terms of Reference specified in Appendix A.

Aiming Change for Tomorrow-International shall not be responsible for any natural cause tantamount to serious illness or vice versa or any nature of insurance claim, which may occur to the Specialist during the course of these special services.

Section 4. Termination

ACT-I may terminate this Contract by notice to the Specialist:

1. if the Specialist has failed to satisfactorily provide the Services as per the requirements of the Terms of Reference and Contract; or
2. and, if Aiming Change for Tomorrow-International, as its sole discretion, and for any reason whatsoever decides in it's interests to terminate the Contract.
3. On non-compliance of any clause mentioned in section 8 of this Contract.

Section 4.1 Procedures on Termination

Upon termination of this Contract (unless such termination shall have been occasioned by the default of the Specialist) the Specialist shall be entitled to the full payment of remuneration upon rates specified in Section 6 for Services provided up to the date of such termination.

Section 5. Arbitration and Settlement of Disputes

In case of any dispute or differences whatsoever arising out of this Contract or in connection herewith agreed upon and stipulated herein which cannot be amicably settled between the parties within thirty days (30) shall be referred to a mutually appointed arbitrator and finally settled by arbitration by way

of a mutually appointed arbitrator. That said the Arbitration Act, 1940, would govern the arbitration proceedings and the rules made there under as enforced in Pakistan.

Section 6. Payments to the Specialist

ACT-I shall pay to the Specialist in respect of Services remuneration as set forth in paragraph (a) of this section. The Specialist shall be paid per diem as set forth in paragraph 6.5 of this Section.

- 6.1 Remuneration shall be determined on the basis of time spent in performance of the Services, including necessary travel time. At the rate of **Rs. Xxx** (Rupees xxx) per day or per month.
A working day is determined as minimum **eight (8) hour** period of work or work related travel in one day. The Specialist cannot receive compensation for work in excess of 8 hours per day.
- 6.2 The Specialist will be required to submit a time sheet for work done.
- 6.3 The Specialist shall be paid by ACT-I accordingly in Pakistani Rupees, upon the satisfactory completion of the Services and acceptance of the final Services report.
- 6.4 Tax deduction or remuneration will be in accordance with the Government of Pakistan rules.
- 6.5 A per diem allowance for every day in which the Specialist shall travel for the purposes of the Services will be paid at a daily rate of **PKP1100/=** (Rupees Eleven Hundred Only)
- 6.6 Cost of necessary travel by the most appropriate means of transport and the most direct practicable route shall be arrange and paid by ACT-I.

Section 7 NOTICES

All notices hereunder to be effective must, if they are meant for the ACT-I, be sent by registered post/courier/hand at the following address:

House 554, St. 49 I-8/2, Islamabad

And if they are meant for the SPECIALIST to be sent by registered post/courier/hand at the following address xxxxxxxxxxxx or to such other address as the addressees shall hereafter have notified to the other party in writing as the address for the service of notice.

Section 8. Child Protection Policy of Aiming Change for Tomorrow-International

- a. It is never acceptable for a child to be abused and the Specialist will take steps to prevent abuse wherever s/he can, and respond to the needs of all children he comes into contact with in relation to work whenever the suspects they are being abused. In the event of practice in contravention of the CPP or abuse by the Specialist, Aiming Change for Tomorrow-International may be unable to continue with the Contract if it has serious about the actions and behaviour of the Specialist, and if these contravene the Child Protection Policy.
- b. It is absolute requirement and a condition of this agreement that no person or body (herein referred as consultant) who/which carries out work on ACT-I behalf pursuant to this Contract is or has been or becomes in any way involved in or associated with the abuse or exploitation of children as described in Child Protection policy.

- c. The Specialist as a condition of this Contract agrees that it will bring the contents of the Child protection policy to the attention of any employee, agent, sub contractor or other workers who are engaged to carryout part or all of the work contracted to be done for ACT-I and to instruct them to observe and apply the policy strictly in all of their dealings with children.
- d. If it became known that the Specialist or any of its co-partner or employee, agent, sub contractor or any other worked who are engaged directly with the work of the Specialist are involved in the maltreatment of children whether as described in the CPP or otherwise in such a way that compromised the safety of children and thereby also compromised the integrity and reputation of ACT-I, this would constitute a breach of the terms and conditions of this agreements and result in ACT-I being entitled summarily to terminate the agreement.

This agreement will commence upon signing parties, each page of the original, as well as the two copies. The original may be retained by the Consultant for their record and the copies returned to Aiming Change for Tomorrow-International in Islamabad. By signing this document the signatories certify that they are authorized to enter into this agreement.

INWITNESS THEREOF THE said parties put their hands to this Agreement or the date mentioned below:

The Specialist

For and on behalf of the ACT-I

XXXXXXXXXXXXXXXXXX

CEO

Name: _____

Name: _____

NIC: _____

Date: _____

Date: _____

Witness:

Witness:

Name & Signature:

Name & Signature:

Date:

Date:

Chapter – 5 Employment

5.1 Employment Contracts

Aiming Change for Tomorrow-International offers two types of contracts with different benefits and entitlements.

- Contracts for more than a year up to three years (**Annex-1**)
- Contracts for less than or equal to one year (**Annex-2**)

Staffs on less than a one year contract are not entitled to family health insurance. Also the benefit of terminal grant does not apply if the contract duration is less than one year but if the employee remains in continuous service on two or more short term contracts and the total period of employment is one year or more than one year than the staff member is entitled to receive the terminal grant.

Employment contracts must be provided to new employees prior to taking up their position along with the Standard Terms and Conditions document so that any new staff member will be fully aware of all the benefits and entitlements under the contract.

All staff contracts will be signed by the CEO or her/his duly authorized representative.

5.1.1 Employment Contracts

When the contract of an employee is approaching expiry, the HR department will inform the line manager of the staff. The line manager is responsible to inform HR after checking with Finance department on budgets whether the contract needs to be extended or not through Change Action Form (**Annex-3**).

The CEO in consultation with HR Manager will make the final decision. The employment contracts will be extended by considering the work plans, nature of work load, programme requirements, performance of employee, relations with other team members and budgets. After having the approval on the extension, the staff member will be communicated through a letter with copies to HR and Finance department.

5.1.2 Contracts Addendum

Any change in the contract terms or conditions or status of the employee must be approved by the Line Manager, Manager HR, Budget Holder and the CEO. Change Action Form can be used in the cases of promotion, change in title, grade, and step and contract extension.

5.1.3 Probation Periods

All new staff members are subject to complete probation period. The period of probation depends on the duration of the contract. Extension of the probation period is not encouraged

normally but may be considered in the even of sickness, emergency absence or other unforeseen circumstances which may have impact upon the period of probation and thereby disturbing the achievement of objectives and or completion of the work plan. Following is the schedule which explains the different probation periods as per contract durations.

Contract Duration	Probation Period
More than a year	(12) Twelve Weeks
One Year	(4) Four Weeks
Less than one year but more than six months	(3) Weeks
Six months or less	(2) Two Weeks

5.1.4 Confirmations

Confirmation of any staff contract is subject to approval by the concerned line manager of the post holder. This follows a performance review against agreed outcomes and work plan set at the beginning of employment for probation period (probationary evaluation). The line manager is responsible to hold a meeting with the staff member and review the performance and other competency areas by using the confirmation of probation from (Annex-4) and sending it to the HR department for further action. The line manager will also ensure that the job description is provided to the staff member at the beginning of the employment and objectives and work plan is set for the probation period.

Subsequent to the confirmation of the contract at the end of the probation period the finance department will be authorized to proceed with the payroll process. Similarly subsequent to performance review, the line manager will fill up the confirmation form and inform HR department which will communicate to the post holder immediately. In case where confirmation is not approved, the letter from HR must indicate the key reasons for non confirmation and also a meeting will be arranged by HR between post holder and the line manager to explain the reasons.

In cases where confirmation is approved but some areas for further improvement for strengthening are highlighted, those must be clearly documented with time lines for follow up.

5.1.5 Notice Period

The employee or ACT-I-either party are required to give notice to each other on termination of services. Following is the schedule which will give the duration of the notice periods as per the contract duration.

Contract Durations	Notice Period
One year or more	(1) One month
Between six months and less than one year	(21) Three weeks
Less than six months	(15) Fifteen days
Probation period	(1) week

Staff on one year or less than one year contract can be served the notice under the following terms and conditions and will not subject to redundancy package.

- If ACT-I is required to close its operations, either entirely or partially for which the employee is being employed, for whatever reasons.
- Due to budget constraints
- Due to changed nature of the programme requirement
- Not satisfactory performance and behavior

In case of serving the notice, information should be sent to Finance and HR department immediately. Failure to give notice will subject to payment in lieu of such notice period on both sides (ACT-I and Employee)

5.1.6 Continuation of Service

Any staff member who works for Aiming Change for Tomorrow-International on consecutive contracts or the gap between two contracts is not more than one month will be considered as employment in continuity.

5.2 Absence From Work

If the employee is unable to attend work for any reason, including sickness, she/he is required to notify the Line Manager and/or reception immediately. Failing to do so will be subject to disciplinary action. Please refer to Disciplinary and Management of Sickness and absence policy in the manual.

5.3 Conditional Information

It is mandatory for all employees to treat all information of whatever kind as strictly confidential relating to work with ACT-I or its clients during or after the termination of employment. It is expected from staff that they will not divulge any information, facts figures or other data they may obtain while in the employment of ACT-I unless required to do so by a competent court of law. All official ACT-I documentation and materials remain the property of ACT-I and may not be published or copied without the prior permission of the CEO or BoD.

5.4 Transfer

The ACT-I management reserves the right to transfer any of its employees at any location where its operations are going on or it has any sub office to fill up the gap or as a capacity

building measure or as a result of disciplinary process outcome. Management will hold discussions with the staff member before making such decision.

5.5 Office Timing and Working Hours

All non support staffs are required to work for (40) hours (inclusive of lunch breaks) five days a week with Saturday and Sunday off. The office timings will be from 0900 hrs to 1700 hrs inclusive of (30) minutes break for lunch. On Friday, lunch break will be one hour and thirty minutes. The support staff working hours will be (45) hours (inclusive of lunch breaks) five days a week with Saturday and Sunday off. The office timings for support staff will be from 0830 hrs to 1700 hrs inclusive of (30) minutes break for lunch. On Friday, lunch break will be of one hour and thirty minutes.

5.6 Office Timings and Working Hours During Emergency

In situations where ACT-I declares the emergency and starts operating to respond such situation, staff in emergency area or in emergency offices, the timings will be decided by the CEO and in no case the total working hours can exceed (48) hours a week and a maximum length of week can not exceed six working day per week. During emergency phase, the management will decide whether to provide food and accommodation for staff and all the matters related to office timings, food and accommodation will be communicated as a first priority in the initial days of emergency. The CEO in consultation with staff may make decisions to change office timings at any point of time during the year.

5.6.1 Death

In case of death (due to any reason) of employee during service, ACT-I will take the responsibility of paying one month full salary in addition to the salary due on the day of expiry of the staff member.

ACT-I will immediately coordinate with the group life insurance company to release the payment to the family of the deceased staff member in all possible manners. All payments related to terminal grant and salaries will be paid to the next of kin of the deceased staff member within one week. All salary advances or personal deductions will be waived off in order to speed up the process.

5.7 Taxation

All salaries, consultant fee, stipends to interns are subject to tax deduction as per the Government of Pakistan law, rules and regulations. However finance/HR department will ensure that the staff is provided the maximum benefit under any legal provision available under the law. Finance/HR department will also issue tax certificates to all staff each year mentioning the amount of tax deducted.

5.8 Restriction on Work Outside ACT-I and Other Interests

During the period of employment with Aiming Change for Tomorrow-International, employees are expected to give priority to their jobs. As a result, they may not be employed by, or carry out any work for any other body which conflicts with or hinders their ability to carry out their work satisfactorily, without the prior written permission of CEO.

Being ACT-I staff, they cannot enter into any kind of employment without written consent of Aiming Change for Tomorrow-International and will not

- Engage in or promote any profession, trade or business
- Accept any remuneration except that payable under their terms and conditions of employment with Aiming Change for Tomorrow-International.
- write or contribute any matter for the press or publication or be concerned in or assist in the publication in any form or format of any such matter or make or participate in any broadcast except with the permission or at the request of Aiming Change for Tomorrow-International. Any fees received for television, radio, broadcasts or speaking engagements on Aiming Change for Tomorrow-International matters will be paid to Aiming Change for Tomorrow-International. So as to avoid liability for income tax on such fees, recipients should sign the appropriate form of disclaimer in favour of Aiming Change for Tomorrow-International, at the time that the fees are offered.
- Engage in or promote any political or religious propaganda or similar activity.
- Do anything that does or is likely to or may bring staff member or Aiming Change for Tomorrow-International into disrepute.
- Being staff of ACT-I, they will observe the aims and ideals of Aiming Change for Tomorrow-International are those of a non-political, non-governmental, non-sectarian organization which is solely concerned to assist children in trouble, need or distress, irrespective of race, class, creed or political consideration.

5.9 Allowances

5.9.1 Additional Responsibility Allowance

Where a staff member is required to cover the duties of a higher graded position during a period of temporary absence or whilst the senior post remains vacant, then they may qualify for an '*additional responsibility allowance*'.

This will only be paid where the staff member is undertaking the full responsibility of the work of the member of staff including decision making, for a period in excess of 4 weeks. Taking messages, dealing with paperwork and deferring or redirecting major decisions relating to major functions of the job will not qualify for payment of the allowance.

The allowance will, if agreed within the terms above, be payable from the beginning of the first day during which the additional responsibility is being carried out. It will be equal to an increase of difference between current salary and substituted post or the minimum of the grade of the substituted post whichever is the greater. If the staff member is standing in for more than 1 year, he/she will receive an increment in the grade of the person for whom he/she is substituting.

5.9.2 Medical Allowances

ACT-I will cover the cost of OPD up to Rs. 37,000/- per annum for all staff and their dependents where dependents means spouse and children only OPD costs which are usually meant for medical consultations. The claim will be based on actual and original receipts or other supporting documents which must be provided at the time of any claim. Changes may be made with prior notification from the CEO.

Staff working on short term contracts i.e. less than one year, are also entitled to have medical cost coverage for their recognized dependents on a pro rata basis depending on their length of contract.

In exceptional cases to be determined and approved by the CEO staff may present a claim for additional coverage.

Costs of maternity cases may also be considered in addition to the limit; this could be up to 75% of the cost above Rs. 30,000 up to maximum of Rs. 37,000. This will be determined on a case to case basis and must be approved by the CEO

This medical allowance covers

- 100% cover in respect of consultation with qualified doctor and hospital charges for the staff member and recognized dependants.
- 100% reimbursement of essential and basic drug costs, which have been prescribed by qualified doctor, for staff and recognized dependants.
- 100% reimbursement of essential and basic optical and dental costs for staff and recognized dependants. These may include
 - eye infection or disease
 - eye examination for VDU
 - gum infections
 - tooth extraction
 - amalgam fillings
 - any tooth rehabilitation declared necessary by the doctor for health

- Spectacles Frame or cost of lens (not more than 1500/- per frame)
- Pregnant women (dependent or staff member) will receive full cover in respect of essential dental or maternity care. OPD limit can not be used to meet delivery costs during hospitalization as it is already covered under health insurance arrangements. In case if delivery related costs are not covered by insurance arrangements, a case can be forwarded to CEO for approval to meet the costs from OPD or extended OPD limits. However staff on one year or less than one year contract, are allowed to meet the delivery costs from OPD as they are not provided insurance scheme.

For more details please refer to Medical Entitlement policy in Health and Safety section

5.9.3 Relocation Allowances

Any staff member either who is transferred to another location or has been appointed to such location as operating base which is different from home location is entitled to have a relocation allowance of Rs. 20,000/- provided that staff member actually shifts his/her residence to new location. This ceiling of Rs. 20,000/- is applicable on the condition that the staff member provides actual receipts of the expenses incurred to transfer the household items and family travel costs. This provision is available for only one time and can be extended again if the staff member is again shifted her transferred.

5.10 Insurance

5.10.1 Health Insurance

Aiming Change for Tomorrow-International provides Health Insurance coverage to its staff and their dependents through an Insurance company. All staff is required to fill up the Health Insurance Form on their first day of employment. Staff can get the advice from HR on how to fill up the form and declare any disease. Insurance company usually issues health insurance cards which can be used in the case of hospitalization.

Health Insurance Coverage is fully provided to staff and their dependents who are on more than one year contract. However, this health insurance coverage is provided to only staff member who are on one year or less employment contracts and dependents are not covered. In case of normal diseases, the hospitalization entitlement is Rs. 100,000 per insured member and in case of dread diseases, an additional Rs. 300,000/- coverage is available. This coverage limit is for one year. Further details can be obtained from the HR department. For maternity cases, the coverage limit for normal cases is Rs. 50,000/- and C-section the limit is Rs. 70,000/-

Staff is required to inform HR in case of serious illness to HR before hospitalization so that coordination can be done with the Insurance company and best possible treatment is made

available to staff or their dependents. HR department will communicate to the insurance company on addition and deletion of staff under the coverage.

5.10.2 Group Health Insurance

All staff regardless of their contract durations is entitled group life insurance. HR department will communicate to the insurance company on addition and deletion of staff under the coverage. In case of normal death, family of deceased staff member will receive Rs. 1 million and Rs 2 million in accidental death.

5.11 Leaves

5.11.1 Annual Leaves

Staff is entitled to 25 working days annual leave with full pay and benefits in a calendar year, 01 January to 31 December. This leave will be accredited to the staff leave account at the beginning of the calendar year and is in addition to local officially gazetted holidays. Annual leave is calculated on a pro-rata basis for staff appointed during the year. Any annual leave accrued but not taken at the date of termination of employment will be adjusted in lieu of the notice period and a maximum of 14 leaves can be encashed.

The Line Managers will be responsible to ensure that staff avail the opportunity to take all their annual leave during the calendar year. Leave dates must be informed three working days in advance and must be mutually agreed between the staff member and the Line Manager. Failure to submit a written request at least three working days in advance may result in non approval of the request.

Annual leave will be accumulated, under normal circumstances; maximum of 10 leaves can be carried forward to the next calendar year. In exceptional individual circumstance, where owing to additional work responsibilities, the full entitlement of annual leave has not been taken in the calendar year, the Line Manager may authorize, in writing, a maximum of three days annual leave to be carried forward to the next year. Reasons for doing so must be documented. However, such leave must be utilized within the first three months of the next calendar year (January to March), otherwise such leave will lapse.

However due to any exceptional situation i.e., emergency response and relief work where staff are not able to take their annual leave entitlement the CEO may authorize any change to the above mentioned policy. Support Services/Admin department will ensure that a proper record is maintained of the leaves for all employees. Monthly reports will be submitted to line managers on the leave status of their line managed staff. As a matter of good practice and work life balance, ACT-I encourages staff to avail their leaves in the leave year with

appropriate planning and in consultation with their line managers. Staff not submitting the leave applications of any kind will subject to disciplinary actions as per the policies.

5.11.2 Compassionate Leave

Compassionate leave of up to five (5) working days with full pay and benefits is available upon the death of an employee’s immediate family member or family members living in joint family system. Immediate family in this case is defined as parents, spouse, children, brothers or sisters. Those employees, who need additional leave to cover religious and traditional social customs in connection with the bereavement, may apply for such leave, and if it is granted by the Lin Manager, this will be deducted from the annual leave balance.

5.11.3 Sick Leaves

Standard sick leave entitlement is ten (10) working days. Any request for sick leave must be notified to the Line Manager on the day of such leave. On resuming work, a sick leave application must be submitted and approved by the Line Manager. Application for sick leave required for more than two working days shall be supported by a Medical Certificate from a Registered Medical Practitioner. If the sickness exceeds ten (10) days per annum in case of a serious illness or accident, when supported by Medical Certificates, such a additional sick leave may be authorized by the CEO as follows:

SERVICE	ACCRUED ENTITLEMENT
Year 1-2 years	1 month full pay: 1 month half pay, 1 month – No pay
2-3 years	1 month full pay: 1 month half pay, 1 month half pay
3+	2 months full pay: 2 month half pay, 1 month – No pay same as above

As the end of this period, a determination will be made by the CEO as to whether to retain the employee or not. Any un-availed sick leave will not be en-cashable. Where a member of staff is frequently absent owing to sickness, the CEO may seek the opinion of a designated medical practitioner. Continues, regular, or lengthy absence may, after due notice, result in loss of pay or dismissal. Please refer to Health & Safety policy for more details.

5.11.4 Maternity Leave

Maternity leave with full pay for a total period of ninety (90) days is available once in three years of employment with ACT-I. the birth of a child must be notified to the Line Manager within seven days. Maternity leave cannot be authorized for those female employees who have not completed six months service at ACT-I, however, they can use other leave such as sick leave balance, annual leave balance and leave without pay. However maternity leaves will not be considered as pro longed sickness and not entitled to the same benefits as mentioned in the sick leave clause mentioned above. The same conditions of maternity

leave will apply in the case of adoption. Any change to this leave provision is subject to approval from CEO and consultation with the Policy Review Committee.

5.11.5 Paternity Leave

Paternity leave with full pay for a period of five (5) working days is available for staff once in three years for a maximum of three times. This is also applicable in the case of adoption. Any change to this leave provision is subject to approval from CEO and consultation with the Policy Review Committee.

5.11.6 Leave without Pay

Leave without pay is not available in normal circumstances. In instances where a staff member has used all the other leave entitlements and still requires to take leaves, s/he can apply in writing for leave without pay which is subject to approval from CEO only. For leaves taken without pay an employee does not accumulate any additional or other benefits. Any unpaid leave is deducted from monthly salaries. Leave without pay is to be granted at the discretion of the CEO in exceptional circumstances mentioned below:-

- I. For unavoidable family circumstances, maximum up to three months
- II. For medical reasons, maximum up to one month (in addition to Sick leave entitlements)
- III. For self finance study purpose, maximum up to three months

5.11.7 Time Off In Lieu

ACT-I does not have a policy of paying overtime to the staff.. Exception is for support staff who get over time at double rate on extra hours worked. However, leave is lieu of hours/days worked and approved will be accredited to the leave balance on an actual basis. Leave in lieu must be taken within three (3) months of its being earned, or the entitlement will lapse. Leave in lieu must be first documented and submitted to the line manager immediately for approval. Leave in lieu must be approved by the line manager at least one week before it is taken. In the absence of the immediate line manager, the designated acting manager would be the approving authority.

Staff are responsible to maintain the record of their extra hours/days worked and for getting approval from the line managers. Staff leaving after 1730 hrs should sign off the time sheet available at the reception desk. Staff request for TOIL for extra hours worked must be supported by the copy of this time sheet. Staff traveling beyond established working hours (0900-1630) can claim travel time for Leave in Lieu.

The CEO may change the time limit of taking TOIL in accordance with changing circumstances and in consultation with Policy Review Committee.

5.11.8 Gazetted Holidays

All staff is entitled to gazetted holidays announced by the Government of Pakistan with full pay and benefits. In case if any gazetted holiday comes on weekend, staff will get the following working day as holiday and office would remain closed.

5.12 Over Time

This benefit is provided to Support Staff who work relatively more than the other staff in terms of working hours if support staff work beyond established working hours related to their contract or work on week ends, are entitled to have overtime on double rate. However, ACT-I expects its staff not to work on weekends until or unless it is really required and duly authorized by line manager.

5.13 R & R

In normal circumstance, R&R is not applicable. In emergency situations, where ACT-I staff is working continuously (6 days a week) is entitled to have R&R of four days after every six weeks. The R&R is not applicable to local staff and is extended to staff whose home base is different from operating base within the country.

5.14 Demotion

In instances where an employee demonstrates that he/she is unable to perform the specified tasks of their current position and it has been reflected in the performance review process and recommendations are made under the disciplinary process and where an alternative junior or equivalent position exists for which the employee is qualified, employee can be offered the option. Failing to accept the option would subject to termination of employment as per procedures.

5.15 Promotion

Annual increments are given to employees who perform well and as per the standards. Any staff member can be promoted on the recommendations of the line manager and HR department on the basis of

- I. Has acquired new knowledge and good experience
- II. Has performed exceptionally and can easily take up more roles and responsibilities
- III. Is over qualified for the current position

All the promotion cases are subject to recommendations from the line manager or department head and evaluation interview by the HR department. In any case, the HR department evaluation will be considered as final recommendation and it is the discretion of the CEO to approve such promotion case or not. The line managers can only recommend the promotion case on the basis of latest performance review documents.

5.16 Increments

All staff who get Good and Excellent status in over all ranking during performance review exercise are subject to receive annual increment on completion of 12 months service. Incremental step details are attached in annexes of Recruitment Selection chapter. Staff who reaches on the maximum ceiling of any grade will not be entitled to move to next grade automatically.

5.17 End of Contract

Staff employment contract can come to an end due to maturity of the contract period, early termination of services, as an outcome of disciplinary process or resignation. ACT-I employees are entitled to different benefits provided they are not dismissed. It is mandatory for all staff to hand over the charge of duties to the line manager or person taking over the charge in writing and returning the assets to the organisation. If an employee fails to provide required notice period or any outstanding amount then ACT-I has the right to deduct equivalent salary of notice period from employee's end of contract dues. The contract status will terminate automatically on non renewal or non extension of the contract.

5.17.1 Resignations

Any staff member may discontinue their employment agreement with ACT-I without recourse to reason. Any staff member doing so has to submit the written resignation in writing mentioning the notice period and last day of employment. ACT-I has the right to accept/not accept the resignation or make changes in the last day of employment (as per resignation) or leave adjustments.

5.17.2 Retirement

An employee who reaches the age of 60 years shall be retired and his/her employment with the organisation will be terminated on the last day of the month in which she/he reaches the age of 60 years. The retired employee is entitled to all benefits accrued to him/her on the day of retirement.

A maximum relaxation in retirement age can be given for one year and is subject to approval of the CEO.

5.17.3 Clearance

In the last week of employment, HR department will circulate a clearance form (annex) to all departments and line manager to conclude any outstanding dues or task, issuance of assets or equipment, handing over report, and exit interview. However the final end of contract payment will be made after having received the utility bills for any personal deductions.

In case if there is no end of contract payment is due then the last salary will be released only when all the dues are cleared and clearance form is signed by all relevant staff.

5.17.4 Retrenchment

ACT-I reserves the right to revise an employee's job description or change duties in consultation with HR, at the discretion of line manager and CEO.

5.17.5 Exit Interview

It is mandatory for all staff to ensure that they appear in the exit interview before leaving the organization. This exit interview can ideally conducted by the line manager's manager or HR department representative. This meeting will be documented and a report submitted to Manager HR or CEO. It is the responsibility of ACT-I management to ensure that practical action points are taken care of and steps are taken to improve the system.

Chapter – 6 Performance Management

6.1 Scope:

Aiming Change for Tomorrow-International's Performance Management (PM) is a system that ensures that each member of staff is clear about the contribution his/her individual achievements make to the whole organisation's achievements and success. It focuses on achievements that link to ACT-I's priorities and Organisational Objectives. Any staff members not performing as per the standards are subject to a performance improvement plan through Learning and Development initiatives. Any such cases where staff members are still unable to perform satisfactorily subsequent to support, guidance, supervision and/or a learning and development opportunity will be subject to disciplinary procedures for further actions.

6.1.1 Responsibilities of Line Managers:

The line manager's are responsible to make sure that their direct reports are provided supportive guidance and supervision to enable them able to perform to the best of their ability in accordance with the standards and expectations as laid out in the annual objectives and work plan. The line managers will ensure the objectives and work plans are practical, time bound, specific and can be measured. Performance review is based on facts and figures and means of verifying the performance should be clear to all staff. Line managers will hold regular meetings with their direct reports to review performance measured in accordance with annual objectives and work plans and provide support to staff to overcome any gaps and challenges.

The performance management process is an objective process. Following completion of the review and documentation the line manager is responsible for the submission of the original, signed performance related forms to HR department for placement in personal files.

6.1.2 Responsibilities of Employees:

The staff are required to perform to the best of their ability and in accordance with their work plans and agreed objectives; flexibility may be required due to any change in the nature or scope of work. Staff will ensure that all the activities performed by them have relevance to their objectives and work plans and that they contribute to the overall objectives of the organization.

6.1.3 Responsibilities of HR Department:

It is the responsibility of the HR department to ensure that the line managers and their reporting staff are fully aware of the performance management system through induction

sessions, orientation and refresher training as required. The HR department will intimate regularly to line managers the performance review due dates.

6.2 Overview of the Process:

The performance review process is based on the manager and direct report meeting to discuss and agree:

- An individual work plan where objectives will be set with timelines.
- A learning and development plan
- A full performance review, conducted annually with review process usually after six months, or as necessary by assessing evidence of achievement against the objectives and work plan
- An annual review of progress on the learning and development plan with interim assessments of progress, usually after six months or as may be required.
- Both plans are monitored regularly during supervision sessions.

6.3 Staff on One Year Contract or Less:

Line managers are required to set objectives and work plans with staff who are on one year or less contracts. It is recommended that the contract duration should be divided into two portions. Objectives, work plans and learning and development plans will be set at the beginning of the employment and followed by a performance review meeting on reaching the middle of the contract tenure i.e. on a one year contract this would be after six months of service.

A final performance review will be conducted at least two weeks prior to contract maturity. This is recommended for two reasons:

- I. in support or otherwise of contract extension a document will be available as supporting evidence for the case
- II. if some final activities or objectives are required to be met the line manager and staff member can work together to prioritise the work plan and handover plan as appropriate.

6.4 Steps in Performance Management System

6.4.1 Step1 – Agreeing Individual Objectives and Work Plans

The individual work plan is the core document in the PM system. Agreed objectives (normally 4-7) identify the priority achievements and contributions the individual will make to ACT-I. the individual work plan is a working document and revisions may be agreed and recorded at any time.

The work plan (**Annex 1**) is designed to follow the SMART mnemonic – i.e. specific (objectives), Measurable (success criteria), Agreed, Realistic, and Time –scaled (time-scales)

6.4.1.1 Objective:

This describes a particular result or achievement required. Each member of staff will have about four to seven clear and specific objectives that are derived from, and linked to, an organizational need. The objectives may be short, medium or long term within the time frames.

6.4.1.2 Activities:

Without being an exhaustive task list, these explain what needs to be done to achieve the objectives or results. It is recommended that a maximum of three to four key activities should be mentioned with reference numbers.

6.4.1.3 Outcome Verifying Indicator:

The staff member and the line manager need to agree on the indicators which verify the results or outcomes. They will be agreed in advance and only outcomes that can be evidenced or measured – for example: a report produced, recommendations accepted; a workshop delivered – should be recorded

6.4.1.4 Means of Verification:

These define how the manager and member of staff will know if an activity has been completed successfully or an objective met. How can a staff member claim that the results or outcomes achieved can be verified? For example, if the objective was to secure funding for a child protection project for one year then there will be activities like proposal development and budget preparation. The outcome Verifying this activity could be the acceptance and approval of the proposal by a donor and the means of verification would be the funding approval documents.

6.4.1.5 Timescales:

Time scales are used to monitor progress against the individual work plan. These can be deadlines, frequencies, or timetables. They are agreed and recorded for every activity against each objective, which may be short, medium, or long term. Timescales for activities will also be agreed and recorded.

6.4.1.6 Resource Requirement:

These are the people and other resources needed to carry out the specified activities. Normally, an individual member of staff will be carrying out activities to achieve objectives

with other people and will be using money and other resources. The programmes and inter-departmental links and resources will also need to be identified, negotiated, and recorded.

6.4.2 Step – II Agreeing Learning & Development Plan:

The manager should also discuss with her/his direct reports any learning needs to be fulfilled in order to achieve the objectives on the individual work plan.

These, and proposed activities, e.g. reading, field visits, attending a seminar, work shadowing, attending a training course, etc are agreed and recorded on the individual learning and development plan (**Annex II**)

6.4.2.1 Work Objectives:

List a summary of the relevant objectives from the individual work plan in which the staff member and the line manager identify as having some learning and development requirements.

6.4.2.2 Needs:

What learning needs have been identified for the member of staff to achieve the agreed objective(s)? These needs may be for knowledge, skills or changes to approach or attitude.

6.4.2.3 Learning Objectives:

What will the member of staff need to know, be able to do, or how will she/he need to act, after the learning, to achieve the agreed objective(s)? Learning objectives should be specific, measurable and realistic.

6.4.2.4 How they will be met:

What cost effective methods or media might be suitable? There is normally more than one option and training is often the least effective and should therefore not necessarily be the main choice. Does the chosen option relate to how the staff member learns best?

6.4.2.5 Timescales:

When should the learning have been completed?

6.4.2.6 Priority H.M.L:

Indicate the priority – High, Medium or Low – for the learning. This will help managers and HRD staff plan delivery against needs. Also, note any constraints to staff availability for training and development

6.4.2.7 Outcomes and review comments:

This section should not be used at the planning stage. It is used to record progress, changes, results and other comments at supervision meetings and performance reviews. The notated or revised L&D plan should be resubmitted by the manager to the HR department upon completion.

6.4.2.8 Overview and final agreement:

Managers and staff should review the objectives, proposed development activities, priorities and time scales and agree the complete plan.

6.4.3 Step III Performance Review:

The half-yearly and annual (on completion of one year service) Performance Reviews are discussion between a manager and her/his direct reports, comparing factual evidence against the indicators for objectives and activities on the individual's work plan. The formal outcome, an agreed review record (Annex III), is a summary of this discussion. This is a formal document and is filed in the personal file.

The most up-to-date individual work plan with set objectives will be used for the performance review with the addition of the following:

6.4.3.1 Staff Member's Comments:

This section can serve two purposes:

- I. for the staff member to draft her/his thoughts on the outcomes and issues from the original and current work plan
- II. to record the agreed comments at or after the review meeting. Often, people prefer to reflect and then make a final record.

Managers might wish to issue one of the Review Preparation forms (Annex IV & V) to staff to assist them in preparing for the meeting.

6.4.3.2 Manager's Comments:

This section can serve two purposes:

- I. for the manager to draft her/his thoughts on the outcomes and issues from the original and current work plan
- II. to record the agreed comments at or after the review meeting.

By agreement, drafts may be exchanged before the review meeting and/or the manager may record the agreed joint comments only and rename the section.

In the second section, there is a performance review on the basis of general competency and it is the responsibility of the line manager to agree with staff to hold performance reviews against certain specific areas. There might be cases where all competencies can not be reviewed and managers should do the review only for relevant competencies.

6.4.3.3 Rating:

Ranking “Fair” would necessarily mean that there is a need for improvement and this improvement plan should be reflected in the following years learning and development plan.

Ranking ‘Good or Excellent’ would entitle the staff member to their annual increment which will be paid on completion of one fully years service.

In the final section the staff member will record his or her overall comments on the management of his/her work by their manger as well as any suggestions to the manager.

The manager will record the overall review comments on the performance of the staff member.

6.5 Managing Disagreements:

Performance reviews should be based on factual evidence of achievement and performance and discussion of reasons for non achievement. As a first step if there is disagreement the manager would refer this to a colleague for further review. Both the manager and the staff member must be in agreement to refer the case to an agreed colleague to review the evidence and discuss her/his findings with both manager and staff member . If disagreement remains, then it is open to the staff member to use the appropriate Grievance Procedure. There is no separate appeal process for PM.

6.6 Monitoring the performance:

Regular supervision, usually in the form of one-to-one meetings, are essential for monitoring progress against the plans. Managers and staff may also use supervision for other issues, e.g. personal matters affecting work, coaching.

It is a chance to reflect on success and an opportunity to address gaps and challenges, a time to monitor and evaluate work and to agree on a short-term plan of action. It is also a forum to provide or identify opportunities for personal professional support and talk about any personal issues that may be affecting an individual’s work. It is a two-way process and should take place at regular intervals. Supervision is a join responsibility; every member of staff is responsible for participating constructively in the process.

6.6.1 What is the outcome of a supervision meeting:

The outcome should be jointly agreed and recorded short term actions, detailing what needs to be done, by who and by when; any changes required to the individual work plan and details of any new and agreed learning needs to take place in the short term. These should also be recorded on the individual learning and development plan and resubmitted to HR department.

6.6.2 What is discussed during a supervision meeting:

There are 3 main elements to a supervision meeting:

- A review of progress against agreed work plans and objectives;
- Planning for the future;
- Assessing support and development needs.

6.6.3 Important consideration for any action:

- Plan how you will discuss things like: new areas of work; difficulties or problems that have occurred; praise or thanks that are due.
- Make notes in advance that will assist you in the meeting.
- Start by saying what you want to discuss and what you want to achieve.
- Take time to review progress.
- Talk about personal issues if they are affecting work/performance
- Set time to plan for the future. Joint planning assists in projects hitting deadlines first time.
- Discuss gaps in knowledge and skills and how these can be met.
- Agree action points and summary note resulting from supervision.
- Agree focus of the next meeting.
- Agree time and date of next meeting.

There is no single best way of carrying out a supervision meeting. Everyone will have a preferred style of interaction; being flexible and able to adapt is an important skill.

HRD Plan:

In the Aiming Change for Tomorrow-International Programme, performance management starts from the beginning of employment and includes mid-term reviews and annual reviews on the date of completion of one year service or before the contract end date; it is not subject to fixed dates and months for all staff in a year i.e. all staff performance reviews will not be conducted in September/October and March/April. The HRD development plan is the

responsibility of the HR department and such plans are revised quarterly on the basis of updated information through TNA exercises where appropriate and input from the latest Learning and Development Plan.

Before implementing the HRD plan, the senior management would consider all possible cost effective ways of meeting the HRD plan within available budgets. The ACT-I Programme will ensure that a reasonable percentage of the total staff budget, restricted and unrestricted, is budgeted for staff development in consultation with the HR Department.

All possible means of development and learning opportunities will be considered for staff once they are confirmed in their posts.

Objective Setting Form & Work Plan

Name:	Grade:	Location:
Date Objectives Set:	Manager's Signature:	Staff Member Signature:
Time Period:	Manager's Designation:	Staff Designation:

List of Objectives

Objective No.1:

Objective No.2:

Objective No3:

Objective No4:

Objective No.5:

Objective No.6:

Objective No.7:

Objective No 1:				
Specific Objectives (Result/Outcomes)	ACTIVITIES Key activities to achieve results	Outcome Verifying Indicator	Means of Verification	TIMESCALE By when, how often
Result No 1	Act 1.1 Act 1.2 Act 1.3			Act 1.1 Act 1.2 Act 1.3
Any Resource requirement (Non Learning and Development)				

Objective No 2:				
Specific Result (Outcomes)	ACTIVITIES Key tasks to achieve results/responsibilities	Outcome Verifying Indicator	Means of Verification	TIMESCALE By when, how often
Result No 1	Act 1.1 Act 1.2 Act 1.3			Act 1.1 Act 1.2 Act 1.3

Learning and Development Form

Name:	Grade:	Location:
Plan Date:	Manager's Signature:	Staff Member Signature:
Time Period:	Manager's Designation:	Staff Designation:

NEEDS What learning needs have you identified to achieve the agreed objectives? (Mention Objectives Ref No)	LEARNING OBJECTIVES What should the staff member know, be able to do or how will they approach work, after the learning, to achieve the work plan objective?	HOW THEY WILL BE MET What cost effective methods or media might be suitable which also relate to how the staff member learns best?	TIMESCALE When should the learning have been completed?	PRIORITY H,M,L?	OUTCOMES AND REVIEWS COMMENTS Use for notes from Supervision and review meetings
e.g. Build effective new team of six for short term project	e.g Member of staff should know: overview of how teams form, develop and work be able to: design and deliver individual and team activities or approach work:	Preferred learning style 'Theorist' Methods: self learning from Team development materials from Learning Resource Centre. Coaching with manager? One day facilitation skills	By March 2013	Realistic time Commitment: Will discuss dedicated time for self study. ½ DAYS ONLY For	

		course Estimated costs (discuss with HRD)		TRAINING	
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Performance Review Form

Name:	Grade:	Location:
Objective Set Date:	Performance Review Period:	Performance Review Date:
Agreed by:	Manager's Signature:	Staff Member Signature:
	Manager's Designation:	Staff Designation:

List of Objectives
Objective No. 1
Objective No. 2
Objective No. 3
Objective No. 4
Objective No. 5
Objective No. 6
Objective No. 7

Objective No 1:				
Specific Result (Outcomes)	ACTIVITIES Key tasks to achieve results/responsibilities	Outcome Verifying Indicator	Means of Verification	TIMESCALE By when, how often
Result No 1	Act 1.1 Act 1.2 Act 1.3			
Staff Member's Comments:				

Objective No 2:				
Specific Result (Outcomes)	ACTIVITIES Key tasks to achieve results/responsibilities	Outcome Verifying Indicator	Means of Verification	TIMESCALE By when, how often
Result No 1	Act 1.1 Act 1.2 Act 1.3			
Manager's Comments:				

Objective No 3:				
Specific Result (Outcomes)	ACTIVITIES Key tasks to achieve results/responsibilities	Outcome Verifying Indicator	Means of Verification	TIMESCALE By when, how often
Result No 1	Act 1.1 Act 1.2 Act 1.3			
Manager's Comments:				
Staff Member's Comments:				

Competencies and Skills	Status: (Excellent, Good, Fair, Poor)	Manager's Comments	Staff Member's Comments
Job specific Knowledge (appropriate technical knowledge; applies knowledge effectively performs quality work; able to provide technical backstopping and support in specific field of expertise)			
Self-Management (Manages emotions; self-awareness; time effectively; is adaptable and flexible)			
Values (Demonstrates shared organizational values; values and embraces diversity; is someone to trust; treats other team/department members with respect; good role model)			
Leadership and Management <i>(as applicable for the position)</i> (Demonstrates clear vision; sees the bigger picture; allocates resources responsibly; evaluates performance fairly and in a timely manner; is a positive role model; acknowledges own mistakes and takes corrective action; delegates with authority)			
Interpersonal/Communication (Active participation; is accessible; makes commitments willingly; is approachable on difficult subjects; communicates clearly; is a good listener; empathetic; deals with conflict positively; is sensitive to others' feelings and points of view)			
Working effectiveness (Achieves targets and deadlines; motivates others; positive influencing others; supportive, shares information; meets personal working)			
Objectives)			
Creativity and Innovation (Brings new ideas, open to change; open to constructive feedback and criticism; able to think 'out of the box' able to see the 'Big Picture', good imagination)			

Please Tick Mark in the relevant ranking boxes

Over All Ranking: **Excellent** **Good** **Fair**
Should be given annual Increment: **Yes** **No**

How I am managed by my Line Manager (To filled by Staff Member)

Overall comments by Line Manager:

Chapter – 7 Health and Safety

7.1 Policy Framework and General Responsibilities

7.1.1 Policy Statement

- *Good health is good performance!*
- *The safety and security of all Aiming Change for Tomorrow-International staff is of paramount importance.*
- *Protecting your health at work is a joint responsibility. Your responsibility and ACT-I responsibility*

7.1.2 ACT-I Responsibilities:

The ACT-I management team recognizes the importance of effective health and safety in ensuring the well being of all staff, volunteers, contractors and visitors to the premises.

The organisation is committed to:

- Developing a positive culture
- Providing all staff with information, instructions and training/orientation about health and safety measures i.e. fire procedures and precautions, emergency procedures, first aid
- Involving all in a participatory approach, but with clearly defined and appropriate levels of responsibility
- Actively encouraging collaborative dialogue between management and staff
- A safe place of work and safe access to it
- A healthy working environment
- A good work life balance
- Adequate welfare facilities
- Safe systems of work including the use of equipment
- Adequate arrangements for the safe use, handling, storage and transport of articles and substances used for work
- Sufficient information, instructions, training and supervision to enable all staff to avoid hazards and contribute positively to their own health and safety at work
- Systems to ensure all work activities and locations are subject to risk assessment by managers and that action to control risks is taken where identified as necessary
- Administrative and management systems designed to ensure efficient and effective safety management.
- A procedure for the recording, reporting and monitoring of all accidents and incidents of ill health occurring as a result of ACT-I work activities and effective follow-up where necessary

- Systems to ensure the health and safety of all individuals other than employees affected by our work, especially volunteers and users of our services.

7.1.3 All Staff Responsibilities

Health and safety is an integral part of every job for every employee throughout ACT-I. all staff should make a commitment to familiarize and understand the safety and security guidelines as operated within the programme.

It is therefore the responsibility of everyone within ACT-I, regardless of their position, to:

- Cooperate with the line manager, the appointed health and safety point person or Fire Warden in all measures that are taken to protect your health and safety at work.
- Respect no smoking areas and do not smoke in non-designated areas, including bathrooms.
- Avoid eating or drinking in areas where it may cause offence to others or pose a safety hazard i.e. near emergency exits, on or near stairways, in corridors or near the main entrance/exist
- Report broken, damaged or unsafe equipment to the line manager; do not try to repair electrical plugs, sockets or equipment
- Always switch off and shut down equipment not in use such as computers, photocopiers, printers, heaters, cookers
- Make sure they know where the First Aid box is located
- Make sure they know where the fire extinguishers, fire blankets and other fire fighting equipment is located and that they are familiar with their use
- Avoid bringing dangerous chemicals or drugs into any ACT-I work place
- Take reasonable care of themselves and of anyone else who may be affected by what they do, or what they fail to do
- Follow training, instructions and systems of work relevant to the duties of their post
- Only undertake tasks with health and safety implications, that they are authorized to do
- Co-operate with ACT-I in order to ensure that the health and safety policy is complied with
- Report health and safety defects or problems without delay to their line manager
- Do not interfere with, or deliberately misuse or misapply, nay health and safety equipment, process, rules and other health and safety systems of work

Any employee who is deliberately or consistently negligent in fulfilling their allocated health and safety responsibilities will face disciplinary action

7.1.4 Line Managers

In addition to over all responsibilities mentioned above, all line managers are responsible to disseminate this policy to all their reporting staff/offices and to ensure its implementation by providing appropriate supervision and guidance

In consultation with the HR department, conduct a thorough induction with all new employees ensuring all staff is familiar with local emergency and fire procedures, first-aid and accident/incident reporting procedures.

The line manager must ensure that the staff are competent and authorized to do the work activities assigned to them, and are capable of carrying out those activities without placing themselves or others at risk.

Maintaining good standards of housekeeping within their areas of control and dealing with any health and safety defects, problems and non-compliance they are aware of, and reporting them as necessary to HR department for advice and for any corrective action required. HR will be also responsible for interpreting any clause or Health and Safety related best practices to the any concerned staff or department.

Consulting as appropriate with their staff and involving them in all aspects of health and safety as necessary and dealing with (in an appropriate manner) and reporting to the line manager/Manager HR on any member of their staff who deliberately, willfully and/or consistently fails to satisfactorily discharge their health and safety responsibilities.

7.1.5 HR Department

It is the responsibility of the HR department under the guidance and approval from the CEO to:

- Ensure that effective management systems are in place for planning, organizing, controlling, monitoring and reviewing measures for safety.
- Allocate necessary resources for the improvement and maintenance of health and safety practices.
- Ensure compliance with relevant national legislation whilst reflecting the core standards set out in ACT-I's policy
- Ensure that an effective health and safety policy is formulated, agreed, implemented and maintained.
- Ensure that appropriate health and safety standards are set which, as a minimum, comply with legislative requirements.
- Ensure that health and safety responsibilities and duties are clearly allocated to competent staff.
- Ensure that health and safety is properly considered in all forward planning.
- Ensure that the necessary insurance policies are arranged and remain valid.

- Ensure that the implementation and effectiveness of the policy are monitored, and annual health and safety objectives are set and achieved.
- Ensure that the policy is reviewed every twelve months and/or at any other time a policy review is deemed necessary (for example when the policy is no longer valid).
- Ensure that any member of staff who has deliberately, willfully and/or consistently failed to satisfactorily discharge their health and safety responsibilities is disciplined.

Chapter – 8 Fire Security and Evacuation Procedures and Policy

8.1 Policy Framework and General Responsibilities

8.1.1 Policy Statement

Fire can cause serious injury, loss of life and property. To avoid such loss, fire prevention must be undertaken to reasonable levels in every workplace.

This document ensures that Aiming Change for Tomorrow-International's arrangements for Fire Safety Management

- Reflect ACT-I's commitment to providing a safe and healthy work place for its staff and others;
- Meet the requirements of the Fire Precautions at the workplace;
- Provide adequate means of fire prevention for all premises;
- Refer to adequate fire preventative and emergency evacuation procedures and plans;
- Include adequate provision of staff training.

8.1.2 Scope and Responsibilities:

This policy statement and arrangements apply to all ACT-I offices.

Additionally, the policy and arrangements shall apply to all employees, volunteers, work placements, consultants, partners and temporary staff. It is the responsibility of all line managers to ensure that staff is fully aware of this policy and management must ensure that fire safety and emergency evacuation procedures are developed and implemented where applicable and staff must receive appropriate training, guidance and support to enable them to effectively follow this policy. HR department together with the line managers is responsible to undertake annual fire risk assessments and regular fire drills.

All staff members are expected to take reasonable care for their own health and safety and for the health and safety of other people that may be affected by their work and to report any concerns they have about fire hazards etc to the line managers or HR department.

8.2 Fire Safety Management System:

All ACT-I premises shall ensure that an effective fire management system is implemented. Each premise shall have a local fire safety procedure that shall incorporate the following basic elements of fire safety:

- a) means of detecting fire and raising the alarm;
- b) means of fighting fire;
- c) adequate means of escape, including emergency lighting where necessary;
- d) provision of suitable information and training;

- e) regular checks of all electrical appliances to avoid short circuiting

For all ACT-I premises, the following requirements as specified for local fire prevention and emergency plans:

8.2.1 Fire Detection and Warning System:

The design of a fire alarm system for any SC premises must take into account the degree of risk involved. The purpose of a fire alarm system may be simply to alert the persons in the building in the event of an emergency.

Whether manual systems are employed (such as call points connected to sounders throughout the building) or automatic systems (such as heat and smoke detectors) every ACT-I site must ensure that regular testing, inspection and maintenance is carried out. A record of the number and location of warning devices and also the frequency of tests for these devices must be kept in each of the site's fire safety folder maintained by the Manager HR & Administration.

The fire alarm shall be tested once in a month. Admin Officer shall undertake the test. The test shall be recorded on the Fire Alarm Testing Record Form contained in the fire safety folder in the office. Any problems must be reported to the Manager HR & Administration.

8.2.2 Portable Fire-Fighting Appliances:

All ACT-I work premises must have adequate means for fighting fire and the selection of fire appliances depends on the fire risk. BS EN 3 *Portable fire extinguisher* recommends that all extinguishers should be coloured red and be marked with the words "fire extinguisher". Additionally, identification of the type of extinguishing medium, the size in liters or kilograms and the method of discharging should also be described.

Extinguishers should be checked regularly in-house. An annual inspection should be carried out by a trained contractor and the date of the services should be recorded on the extinguisher.

Fire smothering blankets are recommended for kitchen areas as an alternative extinguishing medium. They should be sited in a position away from the risk but within easy reach. The Admin Officer shall ensure regular testing of all emergency equipment and record this on the form. Any failures shall be reported to the Manager HR & Administration. The Manager HR & Administration shall ensure that appropriate service contractors undertake the following maintenance inspections on an annual basis:

- Overhaul and inspection of all fire extinguishers.
- Maintenance and inspection of emergency lighting where applicable.
- Maintenance and inspection of fire alarm panel, all call points and smoke detectors.

8.2.3 Emergency Routes and Exits:

The following factors must be considered for any escape routes within ACT-I premises:

- The route must be sufficiently wide and of sufficiently short distance. The distance between workstations and the nearest fire exit should be minimized.
- The escape routes must be kept free of obstructions at all times, and allow persons to evacuate the premises quickly and safety.
- Where possible, they should lead directly to the open air via a protected route.
- The number, location and size of emergency routes and exits must be adequate taking into account the use and size of the workplace, the equipment, and the maximum number of people likely to be present at one time. There should be alternative routes leading in different directions.
- The escape routes should be appropriately sign posted and easy to follow
- Emergency doors must open in the direction of the escape and in an easy and immediate action. If fastened for security reasons, they must remain easily operable from within.

Escape routes and exits should be regularly checked. The Admin Officer responsible for the check should ensure that fire exit doors are not locked and that fire doors are not wedged open, and that II signs are in place and not obscured.

8.2.4 Emergency Lighting:

Emergency lighting may be installed to provide illumination to escape routes and fire equipment, in the event of main failure. Routine inspection and testing of the emergency lighting system must be carried out as stipulated in the fire prevention and emergency evacuation procedures on site.

8.2.5 Fire notices:

Notices giving instructions on what to do in the event of fire should be displayed prominently in all ACT-I premises.

8.2.6 Fire Drills:

Fire drills must be held in the office at least one a year and preferably once every six months. Records indicating the date, evacuation time, number of participants etc. must be recorded in the site's fire safety folder. Fire drills must be undertaken as if it is the real situation.

The procedure for a fire drill shall follow the procedure for an emergency evacuation with the exception that the receptionist must refrain from calling the city fire services. Designated

“Fire Wardens’ shall be notified of the fire drill to reduce accidents and to ensure a quicker response in real emergencies. Fire wardens shall ensure all persons are evacuated from their designated zone by ‘sweeping’ people from their area before them, in the direction of the fire exit. The fire warden shall ensure that they are the last to leave the area, checking rooms, lavatories and break out areas as part of their ‘seep’.

The fire drill shall be simulated by making one exit unavailable and having key staff appointed as observers to highlight problems during the fire drill. The time taken to fully evacuate the building shall be taken by stop watch and recorded on the fire drill recording form contained in the fire safety folder on site. All staff having evacuated the building must be assembled in a pre-arranged place well away from any hazard or access to the building as may be required by the fire services. A role call of all staff must be undertaken by the Manager HR & Administration and checked against the record of staff in the building at the time of the drill.

8.2.7 Fire Safety Management System:

The Manager HR & Administration shall ensure that inspections are taken by Admin Officer and shall include the following:

- Ensure all escape routes and exit doors are free of obstructions and doors are easy to open;
- All areas are checked for any accumulation of flammable materials and these are cleared immediately;
- Check that all extinguishers are located in position and wall mounted. Check that the maintenance inspection sticker is displayed and they are in date. Any extinguishers found to be used to wedge open doors etc must be replaced immediately;
- Check that fire exit doors are not locked and that fire doors are not wedged open, and that all signs are in place and not obscured;
- Ensure level lighting in all evacuation routes;

Any non-compliance’s, observations or identified fire hazards must be reported to the Manager HR who shall take immediate remedial action.

Following designations are declared as Fire Wardens for the ACT-I Islamabad Office:

- Manager Program Implementation
- Manager Finance
- Office Assistant as back up

Other Officer, as and when established, shall be required to develop a system of Fire Wardens. Manager HR shall be responsible for overseeing all aspects of fire safety on site, including training, equipment maintenance, record keeping, housekeeping and routine fire

drills and testing. Deputies should be nominated to take over these responsibilities when the warden or senior person is absent.

8.3 Training:

All staff, volunteers, and other people on any ACT-I premises should be made aware of the following information:

- a) how to raise the alarm;
- b) action to be taken on discovering a fire;
- c) evacuation procedure;
- d) location and use of fire fighting equipment;
- e) location and use of escape routes
- f) assembly point following evacuation

All line managers shall ensure that all newly appointed staff members are trained within the first few days of their employment on what to do in the case of a fire. Refresher training shall be provided annually to all staff members and this shall be recorded.

All wardens and support staff shall be trained in their roles and responsibilities with respect to fire safety system and evacuation procedures. Courses in fire fighting and training in the use of fire extinguishers shall be provided to all support staff and wardens. Records of all training provided shall be maintained by the Human Resources Department. Such training/orientation will be given to all new staff members and volunteers as part of their induction.

8.4 Records:

Maintenance of fire warning systems, fire fighting equipment and fire detectors is part of fire prevention and proper maintenance of records must be kept. Records of fire evacuation drills and inspections of the means of escape should also be kept. Records of inspections and tests of electrical installations and portable electrical equipment must be maintained. Additionally, general fire safety training should include instruction on fire prevention and should be recorded.

8.5 Emergency Evacuation Procedure:

The fire alarm can be activated by the following ways:

- Smoke detectors will automatically set off the alarm
- A manual activation of the alarm on discovery of a fire

An emergency evacuation will be necessary when the alarm is activated.

What to do on Hearing the Alarm

8.5.1 Duties of the Receptionist/Office Assistant in ACT-I Islamabad Office:

- The receptionist shall identify the location of the fire
- The receptionist shall immediately phone the Fire Brigade stating:
 - Name
 - Address
 - Location
 - The whereabouts of the fire if known
- The receptionist/Office Assistant shall take the megaphone from reception to the Assembly Point at front or rear court yard depending on the location of the fire.
- In case of a fire on the first floor front side, staff would evacuate from the normal stairs to the ground floor and exit from the kitchen towards the gate.
- In case of a fire on the first floor rear side, staff would evacuate from the normal stairs to the ground floor and exit either from the kitchen towards the gate or would come to the upper front terrace and exit using temporary ladders.
- In case of a fire on the ground floor rear side, staff would evacuate from the main reception area.
- In case of a fire on the ground floor front side, all first and ground floor staff would evacuate from the kitchen area.

8.5.2 Duties of the Fire Wardens

- Upon hearing the alarm the Fire Wardens shall sweep people from their area before them, in the direction of the exit. This will include all visitors and others on the floors at the time the alarm is activated.
- If fire is discovered in their area, the Fire Warden shall assess whether the exit routes are safe for use and if not, they shall sweep people to the secondary evacuation route.
- Where a fire is discovered by a Fire Warden they shall assess the fire and use their discretion, as provided in their training, as to whether to fight the fire with the fire extinguishers or await professional services. The first priority shall always be to ensure the safe evacuation of all personnel.
- The Fire Warden shall check that any pregnant, hearing, vision impaired or disabled staff or visitors are assisted in the evacuation.
- The Fire Warden ensures as far as is reasonably practicable, that they are the last to leave the area and shall check rooms, lavatories and break out areas as part of their sweep.

- Once assured the area is clear, they shall continue to the Assembly Point as mentioned above and report to the Manager HR that their floor has been evacuated successfully and provide other necessary details.
- A role call will be undertaken at the assembly point to ensure that all staff have been accounted for. This shall be recorded in writing.

8.5.3 Duties of the Fire Safety Manager

- Upon hearing the alarm, the Manager HR & Administration shall approach directly to the Assembly Point.
- The Manager HR/Admin Officer ensure that the fire brigade has been contacted and shall liaise with each Fire Warden and establish that each floor is fully evacuated and records the details on the fire control list.
- The Fire Brigade shall complete a full investigation and take appropriate action where necessary. They shall communicate their findings to the Manager HR & Administration and shall advise the status of the building regarding re-occupation.
- The HR Manager shall communicate to all personnel when the building can be re-entered.
- Upon re-occupation, the Manager HR shall meet with all Fire Wardens to have a post incident, briefing session. A written report shall be made available to the HR Manager on the outcome of the evacuation and all relevant information from the Fire Brigade regarding damage/location or risks etc

8.5.4 All Persons in the Building

Upon hearing the alarm, all personnel must immediately start evacuating their area according to the fire exit signs and following the instructions from the designated Fire Warden of the area. They must make their way to the evacuation route as quickly as possible.

- No person shall attempt to go back to the office for personal belongings.
- All persons shall make their way to the Assembly Point and congregate at their applicable zone area.
- Not until advised by the Manager HR & Administration shall any person re enter the building.

Note: All the procedures relating to an emergency evacuation above shall be applied in full during a fire drill except for the following exceptions:

- The receptionist shall not call the fire brigade
- The Manager HR & Administration shall time the duration of the complete evacuation.

8.5.5 Fire procedures at the weekend

- Any person using the building at the weekend, both staff and authorized visitors must sign in and out at reception. No exceptions can be made.
- If the fire alarm sounds, everyone should leave by the nearest fire exit.
- In the event of an evacuation at the weekend, the Security Guard will take the sign-in book out to the guard post and check that all signed-in personnel are accounted for by way of a roll call.
- They shall inform the Fire Brigade of the location of the fire.
- The Fire Brigade shall complete a full investigation and take appropriate action where necessary. They shall communicate their findings to the Receptionist/Security Guard and shall advise the status of the building regarding re-occupation.
- The Security Guard will report to the Manager HR immediately.

Chapter – 9 General provisions for Health and Safety

9.1 First Aid Provisions

It is mandatory for all staff to have First Aid Training. HR department in coordination with line managers will ensure that the staff is trained and refresher courses are arranged at least once in a year. It is also obligatory for all offices to have First Aid kits available in all vehicles used to conduct ACT-I business provided by the office within all ACT-I offices and accommodation being provided by ACT-I for staff use. All staff should be made aware of the location of First Aid boxes during the induction process.

The First Aid box should be of suitable material and so designed to protect the contents. The box should be clearly marked with a green cross on a white background in compliance with Safety Signs Regulations 1980. Sufficient quantities of each item should always be available in every First Aid box or container. In most cases these will be:-

- Guidance Card
- 20 individually wrapped sterile adhesive dressings (assorted sizes)
- 2 Sterile eye pads, with attachment
- Triangular bandages
- Safety Pins
- Medium sized sterile un-medicated dressings (10cm x 8 cm)
- 2 Large sized sterile un-medicated dressings (13cm x 8cm)
- 3 Extra large sized sterile un-medicated dressings (28cm x 17.5cm)
- 2 x 4 inch crepe bandages
- 2 x 6 inch crepe bandages
- 1 x pack of Cotton Wool
- 1 x pack of 6 simple cotton bandages

Please note: medication of any kind should not be stored in a first Aid box and medicines should not be prescribed to staff. It is the responsibility of the Manager HR & Administration in Charge to ensure that all First Aid boxes are regularly checked and replenished.

9.2 Lighting

Suitable and sufficient lighting shall be provided wherever a person uses work equipment, taking into account the operations to be carried out. So far as is reasonably practicable, lighting shall be natural light. However, all efforts should be made to reduce glare on computers and other Display Screen Equipment. If necessary, local lighting can be provided at individual workstations.

9.3 Smoking

Non-smokers should be protected from the discomfort and health hazards of tobacco smoke in office areas. Smoking is not authorized inside the office building and office or rented vehicles at any time.

9.4 Storage Facilities

Storage areas should be defined within the workplace. Requirements should be reviewed periodically and whenever refurbishment or relocation takes place. Articles and substances will be stored in defined areas at all times.

9.5 Temperature

Though no upper temperature limit is specified, indoor working temperatures should be “reasonable for the comfort of person employed” with exceptions made where this is impractical.

9.6 Ventilation

Effective and suitable measures should be taken to ensure that enclosed workplaces are adequately ventilated and “stale air or air that is hot or humid” is replaced at a reasonable rate. “Ventilation” includes both open able windows and mechanical systems, and the legal requirements include avoidance of unpleasant smells and exhaust fumes, where possible. Where ventilation systems are installed, these must be fitted with an effective device that will give a visible or audible warning of failure in the system.

9.7 Waste collection and removal

Floors should be cleaned on a regular basis and waste bins should be emptied daily. Rubbish will be kept in suitable containers and should not be allowed to overflow. Combustible waste must be kept away from ignition sources. Large items of rubbish that pose a particular hazard, such as obsolete items of furniture, should be removed without delay.

9.8 Washroom and Toilet Facilities

Suitable and sufficient sanitary conveniences and washing facilities should be provided at readily accessible places. They should be kept clean and adequately ventilated and lit. Washing facilities should have running hot and cold or warm water, soap and clean towels or other means of cleaning or drying. Men and women should have separate facilities unless each facility is in a separate room with a lockable door and is for use by only one person at a time.

9.9 Workspace

A minimum working space is of 11 cubic meters, to a height of 3m, or around 2.0 x 2.3m of floor space per person. However, the fact that floor space may be taken up by furniture, equipment, etc dictates that there should always be sufficient unoccupied space to allow ease of access and escape. Working space requirements include the general need to ensure “enough free space to allow people to get to and from workstations and to move within the room with ease”.

Chapter – 10 Management of Sickness and Absence

10.1 Policy

- I. The purpose of this policy and procedure is to provide guidance for the effective management of sickness absence. It will be applied during the process of managing all sickness absence to the point when it is deemed appropriate to institute of formal action under the disciplinary policy and procedure.
- II. Aiming Change for Tomorrow-International recognizes that in cases of sickness absence, the interests of both ACT-I an employees need to be balanced. Therefore,
 - Employees who are not well enough to work should be absent and most sickness absences will be of a brief and infrequent nature.
 - Employees who are absent for a period of time through sickness will be consulted concerning their condition and treated with sensitivity.
 - Employees who are absent through sickness will receive contractual benefits which are in excess of the statutory provision.
 - ACT-I will endeavour to maintain a safe and healthy working environment.
 - Employees will be consulted throughout any lengthy or problematic sickness absence
 - Sickness absence will be monitored and managed effectively and carefully.

ACT-I is committed to equality of opportunity in employment and believes that all employees should be treated with respect and dignity in the workplace. These principles are reflected in this policy and procedure.

10.2 Scope

ACT-I's Sickness Absence policy and procedure applies to all permanent and temporary staff.

10.3 Representation

The policy and procedure does not constitute a formal procedure and all stages are part of normal day to day line management. Employees do not have an automatic right to be represented, however, in exceptional circumstances, where employees make a reasonable request for representation, this will be considered.

10.4 Notification Procedure

On the first day of absence, the employee is responsible for:

- Telephoning or ensuring contact is made with their line manager/Manager hR/Admin Officer within an hour of the start of the employee's normal working day or if this is not possible to leave a message with an appropriate person.

- Indicating when he/she expects to return, or next make contact.

10.5 Sickness Certificates

For a period of illness of or up to two (2) calendar working days, employees should apply for sick leave on the prescribed proforma and have it approved by their line manager immediately on their return to work.

For periods of illness over two (2) working days, a Medical Certificate is required and must be forwarded to the line manager in addition to the leave application. This must be completed as soon as possible at the start of the illness and should not be delayed until the employee's return. ACT-I reserves the right to withhold the payment of pay and benefits where employees fail to provide doctor's certificates when required to do so. Managers should seek advice from Human Resources Manager under these circumstances. The line manager must forward these certificates to Manager Human Resources as soon as possible, having kept copies for his/her own records.

10.6 Unauthorised/Un-notified Absence

When an employee is absent without following the notification and reporting procedure and without good reason, managers will be responsible for informally investigating the absence, and if appropriate, referring to the disciplinary procedure. Advice must be sought from Manager Human Resources before the disciplinary procedure is initiated.

10.7 Entitlements

- Provided employees comply with notification procedures, they are entitled to sickness pay and leave as outlined in *Table 1*.
- In the case of less than one year contract staff or staff joining during the leave year, the entitlement to sick leave is calculated on a pro-rata basis.
- Leave year starts from January 01 to December 31 of the same year.
- In exceptional circumstance the CEO may decide that it is appropriate to continue to pay sick pay for a very limited period pending the completion of administrative processes.

SERVICE	ACCRUED ENTITLEMENT
0-1 years	1 month full pay: 1 month half pay, pro rata
1 years	1 month full pay: 1 month half pay,
2 years	2 months full pay: 2 month half pay,
3 +	same as above

Accrual of other entitlements:

- Paid and unpaid sickness absence counts as continuous services
- Annual increments will be paid during periods of sickness absence. Periods both paid and un paid sickness absence count towards the normal annual incremental increase date.

10.8 Referral to Doctor

In order to provide managers with appropriate information about an employee's ability to perform all or part of their job tasks, ACT-I may refer employees to an officially identified doctor if the sickness absence is of a frequent nature. The purpose of the referral is to obtain information about an employee's condition which is necessary as part of the process of consulting with the employee and managing absence. All referral will be made by Manager Human Resources responsible for the case and any information or correspondence relating to the case will be shared with the employee and will include ACT-I obtaining consent from the employee for access to the relevant medical reports.

Typical situation where ACT-I may refer to a doctor are:

- When a prognosis is needed in relation to an individual's ability to return to work
- When an employee is nearing the end of their paid sickness entitlement;
- Where stress may be a factor;
- Where an additional medical opinion may be useful to the employee.

However, by their nature, no two sickness absence cases are alike and therefore it is impossible to devise clear rules as to when referrals will take place.

10.9 Return to Work Meetings

On an employee's return to work following a prolonged period of sickness absence, the manager will meet with the employee to discuss the reason for the absence and the progress of work in his/her absence. There may be exceptional circumstances when the manager will be requested to respect the confidential nature of sickness absence, which will mean the employee is unwilling/unable to discuss the reasons for the absence. In these situations the manager is required to establish as a minimum whether the absence is in any way attributed to work or as a result of a work related injury.

Following the appropriate review meetings, and doctors advice, if the absence is deemed unacceptable, the employee will be informed that his/her attendance is unsatisfactory and that a failure to improve will mean referral to the Disciplinary Policy and Procedure. The line Manager, with advice from Manager Human Resources, will set target time periods in which attendance must improve, after which the manager may refer to the Disciplinary Policy

10.10 Absence for Reasons other than Sickness

11.10.1 Routine dental and doctor appointment

Time taken for routine dental and doctor appointments should be agreed with the line manager.

11.10.2 Accident, injury or illness at work

Absence through accident, injury or illness at work will be treated under this policy. An accident report form should be completed with ACT-I's Health and Safety Policy

Chapter – 11 Disciplinary Policy and Procedures

11.1 Policy Statement

Aiming Change for Tomorrow-International (ACT-I) expects employees to behave towards each other with respect, and to work co-operatively to ensure the effective operation of the organization. It expects from all its employees behaviour, conduct and performance that conforms to its code of conduct. The rules which define the standards required to all employees are set forth in the Code of Conduct, appended as Annex-1 to this Disciplinary Policy.

ACT-I will endeavour to provide training and guidance for staff to enable them to perform their duties competently and effectively. Nevertheless, where employees fall short of expected standards of behaviour or conduct it will take action to remedy matters. Employees are expected to perform their duties to an appropriate level of competence, as determined by the grade and demands of their post. However there will be occasions when it is more appropriate to deal with issues of competence under the disciplinary procedure. Management reserves the right to decide, acting on advice from the HR Manager.

ACT-I is committed to equality of opportunity in employment and believes that all employees should be treated with respect and dignity in the workplace. These principles are reflected in this policy.

11.2 Aims/Objectives

The primary aim of this Disciplinary Policy and procedure is to maintain an appropriate level of behaviour, conduct and performance. Ideally, this should be achieved through non-punitive ways, but the procedure allows for disciplinary penalties to be applied where findings of misconduct are made. The objective is to provide a fair and non-discriminatory procedure, through which allegations of misconduct can be processed.

11.3 Scope

ACT-I's disciplinary policy and procedure applies to all existing staff. It is the responsibility of management to ensure that the principles underpinning this Disciplinary Policy are applied to all ACT-I staff.

11.4 Responsibilities

11.4.1 Line Managers

Management has the responsibility of advising and counseling employees regarding their conduct, behaviour and competence to carry out their duties and to keep employees

informed of the standards of behaviour and conduct expected of them. Disciplinary action, where necessary, after appropriate investigation, will normally be the responsibility of the manager of each employee. However, in cases of alleged 'Gross Misconduct', it is the responsibility of the CEO or nominee, to conduct any hearing which may result in disciplinary action in consultation with HR Manager.

11.4.2 Employees

Employees have a duty to abide by, adhere to, and comply with ACT-I management decisions, policies and procedures, especially the ACT-I Code of Conduct (**Annex-I**), and generally ensure good behaviour

And conduct in all dealings with people inside and outside Pakistan, and with other organizations, and to co-operate with any aspect of the procedure when required so to do.

11.4.3 Human Resources

The Manager HR is responsible for:

- (a) Advising managers, at each stage of this procedure, for ensuring fairness and consistency of interpretation;
- (b) Advising employees on the process of the procedure;
- (c) Subject to instructions of the CEO, ensuring fairness and equality as well as consistency in treatment

11.5 Context

11.5.1 Child Protections Issues

- I Processing of all allegations of misconduct which may be related to, or could be connected with, an employee's work with children and young people, shall be conducted in accordance with ACT-I's Child Protection Policy. Consideration must be given to whether the matter should continue to be dealt with under the disciplinary procedure and/or whether action should be suspended pending investigation under the Child Protection Procedures. Line management must seek advice from the Manager HR before a decision is made.
- II The CEO shall forthwith be informed of any disciplinary issue concerning child protection, or in connection with any employee's work with children and young people.

11.5.2 Suspected Fraud and Serious Negligence

- I The policy statement and guidelines for dealing with suspected fraud and serious negligence with ACT-I assets is described separately.

- II This aforesaid policy statement on fraud/serious negligence contains specific investigation provisions, which must be observed when considering any allegation relating to potential fraud/serious negligence. Management must seek advice from Manager HR.

11.5.3 Informal Advisory Action

If employees do not conform to and maintain the appropriate standards of conduct, it may be necessary to use the disciplinary procedure to effect the requisite changes. Informal advisory action is not part of the formal procedure. If appropriate, guidance/discussion should be undertaken to encourage and help employees improve their conduct, before any need to take any formal action is identified. Counseling should be approached as an opportunity to clarify issues and ensure that there is mutual understanding, and to try to effect resolution. Managers must seek advice from the Manager HR on the process to be adopted with regard to guidance/discussion in situations relating to misconduct.

11.5.4 Misconduct

The following are examples of misconduct, which would be dealt with in accordance with the stages of the disciplinary warning procedure:

- I. Failure to maintain agreed working hours or good practices;
- II. Unauthorised/persistent absence;
- III. Failure to conform to ACT-I rules and policies (any violation of Health and Safety Regulations, Child Protection policy, Fraud Policy, Security Guidelines would be treated as a separate category, i.e., Gross Misconduct);
- IV. Failure to comply with legitimate management instructions.
- V. Harassment/bullying

11.5.5 Gross Misconduct

Gross Misconduct is viewed as serious enough to damage the employment relationship between ACT-I and the employee, destroying mutual trust and confidence, rendering continuation of the working relationship impossible. Whilst not a disciplinary act in itself, allegations of gross misconduct will always require suspension, pending further investigation. Suspension will normally be on half-pay and benefits, the balance being restored to the employee in the event of exoneration – but not otherwise. Findings of Gross misconduct would normally lead to Summary Dismissal (i.e., dismissal without notice or pay in lieu thereof) following the disciplinary hearing.

Illustrative examples of such Gross Misconduct are, but are not limited to, the following:-

- a) Abuse, mistreatment, neglect of children and young people, whether at work or in a private life
- b) Fighting with, or physical assault on, beneficiaries of ACT-I services, members of the public, volunteers or other employees.
- c) Deliberate misrepresentation as to personal information required by ACT-I, e.g. date of birth, status, qualification, experience, health and criminal status, or other relevant information.
- d) Non-compliance with health and safety codes, policies, procedure such as would be likely to endanger life or cause serious injury to colleagues, beneficiaries of ACT-I services, or other persons.
- e) Unauthorised use of ACT-I materials, equipment, vehicles or ACT-I facilities.
- f) Conduct, including conduct of a criminal nature (whether or not it results in conviction), deemed prejudicial to ACT-I's interests, whether committed:
 - 7.2.f.1 during the course of employment-related activities, within or outside normal working hours, or
 - 7.2.f.2 outside the course of employment-related activities, taking account of the nature of the employee's employment, the duties of the post and the offence committed.
- g) Breaches of ACT-I policies and procedures which result in direct or deliberate indirect discrimination in terms of service provision or employment (including promotion or training).
- h) Serious acts of harassment or bullying. Advice can be sought from Manager HR for declaring, and dealing with, harassment or bullying under misconduct or Gross Misconduct.
- i) Being drunk or intoxicated during the course of employment-related activities, or being drunk or intoxicated sufficiently to impair capability to carry out duties such as might put colleagues, beneficiaries of ACT-I services, or other persons at risk or bring the organization into disrepute.
- j) Taking banned drugs or prohibited substances other than those prescribed by a medical practitioner, during the course of employment-related activities, or being under the influence sufficiently to impair capability to carry out duties such as might put colleagues, beneficiaries of ACT-I services, children, young persons or other persons at risk, or bring the organization into disrepute.
- k) Any breaches as outlined in ACT-I's "Policy Statement and Guidelines for Dealing with Suspected Fraud and Serious Negligence". Definitions taken from these guidelines follow here below.

11.6 Definitions

11.6.1 Fraud

The deliberate creation, falsification, destruction, defacement, misrepresentation or concealment of any account, record or document or any unauthorized use of the names "The Aiming Change for Tomorrow-International, 'Aiming Change for Tomorrow-International', and 'ACT-I' or misuse of one's position within ACT-I, with the intention of, e.g.,

- (a) Obtaining money, assets, services, information or advantage for the individual concerned, or for a third party (e.g., contractor), which would otherwise be denied;
- (b) Causing loss or damage to ACT-I or another party (e.g., contractor, individual employee, volunteer, donor, partner agency);
- (c) Prejudicing ACT-I's rights, position, or reputation, or those of another party (as outlined above);
- (d) Corrupt or dishonest practice in the course of ACT-I business (e.g., awarding tenders in return for favours).

11.6.2 Serious Negligence

Serious negligence is defined as lack of proper care in looking after ACT-I's interests. This specifically includes misuse or abandonment of ACT-I's assets and/or reporting mechanisms when, although the action taken may not be illegal, it is clearly unreasonable given the implied duty of care within an individual's contract of employment.

Every employee has a general duty of care towards ACT-I's assets. Judgment over whether or not an employee has been seriously negligent will depend on the nature of the allegation and the responsibility ACT-I could reasonable expect an individual to take, in light of the position held in the organization and the nature of the job.

The following are illustrative, but not exhaustive, examples of serious negligence:

- (a) Approval of expenditure which is clearly inconsistent with ACT-I policy (e.g., travel and expenses policy);
- (b) Failure to establish or adhere to basic financial controls when this is a requirement of the job;
- (c) Failure to ensure the security of ACT-I's assets.

11.7 Formal Disciplinary Procedure

11.7.1 Representation

The employee has the right to be represented by a colleague (not acting in an official capacity) at all stages in formal disciplinary procedure. In exceptional circumstance,

reasonable requests for representation during the informal part of the procedure may be considered.

11.7.2 Investigation

In most cases of alleged Gross Misconduct, an investigation will be conducted prior to any disciplinary hearing. The investigation will normally be conducted by a Line Manager appointed by the person who will chair any future disciplinary hearing. This chairperson will be any peer or manager but not someone who may have influence from either party which can affect the disciplinary process quality. In the even of misconduct, the Line Manager may, in consultation with the Manager HR or CEO, issue an oral or first level warning, where after the same process would follow. The formal disciplinary process would ensure in the event of persistent violation.

The role of the investigatory manager is to interview any relevant parties and witnesses, take statements, draw together all relevant information and, ensuring strict confidentiality, produce a report on the findings as to whether there is a case to answer.

In serious cases of Gross Misconduct requiring more extended investigation, the employee may be subject to suspension on half-pay, which I itself is a neutral act not a disciplinary action, but would be considered to be in the interests of the individual concerned and/or the organization. A written record of investigations and disciplinary meetings must be maintained.

If there is a case to answer, the chairperson will, with advice from Manager HR, notify the employee in writing of the date of hearing, giving the employee at least five (5) working days notice, this communication must also set out:

- (a) the nature of the allegations against the employee, including any statements/documents to be used during the hearing;
- (b) the identity of the witnesses who will be called;
- (c) the employee's right to representation and to call witnesses;
- (d) in cases of Gross Misconduct, the possible outcome of dismissal.

11.7.3 The Purpose of the disciplinary hearing

At the hearing, the case for and against the allegation will be presented to the Chairperson, who, with advice from the Manager HR, is responsible for drawing out all relevant information, assessing the evidence and deciding whether or not disciplinary action is warranted, and if so, at what level.

11.7.4 The order of the meeting

- (i) The investigating manager will present the investigation report and the case for disciplinary action, with the support of witnesses, if any.
- (ii) The employee against whom allegations are made or the employee's representative may contest the case, with the support of witnesses, if any.
- (iii) The investigating manager may then rebut the employee's case.
- (iv) The Chairperson may ask questions of either side during the proceedings, in clarification or elaboration of relevant issues.
- (v) The HR representative may ask questions of any of the parties, in order to clarify any issues, to ensure all parties understand the points being heard and that they understand the procedure.
- (vi) In the event that the employee, against whom the disciplinary action is being undertaken, refuses in writing or fails to participate in the disciplinary proceedings, such refusal or failure will be documented and further opportunity will be provided in writing. Persistent failure or refusal will also be documented, where after the disciplinary proceedings will be undertaken with the assistance of the HR representative and in the absence of the employee proceeded against.

11.7.5 Levels of Disciplinary Action

If, after hearing the case, the Chairperson concludes that disciplinary action is appropriate, such action may be taken at one of the following levels:

- (i) First Stage, Oral Warning
- (ii) Second Stage, Written Warning
- (iii) Third Stage, Written Warning
- (iv) Final Stage, Dismissal

11.7.5.1 First Stage, Oral Warning

An oral warning is likely to be appropriate when there is a first breach of rules, and the breach is of a minor nature. Only the fact the oral warning and the date will be recorded. Unless the employee repeats the offence or is guilty of some other offence within 365 days of such oral warning, the record of this oral warning shall be deleted from the employee's personal file after one year.

11.7.5.2 First Written Warnings

A first written warning is likely to be appropriate when there is :

- (a)** a continued, or a repeated, breach of a rule of a minor nature, and there is a current disciplinary action for a similar matter, i.e. at least an oral warning on file against the employee;

or

- (b)** a first breach of a rule or misconduct which, when assessed is of sufficient gravity to warrant a penalty higher than an oral warning.

11.7.5.3 Second Stage, Written Warning

If further offences occur or performance or conduct fails to improve, or if the offence is serious (Gross Misconduct) a written warning will be given following a formal disciplinary interview. The written warning will give details of the offence and of the required improvement, and will be placed on the personal file held in the HR Department. Written warnings will indicate that action under the Third Stage will be considered if there is no improvement. A written warning will become invalid, subject to satisfactory conduct and performance after twelve months, but will remain on file.

11.7.5.4 Third Stage, Final Written Warning

If the failure to improve persists, and the conduct or performance remaining unsatisfactory, or if the misconduct is sufficiently serious to warrant only one written warning but insufficiently serious to justify dismissal, a final written warning will normally be given and placed on the personal file in the HR Department. Such warning shall clearly state that failure to improve performance or conduct, or further misconduct, will lead to dismissal. A final written warning will become invalid, subject to satisfactory conduct and performance after twelve months, but will remain on file. At both the third and fourth stage consideration may be given to alternative action, which may consist of one or more of the following:

- (a)** transfer to another job, or
- (b)** down grading in present job with a reduction in salary, or
- (c)** a period of suspension on half-pay

11.7.5.5 Final Stage Dismissal

As previously stated, depending on the nature and gravity of the offence, disciplinary action may be taken without following all of these stages. In cases of Gross Misconduct, an employee may be summarily dismissed. However, even in extreme cases of Gross Misconduct, the employee must be given the opportunity of being heard. Therefore, the decision to dismiss summarily should not be taken prior to a disciplinary interview.

- (i) An employee will be dismissed with appropriate notice in cases where either a final written warning has not achieved the required improvement or a further offence has been committed within one year of any final written warning. The effective date of termination will be that specified in the letter of dismissal.
- (ii) In the event of Gross Misconduct, the employee may be dismissed without notice or pay in lieu thereof. The employee will be required to return all ACT-I property immediately.

11.7.6 The Decision

After conclusion of the entire disciplinary hearing (s), the Chairperson will adjourn to consider the case and all relevant evidence. With advice from the HR Manager, the Chairpersons shall then determine whether disciplinary action is warranted and, if so, the level of disciplinary action as outlined in the section mentioned above.

The Chairperson will record the decision in writing and sign it at the earliest opportunity, and a copy of such decision shall be kept on the employee's personal file while the disciplinary action is live. The employee will also be advised in writing of the right to appeal. If after the disciplinary hearing, the employee is dismissed for Gross Misconduct, then dismissal will take place with effect from the date when the decision is confirmed in writing.

11.8 Suspension

- Where there are allegations of Gross Misconduct, the employee must be suspended as soon as it is determined that there is a case to investigate.
- Suspension does not in itself constitute a disciplinary act, but allows for a fair investigation to take place.
- The order of suspension shall be communicated in writing to the employee, together with a statement of the employee's right of defense with support from the official record and the choice of colleague as a representative for the defense.
- Suspension will be on half-pay, and benefits will continue, pending outcome of the investigation or disciplinary hearing. The unpaid salary shall be paid in the event of exoneration.
- Where allegations do not concern breaches of conduct potentially constituting Gross Misconduct, employees will not normally be suspended.
- Suspension requires the authorization of the CEO.

11.9 Appeals against Disciplinary Action

Appeals against oral and written warning will normally be to the next level management in the line management chain; but, in all cases of dismissal, to the CEO. Appeals against dismissal will be made to the CEO or nominee.

Appeals may be made on grounds of:

- Alleged unjust finding against the employee;
- Alleged failure to properly take into account facts of the case;
- Alleged new information that has come to light which goes to the substance of the allegations;
- Alleged failure to follow the prescribed disciplinary procedure.

Normally, the appeal will be a rehearing of the matter on which there was a finding against the employee. Where appropriate, and as agreed between the employee and ACT-I, an appeal hearing may restrict itself to a review of the evidence what was available at the original hearing, subject to advice from the HR Manager.

The appeal hearing will be conducted in the same way as the initial hearing, but the appellant will start the process by presenting the case for appeal. The management representative would then present the management case in rebuttal. Both sides will again be allowed to question each other.

11.10 Time Limits

11.10.1 Disciplinary Hearing

A hearing should be held as quickly as practicable, and employees will be given at least five (5) working days notice of the date set for a disciplinary hearing. Where it is apprehended that the investigation is likely to be lengthy, the employees should be advised accordingly

11.10.2 Appeals

An appeal against disciplinary action must be made in writing within ten (10) working days of communication of the disciplinary decision. An appeal hearing will usually be held within fifteen (15) working days of receipt of the employee's grounds of appeal. In exceptional circumstances, this may need to be delayed and the employee will be advised in the event of such exigency.

11.10.3 Duration of Disciplinary Action

All stages of the disciplinary procedure will be conducted as expeditiously as possible, subject always to the exigencies of thoroughness in accordance with the requirements of each individual case.

11.10.4 Safe Keeping of Paperwork and Documents

- All paperwork in connection with an allegation, investigation and findings, will be held on a confidential file, separate from the employee's personal file.

- Where a disciplinary penalty is awarded, a copy of the decision letter will be placed on the employee's file and, except as provided otherwise, will be removed after expiry of the appropriate time limit.
- These documents would not be used in connection with any further disciplinary actions or internal proceedings against the employee, but may be brought forward if ACT-I were required at a future date to produce documents by an external agency, or as required by law. There should be very few occasions when such documents would need to be referred to. In all cases, before any action is taken to use these filed, the advice of the CEO must be sought.

11.10.5 Interpretation of Disciplinary Policy and Procedure

Employees who are unclear about any part of this policy, disciplinary procedure or the rules, should seek clarification from their Line Managers. In the event of any confusion or disagreement between parties as to the interpretation of the procedure and rules, the decision of the Manager HR will be final.

Staff Code of Conduct – Short Version

As an employee or representative of Aiming Change for Tomorrow-International, **I will** promote its values and principles and protect its reputation by:

- Respecting the basic rights of others, by acting fairly, honestly and tactfully, and by treating people with dignity and respect, and respecting the national law and local culture, traditions, customs and practices that are in line with UN conventions;
- Working actively to protect children, by complying with Aiming Change for Tomorrow-International's child protection policy and procedures;
- Maintain high standards of personal and professional conduct;
- Protecting the safety and well-being of myself and others;
- Protecting the organization's assets and resources; and
- Reporting any matter that breaks the standards contained in this Code of Conduct.

Maintaining high standards of personal and professional conduct means I will not behave in a way that breaches the code of conduct, undermines my ability to do my job, or is likely to bring Aiming Change for Tomorrow-International into disrepute.

For example, **I will not:**

- Engage in sexual relations with anyone under the age of 18, or abuse or exploit a child in any way;
- Exchange money, employment, good or services for sexual favours;
- Drink alcohol or use any other substances in a way that adversely affects my ability to do my job, or affects the reputation of the organization;
- Be in possession of, nor profit from the sale of, illegal goods or substances;
- Accept any money or any item or services, of any value whatsoever, which have or could have been offered to me in connection with my employment; and that I will retain no money at all, nor any item whatsoever of value;
- Undertake business for the supply of goods or services to Aiming Change for Tomorrow-International with family, friends or personal contacts, or use Aiming Change for Tomorrow-International assets for personal benefit;
- Behave in a way which threatens the security of myself or others; and
- Use the organization's computer or other equipment to view, download, create or distribute inappropriate material, such as pornography.

Child Abuse Protection Policy and Procedures

HOW TO RAISE CONCERNS?

A FRAMEWORK FOR ACTION

Three Situations:

1

You see or suspect child abuse/exploitation/neglect

2

An allegation of abuse/exploitation is made or situation of neglect brought to your notice by the parent or custodian

3

A child discloses abuse/exploitation / neglect by relating the incidence to you or to someone you know

What to do?

Staff member

Discuss your concerns with your line manager and/ or the child protection focal point in your organization

Discussion should focus on: Nature of concerns, Risks to child/en Action/Next steps/ possible support to the child

Concerns should normally be reported the same working day within 24 hours

Line Manger or Focal Point

Immediately inform the CEO or HR Manager of the

CEO or HR Manager

Takes action in line with the ACT-I and established local procedures

Documents the case and confidentiality is maintained

Arranges to provide the child with legal and social assistance

Child Abuse Reporting Form

Part One: About You

Name: _____

Role in organization: _____

Any contact relationship to the child? If yes what? _____

Part Two: About the Child/Young Person(s)

Name: _____

Male/Female: _____

Age: _____

Address: _____

Special Concerns: Ethnicity _____ Disability _____ Abuse of child by another Child _____

Name and relationship of the person the child is living with:

Part Three: About your concern

1. How did you learn about this child's situation?
2. a). Was abuse observed or suspected?
b). Was an allegation made?
c). Did a child disclose abuse?
3. Date, time and place of the incidents(s) _____
4. Type of abuse: Physical Sexual Emotional Exploitation Neglect

Give details of the alleged form of Abuse, highlighting any obvious effects you can observe of the abuse:

5. Observation made by you (e.g. child's emotional state, any physical evidence): continue on s separate sheet if necessary

6. Write in detail **exactly** what the child said and what you said: continue on a separate sheet.

7. Any other relevant information?

8. Were any other children involved or aware? Yes No . If yes

a) How _____ were _____ they
involved? _____

b) How did they know about the abuse?

9. Did you report to parent or carers or any other Child Protection personnel or agencies?

Yes No

If yes, give details below including names and their response

10. Time and date of reporting _____

11. Designation and Name of person(s) to whom this report is being made:

12. Advice Given

13. Action Taken

Signed: _____

Date: _____

It is essential that anyone connected to Aiming Change for Tomorrow-International who suspects or knows of abuse, exploitation and neglect of children raises their concern within 24-hours.

Important note: Please refer to Aiming Change for Tomorrow-International's Child Protection Policy guidelines while filling out this form.

Policy for Dealing with Suspected Fraud and Serious Negligence with ACT-I Assets

1. Introduction

- 1.1 It is recognized that Aiming Change for Tomorrow-International (ACT-I) staff and volunteers do their utmost to protect ACT-I's assets (money, property, equipment and ACT-I's name and reputation).
- 1.2 To ensure that ACT-I continues to have the highest standards of accountability, it is important that clear guidance is given to staff and volunteers on how occurrences of suspected fraud and/or serious negligence with ACT-I's assets must be dealt with.
- 1.3 This policy statement and guidelines:
- (a) defines fraud and serious negligence and give examples;
 - (b) identifies the responsibilities of managers and employees if cases of fraud or serious negligence are suspected; and
 - (c) explains the relationship between incidents of fraud and/or serious negligence and ACT-I's disciplinary procedure.
- 1.4 This policy cannot give a detailed breakdown of the appropriate action required in each instance; clearly this will depend on judgement in each set of circumstances. It does, however, specify some consistent actions which must be applied across ACT-I.

2. Scope

ACT-I's policy on fraud and serious negligence applies to employees on permanent and fixed-term contracts. Whilst the content of this document relates specifically to staff, volunteers are also required to abide by the principles underpinning it (see paragraph 10). The principles and definitions also extend to relationships ACT-I has with all external organizations, e.g. partner agencies, contractors, donors etc, and cover relationships between individual members of staff and volunteers.

3. Definition of Fraud

For purposes of this policy, fraud is defined as follows:-

The deliberate creation, falsification, destruction, defacement, misrepresentation or concealment of any account, record or document, or any unauthorized use of the name "Aiming Change for Tomorrow-International", or misuse of one's position within ACT-I, with the intention of, e.g.:

- (a) obtaining money, assets, services, information or advantage for the individual concerned or for a third party (e.g. contractor,), which would otherwise be denied;
- (b) causing loss or damage to ACT-I or another party (e.g. contractor, individual employee, volunteer, donor, partner agency);
- (c) prejudicing ACT-I's rights, position or reputation, or those of another party (as outlined above);
- (d) corrupt or dishonest practice in the course of ACT-I's business (e.g. awarding tenders in return of favours).

4. Definition of Serious Negligence

4.1 For purposes of this policy, serious negligence is defined as lack of proper care in looking after ACT-I's interests. This specifically includes misuse or abandonment of ACT-I's assets and/or reporting mechanisms when, although the action taken may not be illegal, it is clearly unreasonable given the implied duty of care within an individual's contract of employment.

4.2 Every employee has a general duty of care towards ACT-I's assets. Judgment over whether or not an employee has been seriously negligent will depend on the nature of the allegation and the responsibility ACT-I could reasonably expect an individual to take, in the context of the position in the organization and nature of the job.

4.3 Serious negligence includes, but is not limited to, the following:

- (a) approval of expenditure which is clearly inconsistent with ACT-I policy (e.g. travel and expenses policy);
- (b) Failure to establish or adhere to basic financial controls when this is a requirement of the job;
- (c) Failure to ensure the security of ACT-I's assets.

5. Employee's Responsibility

Employees must seek guidance and clarification from line managers in any situation where they are unclear about their responsibilities or action required from them in relation to ACT-I's assets.

6. Manager's Responsibility

6.1 Managers are responsible for ensuring that all staff, whether on permanent or fixed-term contracts, is aware of their responsibilities or action required from them in relation to ACT-I's assets.

Line managers are also responsible for working with staff to ensure that appropriate systems for managing money and assets are in place, and that staff are clear about the expectations upon them. This will form part of the induction of new staff and part

of the ongoing support and training of staff. In particular, managers are responsible for ensuring that existing and new staff are aware of and understand the provisions of this policy.

7. Reporting Suspected Fraud and Serious Negligence with ACT-I's Assets

- 7.1** In any member of staff suspects that fraud has been committed or planned, or that serious negligence over ACT-I's assets has occurred, then such staff member must report the details immediately. Details should be reported to the line manager. If, for any reason, a staff member does not feel able to discuss an incident with the line manager, then such staff member should contact a more senior manager, Manager HR or CEO.
- 7.2** ACT-I wishes assure staff that their interests in reporting will be properly protected. All reports made in good faith will be viewed as evidence of the individual's concerns for ACT-I's best interests, and will be treated as such, regardless of the outcome of any subsequent investigation.
- 7.3** When an initial report from a staff member has been made, this must be passed on immediately to the CEO/Head of Office.
- 7.4** Management of ACT-I may suspend staff, in accordance with CT procedures, if it is thought necessary to do so urgently in order to safeguard the interests of the organisation, staff or third parties.

8. Investigation

- 8.1** After a report has been made, it is the responsibility of CEO or senior line manager handling the case, to identify the appropriate course of action, having taken advice from the HR. this course of action will be planned in accordance with the specific circumstances of the case, and must also meet corporate requirements.
- 8.2** It is not possible or appropriate to provide a detailed breakdown of the course of action to be followed in each set of circumstances. However, the following actions must be taken in each case:-
- (a)** Once it has been established that there are sufficient initial grounds for a formal investigation, the provision of ACT-I's disciplinary procedures will apply. The HR Manager will be responsible for advising on the consistent and fair application of the disciplinary procedure for all staff. Applying the disciplinary procedure does not mean that disciplinary action is inevitable before the outcome of any investigation is know. However, it ensure that any investigation is carried out with the maximum objectivity, and that there is maximum protection possible of ACT-I's interests and of those of the individuals concerned.
- (b)** Investigation into any allegations must take place in accordance with advice from the CEO or the HR Manager. Investigations must always be carried out by an

independent third party. Depending on the circumstances, this could be a member of the audit team or a senior line manager not associated with the individuals involved.

- (c) If, after a formal investigatory hearing, it is concluded that an act of fraud or negligence has taken place, then this will be considered Gross Misconduct and will usually result in summary dismissal.
- (d) It is recognized that different circumstances may apply to different situations, and decisions about the appropriateness of reporting to the police will be taken on a case-by-case basis. The CEO may decide to report an incident to the local police or may nominate any authorized representative to do so but this must be done in consultation with the chairperson of the BoD.

9. Corporate Responsibility

The CEO will be kept informed of any cases reported under this policy.

10 Volunteers

Volunteers contribute to ACT-I in a variety of ways, and have different levels of contact and responsibility for ACT-I assets. It is the responsibility of all Departmental Heads to ensure that volunteers working in their departments have an understanding of the principles and definitions in this document which is consistent with the level of contact and responsibility they have for ACT-I's assets

GRIEVANCE POLICY

1. Policy Statement

- (a) This Aiming Change for Tomorrow-International (ACT-I) policy and procedure encourages the settlement of all grievances ad fairly, and promptly as possible.
- (b) As a rule, grievances should be dealt with informally by discussion between the people concerned. Only when this has not worked should the formal grievance procedure be triggered.
- (c) All grievances should be dealt with in accordance with this policy and procedure as speedily as is practicable and within the time limits set for each stage of the formal procedure.
- (d) ACT-I is committed to equality of opportunity in employment and believes that all employees should be treated with respect and dignity in the workplace. These principles are reflected in this policy and procedure.
- (e) Aiming Change for Tomorrow-International wishes to encourage an atmosphere of open communication and exchange between managers and the staff. At times staff will feel aggrieved, this may be due to the issues relating to pay and conditions, the application of ACT-I policies or issues relating to the colleagues. Often grievances are raised and resolved on an informal basis. However, there will also be instances where grievances cannot be resolved on an informal basis and in these instances the formal grievance procedure is available to all staff.

1.1. Aims/Objectives

The aim of this policy and procedure is to ensure that employees have an effective way of raising complaints, and that these will be dealt with in a fair, through and prompt way.

1.2 Scope

ACT-I's grievance policy and procedure applies to all existing staff (Full Time). It is the responsibility of management to ensure that the principles underpinning this policy are applied to all employees.

1.3 Good Practices

- Ensure that all circumstances surrounding a case have been properly taken into account.
- Ensure that all investigations are carried out as quickly and as reasonable practicable in a given situation.
- Give individuals the right to be accompanied by a representative (who, unless local law provides otherwise, should ideally be another colleague).

- Ensure that all managers and supervisors understand, are familiar with the policy and procedure and they receive necessary training in the process.
- Incorporate information regarding this policy into the induction programme.

1.4 Definition

Grievances are any dissatisfaction or complaint that an employee has with ACT-I relating to the conditions of service, work situation or working relationship.

All grievances will be dealt with in accordance with this policy and procedure where the following apply.

- Matters relating to decisions taken by ACT-I Management on redundancy of a job.
- Matters relating to decisions taken as an outcome of disciplinary procedure/actions. Dissatisfaction or disagreement with the decision must be dealt with in the appeal stage of the disciplinary policy.
- Complaints about individuals which are more appropriately handled under the Harassment Policy or through the application of the Disciplinary Policy and Procedure;
- Matters concerning general ACT-I plans, strategies or operations, the effects of which on employees are addressed through communication and consultation channels.

Line Manager is a person in role to whom an employee reports. In case of any grievance with immediate Line Manager, Manager's Manager should be deemed as Line Manager in this policy.

In case of grievance with any colleague whose Line Manager is different from aggrieved staff member's manager then colleagues' manager must be the first point of contact.

1.5 Representation

Employees have the right to be represented/accompanied at all stages in the formal procedure by a representative which may be a colleague not acting in an official capacity. In exceptional circumstances, reasonable requests for representation during the informal part of the procedure will be considered.

1.6 Responsibilities

1.6.1 Line Managers

Line Managers will be responsible for applying the procedure, advising employees on steps to be taken, hearing the grievance, responding to grievances and taking appropriate action. In case if an aggrieved staff member has grievance with his/her own Line Manager, that

staff member can have an informal meeting with the Line Manager but if it does not improve the situation, Manager's Manager can be contacted for informal meeting.

For formal procedure, in this particular case, Manager's Manager is the point of contact.

1.6.2 Manager Human Resources

Manager Human Resources' responsibility is to;

- Advise managers on the application of each stage of this procedure and to ensure consistency;
- Advise employees on process, where appropriate.
- Be part of any stage with the mutual consent of parties or on the instructions of CEO to ensure fairness equality in treatment as well as consistency.

1.6.3 Employees

Employees have the responsibility to comply and co-operate with all parts of ACT-I's Grievance Policy and procedure.

1.7 Interpretation of Grievance Policy and Procedure

- Employees, who are unclear about any part of the grievance policy or procedure, should seek clarification from their Line Manager. In the event of any confusion or disagreement between parties as to the interpretation of the procedure and rules, the Manager Human Resources will determine the correct interpretation. His/her decision will be final.
- Every attempt must be made by all parties involved in a grievance to resolve the matter at each stage before proceeding to the next.

1.8 Circumstances

Circumstances in which a formal grievance may be taken out include:

- When one or more staff member feel they have been unfairly treated/victimized by a manager/member(s) of staff and where the harassment procedure procedures or other procedures are inappropriate to use/has not resulted in an outcome they are satisfied with.
- When a member of staff has been interviewed under the disciplinary procedure and has reasons for believe this to be unfair.
- When a staff member believes they have not been fairly treated in the application of any of ACT-I policies and procedures.
- When as a result of a performance review assessment, agreement cannot be reached either between a member of staff and their Line Manager or with the next level manager.

- When one or more members of staff feel they have been unfairly treated in accordance with the implementation of ACT-I pay and conditions of services'
- The above list provides examples and is not exhaustive.

1.9 Grievance during Probationary Periods

The purpose of a probationary period is to allow a period of time during which a newly appointed member of staff can:

- a. be assessed by their managers as to whether they are likely to achieve the standards required to perform adequately the tasks in the post for which they have been engaged, and
- b. adjust to a new working environment and decide whether they wish to commit themselves to a longer term future with ACT-I Pakistan Programme.

It is possible that difficulties will arise during this period relating to settling into a new job and work environment, which would not apply to those staff who has been employed for some time. Managers are required to do all they can to assist new members of staff to overcome any initial difficulties by ensuring that adequate training is given and that a sympathetic understanding is applied to the resolution of any personal problems.

If a member of staff wishes to make formal complaint during a probationary period which either cannot be resolved or is inappropriate to raise with their manager/supervisor, they should discuss the matter with the HR Manager, who may advise them to submit their complaint in writing to the next level of management. The aggrieved staff member will be interviewed by the second level manager and a recommendation made for resolving the grievance.

If staff member is not satisfied with the outcome of these discussions, a final appeal may be made to the next level of management who will respond in writing within fourteen days. At any formal discussion the staff member may be accompanied by a staff representative.

1.10 Resolving Complaints at an Early Stage/Through Informal Process

Wherever practicable a grievance should be resolved through informal discussion with the Line Manager/colleague. Any employee with a grievance at work should first speak to their Line Manager about it. The manager may be able to resolve the issue immediately. In most cases, however, s/he will need time to consider the issue/s to establish the facts and/or consider the wider implications for the department or organisation. If appropriate, advice should be sought from Human Resources at this stage. The aggrieved staff member can also contact Manager's Manager for informal discussion as a second step.

1.11 Formal Procedure for Dealing with Individual Grievances

1.11.1 Stage 1

If a grievance is not resolved through informal discussion, it should be referred, in writing using the form attached (Appendix A), by either the employee or their representative to the Line Manager. The following must be registered:

- i) The nature of the grievance;
- ii) Reasons for the grievance;
- iii) Reasons why the Line Manager's response is unsatisfactory.

If the employee's grievance is in relation to his/her Line Manager, the grievance must be lodged with the Manager's Manager, who will decide how this should best be dealt with.

The Line Manager will then be responsible for arranging a formal hearing to hear the grievance. The hearing will be arranged within ten working days as far as this is practically possible. The Line Manager will be advised by the Manager Human Resources at this stage.

The decision of the Line Manager, acting as the chair of the hearing, will be notified to those concerned within five working days of the conclusion of the hearing. The basis of any grievance raised should be set out in writing also stating the preferred remedy to the grievance. (However the complainant does not have the right to request disciplinary action against another member of staff.

If required, Manager Human Resources is available for private and confidential consultation and advice on procedures to managers and/or staff. Where a staff member is out a grievance against their Line Manager, they should consult with HR Manager who may advise that they refer the grievance to the next level of management.

No formal grievance should be heard without a through investigation into the facts being carried out. If necessary, statements from witnesses should be collected and written down. The manager who carries out the investigation should not be the same manager who hears the grievance.

Records of the main points discussed will be taken at each interview/hearing. It is the responsibility of the Line Manager to take written records and to circulate them within agreed timescales to the relevant staff member(s), their representative and manager involved. This should include a reply from management on the issues raised. Confidential records of formal grievances raised will be held centrally by Human Resources department. All members of staff have the right to appeal against the recommendations of the formal grievance stages. This should be put into writing to the appropriate next management level.

If a grievance is upheld against another member of staff/manager this will be dealt with under the Disciplinary Procedure at the appropriate stage to the offence or conduct concerned.

If the hearing is unable to resolve the grievance, every effort will be made to identify and agree on the exact nature of the outstanding issue/s

1.11.2 Stage 2

If a grievance is not resolved at stage 1, it should be referred by either the employee or their representative to the next level of management within the line management chain within ten working days.

The manager to whom the grievance has been referred will then be responsible for arranging and chairing a hearing within ten working days of receipt of the notification.

The decision of the manager, acting as the chair of the hearing, will be notified to those concerned within five working days of the conclusion of the hearing.

If the hearing is unable to resolve the grievance, every effort will be made to identify and agree on the exact nature of the outstanding issue/s.

1.11.3 Stage 3 – Final Stage

The final stage of referral is to the CEO. The grievance should be detailed in writing and sent by the employee or employee's representative, together with full supporting documentation to the CEO within ten working days of notification of the decision at the prior stage.

The CEO will arrange to hear the grievance or ensure that arrangements are made for the grievance to be heard by his/her nominee within ten working days. The CEO (or his/her authorized nominees) will normally be accompanied by Manager Human Resources. The decision of the CEO, acting as the chair of the hearing, will be final and will be notified to both parties within five working days of the conclusion of the hearing. There are no further stages of grievance or appeal.

1.12 General Procedure – Formal Stages

- a. It may be appropriate to conduct some research prior to a grievance meeting in order to ascertain the situation. If possible gather further details to ensure that background information surrounding the grievance is known. Discretion and impartiality will be important in conducting any research.
- b. Manager should check the facts;
 - Obtain written statements from witnesses/others involved at the earliest opportunity before recollection fades;

- Write down what witnesses have given statements get and get each statements signed to prove that the record is correct;
- c. The investigation should take place within as short a time space as possible. Giving consideration to the complexity of individual cases.
- d. Ensure that enough time is allocated to hear the grievance properly and that a confidential area is available for the interview to take place.
- e. Arrange a mutually suitable date and confirm the interview arrangements in writing to the member of staff within two working days of their initial grievance being raised. If appropriate confirm arrangements to the staff member's representative and Manager HR.
- f. The Chair will ensure that all present are introduced and explain the purpose and process of a grievance interview to the member of staff. It is important to convey that the interview is confidential and 'safe', however, they are not guaranteed an outcome which pleases them. It should also be made clear by the Chair that the decisions made will be explained and if they are not satisfied with these they may appeal to have the grievance heard at a higher level within the formal grievance procedure.
- g. If necessary an adjournment can be called for by either party during the interview to collect facts or calm down.
- h. The Chair will enquire of the staff member whether he/she is satisfied that they have been able to state their full case.

1.13. Appeal

- If the grievance is not upheld reasons should be detailed in writing. Staff members should be advised of their right to appeal.
- A request for an appeal must be made by the member of staff within ten working days of receiving the grievance decision and recommendations.
- At this stage, the CEO should investigate all the facts and may call for supplementary written evidence. A further grievance interview will be arranged within ten working days with the second level manager. After consideration of the facts of the appeal a written decision with further recommendations for resolving the grievance will be sent to the staff member within five working days. Decision of the CEO will be considered final and there is no provision for any further appeal.

Safe Keeping of Paperwork and Documents

- All paperwork in connection with a grievance will be held on a confidential file, separate from the employee's personal file.

- If necessary, documents on the employee's personal file referring to the grievance will be removed after one year.

1.14. Procedure for Dealing with Joint Grievances

A joint grievance is where the grievance concerns the same issue/s and involves more than one employee who are in identical or similar circumstances. Each individual has the right to pursue an individual grievance; however the individuals concerned may agree to pursue the matter as a joint grievance. In this situation up to three employees and one representative will attend the formal hearing on behalf of all the other aggrieved employees.

1.15. Time Limits

Grievances will be dealt with as speedily as possible and time limits are set for each stage in the procedure above. However, there will occasionally be good reasons for taking longer, e.g. where a representative is difficult to obtain, or where a resumption of a meeting, at the same stage, allowing for reconsideration is desirable. It is expected that both parties will allow time extensions, where it is clearly reasonable to do so.

Raising a grievance will not delay any action being taken under ACT-I's disciplinary procedure.

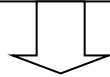
1.16 Status Quo

Until all stages of this procedure have been exhausted, the status quo will exist regarding any current practices unless this would contravene other ACT-I policies and procedures, or standing financial instructions. Existing employment conditions can not be changed while the grievance procedure is in operation.

FLOW CHART – GRIEVANCE PROCEDURE

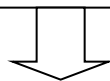
Informal Stage

Employee discusses problem/grievance with Line Manager
Line Manager arranges meeting with employee to respond to grievance and explain reasons for his/her decision



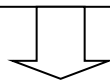
Stage 1

If no satisfactory agreement reached, the employee should write to his/her line manager using the Grievance Form (Appendix A).
Line Manager to convene hearing normally within 10 working days
Line Manager will arrange meeting within 10 working days and decisions will be informed within 5 working days, setting out any decision made as a result of the hearing



Stage 2

If no satisfactory agreement reached, the grievance should be referred to the CEO
CEO to convene hearing normally within 10 working days
CEO to reply normally within 5 working days, setting out any decision made as a result of the hearing



Stage 3

There is no third stage in grievance handling at ACT-I.
Decision at stage 2 is final

GRIEVANCE FORM
(to be completed by employees who have a grievance)

To: _____
(Line Manager)

From: _____
(Name and designation of aggrieved employee)

A grievance has arisen between myself and ACT-I on a matter relating to my employment in accordance with ACT-I's grievance procedure. The matter over which I am dissatisfied is detailed below.

1 The nature and reason of the grievance

Please continue overleaf

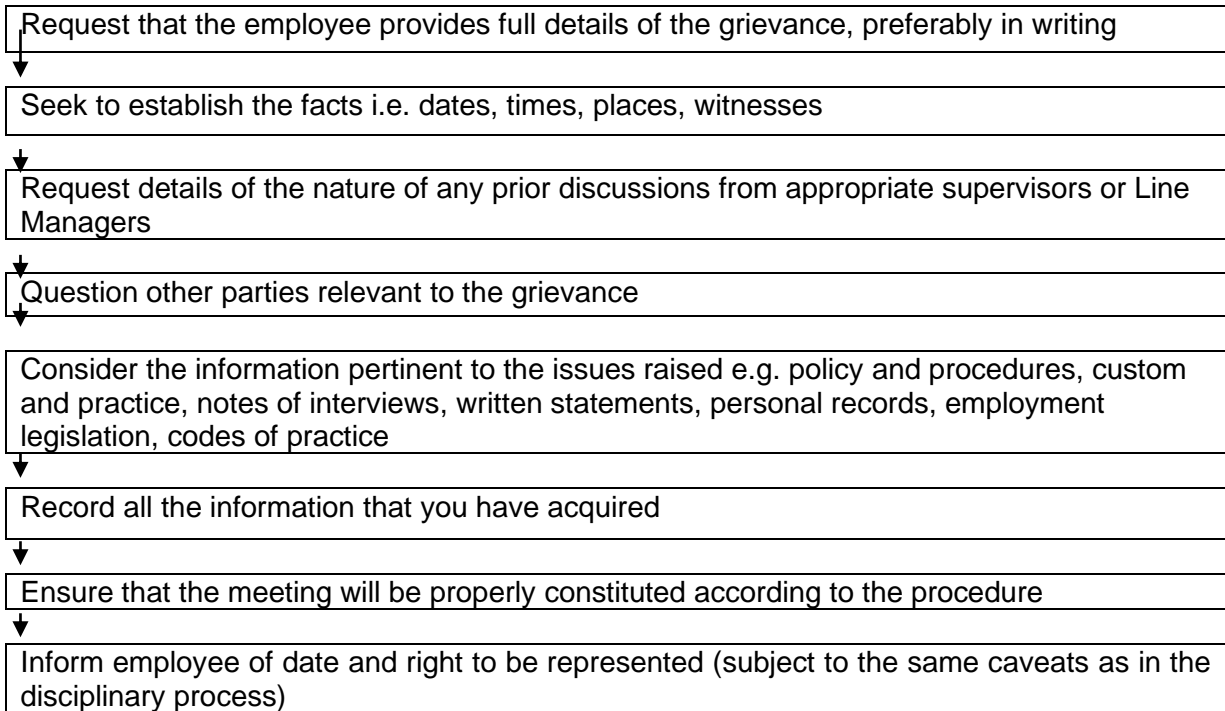
2 What I consider would resolve the grievance

Signature: _____

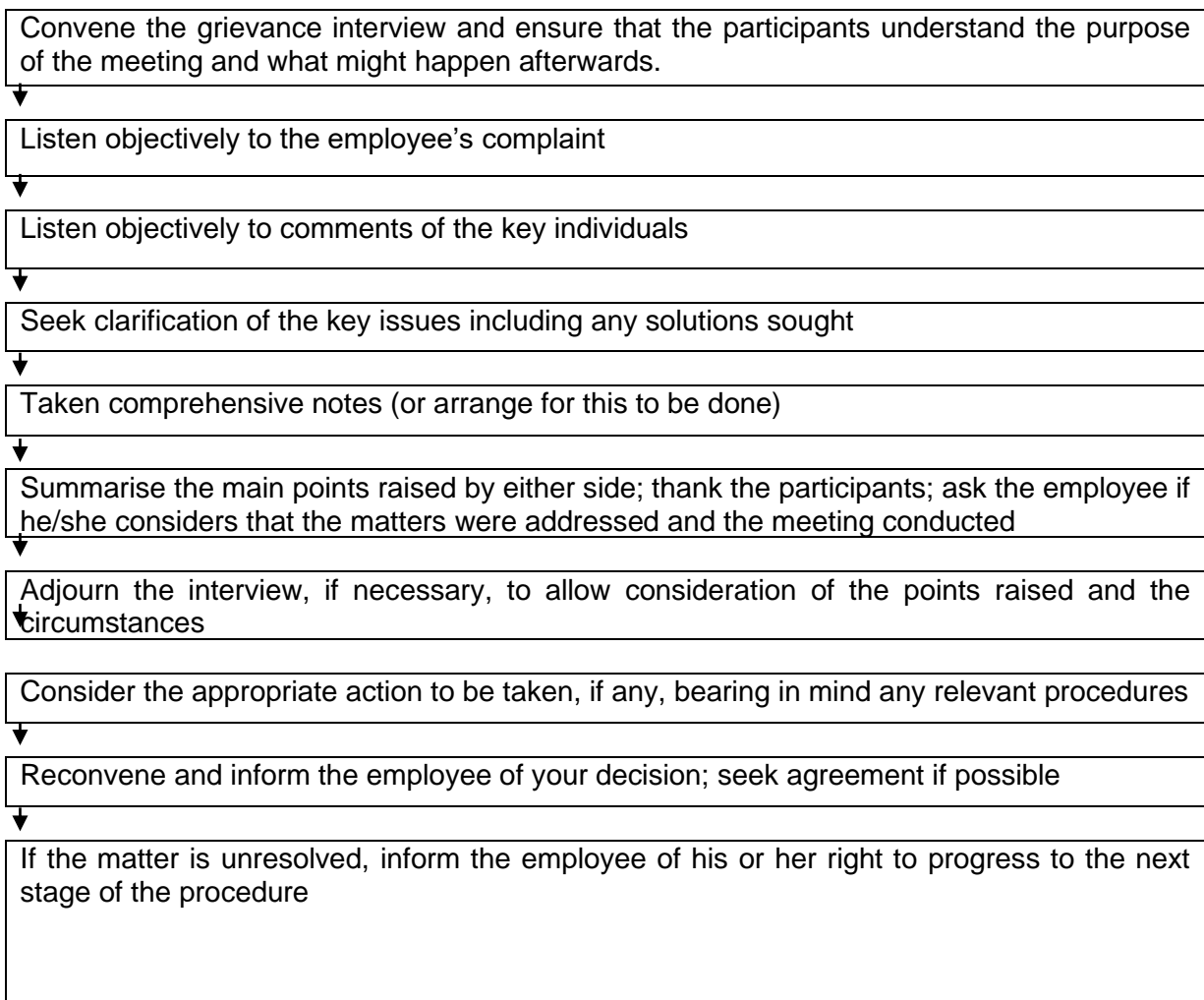
Dated: _____

HOW TO CONDUCT THE GRIEVANCE INTERVIEW

Before



During



Afterwards

Write up the notes of the interview and arrange for confirmation of the decision to be sent to the employee and to be recorded or publicized as appropriate. Remember that the employee may

Disagree with your notes: if so, place a record of their disagreement on the individual's file



Monitor

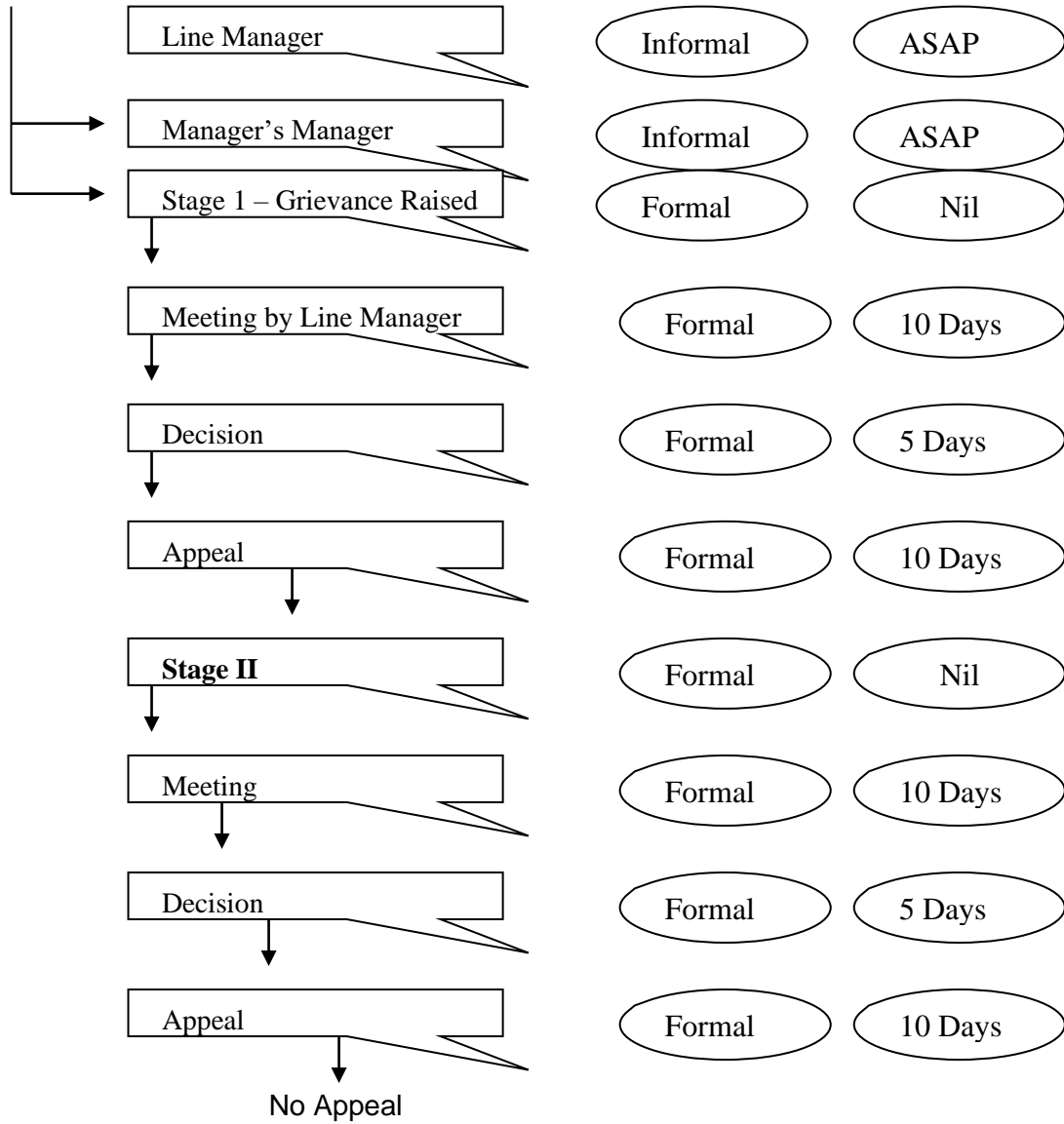
Time Frame Model

Activity

Staff

Level

Time



HAP Statement of Aiming Change for Tomorrow-International

Aiming Change for Tomorrow-International during all its policies implementation and procedures will adhere to HAP Principles of Accountability which includes:

1. Commitment to humanitarian standards and rights
2. Setting standards and building capacity
3. Communication
4. Participation in programmes
5. Monitoring and reporting on compliance
6. Addressing complaints
7. Implementing Partners

Member Board of Directors

Member Board of Directors

Member Board of Directors

Member Board of Directors

Member Board of Directors / CEO

Member Board of Directors

Chairman, Board of Directors

The Board of Directors RESOLVED and unanimously approved the HR Manual of Aiming Change for Tomorrow-International with additions and revisions under Agenda item no -- in the BOD Meeting held on -- -- ---- .

Member Board of Directors

Member Board of Directors

Member Board of Directors

Member Board of Directors

Member Board of Directors / CEO

Member Board of Directors

Chairman, Board of Directors