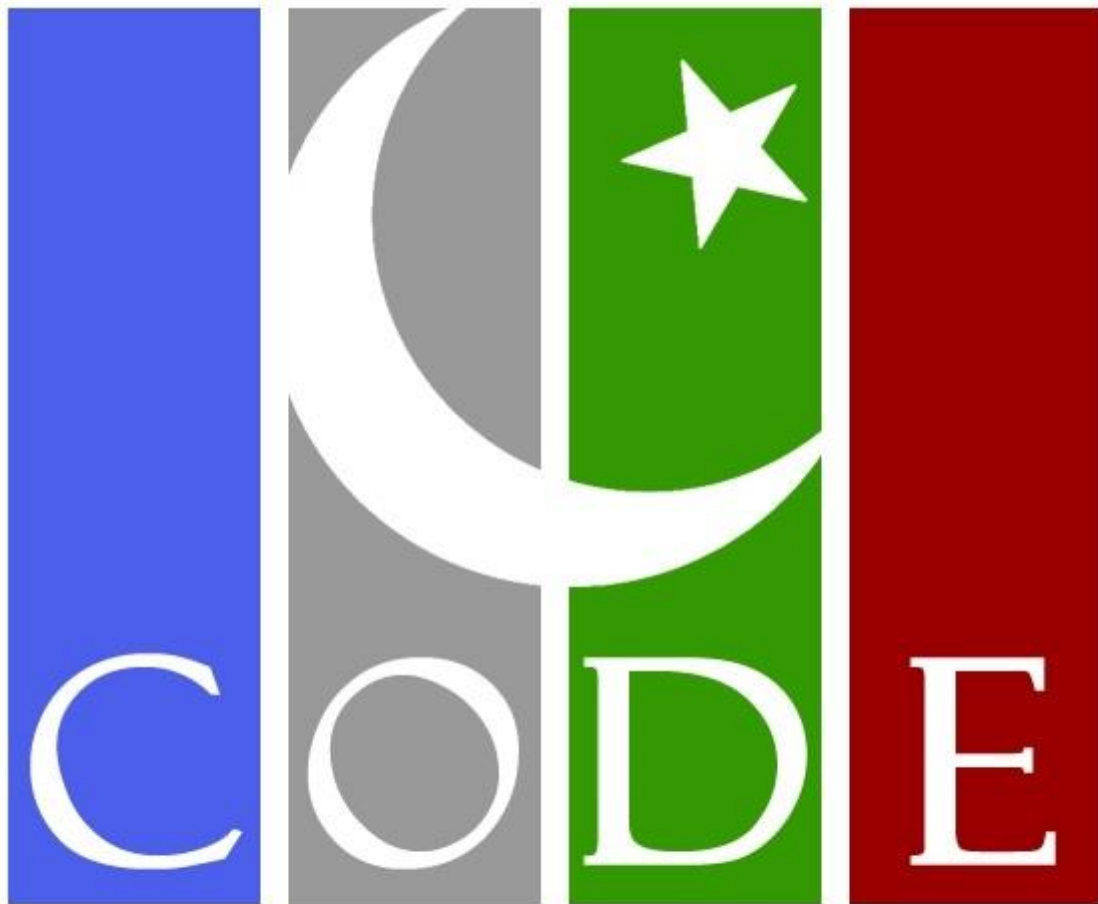


# Human Resources Manual



CURSOR OF DEVELOPMENT  
AND EDUCATION PAKISTAN

**CODE PAKISTAN**

2023

## CHAPTER 1 – TITLE, COMMENCEMENT AND APPLICABILITY

These policies and procedures may be called as **CODE PAKISTAN** HR Policies & Procedures Manual-2023 and in short HR Manual.

These Policies & Procedures have come into force on **11<sup>th</sup>** day of **December/2023** after due approval by **CODE PAKISTAN** Executive Body and shall supersede all existing rules and regulations until or unless stipulated explicitly.

This HR Manual will be applicable to all projects & Programs, Sub offices who operate under the management control of **CODE PAKISTAN**. This Policy Manual is applicable on all categories of employee including:

1. Regular employee – hired on full time basis for core activities of CODE Pakistan
2. Consultants – short- or longer-term duration
3. Project employee - short- or longer-term duration
4. Part time / temporary employee- hired at daily or hourly rates on a temporary basis
5. Persons appointed as experts, advisors or consultant and/or those who are paid by CODE PAKISTAN

This Policy Manual is the property of **CODE PAKISTAN**. The information contained herein is to be treated as Company Sensitive and is provided only to current employees. This information should not be provided to people who are not CODE PAKISTAN employees.

HR department of **CODE PAKISTAN** in this manual is to be referred as a dedicated HR department or Person/team designated to perform HR department function in conjunction with other assigned responsibilities.

### ***1.0. PURPOSE OF THIS MANUAL***

The purpose of this manual is to provide ready reference and specific guidelines for **CODE PAKISTAN** employees in HR procedures within **CODE PAKISTAN** offices. It is intended to prescribe step by step guidance for maximum possible eventualities and defines concrete HR policies and procedures to be followed. In the general applicability of these Policies and Procedures, the **CODE PAKISTAN** Executive Body (EB) &/or **CODE PAKISTAN** Directors can make special dispensations under specific circumstances. Compliance with these policies and procedures are considered to be a mandatory condition of employment at **CODE PAKISTAN**. The manual will help to smooth operations of **CODE PAKISTAN** by providing the management with timely information for decision making. It is intentionally written in easy English and is user friendly. The HR policies included in this manual focus on key organizing principles and are designed to provide direction to **CODE PAKISTAN** management and its employees for the management and use of human resources. These policies are an expression of underlying values contained in the principles and goals set by the **CODE PAKISTAN** management.

### ***1.1. AUTHORITY OF THIS MANUAL***

The original version of this manual placed with Human Resources Department at **CODE PAKISTAN** Head Office, is the legal version and takes precedence over other versions that may be produced. Any rule, order or instructions, precedents, SOPs, contracts, manuals made or issued by **CODE PAKISTAN** and enforced before the commencement of this Manual shall, insofar as they are inconsistent with the provisions of this manual be deemed to have been abolished or made under these policies. Updates shall be circulated from the office of HR, along with the version control, whenever revision takes place. The HR Manual holders shall be responsible to replace old pages with updated pages, discard replaced pages and update the previous version control history document.

### ***1.2. RESERVATION OF ORGANIZATION RIGHTS***

The policies contained in this Policy Manual are not contractual. **CODE PAKISTAN** reserves the right to change, modify, suspend, interpret, or cancel in whole or in part any of the published or unpublished policies or practices at any time without advance notice; at its sole discretion; and without having to give cause, justification, or consideration to any employee.

### ***1.3. PERSONNEL REVIEW***

Executive Body/Directors, HR department and departmental heads are responsible for disseminating these policies and procedures to all employees in their respective units and for instituting and maintaining a program to ensure that employees understand **CODE PAKISTAN** standard Policies and Procedures. They are also responsible for informing employees of the importance of reporting any suspected violation of this manual to the management, without fear of reprisal. Line manager will ensure that all current and new employees in his/her charge are introduced to this manual through a review of its contents. It is then the responsibility of new employee to review this manual and ensure it is understood and all staff must abide by the foregoing policies and procedures of **CODE PAKISTAN** in their dealings and report any violations of these standards to their appropriate departmental head, EXECUTIVE BODY, DIRECTORS or Department Heads for appropriate actions.

## ***1.4. REVISION***

This manual will be revised after every **two years** from its initial inception. Although certain exceptions can be made at the discretion of Executive Body, who can approve its revision at any suitable time during this given two years time period.

## ***1.5. AMENDMENTS TO THIS MANUAL***

It is the collective responsibility of all **CODE PAKISTAN** employees to review and suggest modifications/changes that can further improve the effectiveness of this manual. If an employee identifies that this manual has overlooked an issue or procedure or wants to recommend an improvement in some policy or procedure, he should write down the suggested improvement and discuss it with his line manager before forwarding it through respective department heads. If the suggested improvement is in line with the overall organizational operational requirements, financial affordability as well as all applicable laws of Pakistan, Human Resources Department will draft the proposed amendment(s) and forward it to the Executive Bod/Directors for consideration and final approval.

## ***1.6. DISCIPLINARY ACTION***

Violation of these HR policies and procedures may lead to appropriate disciplinary action and may lead to termination and/or legal action.

## ***1.7. INTERPRETATION***

Questions of interpretation of HR policies and procedures are to be referred to the HR Department and if required then to Executive Body/Directors for further interpretation of these policies and procedures which will be deemed and agreed as final and binding for all concerned.

## ***1.8. PRINCIPLES***

These HR policies and procedures have been developed based on the following principles:

**a. Equal opportunity:** **CODE PAKISTAN** provides equal opportunities to men and women and for this purpose, such rules and procedures have been proposed that enable both men and women to show their potential. In some areas where women mobility is restricted or literacy levels are low or they face any constraints that hinder their performance, the **CODE PAKISTAN** management is allowed to relax rules as compared to those applicable to men to bring women at par with men. Special considerations to be given to physically challenged people and apply gender perspectives while making HR decisions.

**b. Transparency:** Though certain levels of supervisory staff enjoy authority over others, all decisions are documented and the basis of decisions is generally known to all **CODE PAKISTAN** employees.

**c. Flexibility to meet diverse requirements of the program:** **CODE PAKISTAN** operations may cover diverse areas, population, casts and languages; hence few procedures may change from region to region subject to approval from Executive Body/Directors or governing body.

## CHAPTER 3 – INTRODUCTION

CODE PAKISTAN is an effort to build an inclusive and prosperous Pakistan through development and education initiatives. Our special pledge is to groups that represent populations whose voices are least likely to be heard when development and education policies are made and resources apportioned. We plan to offer national and local level interventions in the fields of development and education based on grassroots level feedback and insights.

The stratified economic landscape of Pakistan demands development initiatives aimed at social equality. We plan to offer sustainable empowerment by engaging communities for developing their capacities in helping themselves. We, draw our mandate from the powerful definition of a not for profit being, “to promote the public interest and serve the public good”.

The education system in Pakistan is seen as a problem and the majority wants to do something about it. The compartmentalized education system of Pakistan is nurturing multiple narratives in society. Public schools with Urdu as the predominant medium of instruction and private schools with English, the education system in Pakistan remains divided.

The presence of thousands of madrasahs across the country adds to the polarization among the youth. This has stretched our social fabric and turned it into a blotting paper, where the extremist narrative is increasing the radical spot, drop by drop. This divide has decreased the level of youth engagement around their neighborhood and communities. The indifference to the problem is exacerbating the sense of deprivation among the youth of Pakistan. The ever-widening gap needs attention.

CODE PAKISTAN believes in understanding the value of peaceful co-existence and the benefits of a tolerant and inclusive society. It aspires to help the youth in recognizing the worth of living in a violence-free society where everyone is treated with respect and dignity and has equal opportunities to develop and activate his/her leadership abilities.

As an organization, our focus is to nurture youth leadership in Pakistan to enable them to get involved, inform others and speak out on the benefits of a peaceful, tolerant, and inclusive society.

### ***1.0. SCOPE AND APPLICABILITY***

Code of conduct is a statement and description of required behaviors, responsibilities, and actions expected from employees of **CODE PAKISTAN**. **CODE PAKISTAN** code of conduct focuses on professional, legal, ethical and social behaviors and is applicable to all employees as individuals and as organization in their social or work life, providing guidance on how to act in cases of doubt and/or confusion. To meet this commitment, **CODE PAKISTAN** has issued this code of conduct applicable to all employees across all departments and sub offices and aligned employee conduct with the organizational values and ethics that reinforce **CODE PAKISTAN** vision, mission, values, procedures and policies.

This code of conduct is not exhaustive and may not anticipate every situation which may morally, ethically, professionally, legally compromise the employee or **CODE PAKISTAN** interests. In this regard **CODE PAKISTAN** expects its employees to use their common sense and sound judgment. However, compliance with this Code is a mandatory obligation owed by all employees to each other and to **CODE PAKISTAN**. Breach of this Code or any requirements mentioned in this manual will result in disciplinary action and may lead up to and including summarily dismissal or other appropriate disciplinary actions.

### ***1.1. CODE OF CONDUCT POLICIES***

#### **1.1.1. EQUAL EMPLOYMENT OPPORTUNITIES**

**CODE PAKISTAN** as an organization is committed to equality of opportunity and inclusion. Equal opportunity policy ensures that there is no discrimination in the recruitment, retention, training and development of staff on the basis of gender, marital status, religion and belief, political opinion, race, age, disability, socio-economic or cultural background, on the basis of having or not having dependents, or any other. Efforts shall be made that men and women staff members have equal access to opportunities at all levels of the organization through ensuring gender sensitive selection processes for appointments, promotion and training. **CODE PAKISTAN** will ensure to increase the proportion of women staff members at all levels where they are under-represented. Until gender balance is achieved at all levels, affirmative action will be taken at all levels (Official/Employee), priority will be given to women candidates when they are equally qualified in a gender imbalanced environment.

#### **1.1.2. HARASSMENT AT WORK**

Harassment of employees in the workplace based on characteristics protected by Pakistan law and/or including but not limited to sex, race, color, ethnicity, caste, ancestry, religion, age, disability or marital status is counter to the mission of **CODE PAKISTAN** and such violation is to be treated as disciplinary matter and/or provisions given in law of the land. It is **CODE PAKISTAN** policy to prohibit harassment of any of its employees by anyone, including any supervisor, co-worker, vendor, client or customer. For the purposes of this policy, "workplace" also includes organization sponsored social events, work related travel or similar situations connected with employment.

**CODE PAKISTAN** take allegations of harassment seriously, respond promptly to complaints and do not tolerate retaliation against individuals alleging or cooperating with an investigation of harassment. Where it is determined that inappropriate conduct has occurred, **CODE PAKISTAN** act promptly to eliminate the conduct and impose corrective action as necessary up to and including termination of employees responsible for such acts and sever relationships with vendors, clients or customers if required.

### 1.1.3 SEXUAL HARASSMENT

**CODE PAKISTAN** fully complies with the **Protection against Harassment of Women at Workplace Act, 2010**. As per Clause 1 of this act, Sexual Harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, is unacceptable behavior in the workplace, including any interaction or situation that is linked to official work or official activity outside the office. All such acts are a violation of this Act and **CODE PAKISTAN** policies.

**CODE PAKISTAN** policies prohibit any behavior on the part of a **CODE PAKISTAN** employee which constitutes any form of sexual misconduct, including sexual harassment, sexual exploitation, and sexual violence towards any other staff member, client, beneficiary, or other individual participating in a **CODE PAKISTAN** activity. Retaliation for reports of sexual misconduct is strictly prohibited and will not be tolerated; Sexual misconduct and/or retaliation of any kind will result in termination of employment. For the purposes of this policy, (**CODE PAKISTAN**) employees include international staff, national staff, volunteers, interns' consultants, temporary employees, field staff or temporary contractors. **CODE PAKISTAN** is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race ethnicity, age, religion, or any other legally protected characteristics are not acceptable. As an example, sexual conduct (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

### 1.1.4. ABUSE AND VIOLENCE

**CODE PAKISTAN** is committed to providing a safe work environment. Any form of violence, threats of violence, intimidation of others or attempts to instill fear in others will not be tolerated. The possession of a weapon in the workplace, or while conducting work, **CODE PAKISTAN** menacing behavior or "stalking" is all prohibited actions. Violations of this policy may lead to disciplinary action up to and including termination and the involvement of appropriate law enforcement authorities. Any person who exhibits such behavior may be removed from the work site for investigation purposes immediately. **CODE PAKISTAN** will attempt to resolve the complaint within a reasonable period of time while preserving the confidentiality to report situations that may have a risk of violence.

**CODE PAKISTAN** requires all of its employees to abstain/refrain from any sort of Child abuse which could be physical, sexual, and emotional and in neglect forms. Child labor as per law is strictly prohibited.

### 1.1.5. APOLITICAL, NON-SECTARIAN POLICY

**CODE PAKISTAN** is a non-sectarian, apolitical, non-Profit oriented organization without regard to sectarian or political considerations in areas where it works. It is, therefore, necessary for all **CODE PAKISTAN** employees, both individually and collectively, to abstain from any activity that may be perceived as aligning them or **CODE PAKISTAN** for or against a sectarian or political cause, issue or faction.

Adherence to this policy is one of **CODE PAKISTAN** major strengths; it underpins much of our effectiveness and is a condition for assignment to any **CODE PAKISTAN** position. Employees at all levels are required to comply with this policy in order to preserve and enhance this organization's reputation and effectiveness.

Individuals may, of course, speak out as individuals on matters of personal concern, and this policy in no way abrogates that right. Care must be taken, however, to assure that such statements are neither made, nor are likely to be interpreted as being made, on behalf of **CODE PAKISTAN**.

In politically sensitive situations, Employees must be acutely aware of how their words and actions impact those around them, as whatever they say or do, will very likely be interpreted as reflecting **CODE PAKISTAN** position. Each employee must, therefore, exercise prudence, common sense and sensitivity in assessing any situation carefully before speaking out in sensitive situations.

Employees at any level may never engage in politically sensitive action without advance approval from Executive Body /Directors. When employees at all levels believe a situation so compelling that it warrants **CODE PAKISTAN** as an organization making a public statement, the Executive Body will approve that public statement first.

#### **1.1.6. ALCOHOL AND DRUGS POLICY**

**CODE PAKISTAN** maintains a work environment free from the harmful effects of alcohol and drugs. In recognition of the serious consequences to **CODE PAKISTAN**, all its employees are subject to the following:

Any employee who unlawfully manufactures, distributes, dispenses, possesses, uses or is impaired by a controlled/prohibited substance or who manufactures, distributes, dispenses, possesses, uses or is impaired by alcohol on the job, whether on or off **CODE PAKISTAN** property, will be subject to discipline, up to and including immediate termination.

All employees, as a condition of employment, are required to notify HR or HOD of any criminal drug statute conviction for a violation involving a controlled/prohibited substance, as per laws of Pakistan, occurring on the job immediately on such conviction.

**CODE PAKISTAN** reserves sole right to conduct a drug test of any employee suspected of violation of this policy.

#### **1.1.7. CONFLICT OF INTEREST POLICY**

**CODE PAKISTAN** policy requires that each be free of any personal interest that could influence his or her judgment or action in the conduct of organizational business or affect his or her responsibility to **CODE PAKISTAN**. An employee must not only avoid situations that give rise or could give rise to a conflict of interest, but also situations that create the appearance of a conflict of interest.

This policy is not intended to detail every situation that could give rise to a conflict of interest. A person with ordinary good judgment should know whether or not a particular activity involves an actual or potential conflict. Where there is a doubt, the matter should be brought to the attention of the CEO/ED or BOD as appropriate who will take actions accordingly.

No employee may serve as a director, officer, employee, partner, consultant, agent or representative of an organization not affiliated with **CODE PAKISTAN** if the potential for a conflict of interest exists. In general, a conflict of interest can arise if:

- a) It is likely that the performance of a person's duties as a **CODE PAKISTAN** employee or governing body member could be prejudicially influenced by that person's other interests (private, personal or professional), or that a reasonable person would believe that the person could be so influenced; or
- b) A person's participation as an employee of a **CODE PAKISTAN** or a governing body member could be prejudicially influenced by the interests of organization that the person is representing, or that a reasonable person would believe that the person could be so influenced.



### 1.1.7.1. INVOLVEMENT WITH OTHER ORGANIZATIONS

All employees and governing body members must declare in advance, any relationship with persons, firms or companies, which have dealings with **CODE PAKISTAN**. They must also declare in advance if: a) they are directors or partners in a firm or company, which propose to have any dealing with **CODE PAKISTAN**; b) if their immediate family members (spouse, parent, child, brother and sister) hold directorship or partnership in organizations, which propose to have any dealing with the **CODE PAKISTAN** and c) if to their knowledge, a member of their immediate family has any financial interest in any matter being considered by **CODE PAKISTAN**. Individuals who fail to make declaration of a conflict of interests as explained above are liable to account to **CODE PAKISTAN** for any profit made or benefit received from or in respect of the failure or violation.

No employee or their family member may have, directly or indirectly, a significant financial/employment or other interest in, involvement with or obligation to, any organization which does or seeks to do business with **CODE PAKISTAN**, unless the interest or obligation has been fully disclosed in writing to the employee's line manager, Directors or governing body and it has been determined that the employee's duties for **CODE PAKISTAN** will not require him to make decisions or take actions that could be influenced by such interest, involvement or obligation. A "family member", for purposes of this policy, includes a close relative (by blood or marriage) and also any person living in the same household with the employee.

### 1.1.7.2. OUTSIDE WORK

A conflict of interest may also exist when an employee engages in an independent business venture or performs work or services for another organization to the extent that the activity prevents the employee from devoting the time and effort to the organization, required by his or her position. In such cases, the written approval either of Executive Body/Directors must be obtained in the case of all full-time employees in such situations.

### 1.1.7.3. GIFT AND ENTERTAINMENT

No employee or member of his/her family may accept, directly or indirectly, any gift, entertainment of favor from an individual, private or public organization that stand to benefit from an action of **CODE PAKISTAN** except for promotional materials type gifts and entertainment, meals and social invitations that are in keeping with good working ethics and that obligate neither the recipient nor **CODE PAKISTAN**. For example, if a vendor offers free or reduced services or goods to an employee or to a member of an employee's family in exchange for a contract with **CODE PAKISTAN**, this is considered a conflict of interest and must be immediately reported.

Payment of personal/official transportation, hotel room or other living and traveling expenses must not be accepted or permitted, except when travel and participation are as part of a group hosted by a supplier or customer representative, is work related and is promptly reported to management.

No employee or member of his/her family may accept directly or indirectly any gift neither in kind nor in cash, from a current or potential **CODE PAKISTAN** beneficiary. An ordinary meal is acceptable only when it is customary and obligates neither the recipient nor **CODE PAKISTAN**. If there is any doubt as to whether it is proper or not proper to accept a gift, travel, entertainment, etc., respective line manager should be consulted.

### 1.1.7.4. MISUSE OF PROPRIETARY INFORMATION

Information (e.g. future plans, competitive bids/proposal for funding, sponsorships, employee lists, etc.) obtained as a result of employment that is not generally available to the public, may not be communicated to any individual(s) or organizations outside **CODE PAKISTAN** till two years after retirement/separation from the services of **CODE PAKISTAN**.

#### **1.1.7.5. MISAPPROPRIATION OF BUSINESS**

A conflict of interest may also exist when an employee, without the knowledge and consent of the **CODE PAKISTAN** Management, appropriates to himself or herself, or to another person or organization, the benefit of an arrangement of a business venture, opportunity, or potential that the employee learns about or develops in the course of employment and that is related to any current or prospective undertaking of **CODE PAKISTAN**.

#### ***1.2. RESOLVING QUESTIONABLE SITUATIONS***

Any employee who is, or thinks he may be, confronted with a conflict of interest situation should immediately request a determination from HR Department and /or Executive Body/Directors as to whether, based on full disclosure and consideration of all relevant facts and circumstances, such a situation in fact exists, and if so, what steps should be taken to correct or avoid the situation.

### ***1.0. POLICY***

As an Equal Opportunity Employer, **CODE PAKISTAN** is committed to ensuring that our employment policies are effective, fair, reflect best practices and meet the requirements of employment legislation in Pakistan and organizational needs. This Policy sets out the principles of good practices in recruitment & selection, and in promoting equality of opportunity for all candidates. **CODE PAKISTAN** ensures that there is no discrimination in the recruitment & selection of staff on the basis of gender, marital status, religion and belief, political opinion, race, age, disability, socio-economic or cultural background, on the basis of having or not having dependents, or any other. Efforts shall be made that men and women staff members have equal access to opportunities at all levels of the organization through ensuring gender sensitive and disability perspective in selection processes for appointments. **CODE PAKISTAN** will ensure to increase the proportion of women and physically challenged staff members at all levels where they are under-represented.

### ***1.1. PURPOSE***

The Recruitment & Selection Policy and Procedures aim to achieve the following objectives:

1. To provide a systematic framework and procedures for resourcing leading to the best possible selection decisions so that the objectives of the organization can be achieved;
2. To ensure that the candidates with right knowledge, skills and abilities and other desired characteristics for each vacancy are available to the organization at right time.
3. To benefit from the diversity that different people can bring to the post and the organization with a special focus on gender and disabilities.

### ***1.2. PREPARING TO RECRUIT***

#### **1.2.1. ASSESS REQUIREMENTS & SUCCESSION PLANNING**

**CODE PAKISTAN** considers recruitment as primarily a strategic exercise in the context of an overall workforce plan. It provides an opportunity to attract the right appointee who will contribute effectively towards meeting future key objectives. Recruitment decisions are of long-term strategic importance. The management encourages filling the positions

1. **Internally** - through transfers or by promoting the right talent but not compromising the essential and desirable requirements of the job.
2. **Externally** – By advertising in news papers, job portals, referrals and Head Hunting Services etc.

It is the responsibility of HR department to develop succession plans and identify those with the potential to assume greater responsibility, provide critical development experiences and promote career development opportunities under a structured and informed decision making mechanism to retain and win employee commitment towards the organization.

#### **1.2.2. RECRUITMENT PROCEDURE**

The following recruitment procedures will be used:

### **1.2.2.1. APPOINTMENT AUTHORITY**

The Executive Body/Directors of CODE PAKISTAN will be the appointing authority for recruitment of staff for CODE PAKISTAN. For every project, the Executive Committee will appoint a Project Director for the project period and an appointment/selection committee chaired by the Project Director. All appointments made will be duly approved by the Executive Body which will have the powers to reject any appointment recommended by the selection committee. The Project Director will appoint in consultation with the Executive Body.

### **1.2.2.2. NOTICE OF VACANT OR NEW POSITION**

It is the responsibility of the Executive Body/Directors to fill vacant positions as well as new positions against the project-based budget. For all new positions, a job description will be established including the following elements:

- Position summary
- Description of duties and responsibilities
- Conditions of work
- Qualifications

However, a public notice clause would apply only in cases where the duration of the project is six months or above. For a project of less than six months' duration, the Executive Body/Directors may employ staff on the basis of limited notice, without a public notice being proclaimed. For a short-term project, the Committee may also hire specialized staff on the basis of head hunting or collection of résumés of qualified candidates through the dissemination of information among partner organizations, other organizations of good repute, or other relevant stakeholders. In such cases there will still however be a requirement for the applicant to go through a selection process to ensure that they meet all the essential criteria for the position.

## ***1.3. RECRUITMENT***

Recruitment takes place only after proper requisition is made, and approved by Executive Body/Directors.

### **1.3.1. BUILDING RESOURCE POOLS**

#### **1.3.1.1. ADVERTISING OF POSITIONS**

If applicable, the vacant positions will be advertised on the organization's website and social media pages or in a local and or national newspaper to seek appropriately qualified candidates. The advertisement will indicate a short introduction of CODE PAKISTAN and the given program/project, the position, minimum qualification, criteria, and work experience, base location, any specific condition and major areas of responsibility. It will have clear closing dates for the given vacancy and addresses (email/and or physical) to send applications.

Advertisement is not required for secretarial or support staff and temporary positions, however a written approval of the Executive Body/Directors must be secured.

#### **1.3.1.2. SHORT LISTING**

Candidates' application should be received and shortlisted by the Admin and Finance/HR in conjunction with hiring committee OR related staff, Department or project head as announced by the Executive Body of CODE PAKISTAN. Alternatively, the Admin and Finance/HR will appoint relevant delegates/committee for this task in consultation with the Executive Body/ Team Lead / Directors and hiring committee.

An interview panel with appropriate gender and diversity representation will be set up. Function and theme specialist (from CODE PAKISTAN or external if not available within CODE PAKISTAN) will be part of the panel.

## **1.4 SELECTION**

### **1.4.1. SELECTION PRINCIPLES**

The selection process will aim to assess the candidates' alignment with CODE PAKISTAN's values, attitude and behaviors, working style, and sensitivity for gender and diversity.

A written test for some position if required will be held to understand and assess the person's knowledge, communication skills, and writing and analytical abilities if the Executive Body so decides.

The selection process is based on the core competency criteria and inherent requirements of the job, relevant to competence in the specific post in question.

### **1.4.2. INTERVIEWS**

Candidates will be interviewed by a panel approved by Founder CODE PAKISTAN with mutual understanding with the donor agency. The team members already working or who have previously worked with CODE PAKISTAN will be given priority.

### **1.4.3. RECOMMENDATION BY AN INTERVIEW PANEL**

Based on the test (if conducted), interview, and academic qualifications, the interview panel will hand over the entire document with the comments sheet to the Admin and Finance/HR representative. The final selection will be made by the Executive Body, Founder CODE PAKISTAN or designate.

### **1.4.3. REFERENCE CHECK**

An applicant will provide names and addresses of at least two referees who could be contacted for more information about the applicant. One of the preferable referees may be a previous employer.

## **1.5. JOB OFFER**

Once approved an offer letter is sent to the successful candidate which would include all information regarding the position title, monthly salary, the effective date of appointment, job descriptions and fringe benefits, etc. Job offer letter can be signed by project director or founder CODE PAKISTAN. The candidate will submit a written acceptance specifying the date of joining.

## **1.6. PERSONNEL REQUISITION FORM**

A personnel requisition form (PRF) will be completed and submitted to the supervisor and then the founder CODE PAKISTAN for review and approval, along with the approved job description.

## **1.7. CONTRACT**

Upon acceptance of the offer letter, a contract would be offered to the selected candidate for that position. The interview panel along with the Admin and Finance/HR Team would verify that the candidate has met all the applicable deputation norms/ clearances, before the formal signing of the contract.

### 1.0. PERSONAL FILES

CODE PAKISTAN will have up-to-date Personal Files of staff starting from the date of their appointment. These personal files will be maintained at the CODE PAKISTAN head office in Islamabad. It would be a preferable practice to maintain a copy of all personal records of all staff.

The personal file will contain the necessary information and documents (certificates, references, personal details, medical records (if any), performance review and leave records, etc.) with regard to the employment of the employee within CODE PAKISTAN. The personal file should be treated as a "confidential" document.

1. A personal File must contain the following (Including but not limited to) documents
  - a. Copy of NIC
  - b. Copies of qualifications degrees, certificates and Trainings attended
  - c. CV
  - d. Reference Checks
  - e. offer letter
  - f. Joining Report
  - g. Original signed contracts/ Extension letters/Confirmation letter
  - h. Performance Review Documents
  - i. Disciplinary and Grievance
  - j. Documents related to closing of contract (Separation like Resignation letter/Termination letter)

### 1.1. ACCESS TO PERSONAL FILES AND RECORDS

These files will be made available to the Admin and Finance/HR staff in the course of their regular work relating to the subject and supervisors in the direct line of supervision over that employee, with exceptions authorized by the Founder. Employment Records and Personal Information may be disclosed to third parties only with the relevant individual's consent or pursuant to a legal authorization, such as a subpoena, court order or official written and verified request from a state or federal investigatory agency. All officials dealing with such records and documents should treat it with the utmost level of confidentiality and ensure that there is no accidental or deliberate disclosure of such personal information to any third party unless otherwise authorized, as above. Any deviation from this will attract disciplinary action.

### 1.2. UPDATING OF PERSONAL RECORDS

All such personal records will be periodically updated through the sharing of the documents with the employee. The updating will be done at least once a year, financial or calendar year, as may be decided by CODE PAKISTAN.

All personal records will be available for review by the employee concerned, at the request of the employee. Also, copies of the same may be provided to the employee at a cost, for their record and reference.

All such records may be disposed of as per the Records Management Policy of CODE PAKISTAN, but in a manner that ensures due care to the nature of its confidentiality.

### ***1.0. POLICY***

It is the policy of **CODE PAKISTAN** to welcome and orient new employees in a timely and consistent manner in order to ensure full understanding and compliance with **CODE PAKISTAN** policies and procedures. Organized orientation training is a key stage and ensures that new starters are retained and then settled in quickly in their productive roles.

### ***1.1. INTAKE AND INTRODUCTION***

1. An announcement of all new hires will be made to relevant **CODE PAKISTAN** employees/departments on the start date or sooner.
2. New employees will be introduced to colleagues working in the same office on the first day of employment.
3. New employees should have a workplace prepared before they arrive with basic office supplies, desk, and chair.
4. The employee's supervisor is responsible for making sure the HR Policies, procedures and departmental orientation/job-specific orientation occurs before the end of the employee's second week of work.
5. The employee's supervisor should review work performance expectations/objectives, and responsibilities of the employee at this time.



### ***1.0 PURPOSE AND SCOPE***

**CODE PAKISTAN** seeks to attract, motivate and retain the best people in the right positions needed to enable the organization to successfully achieve its vision and mission.

### ***1.1. EMPLOYMENT CATEGORIES***

#### **1.1.1. REGULAR EMPLOYEES**

Regular employees are those who are hired on a full time basis for core activities of **CODE PAKISTAN**. These are positions, which have been approved by the **CODE PAKISTAN** Executive Body. All such positions entail annual contracts and extendable subject to the availability of funds.

#### **1.1.2. CONSULTANTS/PROJECT EMPLOYEES**

The company hires the services of professional consultant(s) for core tasks and/or Projects when required for short or longer durations. Project employees are eligible to receive “fringe benefits” as admissible under their respective project head contracts and will be reflected in the staff contract respectively.

Regular Employees of the company can be seconded to specified **CODE PAKISTAN** projects or **CODE PAKISTAN** affiliates, subsidiary organizations or sister concerns on a case by case basis with prior written approval of the management. Where needed, secondment may vary from a few weeks to multi-year engagement. Staff seconded to “projects” and organizations closely related to **CODE PAKISTAN** typically retain their core employment with the parent company unless otherwise notified at the time of secondment. Regular staff seconded to “projects”/organizations” for over one year shall cease to receive “fringe benefits” and length of employment benefits during the period of secondment.

#### **1.1.3. TEMPORARY EMPLOYEES**

Temporary employees are those who are hired at daily or hourly rates purely on a temporary basis in order to meet extra workloads or supplement the absence of an employee. Unless notified otherwise, such employees are not entitled to any benefits and treated on a daily wage basis.

### ***1.2. OFFICE PROTOCOLS***

#### **1.2.1. WORKING HOURS**

**CODE** standard working hours are from 9:00 am to 5:00 pm Monday through Friday, with thirty-minutes break for lunch. The office remains closed on weekends. i.e. Saturdays and Sundays. However, the management understands that some employees may have special needs that require flexible scheduling within these working hours.

In such cases employees should discuss their requirements with their supervisor or the management (or designee) for necessary arrangement. It is mandatory for all employees to work a minimum of 40 hours per week, and occasionally, work outside the normal working hours, including weekends, may be necessary to fulfil organizational objectives.

Normal working hours are not applicable to those staff members who are engaged in cleaning, guarding or supporting work with other employees

### **1.2.2. ATTENDANCE AND TIME KEEPING**

All employees must observe normal working hours and ensure regular attendance for official duty. In case any of the employees is not able to observe normal working hours due to his/her nature of job, he/she must inform his/her immediate supervisor in time.

An attendance register will be kept for recording of attendance by the HR Department. It will be periodically inspected by the Manager HR. Repeated absenteeism/late coming may have an adverse effect on the performance of the organization and will invite negative performance evaluation of the concerned staff member. In such cases, disciplinary action will be initiated against the employees who are habitual late comers. In extreme cases, the concerned staff members may be terminated from service after due process of termination. The HR Department will periodically update record of attendance, leave and absence without leave with subsequent disciplinary action in the employee's personnel file.

### **1.2.3. PUBLIC HOLIDAYS**

CODE PAKISTAN follows public holidays which are observed by the Federal Governments of Pakistan, which may be changed from time to time.

### **1.2.4. DRESS CODE**

The dress code at the CODE PAKISTAN office requires standard professional attire, and employee are expected to maintain a professional image at all the times.

### **1.2.5. COMMUNICATIONS**

The telephones, fax machines, copiers, and email system provided by CODE PAKISTAN are intended solely for official use, as they are vital communication tools. Therefore, it is expected that all employees use them in an efficient, lawful, safe, and ethical manner. It is advisable to avoid making personal calls during work hours. However, if there is an urgent need to make a personal call, it should be kept brief. The privilege of using CODE PAKISTAN communication systems for personal use should not be abused during business hours.

### **1.2.6. EMAILS**

CODE PAKISTAN promotes the use of email as an effective communication tool to facilitate its day to day operations. While personal use of the CODE PAKISTAN email system is allowed, it should not adversely affect the performance of the system or the user's productivity.

### **1.2.6. CONFIDENTIALITY**

All employees have a contractual responsibility to safeguard any confidential or sensitive information to which they have access to during their employment. Employees must not, during or after termination of their employment, disclose such information to the media or to any person within or outside the CODE PAKISTAN without the prior written approval of the management except to colleagues who require such information in the proper course of their duties.

In addition, employees who need access to confidential files and records must obtain prior written approval from the management or in his/her absence, the Manager HR/Admin. Employees must not make personal use of any

confidential information which they have acquired in the course of their duties relating to operations or affairs of CODE PAKISTAN. They must not use any confidential information to benefit themselves or any other person. Employees who fail to abide by these restrictions will be liable to disciplinary action.

### **1.2.7. OFFICE SUPPLIES**

CODE PAKISTAN provides its employees with a stock of supplies necessary for regular work-related activities. These supplies are solely intended for work purpose and must not be used for personal consumptions. Employees are required to inform the storekeeper when the supplies are running low or depleted to ensure that adequate stock is maintained. A log for stationary supplies is maintained by the Admin Officer, and employees should discuss their requirements for any special items required will maintain a log for stationary supplies. Employees should speak with the Admin Officer if special items are required.

It is mandatory for employees to return all office stationary, supplies, and equipment to the concerned authorities upon the completion of their employment under the project with CODE PAKISTAN.

### **1.2.8. WORK PLACE**

CODE PAKISTAN recognizes that safe and hygienic atmosphere at the workplace is a precondition to motivate employees to work with CODE PAKISTAN. In order to ensure this, the organization, to the best of its ability, will take all measures to provide safe and hygienic upkeep of the office for employees.

Each employee has the responsibility to work safely and maintain the facilities in good condition.

### **1.2.8. HEALTH AND SAFETY**

CODE PAKISTAN attaches great importance to a healthy and safe work environment. It is committed to providing good physical working conditions and encourages high standards of hygiene and housekeeping. All unit heads will ensure that such working conditions are met.

### **1.2.9. ENVIRONMENT POLICIES**

CODE PAKISTAN believes that commitment to sustainable development is a key component of all its activities and programs and therefore accords it the highest priority. CODE PAKISTAN is committed to best practices in environmental matters arising out of its activities and expects each unit and staff to fully demonstrate this commitment.

All CODE PAKISTAN employees will abide by the established safety policies and immediately report any unsafe conditions or injuries during working time to their Department/ Unit heads.

Motorcycle riders (driver and passenger) are required to wear a safety helmet at all times when riding motorcycles. Wilful failure to use helmet during official travel will result in disciplinary action and also may result in the employee forfeiting medical and other benefits.

### **1.2.10. OFFICE ASSETS**

Any official asset assigned to the employees is the property of CODE PAKISTAN. The employee will be held responsible for the loss, damage or misuse of the official asset.

In case of loss or damage caused by external circumstances and not due to the negligence of the employee, a suitable decision regarding action against the employee may be taken by the Founder on a case-to-case basis.

Use of office phone for personal telephone calls should be avoided and restricted to emergency matters only and should not extend to social dialogue.

### **1.2.11. USE OF OFFICE VEHICLE**

CODE PAKISTAN vehicles, if any, will be used for official purposes only.

Only authorized employees who are assigned official vehicles and who have valid driving licenses will be allowed to drive CODE PAKISTAN vehicles. However, in exceptional cases due to emergency and if situation compels, CODE PAKISTAN officials with a valid driving license may be authorized to drive official vehicles.

All drivers will drive in a responsible, defensive manner and at reasonable and safe speeds. Drivers will obey all traffic laws and rules. Any violation of traffic laws by a driver is the responsibility of drivers and not CODE PAKISTAN. Driving under the influence of alcohol or drugs is considered a major infraction and will be subject to disciplinary action or outright dismissal.

All drivers and the motorcycle riders will strictly maintain log books in the prescribed format of CODE PAKISTAN vehicles.

### **1.2.12. ACCIDENTS**

Any accidents or traffic violations by official vehicles must be reported to the office concerned immediately by the driver and the passengers.

If the driver is found guilty of a violation of traffic rules and violation of policies mentioned above, disciplinary action will be taken against him/her.

## ***1.0 LEAVE, DEPARTING, AND TRAINING AND DEVELOPMENT POLICIES***

### **1.1. LEAVE**

An application for leave is to be submitted for any period during which an employee is not at work, irrespective of nature thereof and the level of occupation. Properly completed application forms must, where possible, be submitted as follows: all staff members will be entitled to monthly casual leaves for two days and other long leave for a maximum of five days. Project director of the respective project will sanction leave of the employee. No employee will be entitled to paid leave for more than five days unless the Executive Committee, for sufficient reasons, sanctions it.

### **1.2. REPORTING OF ABSENCE (UNPLANNED ABSENCE)**

It is the employee's responsibility to inform the project director or his/her immediate supervisor verbally (personally or telephonically) of any unplanned leave (including sick leave). Verbal notification should be given prior to the commencement of the employees shift or as soon as possible if the employee is not capable.

## ***1.2 EMPLOYEES TRAINING AND DEVELOPMENT***

CODE PAKISTAN recognizes the mutual benefit achieved through employee development and is committed to ongoing training and development of its employees.

### **1.2.1. TRAINING AND DEVELOPMENT**

CODE PAKISTAN believes that its employees form the cornerstone of its competitiveness in the marketplace. It, therefore, adopts a policy of giving priority to the training and development of its staff, within the parameters of what is feasible and sensible in the context of resource deployment requirements. It will set out to identify and assess the potential of staff, to match it with the requirements of the company and to afford all employees the opportunity to develop their potential, improve their performance and advance their career prospects within the organization.

#### **Objectives**

- To encourage and promote access to appropriate training and development opportunities, which develop specific and transferable skills for current and future jobs, tasks, and roles.
- To provide and maintain a work environment which encourages and assists staff to identify their individual current and future career goals and contributes to their personal development.
- To facilitate consultation, communication, and co-operation between managers/supervisors and staff in identifying and addressing individual and group training and development needs.
- To provide and maintain the skills and knowledge necessary for effective work performance in order to facilitate the attainment of the organization's goals.
- Develop, facilitate and present relevant training programs at a uniformly high standard.
- Administer training programs in a manner that promotes employee morale, provides fair and equitable treatment and provides safe and healthy working conditions for all employees.

### **1.2.2. FEES AND PAYMENT**

In-house programs are conducted without charge to the attendee.

### **1.2.3. CANCELLATION POLICY**

Employees who have been scheduled to attend trainings and are unable to attend must notify the person who coordinated the training in writing at least three working days in advance. Should this procedure not be adhered to, the employee may be charged for the cost already incurred by the company.

### **1.2.4. PRE-ASSESSMENT**

Wherever possible, a pre-assessment evaluation should be completed to identify the specific training needs of the employee.

### **1.2.5. POST-ASSESSMENT**

In order to assess the transfer of skills, knowledge and the integration of employees in the work environment, a post-assessment should be completed wherever possible, which would assist in monitoring continued employee development.

### **1.2.6. RECORDS**

Records will be kept of all staff members who have attended trainings and the type of courses they have attended. The Unit/Department Manager is responsible to keep a training record of all trainings done in the unit. The Performa issued by the Admin and Finance/HR Department is the only acceptable format that may be used. This record must be kept for at least five (5) years.

### **1.2.7. NEEDS ANALYSIS**

An ongoing process of identifying training needs will be conducted by the Admin and Finance/HR Department in conjunction with the Line Manager.

## ***1.3 CERTIFICATE OF SERVICE***

All employees leaving CODE PAKISTAN, for whatever reason, will receive a Certificate of Service detailing the following:

- Name
- Job Title
- Date of Employment
- Salary at the date of leaving
- Reason for leaving (at employee's request)

This Certificate of Service is generated by the Human Resources Department and should be issued to the employee on their last working day.

Under no circumstances may a Certificate of Service be denied to a departing employee.

### ***1.0 WHISTLEBLOWING***

CODE PAKISTAN ensures and promotes transparency, impartiality, accountability and observance of the code of conduct and ethics at each organizational level and accordingly encourages whistleblowing against frauds, corruption, bribery, harassment and all forms of illegal and irregular practices.

#### **1.1. PROTECTION OF WHISTLEBLOWERS**

No officer, director, or employee may take any action that is harmful to an employee, or discharge, demote, suspend, threaten, harass or in any manner discriminate against an employee in the terms and conditions of employment because of any lawful act done by the employee:

1. To report any matter that the employee reasonably believes must be reported under this Policy;
2. To provide information, or otherwise assist in an investigation regarding any conduct which the employee reasonably believes constitutes a violation of applicable law or corruption when the investigation is brought by a governmental, regulatory, or law enforcement officer, a person with supervisory authority over the employee, or such other person working for the organization who has the authority to investigate, discover, or terminate improper conduct.

Any employee who has reason to believe that he or she has been subject to retaliation for making a report or participating in an investigation under this policy must immediately report such alleged retaliation. Any employee who retaliates against another employee for making a report or participating in an investigation under this policy will be subject to disciplinary action, up to and including termination of employment.

Opportunity of Internship maybe provided to suitable candidates studying or qualified in any discipline of education relevant to the business activities of **CODE PAKISTAN**. The following procedure will be adopted to allow internship:

### ***1.0. APPOINTMENT OF INTERNS/APPRENTICES***

1. Internships are only allowed provided there is established, recognized evidence available that the department is overworked or lacking human resources.
2. Interns under no circumstances are assigned work of confidential or sensitive nature.
3. Any person interested in internship will apply only to HR department and HR department will solely decide from pool of applicants on the final selected internee.
4. A letter requesting internship from the concerned institution is a mandatory internship requirement.
5. Two consecutive internships cannot be offered to one institution.
6. Internship period is for a maximum of three months (extendable for another 3 to 5 months)
7. A standard stipend is awarded to all internees irrespective of department /organization in which internship is being offered.
8. Number of internees will be approved solely by PRESIDENT/ED.
9. Internees are bound by all disciplinary regulations of **CODE PAKISTAN**, failing which internship is terminated with immediate effect without any notice.
10. The internship is automatically terminated:
  - a. If the internee remains absent for three days consecutively or partly without information.
  - b. On expiry date of an internship.
11. All internees are required to furnish a written report at the end of their internships.
12. A certificate of completing the Internship will be issued by the HR Department on recommendation of the concerned departmental head.



## **1.0 RISK MANAGEMENT**

### **1.1. INTRODUCTION**

We define Risk as “the chance of something happening that will have an impact on the achievement of desired objectives of the organization.” Being an essential tool for good governance inside the Organization and effective control of the activities on the field, CODE PAKISTAN is cognizant of the principles of risk anticipation, assessment, and management at an appropriate level. CODE PAKISTAN thus considers risk management as an integral part of its strategic planning, decision-making, and resource allocation. This document, therefore, provides for the risk management policy, framework, and various risk management tools and processes.

### **1.2. POLICY FRAMEWORK**

1. CODE PAKISTAN considers risk management as an effective tool for good governance at all levels and the purpose of this policy thus is to provide a safeguard against poor decision-making, deal and mitigate the anticipated risks at all levels of the project activity and ensure effective delivery of service to all the stakeholders.
2. The key messages are:
  - I. Management of risk is the concern of everyone;
  - II. Management of risk is part of normal day to day business; and
  - III. The process for managing risk is logical and systematic and should be implemented on a routine basis and integrated with service delivery.
3. CODE PAKISTAN will ensure that risk management is an integral and on-going part of its management process. It should be as simple and straightforward as possible and that structures and responsibilities in terms of risk management are clearly defined.
4. CODE PAKISTAN will ensure to determine an appropriate method for addressing identified risks, repeat the process of risk identification on an appropriate periodic basis, assess identified risks on an appropriate periodic basis and provide for monitoring and reporting at various levels of management.
5. The policy regarding risk management applies to all CODE PAKISTAN staff, including interns, volunteers, consultants, and sub-contractors, if any, in any setting and at any place where support and/or services are provided.
6. In order to manage risk on an integrated basis i.e. inclusive of all risks whether to do with the management or service delivery processes, the following have been identified as risk areas to be addressed:
  - Risk of Injury to Service User/Staff/Public
  - Service User Experience Risks
  - Compliance with Standards (Statutory, Clinical, Professional, and Management) Risks
  - Objective and Project risks
  - Fraud and Corruption
  - Business Continuity Risks

- Adverse Publicity/Reputational Risks and Financial Loss Risks
  - Environmental Risks
7. CODE PAKISTAN is committed to implementing an organizational philosophy that ensures risk management as an integral part of its communal objectives, plans, and management systems.
  8. The following factors are considered essential for the successful implementation of a risk management strategy:
    - Board and management understanding and commitment to risk management.
    - Alignment to the organization’s objectives.
    - Embedded into day to day processes.
    - Integrated management of risk, incorporating clinical, non-clinical, and financial risks.
    - Employees and management partnership in risk management processes with clear communication channels.
    - Preventive maintenance of risk management processes is applied to strategic and operational risks and the management of facilities, estates, amenities, and equipment.
    - Structured mechanisms in place to monitor and review the effectiveness of risk management strategies, plans, and processes.
    - All incidents are immediately reported, categorized by their consequences and investigated to determine system failures, using an organizational learning approach.
    - Systems of work are designed to reduce the likelihood of harm occurring.
    - Safe systems of work are in place to ensure the safety of clients, staff, and the public.
  9. CODE PAKISTAN is committed to the protection and wellbeing of its employees and all other stakeholders and beneficiaries whom it supports, by demonstrating openness and transparency in all matters relating to management and legislative compliance.
  10. CODE PAKISTAN is committed to promoting a culture of Risk Management based on a practical application of best practices and to have in place the necessary structures, processes, training, information systems and communication mechanisms to ensure that this is achieved, along with, where necessary, financial and other resources.
  11. CODE PAKISTAN seeks the commitment of all staff in supporting this initiative. To this end, CODE PAKISTAN promotes an environment within which individuals/groups are encouraged to identify hazards and risks and report adverse events promptly within the framework of a positive and supportive culture which seeks to apportion blame fairly.
  12. CODE PAKISTAN relies on the following organizational structural framework for supporting and promoting risk management initiatives:
    - Executive Committee
    - Internal/Project Management
    - Audit
    - Admin, Finance, and Human Resources
    - Monitoring and Evaluation
  13. A Risk register/ database from the ‘Bottom Up’ will be maintained for capturing all the risk information at every level of management and project activities, serving the Executive Committee for monitoring and management of the risk environment.

14. The risk register will be the primary tool for risk tracking, containing the overall system of risks and the status of any risk mitigation actions. Needless to hold that the project management and Executive Committee will promptly respond through an operational risk management approach, to every information recorded in the database/register.
15. The Executive committee will consistently and regularly monitor and review the risk database and all other reports furnished by the audit, finance, Admin and Finance/HR and M&E branches of the organization and apply mitigating techniques on case to case basis.
16. The Risk Management Process will be based on a standardized approach to the identification, analysis, evaluation, treatment, communication, and monitoring of risk. All services will use this standardized approach and record the outcome. The Risk Register/database will be collated at key organizational levels allowing for risks to be managed at the most appropriate level in the organization, i.e., risks that fall outside the control of a line manager may be escalated to the appropriate level of management. It is essential that action plans for the risks contained in the Risk Register are identified and an action person assigned. These risk registers must be under active consideration and be the subject of regular review

### ***1.0 TRAVEL POLICY***

#### **1.1. INTRODUCTION**

This policy ensures that employee travel is consistent with the objectives of **CODE PAKISTAN**. It also ensures fair and equitable treatment of employees by defining procedures for authorized organizational travel and guidelines for expenses reimbursement.

##### ***1.1.1. RESPONSIBILITIES***

###### **1.1.1.2. EMPLOYEE'S RESPONSIBILITY**

1. Notify support functions (respective administration department) or designated travel agent at least one week in advance for necessary travel arrangements and at least four weeks in advance for necessary international arrangements.
2. Only incur expenses that are consistent with the organizational needs, and exercise care in determining appropriate expenditures
3. Use **CODE PAKISTAN** authorized travel agencies and vendors where **CODE PAKISTAN** has negotiated discount programs with the agency/service provider.
4. Submit expense reports, on a timely basis (within 10 working days i.e. 2 weeks).

###### **1.1.1.3. LINE MANAGER'S RESPONSIBILITY**

1. Determine the need for meetings and rationalize trips to achieve organizational goal.
2. Determine individual employees to participate in or carry out the assignments, and review and approval of expenses for **CODE PAKISTAN**.
3. Review and approve/recommend expenses in accordance with policy.
4. Ensure that the documentation is adequate and correct.

###### **1.1.1.4. ADMINISTRATION DEPARTMENT RESPONSIBILITY**

1. Administration Department is responsible for maintaining appropriate controls and checks as part of its accountability.
2. Administration Department will be responsible for making all travel and accommodation reservations on behalf of the employee as per the entitlements of the employee.
3. Once arrangements are made, administration department will communicate all the relevant details to the requester and will include time of departure of flights/rail/bus, confirmation of reservation of room in Guest house/hotel and its' address, Contact phone numbers of guesthouse/hotel and Admin department's contact number for use in case of emergency. It should also mention, if entitlement exists, for rent-a car arrangements and agency's phone number, for reference purposes.
4. Administration will ensure that all efforts are made to finalize the arrangements and confirmation is sent within 24 hours of receiving the request.
5. Administration Department is responsible for negotiating with Travel Services Providers (Travel Services Providers means Preferred Travel Agencies, Hotels, Guest Houses, Air Lines and Bus Services) for favorable rates and making travel arrangements including accommodation arrangements.
6. Administration Department is responsible for developing and maintaining administrative processes relating to
  - a. Travel coordination,

- b. Ensuring and processing all invoices from Travel service providers in a timely manner and maintaining good relations with such service providers.
- c. Ensuring that employee complaints are taken up with the relevant services provider like travel agents, rent a car service or hotels to ensure no future complaints are reported.

#### 1.1.1.5. ROAD TRAVEL

Road travel may be done through any of the following modes

- **CODE PAKISTAN** Office Vehicle
- Car Rentals
- Personal Vehicles
- Public Transport (use of Cabs/Bus etc)

#### 1.1.1.6. CODE PAKISTAN OFFICE VEHICLES

Employees on official visit can request for provision of office vehicle subject to approval of ED/TEAM LEAD. In such case, as travel is arranged by the company.

#### 1.1.1.7. CAR RENTALS

**CODE PAKISTAN** administration department will negotiate corporate rates and other benefits with certain car rental companies for use in official travel on yearly basis. These benefits will be available to the employee only through arrangements made by respective Administration Department. Any arrangements made through other travel service providers or directly with the Car Rental Company would possibly result in a forfeiture of these negotiated rates, resulting in higher costs to **CODE PAKISTAN** and this practice is not encouraged.

Prior approval is required before use of car rental, unless required under emergency. All car reservations should be made through the Administration Department. Employees should minimize the number of cars rented when more than one employee is on the same assignment.

For rental contracts where the monthly rent is agreed as a lump sum amount inclusive of the driver cost, vehicle maintenance cost, and vehicle fuel cost, no vehicle logbook shall be maintained. It is the responsibility of the vendor to bear all related expenses within the agreed lump sum contract. **CODE PAKISTAN** holds no responsibility to reimburse any excess payment incurred by the vendor that would result in a total payment exceeding the agreed contractual amount.

#### 1.1.1.8. PERSONAL VEHICLES

Employees may use their personal vehicles for **CODE PAKISTAN** travel in case not having organization provided vehicles. When a privately owned vehicle is used on **CODE PAKISTAN**, the Kilometers Allowance (currently Rs.15 per Kilometer) is applicable to cover vehicle operating costs, including gasoline, insurance, repairs and maintenance. The Kilometer allowance is reviewed and adjusted from time to time by the **CODE PAKISTAN**. However, **CODE PAKISTAN** will not be responsible for any damage, theft or accident related to that specific official travel.

#### 1.1.1.9. ACCOMMODATION ARRANGEMENTS

Administration will negotiate the rates for room rent with preferred hotels/guest houses and strive to provide the best combination of rate, services, amenities, facilities, security, and proximity with work locations for travelers. These

negotiations will be conducted annually by Administration Department. These preferred rates are available to the employees only through arrangements by Administration Department.

In some locations, secure public hotels may not be available. In such instances, the traveler should work with the respective Administration Department to develop acceptable alternate accommodations.

#### **2.2.3.1. HOTEL ACCOMMODATIONS**

Employees will normally stay in those hotels that have **CODE PAKISTAN** negotiated rates unless:

- Space is not available;
- The conference or meeting the employee is attending is not at one of these hotels;
- There are no hotels with negotiated rates in the area;

As bookings are arranged by the administration department, the respective hotel will be notified in writing through letter/email/fax with necessary details and to extend credit facility if available to the employee and send the bills directly to the organization. At the time of check out the employee is responsible to pay in cash for any difference between his/her entitlement limit and actual expense. In case of No- Credit facility, the employee must carry enough cash necessary to settle the Hotel bill.

If reservations are made directly by the employee then he/she will be required to make the payments first and then claim reimbursement. Reimbursement is limited to a single room rate per traveler. If reservations need to be cancelled, it is the responsibility of the traveler and administration to make sure that cancellation is made in advance so that “no show” charges will not be incurred. All bills will be sent directly to respective Administration department with signatures on each voucher/bills/invoice by the employee.

#### **2.2.3.2. GUEST HOUSES**

The traveler will be encouraged to prefer guest house facility wherever possible and will be arranged by the respective Administration department. All bills will be sent directly if possible to Administration department with signatures on each voucher/bills/invoice by the employee.

### ***1.0 FIRE SAFETY MANAGEMENT SYSTEM***

**CODE PAKISTAN** Management shall ensure the implementation of an effective fire management system within **CODE PAKISTAN** Premises. Each premise shall have a fire safety procedure that shall incorporate the following basic elements of fire safety:

- means of fighting fire;
- adequate means of escape,
- provision of suitable information,
- regular checks of all electrical appliances to avoid short circuiting

For all **CODE PAKISTAN** premises, the following requirements are specified for fire prevention and emergency plans:

#### **1.1. FIRE PRECAUTIONARY MEASURES**

**CODE PAKISTAN** management is committed to deploy a proactive approach to ensure safety of its employees. As a mean to prevent outbreak of fire inside the workplace all employees are supposed to observe precautionary measures communicated by the Admin Department.

#### **1.2. PROVISION OF FIRE FIGHTING EQUIPMENT**

All **CODE PAKISTAN** premises must have adequate means for fighting fire. Selection of fire appliances depends on the fire risk. Portable fire fighting equipment shall be installed and maintained properly.

Portable fire fighting equipment such as extinguishers should be checked regularly. Regular inspection should be carried out by a trained contractor and the date of the service should be recorded on the extinguisher.

#### **1.3. DISPLAY NOTICES**

Fire/evacuation procedures for the relevant office must be displayed in areas accessible to the public areas.

### ***1.1. EMERGENCY EVACUATION PLAN***

Formal emergency response systems and plans shall be developed and place primary emphasis on the health and safety of employees, contractors, visitors and the public. The plans shall be tested regularly.

In order to minimize the dangers pertinent to emergency situations such as earth quake, out break of fire, explosion, or terrorist attack, it is the responsibility of HOD Admin to effectively plan, document, and communicate the evacuation plan by minimizing all the associated risks.

All **CODE PAKISTAN** employees are advised to follow the instructions as per the Evacuation Plan communicated to them from time to time by the Admin department.

## ***1.2. SECURITY PLAN AND INSTRUCTIONS***

HOD Admin will draft and implement a complete security plan for the sake of protection from sabotage/terrorist activities/pilferage/ robberies etc.. It is the responsibility of every employee of **CODE PAKISTAN** to follow the security instructions set out by the admin department to ensure every one's security inside the **CODE PAKISTAN** premises.



### ***1.1. SCOPE***

Grievance policy and procedures apply to all employees of **CODE PAKISTAN**. It is the responsibility of line managers and HR department to ensure that all principles underpinning in this policy and procedures document are applied, with true sense, in their concerned sphere of work. It is important to have clarity that certain grievances are of serious or such nature which requires a treatment under disciplinary proceedings instead of grievance procedures when reported.

### ***1.2. PURPOSE***

The purpose of this policy is to ensure that employees have an effective way of raising complaints, and that these will be dealt with in a fair, thorough and prompt way as to;

1. Provide a platform to each individuals to show his/her concern.
2. Create a culture of positive dialogue between employees and to promote respect and dignity for fellow colleagues at all times through resolving issue.
3. To help **CODE PAKISTAN** in identifying the root causes of grievances and to solve it.
4. To inform employees about the steps involved in procedure, detailing both formal and informal stages and time scale.

### ***1.3. POLICY STATEMENT***

**CODE PAKISTAN** “Grievance and Complaints policy” provides a mechanism for employees to express any grievance they may have against any other employee, systems of the organization and or working conditions and approach to different levels of authority in the organization to address the grievance.

**CODE PAKISTAN** is committed to create and maintain harmonious and good working relationships and thereby establish an efficient, motivated and a contented workforce. This policy complies with providing a fair and effective procedure for settling individual grievances and applies to all employees of **CODE PAKISTAN**.

**CODE PAKISTAN** places great emphasis on sincerely resolving grievances of its employees as swiftly as possible and will investigate them in an objective and factual manner through the Grievance Procedure. **CODE PAKISTAN** believes in equal and fair treatment of the grievance of the employees as the **CODE PAKISTAN** is an “Equal Employment Opportunity” employer.

As a main principle, **CODE PAKISTAN** management will not take any action on receiving of anonymous communications and holds a right to dismiss any employee found involved in sending such communications. All employees must raise the case as prescribed in this policy.

### ***1.4. RULES***

The Grievance policy is based upon the following rules:

1. All employees will be treated equally, fairly and consistently in relation to their concerns and grievances.

2. Wherever possible all grievances will be managed and resolved as speedily as possible. Matters should be dealt with on a day-to-day basis as they occur and be settled as near to the point of origin as possible.
3. All employees have the right to raise, and have their grievance heard, by an appropriate level of management.
4. Grievance can be raised by any individual or group of individuals to the concerned authorities.
5. Employee, who pursues an issue under this policy shall be and remain free from reprisal, recrimination, harassment, victimization or discrimination as a result of doing so.
6. Any matter which comes under sexual harassment or is of nature which provides reasonable grounds to be treated as disciplinary case, will be dealt with as per disciplinary procedures.

## ***1.5. RESPONSIBILITIES***

### **1.5.1 EMPLOYEE'S RESPONSIBILITIES**

1. Every employee has a responsibility to raise matters of concern with their manager with honesty, accurately and without malice against anyone else.
2. Cooperate with all parts of grievance process and should act responsibly and try to resolve problems at workplace.
3. All employees are responsible to follow the **CODE PAKISTAN** Grievance Policy and Procedures while raising any complaint.

### **1.5.2 LINE MANAGER'S RESPONSIBILITIES**

1. Managers are responsible for encouraging employees to raise matters of concern, to identify the causes and then try to resolve them satisfactorily.
2. Managers will advise employees on every step to be taken, hearing the grievance, responding to grievances and taking appropriate action.
3. Heads of Departments/Directors are responsible for ensuring that their managers understand the importance of good communication and of managing grievances effectively, providing coaching and/or training where appropriate.
4. Managers will ensure to involve respective HR Department during the formal stages of the grievance process.

### **1.5.3 RESPECTIVE HR DEPARTMENT RESPONSIBILITIES**

Respective HR Department will be responsible to;

1. Advise Line Managers, Departmental Heads, Directors and employees about the grievance policy and procedures, where appropriate.
2. Ensure fairness equality in treatment of grievance case with mutual consent of both employee and manager.
3. To be involved administratively in any formal grievance meetings and support the process

## ***1.6. SITUATIONS***

Following are some of the situations where an employee can raise a formal grievance;

1. When an employee believes that s/he has not been fairly treated in the application of any of **CODE PAKISTAN** policies, procedures and terms and conditions of Appointment Letter etc.
2. When agreement cannot be reached between employees, Appraiser/Appraisee during performance management exercise.

3. When employees feel to be treated unfairly in accordance with the implementation of **CODE PAKISTAN** compensation and benefit and condition of service.
4. When s/he feels that s/he is treated unfair as a result of gender biasness.
5. When an employee feels uncomfortable with other departments or work environment e.g. working conditions, working hours etc.
6. When any individual has a grievance related to suspected sexual harassment at work environment.
7. When s/he observes any activity of any other colleague which seems beyond legal compliance or illegal acts.
8. When s/he is forcefully asked for any favor, which is ultimately not in favor of organization.
9. When s/he is subjected to unethical behaviors/Physical abuse OR
10. In any situation resulting in dispute

*Note: The list of situations is comprehensive but not limited to the above parameters*

## ***1.7. PROCEDURE FOR DEALING WITH GRIEVANCE ISSUES***

The grievances of employees are dealt through

1. Informal Stage
2. Formal Stages

### **1.7.1 INFORMAL STAGES**

If an employee feels that any colleague/senior person/the organization has unfairly dealt him with in general, the employee is first advised to try and settle the grievance with his/her immediate line manager through discussions and meetings.

Following due consideration of the issues raised, the line manager will, as promptly as possible, arrange a meeting with the employee concerned, respond to the grievance raised, and give an explanation of the reasons for the decision.

In most cases, however, the line manager will need time to consider the issue/s to establish the facts and/or consider the wider implications for the department or organization. If appropriate, advice should be sought from Human Resources at this stage. The aggrieved employee can also contact Line Manager's Manager for informal discussion as a second step.

Every effort should be made to resolve grievances without the need to invoke the formal procedure. It is in the interest of all parties that grievances should be resolved informally at the lowest appropriate level and as close to the point of origin as possible.

The use of the word 'informal' does not imply casual. The line manager must treat the grievance at this stage as serious and to deal with it in a professional manner thereby wherever possible, preventing the formal stage from being invoked.

The manager with whom the grievance is raised is required to respond as soon as possible or at the most within 7 working days.

If the employee is not satisfied with the response received after discussing the complaint with the line manager, the employee can raise his/her case formally.

## **1.7.2. FORMAL STAGE**

An employee can initiate the formal grievance process by submitting a written complaint to his/her immediate line manager or his manager against any employee/ environment /system /policy/ procedure.

If it is the line manager the employee is complaining against, he/she may submit the written complaint to the next level line manager, HOD, EXECUTIVE BODY, DIRECTOR or directly to HR department.

Complaints against the DIRECTOR may be submitted to the EXECUTIVE BODY, who will investigate if felt warranted.

Employees have the right to be represented/ accompanied at all stages in the formal procedure by a representative which must be a colleague not acting in an official capacity.

### **1.7.2.1 STEP I**

If a grievance is not resolved through informal discussions, it should be referred, in writing by either the employee or his/her representative to the Line Manager or Manager's Manager as appropriate. The employee will identify specifically the unresolved grievance.

The basis of any grievance raised should be set out in writing also stating the preferred remedy to the grievance.

It is the responsibility of Line Manager or Managers' Manager to arrange formal hearing to hear the registered grievance within 10 working days.

The decision of Line Manager/his Manager will be notified to those concerned within five working days of the conclusion of hearing. Human Resources Department can be consulted for counseling and advice on procedures of formal hearing.

Important points discussed will be recorded at each hearing/interview which would be the responsibility of Line Manager/his manager and to circulate them within 2 working days after the decision is taken to the employee, their representative, Managers involved and respective HR department. Confidential records of formal grievance raised will be held by Human Resource Department.

Employees have the right to appeal against the decision of the first formal stages. This should be put into writing to the appropriate next management level.

### **1.7.2.2 STEP II**

If, at Step I, grievance is not resolved, it should be referred by either the employee/their representative/their Manager to the next reporting officer/manager's manager/HOD within 10 working days after the first intimation is sent out.

The manager, EXECUTIVE BODY /DIRECTOR member to whom the grievance has been referred will then be responsible for arranging and chairing a hearing within 7-10 working days after receiving the formal grievance notification from employee.

Respective Human resource department would be involved in all meetings related to grievances whenever required.

At this stage, every effort will be made to identify and agree on the exact nature of the outstanding issue/s and to resolve accordingly.

Referring to the Higher Authority i.e. EXECUTIVE BODY /DIRECTOR would be the final stage. The grievance should be detailed in writing and sent by the employee/employees' representative/the Manager, together with full supporting documentation within 10 working days of the notification of the decision at the prior stage.

Decision of hearing committee or officer will be treated as final, which will further be notified to both the parties within 5 working days of the conclusion of the hearing. This will be the final stage of grievance and there will no appeal after this stage.

## ***1.8. GENERAL PROCEDURES – FORMAL STAGES***

Following procedures will be applicable in both the cases i.e. joint and individual grievances. Each individual has the right to pursue an individual grievance; however the individuals concerned may agree to pursue the matter as a joint grievance where the grievance concerns the same issue. In this situation up to two employees and/or one representative will attend the formal hearing on behalf of all the other aggrieved employees.

All grievances pertaining to disciplinary actions/areas will be dealt as per the Disciplinary Hearing Procedure.

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 fairness will be important in conducting any research.

Hearing officer could be any peer or manager but not someone who may have influence from either party.

In cases where an employee accuses the management/system, a Management Representative will be appointed to state the management case.

Enough time will be allocated to hear the grievance properly and a confidential area will be made available for the hearing/meeting to take place.

A mutually suitable time and date of the meeting/hearing will be informed in writing to the employees within five working days of their initial grievance being raised. If appropriate, arrangements will be confirmed to all the concerned parties.

The Hearing Officer/committee will ensure that all present are introduced and explain the purpose and process of a grievance meeting/hearing to the employees. It is important to convey that the meeting/hearing is confidential and 'safe'; however, they are not guaranteed an outcome which pleases them. It should also be made clear by the Hearing Officer/Line Manager/committee 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.

The aggrieved employee or representative shall explain and present the nature of the grievance and call any witnesses, if appropriate. At the conclusion of the presentation, the Hearing Officer/committee may ask questions to the employee.

The appropriate manager (management representative) shall state the management case and explain the circumstances that gave rise to the grievance and call any witnesses, if appropriate. At the conclusion of the presentation, the employee and/or employee's representative and the hearing officer may ask questions to the manager.

If necessary an adjournment can be called for by either party during the interview to collect facts or calm down provided it is approved by the hearing officer or committee.

The hearing officer/committee will close the meeting in order to consider the evidence heard and decide upon recommendations. Where possible, this decision will be communicated at the end of the meeting. The employee will in all instances be informed, in writing within two working days, or by mutual agreed time, and right to appeal to next level of/or appropriate manager against the decision. The employee should clearly state in writing on what grounds they are appealing within five working days of receipt of the decision.