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1. USERS GUIDE: MAINTENANCE & REVISION OF HR MANUAL
Distribution: The official version of the Human Resource Manual is located at (HR Department). The official and updated version in soft copy is at the Human Resource Department.

1.1 Maintenance:
Responsibility of the maintenance of the HR manual s at the HR department.

1.2 Revision:
Request for revision can be made via: An e-mail is sent out to Human Resource Department advising of any revisions. Information included in the e-mail:
- Background information regarding the nature of the revision;
- Brief description of the revision
- Link to the revised policy

1.3 Update manual:
The soft copy of the manual will be updated once a year. The hardcopy will be the most up to date version and updated after every change in policy, programs, or procedures, approved by the Pattan’s Senior Management Committee. All the update with respect to policy procedure and annex, forms or template shall be kept in file.

2. ORGANISATIONAL PRINCIPLES
Organisational principles guides how we do our work every basic organisation has it's mission, vision and objectives, as well as value and organisational culture.

2.1 Mission
PATTAN is committed to mainstreaming marginalized and isolated communities, groups and women into political and economic decision-making processes at all levels through mobilization, networking, capacity-building and advocacy for structural and policy change.

2.2 Vision
To have a democratic and just society where all people enjoy equal economic, political, socio-cultural, and religious rights, equitable opportunities and benefits of development process without any discrimination.

2.3 Key Pillars of Pattan
Pillar 1: Social Organisation/mobilization and culture
Pillar 2: Training and Capacity Building
Pillar 3: Research and publications
Pillar 4: Networking and Advocacy
2.4 Principles of Work

- Decision by consensus
- Rotational leadership
- Inclusive: gender, class, caste, religion etc.

2.5 PATTAN Values

- Humble and modest attitude
- Honesty
- Creativity
- Equal Opportunity for all
- Persistent
- Transparency
- Participation
- Punctuality
- Accountability
- Self-Confidence
3. ORGANOGRAM

**Purpose:** The Organogram of Pattan gives insight in the management structure of Pattan.

**Procedure:** The Organisational structure is maintained by the Human Resources Department.

- Request for changes in the Organogram can be sent to the HR department.
- Minor changes can be approved by the SMC.
- Major changes in the organisational structure needs to be approved by the board of Governors.
4. WORK FACILITATION

Depending on the position and tasks of the employee the organization will do as much as possible to facilitate the employee in his/her work. This means that the employee can use the organization’s computers, transport (if stated in the job description), stationary, calculators, field equipment and crash helmets all while on duty. Usually these items are not taken home, but left in office.

4.1 Manager Responsibilities

The manager is responsible for promoting and managing the safety of their employees and their work environment. Managers also must report failures to follow safety standards by others outside of their departments and take immediate actions to implement controls for situations that are clearly unsafe.

4.2 Managers and supervisors

Must lead and/or participate in proactive programs and audits of their work areas to ensure that safety issues or concerns are identified and resolved. They must ensure that appropriate corrective actions are taken in a timely and appropriate manner, including employee discipline for safety rule violations.

4.3 Staff Responsibilities

All staffs are required to be aware of and identify safety issues, and to report all incidents and safety concerns on a timely basis. All staff must bring conditions, behaviours, or practices that create risks for themselves, patients, students, visitors, or the environment to the attention of their supervisors. Staff suggestions and participation in the resolution of such risks are highly encouraged.
5. RECRUITMENT AND STAFFING

5.1 Recruiting

PURPOSE

To identify and employ the most competent and appropriate person for each position through timely, fair, merit based and transparent recruitment processes. Which result in a staff cadre, which is more diverse and better balanced in terms of gender. Competent and appropriate’ may be taken to be the best match with the position specifications in terms of knowledge, experience, skills and attributes but also encompass ‘a good fit’ with PATTAN values and culture; complementarities with the team already in place and non-existence of ‘conflict of interest’ with the organization.

POLICY

5.1.1 Creation of new positions

Approval to create a new position is normally granted in the annual budgetary process. For such purpose, the concerned line manager must submit the appropriate justifications together with a comprehensive position description. New positions should have been previously evaluated and the total salary costs (including social charges) should be clearly identified in the submission.

The authority to approve the creation of a new position beyond the annual budgetary process is the Board of Governors.

5.1.2 Clearance to fill vacancy

Only when the creation of a new position is approved, it can be declared as vacant. To start with the recruiting process, appropriate clearance should be sought.

5.1.3 Attracting the right candidate

HR will advise and cooperate with line management in selecting the appropriate recruitment method(s).

5.1.4 Application process

Candidates who wish to be considered for a vacancy should submit a letter of application and their detailed curriculum vitae to HR. Applications received after the deadline should not be considered, unless there are valid exceptional circumstances. The HR manager and line manager of the vacant position will establish a short-list. HR will then co-ordinate the interview process.

HR will advise and assist the line manager of the vacant position with the Interview process, providing relevant information to ensure a fully informed decision can be made.
5.1.5 Screening, evaluation and selection

HR will assist in discarding applications that do not fulfil the minimum requirements of the position. The concerned line manager shall establish a short-list and return to HR to co-ordinate interviews.

5.1.6 Notification to candidates

HR will inform all candidates of the outcome of their applications. The selected candidate will be formally appointed.

In preparing relevant selection criteria:

**PROCEDURE:**

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Describes necessity of new position</td>
<td>Line Manager</td>
</tr>
<tr>
<td>2. Estimates the total cost of the position for budgetary purposes</td>
<td>Finance Manager</td>
</tr>
<tr>
<td>3. Obtains approval to create a new position or to fill a vacancy</td>
<td>Line Manager</td>
</tr>
<tr>
<td>4. Prepare job description.</td>
<td>HR Manager</td>
</tr>
<tr>
<td>5. Provide HR with deadline for applications, desired interview dates, selection criteria and method.</td>
<td>Line Manager</td>
</tr>
<tr>
<td>6. Establishes the function group/grade of the position, and provide an appropriate salary range</td>
<td>HR /Finance Mgr</td>
</tr>
<tr>
<td>7. Advertise the vacancy.</td>
<td>Admin Manager</td>
</tr>
<tr>
<td>8. Perform an initial screening of candidates, prior to short listing.</td>
<td>HR</td>
</tr>
<tr>
<td>9. Acknowledge applications and submit files to the concerned line manager</td>
<td>HR</td>
</tr>
<tr>
<td>10. Co-ordinate interview logistics and participate in the interview process.</td>
<td>HR</td>
</tr>
<tr>
<td>11. Selection of the most appropriate candidate</td>
<td>Line Manager</td>
</tr>
<tr>
<td>12. Acknowledge unsuccessful participants.</td>
<td>HR</td>
</tr>
</tbody>
</table>

5.2 INTERNAL RECRUITMENT POLICY

The organization should undertake to advertise suitable vacancies internally, but reserves the right to recruit externally only if it has valid reasons. Valid reasons could for instance be that the existing employees can’t be missed in their respective sections, or that they lack the required skills for the existing vacancy.

If the organization decides to advertise internally, it is done by an announcement on office notice board, via email and in weekly staff meeting to the employees. Brief details of the minimum requirements as of the Internal Checklist for Employee Hiring. The employee who wishes to be considered for the position will contact the Personnel Admin Officer to obtain an application. This checklist is to inform the Head of the section in which the employee at that moment works. At the same time it will be used as an official documents for the job.
Under no circumstances will the Head of the section in which the vacancy exists be contacted directly.

5.3 RE-EMPLOMENET

Former employees who have left the organization (whether being under casual/temporary or permanent employment) by resignation (of their own accord) or who have had their employment terminated for any reason connected with their performance or conduct will in principle not be re-employed. However, the National Coordinator may use his/her discretion to modify this policy where he/she considers if that it may be of mutual benefit to the individual and the organization. The general exception to this rule will be where an employee has left the organization as a result of redundancy in which case the National Coordinator’s approval will not need to be sought for re-employment. However, for this case of re-employment, the person would have to apply through the formal application procedures (during recruitment round).

5.4 TRANSFERS AND PROMOTIONS

Transfers and promotions provide staff the opportunity for career growth and advancement within Organisation. Supervisors are encouraged to consider internal candidates from within their own entity or department as well as from other entities or departments throughout PATTAN. Staff must inform their current supervisor of a transfer request before accepting another position at Pattan so that the current supervisor and hiring supervisor can discuss staff performance and work background. The hiring supervisor should contact at least two (2) references including the current supervisor. Expressing an interest in a transfer or promotion within Organisation will not adversely affect a staff member’s current employment. There are, however, specific procedures and qualifying periods for staff applying for a transfer or promotion.

5.5 Head Hunting

In situations when there is a need for personnel having specific skill sets for specific positions, in order to save time and cost, the NC may approve vacant positions to be filled without initiating the formal competitive process and select employee through the referral approach instead.

5.6 TYPES OF APPOINTMENT

Objective

To define the categories and capacities in which people are employed by or associated with the Organization.

Process

The Head HR based on organization practice, guidelines and requirements finalizes the categorization.
5.6.1 Probationary period

A person who is put through a probation period (usually 3 months) from the time of joining to assess his/her compatibility to the job and culture of the organization.

Policy brief & purpose

Our probationary period Pattan policy will define the employment probationary period and explain its meaning for the employee and the organization. This practice is designed to allow time for everyone involved to decide if the hiring of the particular employee was a correct decision and whether the employee should continue working for the company.

Scope

This policy applies to all prospective and existing employees of our organization.

Policy elements

Employees who can be placed in a probationary period include the following:

- New employees who have just passed through a hiring process for a permanent position
- Current employees who are promoted to a position of higher responsibility
- Current employees who have to be disciplined for various reasons

The length of the probationary period may be different for the various levels of positions in the company. It will not, however, extend beyond the limit set by legislation. It will be clearly stated in the employment contract.

The probationary period may be extended for reasons that justify this action. The employee will receive formal notification in writing with the reason for the extension and clearly defined objectives.

5.6.2 New Employees

The organization will make an effort to ensure that its hiring procedures serve the purpose of recruiting the best employees for each open position. However, we acknowledge that they are inevitably not always accurate in predicting performance or determining appropriate cultural fit. The probationary period gives both employee and employer enough time to find out if their employment relation will eventually work out to the benefit of both.
The probationary period definition for new employees is the time between signing an employment contract and being granted permanent employment status. It is a “trial period” during which the employee is being evaluated as a suitable fit to the position and the company. The new employee will be given consistent feedback and coaching to have the chance to learn their new job and improve during the probationary period. At the end of the probation period (or possibly before that), the supervisor will determine if the employee should be retained in the organization. This decision will be made by appraising the following criteria:

- The skills, competencies and knowledge of the employee on the job
- The employee’s progress on given assignments
- Their reliability, trustworthiness and other relevant personality characteristics of the employee
- The employee’s relations and collaboration with subordinates, supervisors and peers

The abovementioned criteria will be assessed with quantitative measures if applicable. Their progress will be documented whenever possible, and the decision to retain them will be at the supervisor's discretion.

5.6.3 Permanent Employees

When an employee has completed their initial probationary period, they are granted permanent employment status. After that they may be placed on probation as part of a disciplinary procedure. The reason for the disciplinary action, ranging from low performance to policy violations, will determine the length of the probationary period. During this period, the employee is obliged to change their behaviour or they will be faced with more severe repercussions leading up to termination. The company will help them as much as possible with guidance, feedback and training and will expect them to comply.

An employee may also be placed in a probationary period if they have been promoted or transferred to a position. The purpose of this is to ensure that the employee is able to complete their new duties. If they are deemed unsuitable, they may be allowed to be demoted or return to their previous position or other solutions may be found. Employment is not guaranteed and the decision remains at the supervisor’s discretion.

5.6.4 Termination

If the employee is deemed unsuitable while on a probationary period, they may be terminated without the minimum prior notice mandated by law. The termination of employment during this period may be for cause or without cause depending on the circumstances and the individual's evaluation.

Termination may occur before the ending of the probationary period. This may happen if the tactical evaluations of the employee are highly unsatisfying or if the employee engages in behaviour that justifies a for-cause dismissal. The employee will be officially notified in
writing for the decision to terminate them. The document will explicitly state the reason behind their termination and the expected date it will take effect.

Employees may still have to be dismissed for various reasons, after the end of the probationary period. In such cases, the company will follow legal guidelines and its own separation of employment policy

**PROBATION REVIEW FORM FOR SUPPORT STAFF**

**Final Review (3 months)**

To be completed by Line Manager in discussion with the employee.

<table>
<thead>
<tr>
<th>(please tick)</th>
<th>Improvement required</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality and accuracy of work</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Efficiency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time Keeping</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work relationships (team work and interpersonal communication skills)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competency in the role</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Have the objectives identified for the probationary period been met?</td>
<td>YES / NO</td>
<td>If NO, please provide details</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Summarise the employee's performance and progress over the period

<table>
<thead>
<tr>
<th>Is the employee's appointment to be confirmed?</th>
<th>YES / NO</th>
</tr>
</thead>
</table>

If NO, please provide reasons below and summarise what action has been taken to address any difficulties which have arisen during the probationary period.

The employee may provide any comments about their experience of the probationary process here.

<table>
<thead>
<tr>
<th>Should the employee's probationary period be extended?</th>
<th>YES / NO</th>
</tr>
</thead>
</table>

If YES, please provide reasons and, where appropriate, specify any areas of improvement required and how these will be monitored.

<table>
<thead>
<tr>
<th>Length of the extension (max 3 months):</th>
<th></th>
</tr>
</thead>
</table>

| New Probation Period completion date: |          |
PLEASE NOTE: At the final review meeting, the line manager should confirm verbally whether or not the employee has successfully completed their probationary period. HR Services will ONLY issue a letter to confirm the outcome of a probationary period where this follows an extension of the probationary period or where significant difficulties have arisen during the probationary period. In such cases, a copy of the completed probationary review form should be sent to HR Services) to trigger issuing of the confirmation letter.

5.7 Contract Employee:

Any person hired by the Organization on limited duration contract.

5.8 Permanent Employee:

A person who has successfully completed his/her probation period and / or whose services the Organization has confirmed in writing

5.9 Volunteer:

A person who is freshly qualified or new to the organization may be taken as a volunteer usually for a specified period of 1 month/ 3 months and can be considered for permanent employment in appropriate work -level based on performance during training.

6. POLICY FOR HIRING SHORT AND LONG TERM CONSULTANTS

Persons associated assigned projects/tasks for a specified time / towards specific deliverable.

6.1 Introduction

When hiring individuals as consultants. The organization used to engage consultants are important legal documents (TOR) that serve to clarify responsibility and expectations which are important protections to both parties in the contract.

6.2 Policy Statement

This policy applies to anyone wishing to contract for services to be paid by PATTAN regardless of the source of funds. A department intending to engage a service provider as a consultant, the must follow PATTAN approval and contracting procedures prior to the start of any work or performance of services.
Individuals currently (within the calendar year) employed by the PATTAN may not provide long term consultancy services to PATTAN but he/she may be provide a short term consultancy to the organization.

A professional services agreement is a contract. Changing the terms and conditions of an existing contract requires the completion of an Amendment to Professional Services Agreement. A contract cannot be amended after it has expired or once the contract amount has been spent. If the original contract period has passed, a new contract is required for the performance of additional services by the same supplier.

6.3 Definitions

Professional and Consulting Services: Professional and Consulting Services are usually customized services that utilize specialized intellectual or creative expertise based on personal skills or ideas of an individual (s) or company that are provided for a fee, which may be determined individually with each customer for each service contract.

6.4 Classification of short and long term Consultant

In general, engaging a consultant on a short term basis will cost more per day than hiring a consultant on a long-term basis. This is because a consultant engaged on a short-term assignment will not benefit from continuity of engagement and guarantee of income that a long-term assignment provides. A consultant is engaged for less than three month is called a short term consultant, and a consultant is longer assignments more than three months is called a long term consultant.

Responsibilities

For PATTAN representative initiating a professional services agreement:

- Review each professional services agreement for content and compliance with policy
- Determine appropriate status (independent consultant vs. employee)
- Ensure that an approved contract is in place before service is provided.
- Follow appropriate procedures for payment.

Independent Consultant Responsibilities:

- Provide detailed and accurate information for determination of status and contract formulation.
- Be in receipt of a signed professional services agreement or purchase order prior to providing services.
- Provide appropriate documentation (an invoice) for payment of services.
6.5 Payments to nonresident/citizen

Professional service providers who are not Pakistani residents may be paid and/or reimbursed for their services and expenses depending on their VISA type. Please review the Payments to Foreign Nationals policy and the related charts and forms for additional information.

Consultants/Independent Contractors may be reimbursed for travel expenses under the following circumstances:

- They are being paid less than $5,000, comply with PATTAN travel policy, and can provide original receipts with a Pattan travel report.
- They have included travel expenses in their contract fees and will include those expenses in their invoicing to the Pattan.
- Consultants paid $5000 or more must include their expenses in their invoicing. They will not be reimbursed for travel expenses under Pattan travel policy.
- Departments may use short-term visitor accommodation for the lodging of a guest speaker or independent contractor if the total payment for service does not exceed $5,000. However, the service provider must maintain permanent residence elsewhere and the stay must not exceed the lesser of one year or the contract period.

6.6 Signature Authority for Professional Service Agreements has been established.

- Heads of HR and administrative departments ("operating units") are authorized to sign professional services agreements.
- The “Professional Service Agreements document” must be completed and returned to the HR department in order for this signature authority to be granted.
- All agreements funded from grant/contract funds require review by the Office of Sponsored Projects, for budgetary and sponsor allow ability.

6.7 Advances

The Pattan does NOT provide advances for hotel and subsistence costs. However, the Accountant department can arrange for an advance of professional fees. This is facilitated by requesting an advance through the travel module which will be adjusted against the next fee payable.

6.8 Taxation

All government taxes shall be deducted at source.
7. COMPENSATION AND BENEFITS

7.1 Salary

PURPOSE

To clarify the payment commitment of Pattan towards its staff and the salary packaging.

POLICY

As full compensation for the performance of staff member of his/her obligations under the contract, Pattan shall make monthly salary payments and provide other entitlements as prescribed in this Section. Pattan offers a compensation package, including salary and other benefits. Pattan's compensation package shall be maintained at 'competitive' and attractive level with similar national organizations to draw, and maintain suitable and good quality human resources for pursuing objectives of the organization.

PROCEDURE

Monthly salary will be mutually agreed at the time of appointment between a staff member and Pattan depending on:

- Category of appointment
- Level of Employment (Job responsibilities, difficulty of the job)
- Relevant working experience
- Education degree

Monthly salaries shall normally be paid latest by the 5th of the next month. Deductions will be made for any personal dues, income tax and EOBI on payment of salaries, allowances and other benefits in most tax efficient manner.

Salaries/honorarium shall be paid through cheque/bank transfer; staff members shall be responsible for opening and maintaining bank account for payment of salary.

Salary advances will only be made in exceptional circumstances. A confirmed staff member having at least four months remaining employment period, can request for maximum up to 25% of monthly salary in advance by making a written request (including recovery plan) to Manager Finance. All such requests shall be approved by the Finance Manager.

Pay scales for different levels of appointment shall be developed and maintained by the Account Department keeping in view availability of budget and prevailing pay scales of similar level of positions in similar (national) organizations.

Human Resource Department and Manager Finance shall two yearly review and give advice to NC to update pay scales.
7.1.1 EOBI Contribution

A contribution equal to 5% of minimum wages has to be paid by the Employers. Contribution equal to 1% of minimum wages will also paid by the employees of said Organizations. The EOBI contribution of employees will be deducted on monthly basis. The EOBI contribution will not be deducted during employee’s probation period.

7.2 ANNUAL INCREMENTS

PURPOSE
To have a transparent and equal increment system.

POLICY
Annual salary increments are applicable only for ‘Permanent’ and ‘Contract’ employees who either have contracts of more than one year or continue their employment upon expiry of yearly contract without break, and without any significant change in responsibilities. Salaries of other staff will be reviewed/re-negotiated at the time of renewal of contract based on performance appraisal.

PROCEDURE:
Annual salary increments shall be awarded to cover inflation as well as performance based income subject to availability of funds.

Inflation based raise:
The inflation based raise shall be up to 10 percent across the board subject to availability of funds.

Performance based increment:
Performance based rewards shall be based on the annual performance appraisal.

Next increments for performance based rates are proposed:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Grade 1</th>
<th>Grade 2</th>
<th>Grade 3</th>
<th>Grade 4</th>
<th>Grade 5</th>
<th>Grade 6</th>
<th>Grade 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced</td>
<td></td>
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<tr>
<td>Competent</td>
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<tr>
<td>Improvement needed</td>
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</tr>
<tr>
<td>Major improvement needed</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
7.3 Salary Structure Policy

Pattan is determined to retain 1 to 17 ratios between the lowest and the highest salary. In the past Pattan’s senior management demonstrated its sacrifice by not receiving full salaries during the financial crunches, while lower grade staff continued to receive full salaries. The following table shows salaries of various positions.

<table>
<thead>
<tr>
<th>Position Title</th>
<th>Grade D</th>
<th>Grade C</th>
<th>Grade B</th>
<th>Grade A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Senior Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Coordinator</td>
<td>150,000</td>
<td>200,000</td>
<td>300,000</td>
<td>500,000</td>
</tr>
<tr>
<td>Deputy National Coordinator</td>
<td>100,000</td>
<td>150,000</td>
<td>250,000</td>
<td>350,000</td>
</tr>
<tr>
<td>Head of Unit</td>
<td>95,000</td>
<td>125,000</td>
<td>200,000</td>
<td>300,000</td>
</tr>
<tr>
<td>Programme Manager</td>
<td>80,000</td>
<td>100,000</td>
<td>150,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Finance Manager</td>
<td>80,000</td>
<td>100,000</td>
<td>150,000</td>
<td>250,000</td>
</tr>
<tr>
<td>Internal Audit/M&amp;E</td>
<td>55,000</td>
<td>75,000</td>
<td>110,000</td>
<td>160,000</td>
</tr>
<tr>
<td><strong>Administration, HR &amp; Account</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Manager</td>
<td>40,000</td>
<td>50,000</td>
<td>80,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Office Manager</td>
<td>35,000</td>
<td>45,000</td>
<td>60,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Accountant</td>
<td>35,000</td>
<td>45,000</td>
<td>60,000</td>
<td>80,000</td>
</tr>
<tr>
<td>Assistance Accountant</td>
<td>15,000</td>
<td>20,000</td>
<td>25,000</td>
<td>35,000</td>
</tr>
<tr>
<td>IT Manager</td>
<td>25,000</td>
<td>30,000</td>
<td>40,000</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Project Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Officer</td>
<td>60,000</td>
<td>70,000</td>
<td>100,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Subject Coordinator</td>
<td>60,000</td>
<td>70,000</td>
<td>100,000</td>
<td>150,000</td>
</tr>
<tr>
<td>Field M&amp;E</td>
<td>35,000</td>
<td>45,000</td>
<td>55,000</td>
<td>70,000</td>
</tr>
<tr>
<td>District Coordinator</td>
<td>40,000</td>
<td>50,000</td>
<td>60,000</td>
<td>70,000</td>
</tr>
<tr>
<td>Social Mobilizer</td>
<td>25,000</td>
<td>35,000</td>
<td>45,000</td>
<td>55,000</td>
</tr>
<tr>
<td><strong>Support Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Boy</td>
<td>15,000</td>
<td>20,000</td>
<td>25,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Driver</td>
<td>20,000</td>
<td>30,000</td>
<td>35,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Cook/Chokidar</td>
<td>15,000</td>
<td>20,000</td>
<td>25,000</td>
<td>30,000</td>
</tr>
<tr>
<td>Gardner</td>
<td>15,000</td>
<td>20,000</td>
<td>25,000</td>
<td>30,000</td>
</tr>
</tbody>
</table>
7.4 Payroll Management Policy

Overview Purpose/Rationale: Timely and accurate payroll reporting is necessary to appropriately budget, plan and manage costs and to correctly report on the financial condition of the organization. Payroll transactions are no different than any other organization expenditure and require the application of the same standards of internal control. Employees expect and should receive prompt and accurate payment for their time and attendance. Therefore, processing and maintaining accurate payroll records is an extremely important function requiring strict controls and close management. Applicability: All PATTAN employees shall adhere to this policy. Failure to Comply: Failure to comply with any provision in this policy and or the procedures may result in disciplinary action up to and including dismissal. Policy This policy establishes uniform payroll accountability standards, strengthens internal control over payroll processes and provides for equitable and consistent interpretation and application in conformance to state laws, rules, regulations and applicable collective bargaining agreements. PATTAN managers shall ensure they and their employees conform to this policy.

1. Authority PATTAN management is responsible for ensuring this policy is followed throughout the organization and that designated employees are delegated with appropriate authority when managers and/or supervisors are absent from work.

2. Confidentiality PATTAN may collect, maintain, use, transmit, share and or disclose information about employees to the extent needed to administer its programs, services and activities. PATTAN will safeguard all confidential information about employees and respect individual privacy rights to the full extent required under this policy. If a state or federal law or regulation, applicable collective bargaining agreement, or order of court having appropriate jurisdiction imposes a stricter requirement on any PATTAN policy regarding the privacy or safeguarding of information, PATTAN will act in accordance with that stricter standard. Managers shall ensure designated employees are knowledgeable of, understand and receive training in the statutes, rules, policies and procedures that govern safeguarding confidential information, ethical and professional conduct, PATTAN Code of Conduct and conflicts of interest disclosure requirements.
3. Time and Attendance Review and Approval Employees are expected to prepare and present accurate and timely documentation of their time and attendance based on their status under the Fair Labor Standards Act (FLSA). Employees are classified in the State’s personnel data base system as either exempt or nonexempt FLSA. That information is passed to the Oregon State Payroll Application (OSPA). The requirement to report actual hours worked or the eligibility for compensatory time or overtime is dependent on the employee’s FLSA status or the applicable collective bargaining agreements for represented employees and or Department of Administrative Services (DAS), Human Resources statewide policies. By signing a time and attendance report either electronically or on a paper timesheet, the employee is attesting to the accuracy and truthfulness of the time reported. Managers, supervisors, or designated employees shall ensure the review and approval of the time and attendance records are accurate and timely. The authorized signature affixed to a paper timesheet or electronically in the OSPA or other time and attendance system constitutes approval of the time and attendance reported by the employee.

4. Standards for Time Record Review the organization is ethically and legally required to pay its employee’s correctly and promptly correct mistakes and errors and omissions that may have occurred during the payroll processing cycle. It is important to PATTAN that employees are neither overpaid nor underpaid. The accuracy of pay checks and payroll related payments, as well as the data integrity of leave balances and associated accounting transactions and records, are dependent upon the accuracy of the time and attendance records. All PATTAN employees are expected to and shall prepare and present accurate and timely documentation of their time and attendance for the review and electronic locking approval by the manager or designee. The manager or designated employee is responsible for entering the correct time in the employee’s time record in the event the employee is unavailable, unable or unwilling to correct the time and attendance record.

5. Payroll Advance, a payroll advance may be provided to employees with earned compensation in financial emergency situations. A financial emergency situation is an unusual, unforeseen event or unavoidable condition that requires immediate financial resources by the employee.
6. Leave Balances Employees are responsible to check their available leave hours before they request it. To ensure the leave request do not exceed the appropriate leave balance, managers or the designated employees shall promptly review the leave request and leave reports, paying particular attention to employees with low balances of sick, personal business, compensatory time, and/or vacation leave.

7. Collection of Overpayment Leave Balances: Employees with low leave balances who have already used leave during the month may have depleted their leave balances. Employees who use leave may not have enough leave to fully support those days away from work, creating a payroll overpayment. Full recovery of the overpayment will be deducted from the employee’s monthly-adjusted. Employee Benefits: Employees are responsible for removing ineligible dependents, e.g., ex-spouse, domestic partner, child, or other individual, from their insurance coverage by submitting completed applicable forms to the Payroll unit. An ineligible dependent must be removed from insurance coverage within 60 days of the date the dependent becomes ineligible. PATTAN will initiate full recovery of a benefit overpayment from an employee in accordance with the appropriate collective bargaining agreement, and/or PATTAN Human Resources state-wide policies.

8. Travel Advances Employees must account for the travel advance within 15 days after concluding the business trip. If the employee fails to properly account for the travel advance, it becomes taxable income and must be added to year-to-date earnings. And will be adjusted on his/her monthly salary.

9. Donated Leave PATTAN administers a donated vacation leave program for employees. An employee who, as a result of extended or catastrophic illness and or injury, has exhausted all accumulated leave (sick, vacation, personal and compensatory time) and is not receiving workers’ compensation benefits retirement benefits may receive donated vacation leave with the approval of the PATTAN Human Resources appointing authority or the designee.

10. Payroll Distribution For effective internal control, all PATTAN employees having update access to the Oregon State Payroll Application (OSPA) shall not receive or distribute payroll checks or direct deposit pay stubs, including but not limited to, special checks ordered though the manual check process.
11. Payroll Codes

Multiple codes are used to track employees’ positions, work locations, project budgetary requirements, plan and manage employee benefits and payroll costs, and accurately report the financial condition of PATTAN.

12. Payroll Adjustments

Financial Services will not make retroactive adjustments unless the PATTAN controller or designee receives a documented and justifiable statement from the manager making the request.

13. Payroll Reports

Managers and or the designated employees shall coordinate with the Financial Services Payroll representative in the effective use of the leave balance reports to mitigate the risk of payroll overpayments and to ensure payroll codes assigned to and used by employees are correct.

7.5 Performance Expectations and Evaluation

Probationary Period for New Employees

All newly hired staff will be on probation for three months. At the end of this period, the employee’s performance will be reviewed by the employee’s direct supervisor. If performance is unsatisfactory, employment may be terminated; if it is satisfactory, the employee will be confirmed in his/her position. The employee will be informed of his/her confirmation or non-confirmation in writing within two weeks of the end of the probationary period.

PURPOSE

The purpose of Annual Performance Review is to:

(a) Provide to employees, feedback on the employee’s effectiveness in achieving predetermined objectives - on a qualitative and quantitative basis - so as to enable them to reach their potential.

(b) Enable entity to document the employee’s performance, for current and future reference.

7.5.1 Performance Review

The entity’s “reporting year” is 01 July to June 30. The performances of all employees are evaluated formally on an annual basis after the end of the fiscal year. The review is conducted by their direct line manager. The review provides an opportunity to identify strengths and weaknesses, and to discuss performance objectives for the upcoming year.

An employee receiving a poor rating on her/his performance may be given a written warning by the Line Manager/HR Manager and placed on notice that her/his employment may be terminated if performance does not improve within a specified time frame.
7.5.2 Personnel records

Each employee has personnel file that consist of employment documents, performance reviews/evaluations, information on salary and employee benefits, documents submitted by the employee, and other pertinent materials.

8. Travel and Entertainment

TRAVEL POLICY

PATTAN shall pay travelling and related costs for official visits of staff members based on actual or allowable per day rate. All outstation travels shall be approved by immediate line manager or National Coordinator. The staff must inform to supervisor in advance through email or by filling a travel form.

PROCEDURE:

A staff member required to travel for official work is entitled to draw an advance equivalent to expected amount of expenditures. An expense statement along with supporting documents, where appropriate, must be submitted within three days of the completion of the tour.

8.1 Traveling within City

Whenever a staff member has to travel on official work within his/her base stations the office vehicle should preferably be used. The charging for less than 1000cc will be charged @ 4000 upto 1000cc and above @ 5000 per day shall be the rates and/or as specified from time to time. Staff members must inform Admin Manager or his nominee well in time for any such need of vehicle so that office vehicle can be appropriately allocated for the visit. When office vehicle is not available staff members may travel by taxi/rickshaw and claim actual expenses based on proper receipt. Should an employee use his/her own vehicle; Pattan will pay Rs. 10 per KM for car and RS. 4 for motor bike.

8.2 In-country Travel and Per Diem

While traveling on official duty within country, most safe, economical, and efficient mode of traveling should be used. Approval for means of traveling shall be given by National Coordinator or designated person on case-to-case basis. Staff shall be entitled to claim Rs. 1,000 per diem to cover incidental and meals expenses. Regarding accommodation, Pattan shall provide Rs. 5,000 per night or actual rent of the hotel. Should an employee stay with
his/her family or friends, s/he can claim a maximum of Rs.3,000 for 24 hours of stay. Under the policy s/he must inform the office in advance in writing.

### 8.3 Foreign Travel

Foreign travel will only be allowed to PATTAN staff in the following cases:

i) Written application is submitted well in advance for the approval.

ii) Has firm availability of funding for all expenses by the host organisation.

iii) Pattan shall cover some expenses from case-to-case basis.

#### 8.3.1 Travel Meals

Travel meal expenses are the cost of meals when on an out-of-town or overnight official trip. Actual and reasonable meal expenses will be reimbursed up to the daily meal per diem rate allowable using the Pattan for each locality. The following criteria will be utilized when reimbursing personal travel meals:

- Any costs over and above the daily per diem rate will not be reimbursed.

- Meals in route are allowable during business travel days (from one day prior to the actual dates of Pattan related activity through the final day of the Pattan related activity).

- Although the allowable daily per diem rate will not be prorated for partial days (the day of departure and return), meal receipts at the home city will not be accepted or reimbursed. Acceptable receipts are:
  - an itemized bill
  - a personal credit card receipt
  - cash register receipt

- Although meal receipts are the preferred method, travelers have the option of claiming 75% or less of meal per diem in lieu of submitting meal receipts. Please note: only one method can be used for each trip. A combination of 75% per diem allowance and receipts for different days on the same trip is not allowable.

#### 8.3.2 Business Meals

Business meals are those meals taken with clients, prospects or non-Pattan associates during which a specific business discussion takes place. Actual and atonable meal will be reimbursed.
9. LOANS

POLICY

Pattan can advance loans. All employees of Pattan are entitled to a Personal Loan with a maximum limit not exceeding to two basic salaries of the applicant, providing they are not on probation or a warning due to misconduct or negligence and who has completed six months with Pattan.

PROCEDURE:

- A maximum of four staff members shall be given a loan at a time. There shall be a gap of at least 18 months between the clearance of all payments of the first loan and the issuance of the second loan. However preference shall always be given to new loaners.
- The loan issuance committee shall consist of National Coordinator, National Field Coordinator and Finance Manager. The committee shall take the decision for issuance of the loan within 30 days of the application provided loan application form is properly filled, recommended by the immediate senior of the applicant, and provided with two guarantors. Incomplete application forms shall not be processed.
- The guarantors must fulfill all requirements that are required for an eligible loan applicant. In case of non-payment of loan, Pattan shall deduct the loan amount from the salaries of the guarantors. The committee shall issue loans on the basis of the priority list. A maximum loan amount shall not exceed two basic salaries of the applicant.
- The loan must be paid back within 90 days of receiving the loan amount. In case of late payment, interest will be charged on the outstanding loan amount at a rate of 10%. The total loan amount will be divided into three equal payments and the loaner must pay back accordingly.
- The loan must be spent to fulfill the purpose that was stated in the loan application. In the case of violation, Pattan shall have the right to penalize the loaner.
- The Pattan loan facility shall be subject to availability of financial resources.
Appendix: PATTAN EMPLOYEE'S LOAN APPLICATION FORM

Incomplete form will not be processed and considered for loan.

Section A
Name of Applicant: __________________________________________

Designation: ______________________________________________

Date of Joining Pattan: day [ ] month: [ ] Year: [ ] Base station: __________________________

Loan amount requested: [Rs. ] In words: ____________________________

Purpose of loan: (Pattan has the right to penalize a loanee that will utilized the loan amount on a different purpose other than the requested one)-
__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________

Intended date/duration of Loan
Day [ ] Month [ ] Year [ ] To Day [ ] Month [ ] Year [ ]

I have read the terms and conditions of the loan policy and I give undertaking to abide by all of them.

Signature of applicant: __________________________
Date: _________________________________________

Section B (Guarantors)
Name of Guarantor [I]: __________________________ designation: __________________________

I have read the terms and conditions of the loan policy and I give undertaking that in case s/he does not pay back the loan amount. I shall pay the all the outstanding amount plus any other charges/interest on the loan amount.

Signature: __________________________ Date: __________________________
Name of Guarantor [II]:_________________________ designation: ________________

I have read the terms and conditions of the loan policy and I give undertaking that in case s/he does not pay back the loan amount. I shall pay the all the outstanding amount plus any other charges/interest on the loan amount.

Signature: ___________________________ Date: ___________________________

Section C (For Official use)

Salary per month of the applicant:_______________________________________________________________________

Give details of outstanding advances, loans and fines (if any) of the Applicant:

_______________________________________________________________________________________________

_______________________________________________________________________________________________

Give details of outstanding advances, loans and fines (if any) of the Guarantors:

Guarantor # 1

_________________________________________________________________________________________

_______________________________________________________________________________________________

_______________________________________________________________________________________________

Guarantor # 2

_________________________________________________________________________________________

_______________________________________________________________________________________________

_______________________________________________________________________________________________

Date when last loan of the applicant was cleared:____________________________________________________

Approved loan amount: ___________________________________________________________________

Loan repayment Schedule:_________________________________________________

_______________________________________________________________________________________________

Remarks (If any)___________________________________________________________________________
Prepared by: Name:___________________
Designation:______________________
Signature:__________________________
Date:_______________________________

Recommendation on loan application: (To be given by the applicant’s Immediate manager)
Name:____________________________________
Designation:_____________________________
Signature:_______________________________
Date:_______________________________

Loan Issue Committee authorization:
1 Name:____________________________________
Designation:_____________________________
Signature:_______________________________
Date:_______________________________

2 Name:____________________________________
Designation:_____________________________
Signature:_______________________________
Date:_______________________________

3 Name:____________________________________
Designation:_____________________________
Signature:_______________________________
Date:_______________________________
10. STAFF DEVELOPMENT

10.1 Training Bond

PURPOSE

Imposing a training bond on employees is a measure to ensure that trained employees do not leave the organization too soon after receiving a training sponsorship.

POLICY

There are three ways of training bonds:
1. For all courses, including short courses and seminars
2. For courses, conferences and seminars that cost beyond a certain value, for example PKR 10,000
3. For certified academic courses which will be of independent value to the employee or is likely to enhance his professional status

Depending on the overall structure of the training bond scheme, bond periods can be as short as three months or as long as five years. The bond period may be determined by either the duration of the course or the value (cost) of the course.

Bond Period Determined by Course Duration

The bond period by courses lasting six months or more is as follows:

<table>
<thead>
<tr>
<th>Training Period</th>
<th>Bond Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than one month:</td>
<td>Half year</td>
</tr>
<tr>
<td>More than one month up to 12 months:</td>
<td>One year</td>
</tr>
<tr>
<td>More than one year up to three years:</td>
<td>Three years</td>
</tr>
<tr>
<td>More than three years:</td>
<td>Five years</td>
</tr>
</tbody>
</table>

Bond Period Determined by Course Value

<table>
<thead>
<tr>
<th>Training Cost</th>
<th>Bond Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>PKR 10,000-20,000</td>
<td>One year</td>
</tr>
<tr>
<td>PKR 20,001-50,000</td>
<td>Two years</td>
</tr>
<tr>
<td>PKR 50,001 and above</td>
<td>Three years</td>
</tr>
</tbody>
</table>

Suspension of bond period

An employee who leaves the employment of Pattan before the bond period expires shall be liable to pay liquidated damages to the organization.

Pattan will reduce the liquidated damages in proportion to the length of the bond period already served by the employee. Any incomplete months are calculated to the nearest month.
Example: The full sponsored amount is PKR 10,000, the bond period is 12 months with effect from 1 January 2017.
If the employee wishes to resign and serve his last day on 17 July 2017, he shall be considering to have served seven months of his bond period.
The liquidated damages shall be:
12 months – 7 months = 5 months balance of the bond period not served

10,000.00
------------- = 833.33 a month
12 months

833.33 x 5 months = 4166.65 PKR in liquidated damages.

**Clauses for the Training Bond**

- The employee shall duly enroll for, and commence, the course.
- The employee shall diligently undergo, continue with, and complete the training course to the satisfaction of the training institution.
- The employee shall at all times during and throughout the duration of the course, diligently comply with the instructions, directions, requirements and assignments as may be given by the institution as part of the training course.
- The employee shall at all times observe and comply in all respects with all rules, regulations and policies imposed in relation to the course.
- The employee shall at all times observe all such courtesies and rules of conduct or etiquette as shall favorably reflect on and enhance the good image and reputation of the organization.
- The employee shall sit for and undergo all and any examinations and other assessments prescribed by, or for, the course from time to time and satisfactorily pass the same within the requirements of the course.
- The employee shall report to the organization the results of every examination or assessment taken, immediately upon such results being published or announced.
- The employee shall not without prior written permission of Pattan, change or omit any subject or course of study or programme of training, not undertake any additional subject or course of study.
- The employee shall not, for reason without the expressed consent of the organization, abandon or withdraw from the course.
Appendix: Training Bond Policy

Course Sponsorship – Letter of Undertaking

Course Title: Disaster Response and Recovery
Organising Institution: MERCY Malaysia
Length of Course: 10 days (including travel days)
Date: 19th of May till 27th of May 2017
Course Fee: Course is free of costs – but payment of salary, salary costs PATTAN

I agree that Pattan Development Organization shall pay the fee on condition that I shall:
1. Diligently pursue and successfully complete the course;
2. In the event of my failure to pass the required examinations, if any, repeat the course at my own expense if so required by Pattan;
3. Not default by not attending classes and shall achieve at least 90% attendance;
4. Not leave the service of Pattan before completion of the course;
5. On completion of the course serve a 1-year bond with Pattan. The bond period will begin on the last day of the course.
6. Hand over the reimbursement for the expenses made by Pattan by the Organizing Institution to the accountant of Pattan, either in the Islamabad office or in the Multan office, immediately after returning from the training course.

Signature of Staff: Signature of Pattan

Date: Date:
Name: Name:
### Application Form Trainings Overseas

<table>
<thead>
<tr>
<th><strong>Fathers name</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Caste name</strong></td>
<td></td>
</tr>
<tr>
<td><strong>First Name</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Date of birth</strong></td>
<td>(Day/Month/Year)</td>
</tr>
<tr>
<td><strong>City and country of birth</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Passport No:</strong></td>
<td><strong>Passport Valid till:</strong></td>
</tr>
<tr>
<td><strong>Marital status:</strong></td>
<td>Single / Married / Divorced / Widowed</td>
</tr>
<tr>
<td><strong>Level of understanding in English</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Ability to actively participate in English training</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Name of training (chose 1)</strong></th>
<th><strong>Focus group</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster Response and Recovery (MERCY Malaysia) 19th to 27th May 2017</td>
<td>Field staff only</td>
</tr>
<tr>
<td>Community Based Disaster Risk Management (MERCY Malaysia) 29th September to 4th October 2017</td>
<td>Field staff only</td>
</tr>
<tr>
<td>Integrating Environmental Management into Disaster Risk Reduction (SEEDS, Chennai, India) 22-26th of March</td>
<td>Field staff only</td>
</tr>
<tr>
<td>Monitoring and Evaluation of Disaster Risk Reduction Initiatives (SEEDS, New Delhi, India, 26-27th March)</td>
<td>SMC, Managers involved in planning, monitor &amp; evaluation</td>
</tr>
</tbody>
</table>

*For more training details see 2nd page*

**What is your motivation to attend one of these trainings?**
Disaster Response And Recovery (DRR). MERCY Malaysia. Training Objectives
1. To understand the foundation of principles and issues in international disaster response.
2. To enhance participants ability to respond to disasters in an effective, appropriate and useful manner.
3. To develop the participant’s knowledge of recovery practices following an emergency, integrating the holistic concepts of Total Disaster Risk Management

Community Based Disaster Risk Management (CBDRM) MERCY Malaysia. Training objectives
1. To enhance participants’ knowledge and understanding about community based approaches in disaster management.
2. To help participants implement community based disaster risk management programmes in the field through use of tools and processes.
3. To expose participants to standard agreed upon principles and codes of practice in the risk reduction and humanitarian response.

Integrating Environmental Management into DRR (22nd - 26th March), Chennai, India
The objective of the programme is to build the capacities of field staff so it can be implemented in the respective regions/countries. It will include hands on training, field visits and exchange of tools and methodologies.

Monitoring and Evaluation of DRR Initiatives (26th - 27th March), New Delhi, India
The objective of the programme will be to develop a M&E framework suitable for DRR initiatives. The programme is meant for officials/managers involved in project planning, monitoring and evaluation.
11. EMPLOYEE RELATIONS

11.1 CORRECTIVE DISCIPLINE

PURPOSE
To correct unaccepted behaviour that negatively affect job performance or job performances of colleagues.

POLICY
The employer's policy of Corrective Discipline only applies to instances of **blameworthy** misconduct; blameworthy misconduct is behavior that has the following characteristics:
- The employee knows, or could reasonably be expected to know, what is required
- The employee is capable of carrying out what is required
- The employee chooses to perform in a manner other than as required

<table>
<thead>
<tr>
<th>Level of Failure of Performance or Behavior</th>
<th>Gap of values</th>
<th>Standards Sanction to start with</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.Low</td>
<td>• Minor social misconduct (e.g. over familiarity).</td>
<td>Verbal warning</td>
</tr>
<tr>
<td></td>
<td>• Inefficiency</td>
<td></td>
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<tr>
<td></td>
<td>• Late in reporting for work or leaving before the official end of the day.</td>
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<tr>
<td></td>
<td>• Wasting Pattan’s material, minor negligence.</td>
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<tr>
<td></td>
<td>• Failure to notify the direct Supervisor when absent for sickness, or other reasons.</td>
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<tr>
<td></td>
<td>• Incorrect attendance reporting</td>
<td></td>
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<td></td>
<td>• Failure to report an injury</td>
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<tr>
<td>2. Medium</td>
<td>• Continued inefficiency after a warning.</td>
<td>Formal Written warning</td>
</tr>
<tr>
<td></td>
<td>• Serious Social misconduct, for example inappropriate intimate relationships.</td>
<td></td>
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<tr>
<td></td>
<td>• Lying</td>
<td></td>
</tr>
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<td></td>
<td>• Using obscene or profane language.</td>
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<tr>
<td></td>
<td>• Misuse of Pattan’s property/ (human)resources.</td>
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<td></td>
<td>• Away from assignment without permission</td>
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<td></td>
<td>• Conflict of interest with employment.</td>
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<tr>
<td></td>
<td>• Discourtesy in dealing with partners</td>
<td></td>
</tr>
<tr>
<td>Level</td>
<td>Actions</td>
<td>Consequence</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>3. High</td>
<td>- Encouraging others to commit violations the same or similar to those listed in 1 and 2.</td>
<td>Formally Written Warning or Suspension</td>
</tr>
<tr>
<td></td>
<td>- Theft of Pattan or private property on the work site.</td>
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<tr>
<td></td>
<td>- Falsifying records or expense account.</td>
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<tr>
<td></td>
<td>- Obtaining material or services by fraud.</td>
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<tr>
<td></td>
<td>- Obtaining sick leave or other leave by fraud.</td>
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<td></td>
<td>- Major negligence</td>
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<td></td>
<td>- An act or practice that brings Pattan into disrepute.</td>
<td></td>
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<tr>
<td></td>
<td>- Encouraging others to commit infractions the same or similar to those listed in 2 and 3.</td>
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<tr>
<td></td>
<td>- Serious social misconduct (e.g. inappropriate intimate relationships which adversely affect other established relationships or attract adverse press coverage).</td>
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<tr>
<td></td>
<td>- Cases involving harassment and/or bullying.</td>
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<tr>
<td></td>
<td>- Continued inefficiency after warnings.</td>
<td></td>
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<tr>
<td></td>
<td>- Encouraging others to commit violations the same or similar to those listed in 2 and 3.</td>
<td></td>
</tr>
<tr>
<td>4. Gross</td>
<td>- Unacceptable social misconduct with serious or multiple aggravating features (e.g. coercion, violence, taking advantage of age, rank or position).</td>
<td>Suspension or discharge</td>
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<tr>
<td></td>
<td>- Unacceptable inefficiency.</td>
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<tr>
<td></td>
<td>- Serious cases involving religious, racial or sexual harassment, harassment, bullying or discrimination.</td>
<td></td>
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<tr>
<td></td>
<td>- A serious offence involving:</td>
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<tr>
<td></td>
<td>- Dishonesty</td>
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<td></td>
<td>- Violence.</td>
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<tr>
<td></td>
<td>- Sexual offences such as rape, indecent assault or offences involving children.</td>
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<tr>
<td></td>
<td>- Misuse of drugs or alcohol in the workspace</td>
<td></td>
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<tr>
<td></td>
<td>- Terrorist offences.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Any other offence which reflects negatively on the integrity of Pattan</td>
<td></td>
</tr>
</tbody>
</table>
• Falsifying of Pattan’s document.
• Bribery/corruption - offered or accepted.
• Fighting.
• Encouraging others to commit violations the same or similar to those listed in 3 and 4.

Pattan’s manager attempts to correct misconduct by employees will include:
• the application of certain discipline sanctions;
• identifying incidents of misconduct to employees as they occur as well as the behavior required;
• prompting the employee to adopt the required behavior and acknowledge progress in this regard,
• indicating the job consequences that may occur if the required behavior is not adopted.

Pattan views the disciplinary situation as essentially a problem for the employee to resolve. Failure from the employee to do so will put his/her employment at risk.

PROCEDURE:

11.2 FIRST FORMAL - ORAL - WARNING

Fact-finding, Investigate the Employee’s Explanation and Verbal warning
To be used as a first step in correcting unsatisfactory performance. The unsatisfactory behavior or performance will be mentioned in an one on one meeting between the employee. Supervisor will discuss the facts and warn the employee about the unsatisfactory behavior. And ask the employee what excuse s/he had and make it crystal clear that this behavior will not be accepted for a next time.

The employer’s attempts to correct misconduct by employees will include:
• identifying incidents of misconduct of the employee
• Verify, to the degree possible, the employee’s explanation. Interview and obtain oral statements from any party who may have knowledge of the event.
• prompting the employee to adopt the required behavior and acknowledge progress in this regard,
• Indicating the job consequences that may occur if the required behavior is not adopted.
Supervisors may wish to follow up the counseling session with written documentation sent to the Human Resources Department. This is not filed in the employee's personnel file.

Pre requisites:
1. Fact finding
2. Investigate the Employee’s Explanation and Confrontation of facts with employee
3. Problem analysis, causes at employees site
4. Discuss impact of non-performance on organisation
5. Discuss expected behaviour

11.3 SECOND FORMAL –WRITTEN- WARNING

Documented meeting between the employee and the supervisor at which time the supervisor shall review and develop the facts and if the facts warrant, shall inform the employee that the employee is failing to meet acceptable standards of performance and/or is not following Pattan’s rules and regulations. This documentation must be reviewed with the Human Resources Department prior to meeting with the employee.

The written warning shall include:
1) Extent of the problem;
2) The violated rule, policy or procedure;
3) Suggested courses of action;
4) Statement of consequences in the absence of improvement; and
5) Any follow-up action to be taken.

The employee may be placed on probation for a period of time to monitor more closely corrective action and improvements being gained. Supervisors who place employees in a probationary status must meet with them during and at the end of the probationary period to provide input as to their success in achieving increased performance and/or continuing problems.

11.4 THIRD FORMAL WARNING: FORMAL DECISION MAKING LEAVE

If after both counseling and written warnings, the employee's performance fails to improve, supervisors may make use of a one-day Decision-Making Leave as a third step in the discipline process. The purpose is to provide an employee with a specific time period to decide if he/she wants to continue employment and if so, to make the required behavior change.

Method: Following a review of prior disciplinary steps, the supervisor meets with the employee to explain that he/she must now decide whether or not they wish or are able to work for Pattan and that they will be given one day off with pay to spend at home deciding whether they wish to continue to work or to quit.

During the meeting, the supervisor will indicate that he/she hopes the employee will decide to continue working but that another occurrence of trouble will lead to termination.
The meeting needs to end with an agreement between supervisor and employee that they will meet at the beginning of the workday following the Decision Making Day and that the employee will give his/her written decision at that time.

In order for this model to be effective, the supervisor must closely monitor the employee's performance following a decision to remain at work so that any further discipline problems can be dealt with on a timely basis.

11.5  FOURTH FORMAL ACTION: SUSPENSION

An employee may be required to remain off the job in a non-pay status for a specified period of time for disciplinary purposes, following oral or written warnings and, without warning, for more serious initial offenses.

Immediate suspension may be ordered when circumstances make attendance at work dangerous to the employee or others, when an investigation is needed, or when circumstances seriously impair the employee's effectiveness on the job. The Human Resources Department must be contacted prior to action being taken. If circumstances require an immediate suspension, it may be verbally issued but written notice must follow as soon as possible.

11.6  FIFTH FORMAL ACTION: DISMISSAL

It is one taken when positive measures have been used but performance has not changed; or when an employee has committed a major offense.

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Verbal warning given to Employee personally. Confront with facts and consequence of behaviour to others</td>
<td>Line Manager</td>
</tr>
<tr>
<td>2. Provide input to HR for formal written warning</td>
<td>Line Manager</td>
</tr>
<tr>
<td>3. Prepares formal written warning and send to employee</td>
<td>HR</td>
</tr>
<tr>
<td>4. Follow up after mentioned probation period in written warning</td>
<td>Line Manager</td>
</tr>
<tr>
<td>5. If no improvement decide for one day leave or dismissal</td>
<td>Line Manager/HR.</td>
</tr>
<tr>
<td>6. Line manager sits with Employee to discuss the decision the employee has made</td>
<td>Line Manager</td>
</tr>
<tr>
<td>7. Employee will write decision down after decision-making Leave</td>
<td>Employee</td>
</tr>
<tr>
<td>8. In case employee decides to stay, progress needs to be closely followed up by the line manager</td>
<td>Line Manager</td>
</tr>
<tr>
<td>8. In case of dismissal, termination letter will be made and send to employee</td>
<td>HR</td>
</tr>
</tbody>
</table>
Annex:
Sample 1\textsuperscript{st} Warning Letter
Sample 2\textsuperscript{nd} Warning Letter and suspension
Guidelines for Preventing Disciplinary Situations

Before taking disciplinary action, ask yourself the following questions:

1. Has the situation been identified in terms of a difference between expected performance and actual performance?
2. Has the expected performance been clearly communicated to the employee?
3. Has the employee received appropriate training in all aspects of the job?
4. Have any job requirements changed since the employee was initially trained?
5. Does the employee have all the time, tools, and equipment necessary to do the job properly?
6. What would prevent the employee from doing the job correctly if he or she really wanted to?
7. Does doing the job properly or quickly result in an unpleasant or punishing consequence?
8. Has the employee been given regular short-term feedback about job performance so that he/she knows what he/she is doing?
9. Has the employee had a counseling meeting and appropriate follow-up?

Only after these approaches have failed, does the supervisor proceed with disciplinary action.

Checklist for Dealing with Discipline

- Prevent it! Sense problems before they erupt.
- Keep accurate and complete records.
- Be prepared with facts and figures.
- Hear the employee out with empathy.
- Precede formal discipline with a warning.
- Don't drag it out! Administer discipline quickly.
- Punish the behavior, not the person.
- Do it in private.
- Set goals for future performance.
- Set a follow-up date
**COMPLAINTS FORM SH/GD**

<table>
<thead>
<tr>
<th>Name of the Compliant</th>
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<tbody>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td><strong>To who have you reported the occasion?</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Your direct supervisor/line manager</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Name of the person who is subject of the complaint</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Date(s) of the occasion(s)</strong></td>
<td></td>
</tr>
</tbody>
</table>

**Facts of the occasion(s)**

1. Describe the circumstances of the occasion.

2. What happened – please mention the facts
   *where did it took place, what day& time, what has been said, which actions have taken place*  

3. Who were involved?

4. Who are witnesses of the occasion?

5. Other important information
### Appendix: RESPONSE FORM SH/GD

<table>
<thead>
<tr>
<th>Name of the Accused</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Date</td>
<td></td>
</tr>
<tr>
<td><strong>To who have you reported the occasion?</strong></td>
<td></td>
</tr>
<tr>
<td>Your direct supervisor/line manager</td>
<td></td>
</tr>
<tr>
<td>Name of the person who is subject of the complaint</td>
<td></td>
</tr>
<tr>
<td>Date(s) of the occasion(s)</td>
<td></td>
</tr>
</tbody>
</table>

**Facts of the occasion(s)**

1. Describe the circumstances of the occasion.

2. What happened – please mention the facts *(where did it took place, what day& time, what has been said, which actions have taken place)*

3. Who were involved?

4. Who are witnesses of the occasion?

5. Other important information
Appendix: RESPONSE FORM SH/GD

Response to the statement of allegations

<table>
<thead>
<tr>
<th>Name</th>
<th></th>
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<tbody>
<tr>
<td>Date</td>
<td></td>
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<tr>
<td>Your direct supervisor/line manager</td>
<td></td>
</tr>
<tr>
<td>Date(s) of the occasion(s)</td>
<td></td>
</tr>
</tbody>
</table>

1. Describe the circumstances of the occasion. What triggers the occasion?

2. What happened – please mention the facts
   *(where did it took place, what day & time, what has been said, which actions have taken place)*

3. Who were involved?

4. Who are witnesses of the occasion?

5. Other important information
12. GENDER HARASSMENT

PURPOSE

Addressing gender harassment and exploitation faced at the workplace to facilitate a work environment free of intimidation and abuse to enable higher productivity and a better quality of life at work.

POLICY

This policy is based on the Code of Conduct for Gender Justice at the Workplace developed by AASHA (Alliance against Sexual Harassment). This Code follows the theme and provisions identified in the national policies for women by the government of Pakistan (ILO, CEDAW and the Constitution of Pakistan).

DEFINITION

Gender Discrimination

Gender Discrimination is an attitude or action/decision taken with a bias towards individuals on the basis of their gender. This usually occurs when a women is not given her due right only because she is a woman, or a man is assumed to do something only because of his traditional role as a man and not his merits or capabilities. For example if a woman is senior and is capable she may still not get a promotion only because the management believes that women cannot take on positions of high responsibility. Stereo typing a man or a woman into their traditional roles or associating them with careers traditionally associated with their gender would also fall under this category. For example always asking a woman to make tea at professional meeting or always expecting a woman to be a teacher and a man to be a scientist.

12.1 Sexual Harassment

Sexual harassment is defined as “any unwelcome sexual advance, request for sexual favours or other verbal or physical conduct of a sexual nature, when it interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

There are two significant manifestations of Sexual harassment in the work environment, which are important to describe.

12.1.1 Abuse of authority

A demand by a person in authority, such as a supervisor, for sexual favours in order for the victim to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.
12.1.2 Creating hostile environment

Any unwelcome sexual advance, request for sexual favors or other verbal or physical conduct of a sexual nature, which interferes with an individual’s, work performance or creates an intimidating, hostile, abusive or offensive work environment. The typical "hostile environment" claim, in general, requires finding a pattern of offensive conduct; however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

12.2 ENQUIRY COMMITTEE

The Enquiry Committee is responsible to deal with the complaints related to Gender Justice. This Committee will consists of 3 members:

- a senior staff member (NC)
- credible representative of the workers (Field Manager(s))
- HR Manager?

At least one member should be women in a senior position.

PROCEDURE

A complainant may find it difficult to report gender harassment because of the fear of embarrassment, publicity, economic vulnerability, and fear of retaliation by the accused, co-worker or the employer. The filing of a complaint using the provisions of this Code should also not be seen as detrimental to the image of the organisation, rather an opportunity to deal with the problem and to restore the confidence of the employees and to indicate that the management of Pattan takes such complaints seriously and professionally.

There are two regulations for addressing complaints of gender harassment.

12.2.1 Informal Way of Dealing with Gender Harassment At the Workplace

An informal approach to resolve a complaint of gender harassment can be through mediation between the parties involved and by providing advice and counseling on a strictly confidential basis.

A staff member can report an incident of gender harassment informally to his/her supervisor, or a member of the Enquiry Committee. If the case is taken up for investigation at an informal level, the Enquiry Committee will conduct the investigation in a confidential manner. If the incident or the case reported does constitute gender harassment of a higher degree and the officer/s reviewing the case feel that it needs to be pursued formally for a disciplinary action, with the agreement of the complainant, the case can be taken as a formal complaint.
12.2.2 Formal Way of dealing with Gender Harassment

1. Launching the complaint
2. Conducive environment for inquiry
3. Evidence
4. Inquiry
5. Decision of the Committee
6. Appeal

12.2.3 Launching the complaint

The Complainant can launch the formal complaint directly to any member of the Enquiry Committee. Whereby the Committee member approached is obligated to initiate the process of investigation.

12.2.4 Conducive environment for inquiry

The management should do its best to temporarily make adjustments so that the accused and the complainants do not have to interact intensely for official purposes during the investigation period. This would include temporarily changing the office, in case both sit in one office, or taking away any extra charge (over and above his/her contract) which may give one party excessive powers over the other’s job conditions. The management can also decide to send the accused on leave, or suspend the accused in accordance with the applicable laws/procedures for dealing with the cases of misconduct, if required. Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluations, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side. In case that the senior management has been accused of being a party, it is essential that outside monitoring and control be exercised.

12.2.5 Evidence

It is acknowledged that gender harassment usually occurs between colleagues when they are alone; therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behaviour immediately to someone they trust, even if they do not wish to launch a formal complaint at the time. Following shall be considered as evidence:

a) Detailed account of the complainant and the accused form a part of the evidence.
b) Witness statements
c) Statements of persons with whom the complainant might have discussed the incident, statements of persons from whom advice may have informally been sought, should be considered as evidence.
d) Any other documentary, audio or video records can be submitted. Expert technical advice can be sought for such submissions.
12.2.6 Inquiry

- Upon receiving a formal complaint, the Committee shall ask the complainant to prepare a detailed statement of incidents in case the written complaint is not detailed. A statement of allegations will be drawn by the Committee and sent to the accused.
- The accused will be asked to prepare a response to the statement of allegations and submit to the Committee within a specified time.
- Both parties, the complainant and the accused will have the right to be represented or accompanied by a trade union representative, a friend or a colleague.
- The Committee will organize verbal hearings with the complainant and the accused. Statement of Complainant will be recorded first in the presence of accused. The accused will then be allowed to cross examine the complainant.
- The Committee will take testimonies of other relevant persons and review the evidence. Care should be taken to avoid any retaliation against the witnesses by giving the necessary protection.
- The Committee will take the decision after carefully reviewing the circumstances, evidence and relevant statements in all fairness.

12.2.7 Decision of the Committee

After a decision is reached regarding the complaint, the Committee will recommend disciplinary action in case the accused is found guilty. This action can vary from leave without pay to demotion and dismissal from services. In case the complainant is in trauma the organization will arrange for counseling and for additional medical leave.

12.2.8 Appeal

The person who has been punished for the misconduct of sexual harassment as defined under this Code of Conduct will have the right of appeal. The complainant being dissatisfied with the quantum of punishment can also file.
In a brief overview:

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsibility</th>
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</thead>
<tbody>
<tr>
<td>1. Launching the complaint</td>
<td>Complainant</td>
</tr>
<tr>
<td>2. Start the investigation</td>
<td>Committee member</td>
</tr>
<tr>
<td>1. Ask the complainant to prepare a detailed statement of incidents</td>
<td>Committee</td>
</tr>
<tr>
<td>in case the written complaint is not detailed</td>
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<tr>
<td>4. A statement of allegations will be drawn</td>
<td>Committee</td>
</tr>
<tr>
<td>by and sent to the accused</td>
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<tr>
<td>5. The accused will be asked to prepare a response to the statement</td>
<td>Committee/Accused</td>
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<tr>
<td>of allegations and submit to the Committee within 5 days.</td>
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<tr>
<td>6. Collect evidence and information from witnesses</td>
<td>Committee</td>
</tr>
<tr>
<td>7. Hearing of the Complainant and Accused</td>
<td>Committee</td>
</tr>
<tr>
<td>8. Decide about the complaint</td>
<td>Committee</td>
</tr>
<tr>
<td>9. Inform Complainant and Accused and implement the decision</td>
<td>Committee</td>
</tr>
</tbody>
</table>

GENDER HARASSMENT Appendix 1&2

APPENDIX 1: Detailed Definition of Gender Harassment

There are two significant manifestations of gender harassment in the work environment, which are important to describe:

**ii) Abuse of authority**
A demand by a person in authority, such as a supervisor, for sexual favours in order for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

**ii) Creating a hostile environment**
Any unwelcome sexual advance, request for sexual favours or other verbal or physical conduct of a sexual nature, which interferes with an individual's, work performance or creates an intimidating, hostile, abusive or offensive work environment.
The typical “hostile environment” claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

(2) The refusal to grant a sexual favour can result in retaliation, which may include limiting the employee’s options for future promotions or training, distorting the evaluation reports, generating gossip against the employee or other ways of limiting access to his/her rights. Such behaviour is also a part of the harassment and is covered in this Code.

(3) Passing on pornographic material in print or electronic form, or passing on written offensive messages of a sexual nature would also be considered gender harassment.
(4) Any expression that suggests superiority of one gender over the other should be avoided. Such expressions may include jokes that demean one gender, and unwelcome references to a person’s appearance or body, where they cause psychological harassment and serve to deny colleagues their dignity and respect and contribute to an atmosphere in which inequality is emphasized. Such expressions, if persistent, may constitute gender harassment

**APPENDIX 2: Guidelines for reviewing facts of cases**

1) Gender harassment can include and is not limited to: verbal harassment or abuse, subtle pressure for sexual acts, sexual advances in the pretext of narrating sexual incidents, touching, patting or pinching, leering at a person’s body, demanding sexual favors accompanied by subtle or overt threats concerning employment or advancement; and physical assault including rape.

2) ‘Abuse of authority' cases are complex because of power imbalance between complainant and accused, and may require severe disciplinary actions. Such cases could be linked with hiring and firing of employee, promotion, work duties, relocation, leave, training and other aspects affecting employment.

3) Cases which create a 'hostile work environment' could range from patterns of offensive behavior or single severe incidents of harassment.

4) The above mentioned forms of harassment are not always distinct from each other and can occur simultaneously. Additionally, harassment can happen to men and women at all levels of job hierarchy and between all relationships of equal and unequal power.

5) The harassment can occur outside working hours and workplace. It is the access that a perpetrator has to the person being harassed by virtue of a job situation or relation that is relevant here.

6) To constitute gender harassment, the conduct must be 'unwelcome'. Exploration of case must consider whether the person indicated advances were unwelcome initially, even if there was subsequent acquiescence.

7) Supervisory employees and co-workers should be asked about their knowledge of alleged harassment. When witnesses are not identified, testimony may be obtained from persons who observed change in demeanor of the charging party after alleged incident. Other persons who the charging party discussed incident with should be interviewed.

8) In appropriate cases, gender harassment determination may be based solely on credibility of complainant’s allegation if the account is sufficiently detailed and internally consistent.

9) Lack of corroborative evidence where such evidence should exist would undermine allegation. By the same token, a general denial by the accused will carry little weight when contradicted by other evidence.
10) When dealing with harassment through a series of incidents, the investigator should not consider the series of incidents as specific but should consider the impact of separate incidents as an accumulative case and the work environment may exceed the sum of individual episodes.

11) If other matters surface during the inquiry, they may be reported in inquiry report if relevant or otherwise to separate authorities.

13. Disability Policy

Pattan Development Organization believes people with disabilities are part of human diversity and views disability in terms of attitudinal and physical barriers that render people disabled and not their impairments. In other words, if access barriers are removed, people with disabilities can become functionally active and productive citizens. Pattan’s Disability Policy seeks to remove access barriers at the work place faced by its disabled employees as well as seeks to bridge gaps between the initiatives of rights based disabled peoples organizations, (DPO’s) and the mainstream civil society organizations. In this context, Pattan Development Organization will ensure the following:

- Instead of classifying the disabled as one single homogenous group, Pattan will include the following sentences in all its job postings: Physically disabled/wheel chair users, the blind/visually impaired, speech and hearing impaired and/or persons with any other disabilities who otherwise qualify for the position are encouraged to apply. Pattan provides accessible work environment to its disabled employees through reasonable accommodations without compromising on the quality of work.
- Pattan will ensure that its office building is accessible.
- Pattan will procure for its employees with disabilities software/gadgets to meet their special needs in performing their official tasks.
- Input of Persons with disability will be sought and considered in the allocation of work stations.
- Pattan will arrange periodic trainings to sensitize its employees on disability issues.
- Pattan will consider mainstreaming disability issues for all its programing
14. PERSONAL GRIEVANCE

PURPOSE

The purpose of this procedure is to ensure that staff members have the means to communicate any grievances to management and that the grievance may be settled as fairly, quickly and effectively as possible.

DEFINITION

There is always the potential for conflict to arise in a workplace. Conflict can be negative if it creates an environment of tension, and can harm morale and productivity if it is not properly managed.

A work related grievance might flow from any aspect of a staff member’s work experience at Pattan that they believe to be unfair, unjust or unreasonable.

There are two fundamental types of work-related grievance. These are:

- Behaviour which does not contravene any laws, legislation or common law such as interpersonal conflict, inappropriate behaviour, or inconsistent application of policy/procedures.
- Potentially unlawful behaviour, which includes discrimination or harassment on grounds prohibited by anti-discrimination legislation, corruption, misadministration or serious waste.

The grievance procedure may be initiated for all work-related grievances.

POLICY

PROCEDURE

Informal Resolution

PATTAN encourages all its staff members (professional as well as support) to work in an environment of mutual respect and trust and grievances should whenever possible be settled through the informal processes.

If the grievance involves another individual it should, if at all possible, be resolved by direct discussion between the two parties concerned.

Step 1 When an individual has a grievance which does not involve another colleague, or where discussion and/or conciliation between the two parties has not been successful, he/she should discuss it in the first instance with his/her immediate supervisor /line manager.

If the grievance relates to the line manager and the individual does not feel able to discuss it with him/her, the individual should raise the matter with the manager’s manager. The
manager notified of a grievance in this way should attempt to resolve the matter informally if he/she feels that this is possible and appropriate.

**Step 2** If the matter cannot be resolved by the immediate supervisor / line manager then it should be reported through the immediate line manager to the respective program/unit head, who should without delay attempt to resolve the issue through an informal process.

If, after all reasonable efforts have been made to resolve the grievance informally, the staff member remains aggrieved; he/she may invoke the formal resolution procedure.

**Note:** In case of perceived grievance against the immediate supervisor or the line manager, the first resort to informal resolution should be to the next line manager above the person perceived to be causing the grievance.

**Formal resolution**

**First instance**

**Step 1** The staff member may, within fifteen (15) workdays of the cause of grievance occurring, initiate a formal process by presenting the grievance in writing to the line manager, with a copy to the head of HR. A written response from the line manager must be given within ten (10) workdays.

**Step 2** If the party still remains aggrieved, an appeal in writing must be sent to the National Coordinator within five (5) workdays of receipt of the reply who in turn will attempt to resolve the issue within ten (10) workdays.

**Second instance** The party, if still remaining aggrieved after receipt of the NC’s decision, may appeal the decision to the SMC within five (5) workdays. The appeal shall be made in writing and shall include the reasons for appealing plus all documents previously submitted. The SMC will hold a meeting with the parties, if feasible otherwise telephone and e-mail will be used to reach a resolution. The SMC shall communicate his or her decision in writing to the staff member and manager concerned within ten (10) workdays following the meeting though a slightly longer period may be needed in case of other channels of communication are used.

Third instance If the grievance is not resolved to the staff member’s satisfaction, he/she may appeal to the Pattan’s BOG within ten (10) workdays of receiving the SMC’s decision. The appeal shall be made in writing and include the reasons for appealing plus all documents previously submitted. The BOG shall hold a meeting with the parties. The BOG’s decision is final and shall be rendered, in writing, to the staff member within fifteen (15) workdays following the meeting.
At all stages of the formal resolution process, staff members who have a grievance or those against whom a grievance is raised have the right to be accompanied at any meeting by Pattan colleague. All matters relating to the application of these procedures will be confidential.

**Time limit considerations:** A grievance to be considered under this procedure must be initiated by the staff member within fifteen (15) workdays of its occurrence.

The procedures include timescales within which each stage should be completed. Variations to the procedure, for example omission of any stage or extension of the timescales, may be made by agreement with all the parties involved.

Time limits for management response are set out in the procedure. These reinforce the need to deal with grievances as quickly as possible. In the event of no management response within the specified time limits, the staff member may proceed to the next stage of the procedure.

Failure by the aggrieved at any stage of the procedure to take his/her appeal to the next step within the specified time limits shall be considered to be an acceptance of the decision rendered at that stage.

General considerations: The grievance procedures do not apply to disputes between staff members as private individuals, which, not being related to their employment, should not be allowed to affect professional relationships or Pattan’s work.

**Information and advice:** on this procedure and its application is available to individual staff members and their managers from HR.

**Responsibilities**

Line management: Provides initial guidance, counsel and solution in cases of grievances. Follows the formal procedure when appropriate.

HR: Advises line management on the grievance procedures to apply, as appropriate.

* National Coordinator has the discretionary powers for concluding the final decision after consulting the matter with members of BOG
1. Verbal warning given to Employee personally. Confront with facts and consequence of behaviour to others

<table>
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<tr>
<th>Action</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>1. Verbal warning given to Employee personally. Confront with facts</td>
<td>Line Manager</td>
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<td>and consequence of behaviour to others</td>
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## 15. CONFLICT OF INTEREST

### PURPOSE

To protect the interest of Pattan by outlining guidelines for Pattan’s employees which ensure that a conflict of interest does not or does not appear to exist.

### Definition: Conflict Of Interest

A conflict of interest is any situation in which an employee of Pattan either for himself/herself or some other person(s), attempts to promote a private or personal interest which results or appears to result in the following:

- an interference with the objective exercise of his/her duties in Pattan Development Organization
- harm or interfere with the productivity or involvement of that staff member with regard to their responsibilities at Pattan.
- a gain or an advantage by virtue of his/her position in Pattan.

### Types of Conflict of Interest

The range and complexity of Pattans activities are such that it is not possible to produce a detailed complete list of all conflict of interest situations, but below are mentioned the main types of Conflict of Interest:

- **Self-dealing**, in which public and private interests collide, for example issues involving privately held business interests.
- **Outside employment**, in which the interests of one job contradict another. For example working for another company/NGO with different objectives.
- **Prolonged absence** - a staff member having a commitment outside the Pattan that involves frequent or prolonged absence from Pattan.
- **Family interests**, in which a spouse, child, or other close relative is employed (or applies for employment) or where goods or services are purchased from such a relative or a firm controlled by a relative. For this reason, many employment applications ask if one is related to a current employee.
- **Gifts from friends who also do business with the person receiving the gifts.** (Such gifts may include non-tangible things of value such as transportation and lodging.)
POLICY

The primary obligation is to disclose the potential conflict of interest in advance. Failing to disclose a potential conflict of interest appropriately could be regarded as misconduct. If a staff member believes or suspects that a conflict of interest exists or potentially exists, the following steps must be taken.

PROCEDURE

1. Avoiding Conflicts of interests

Staff Members:
- Must avoid to accept gifts of value, grants and/or favours from persons who would benefit from influencing staff;
- Can’t be involved in the admission, supervision, assessment or staff members with whom he/she has, or has had, a close personal relationship;
- Can’t take part in any recruitment, promotion, reclassification, evaluation or grievance process with prospective or current staff members or is in a supervisory role with respect to another staff member, with whom he/she has, or has had, a close personal relationship;
- Don’t use Pattan’s assets or confidential information of Pattan for their personal gain, or for the benefit of a person with whom the staff member has a close personal relationship or organisation with whom the staff member has a non-financial or financial interest;
- Don’t take part in assessing a tender application where he or she has, or has had, a close personal relationship with a person, or organisation with whom the staff member has a non-financial or financial interest, that has submitted a tender application;
- Don’t chair a committee responsible for allocating internal funding for research at a faculty or university level, takes part in the decision-making process that grants funding to the chair’s own school/department/faculty; and
- Don’t undertake paid or unpaid outside work that impacts on their ability to fulfil their duties and obligations at Pattan

2. Disclosure

The primary obligation is to disclose the potential conflict of interest in advance. Failing to disclose a potential conflict of interest appropriately could be regarded as misconduct.

If a staff member believes or suspects that a conflict of interest exists or potentially exists, the following steps must be taken.
1. A staff member must immediately disclose any conflict of interest to his or her Head of Department or NC.
2. If a staff member is in doubt as to whether a conflict exists, he or she should seek advice from their respective Head of Department or NC.
3. If the Head of Department or NC believes a conflict of interest exists then he/she must direct the staff member to complete a Disclosure of Conflict of Interest Form.

4. If the Head of Department or Director is in doubt as to whether a conflict of interest exists, he or she should seek advice and discuss it in the Senior Management Committee of Pattan.

If a SMC Member has a conflict of interest he or she must seek disclose any conflict of interest to the NC.

If the NC has a conflict of interest he must seek advice from the Board of Directors.

3. **Action following a Disclosure**

The response to a disclosure of a conflict of interest should be appropriate to the circumstances. A general principle is that any actual or potential conflict should be treated with sensitivity, common sense, and in a manner that ensures just, open and documented processes.

Any person receiving a notification should acknowledge receipt of the disclosure in writing. Appropriate action may include:

- giving advice on the appropriate action so as to avoid, resolve or minimise the effect of the conflict, which might range from withdrawal from the issue to taking no further action beyond recording the disclosure;

- referring the issue to an appropriate person for advice or action.

If the individual in making the disclosure is unwilling to explain the nature of the conflict they should immediately withdraw from the issue.

4. **Declaration**

All board members and employees of the organization are required to file annual declaration of interest by submitting disclosure form to HR.
15.1 Conflict of Interest Disclosure Form

Below herewith I disclose the particulars of my family members associated with or related to my work with ________ (entity name). This includes, but is not limited to: current ________ employees, contractors, vendors, beneficiaries, grantees, service providers such as internet providers, travel agents, Government of Pakistan’s representatives, etc.

I understand that this information will be kept confidential and will be used to avoid nepotism and potential conflicts of interest that may arise; this list will be retained in my personal file.

The definition of “family member” is as follows: grandparents, parents, stepparents, in-laws, spouse, spouse’s family, sibling, sibling’s spouses, sibling’s in-laws, children, stepchildren, ex-spouse, aunts, uncles, cousins, nieces and nephews.

(Please attach an additional page, if necessary)

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<thead>
<tr>
<th>Name, Surname</th>
<th>Relationship</th>
<th>Employer/ Organization</th>
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I do certify that the above provided information is correct and true. I understand that any misrepresentation or false information provided on this form renders me to immediate dismissal.

I am aware as well that I am further responsible for updating and maintaining this list. I acknowledge that failure to do this result in termination of my employment with Pattan

Full Name: ____________________________ Hired Date: _______________________

Position: ____________________________ Region/Project: _______________________

Staff Sign: __________________________ / __________________________

Signature Date: ______________________

February 01, 2020
15.2 CONFLICT OF INTEREST STATEMENT

Introduction
This Conflict of Interest Statement describes the policy of ORGANIZATION with respect to conflicts of interest and supplements the ORGANIZATION Code of Ethics and Conduct.

All ORGANIZATION employees who are authorized signatory to approve the expenditure of funds, all procurement staff, and all employees who regularly requisition goods and services are required to execute a Conflict of Interest Statement.

Policy
ORGANIZATION staff must scrupulously avoid any conflict between their own individual interests and the interests of ORGANIZATION.

Definition of "Conflict of Interest"
A conflict of interest can arise in a variety of situations. A clear conflict of interest arises when a ORGANIZATION employee or a member of the employee's family:

- Participates in the evaluation, selection, award, or administration of a contract or other order for the purchase of goods or services that will directly or indirectly benefit the employee or the employee’s family.

- Has a direct or indirect financial or other commercial interest in any party doing business with ORGANIZATION.

- Stands to gain personally or individually from any transaction in which ORGANIZATION is a party.

- Accepts gifts, favors, or anything of monetary value from vendors, including contractors, (except for unsolicited gifts of a nominal value, training, travel, materials, or other items provided for the benefit of ORGANIZATION with supervisor approval).

Of course there are many other conflict of interest situations in addition to those described above. If an employee has a question about a potential conflict of interest situation, the employee should consult a supervisor.

Definition of "Employee's Family"
For the purposes of this Conflict of Interest Statement, an employee’s family includes a spouse, brother or sister, parent, child or domestic partner.
Avoiding Perceived Conflicts of Interest
In addition to avoiding actual conflicts of interest, ORGANIZATION employees must avoid giving the appearance of a conflict of interest to all people inside and outside of ORGANIZATION.

Disclosure in Conflict Situations
All situations where there is a conflict of interest or perceived conflict of interest must be disclosed to an employee’s immediate supervisor.

Approvals of Certain Conflicts
In certain, limited circumstances, an employee may be approved to remain in a conflict or perceived conflict of interest situation. Only the Competent Authority is authorized to grant such approvals.

Signing this Conflict of Interest Statement
By signing where indicated below, you acknowledge that you have read and understand the contents of this Conflict of Interest Statement.

____________________________________________
Name

____________________________________________
Title

____________________________________________
Date

____________________________________________
Signature
16. Policy for Retention and Destruction of Documents

The Pattan’s Policy addresses the retention and destruction of records regarding governance, finance, accounts and operations, correspondence and records relating to member contributions to the creation of specifications and standards. Where there may be discrepancies (ex: correspondence relevant to a standard) the longer of the two retention periods shall apply.

The definitive official copies of documents stored as paper are stored in the headquarters office. Documents stored in electronic or digital form are maintained on servers or devices.

Destruction of documents shall mean deletion, recycling, or discard. Secure destruction shall mean any of incineration, shredding, or secure erasure as appropriate to the storage media type. Pattan may or may not destroy or securely destroy non-definitive or duplicate copies at any time.

Pattan management will, under guidance of Pattan Senior Management Committee, circulate staff communications directing the suspension of any destruction of paper or electronic documents when appropriate, relevant to any ongoing or anticipated government investigations, proceedings, or litigation or when Pattan has received a mandatory order to produce information. Thereafter, routine document destruction can only resume with approval of Pattan SMC.

This policy will be executed by Pattan staff under the responsibility of the National Coordinator as s/he instructs. This policy are effective since 2010.

PATTAN Open Record Retention Schedule

"Indefinite" means that records are never destroyed and that measures are in place to avoid accidental or attempted deliberate destruction.

"x Years" means that records MAY be destroyed x years after the most recent modification or amendment to the record and SHOULD be destroyed as soon thereafter as is administratively feasible.

All references refer to records maintained by Pattan in contrast to copies of those records that may be retained by a third party.
<table>
<thead>
<tr>
<th>DOCUMENT CATEGORIES</th>
<th>DOCUMENTS</th>
<th>PERIOD OF RETENTION</th>
<th>SECURE DESTRUCTION</th>
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<tr>
<td><strong>CORPORATE GOVERNANCE</strong></td>
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<td>BYLAWS AND MEMORANDUM, CHARTER,</td>
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<td><strong>AUDIT / TAX</strong></td>
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<td>ANNUAL TAX FILINGS (STATE AND OTHER</td>
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<td>REQUIRED FILINGS)</td>
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<td>JOB DESCRIPTIONS AND SALARY RANGES</td>
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<td>MEETING MINUTES</td>
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16.1 Electronic Documents and Records:

Electronic documents will be retained as if they were paper documents. Therefore, electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

Emergency Planning: Pattan records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping Pattan operating in an emergency will be duplicated or backed up at least every week and maintained off-site.

17. CODE OF CONDUCT

PURPOSE

The purpose of the Code of Conduct is to communicate an expectation of ethical conduct to all Pattan Staff. Responsibility for ethical conduct is a personal responsibility and every employee will be held accountable for his or her conduct.

Code of Conduct

- Staff must perform their duties:
  - professionally, with care, skill, fairness and diligence;
  - engage in ethical conduct; treat all others with courtesy and with due regard to their rights;
  - be honest and fair in providing judgements;
  - treat partners fairly and with courtesy
  - being available for consultation and providing timely comment and advice.

- The resources of Pattan must be safeguarded and used properly and with care. Equipment must be used only for official, as opposed to, private purposes and persons who are not staff of Pattan must not use equipment of Pattan without the approval of the Admin Manager of Pattan

- All staff must strive to ensure that the working and learning environment of Pattan is free of harassment and discrimination.

- Pattan promote equity in all internal relations as well as equitable access to opportunities within our organizations. We seek to include the underserved, the vulnerable, the disabled and other marginalized groups in all our initiatives.
• Pattan’s projects seek durable solutions that are cost effective, that build Partners ownership and capacity, and that are driven by the long-term development goals of our partners.
• Pattan involves women and youth to the greatest possible extent, engaging them in the conception, implementation and evaluation of projects. Pattan strive to ensure the participation of marginalized groups in communities where we work.

Code of Ethics

As representatives of PATTAN, all employees must conduct all PATTAN related activities honestly, with integrity and in the best interest of the organization and communities PATTAN serves. Employees are expected to demonstrate a standard of conduct that upholds the reputation of PATTAN and is respectful of the rights of others and the standards of the communities in which PATTAN works. Employees must act in conformity with applicable laws, regulations and standards common to employees of other charitable organizations, non-profit corporations, non-governmental agencies and governmental agencies.

Staff commit that they will:

1. Always strive to treat all persons with respect and courtesy in accordance with applicable international and national conventions and standards of decent behavior;
2. Never intentionally commit any act or omission that could result in physical, sexual or psychological harm to the beneficiaries we serve, or to their fellow workers;
3. Not condone or intentionally participate in corrupt activities or illegal activities. While respecting and adhering to these broader frameworks of behavior,
4. Shall deal with co-workers, peers, clients and everyone they come into contact with during the performance of duty in a courteous and professional manner. Every individual using PATTAN premises, facilities or property will make an effort to keep them clean.
5. Prohibit actual or threatened violence against co-workers, visitors or anyone else who is either on our premises or has contact with employees in the course of their duties.
6. Be straightforward and honest in all professional and organizational relationships
7. Will not allow bias, conflicts of interest or undue influence of others to override work responsibilities and duties.
8. Will maintain professional knowledge and skill at a level required to ensure that PATTAN receives competent services based on any recent developments and act diligently and in accordance with applicable standards
9. Will respect the confidentiality of information acquired as a result of programmatic and operational activities, therefore, not disclose any such information to third parties without proper and specific authority, unless there is a legal or professional right or duty to disclose, nor use the information for personal advantage or third parties
10. Will comply with relevant laws and regulations and avoid any action that discredits the organization.
11. Will comply with the policies and procedures of the organization.
12. Must not take for themselves personally, or direct to a third party, a business opportunity discovered while carrying out duties and responsibilities for PATTAN, unless PATTAN is first offered the opportunity and turns it down
13. Maintain accurate and reliable records in meeting PATTAN financial, legal, and contractual obligations.

14. Should not be placed in a position where their actions may constitute or could be reasonably perceived as reflecting favorable treatment of an individual or entity by accepting offers of gifts, hospitality or other similar favors.

15. All vendors, grantees, subcontractors and consultants working with PATTAN are expressly required to comply with all applicable laws, regulations, standards, and contractual obligations applicable to our work.

16. Provide, attempt to provide, offer directly or indirectly, or accepting, any money, fee, commission, credit, gift, gratuity, thing of value, or compensation of any kind to any government official, the contractor or its employees, or a subcontractor or its employees for the purpose of improperly obtaining or rewarding favorable treatment in connection with any contract, grant, subcontract, sub grant, or any other occupational dealing.

17. Acquire or seek to acquire improper means of a competitor’s secrets or other proprietary or confidential information.

18. Devote their full working time, attention, and energies to their jobs.

19. Maintain alcohol and drug free work place.

20. In internal or external communication, there will be no material omissions or exaggerations of fact, no use of misleading photographs, nor any other communication that would tend to create a false impression about or misunderstanding of PATTAN.

EXIT INTERVIEW

| Employees name |  |
| Reports to |  |
| Job role |  |
| Date |  |

**Purpose**

- To learn from feedback from the person’s departure on the basis that criticism is a helpful driver for organizational improvement.
- To survey and analyse the opinions of departing employees, who generally are more forthcoming, constructive and objective than staff still in their jobs.
- To learn reasons for the person’s departure (in case resignation on initiative of Employee).
- To 'make peace' with disgruntled employees, who might otherwise leave with vengeful intentions.
- In leaving an organisation, departing employees are liberated, and as such provide a richer source of objective feedback than employed staff do when responding to normal staff attitude surveys.

1. What has been good/enjoyable/satisfying for you in your time with Pattan
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<th>Question</th>
<th>Answer</th>
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<td>2. What has been frustrating/difficult/upsetting to you in your time with Pattan?</td>
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<td>3. What is your main reason for leaving</td>
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<td>4. What are other reasons for leaving?</td>
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<td>5. What could Pattan have done, earlier on, to provide a basis for you to stay with us?</td>
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<td>6. How do you feel about Pattan?</td>
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<td>7. How could Pattan have enabled you to make fuller use of your capabilities and potential?</td>
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<tr>
<td>8. What can you say about communications within Pattan and especially within your department (Field Operations Unit)?</td>
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<td>9. What can you say about the way you were managed?... On a day to day basis? And on a month to month basis?</td>
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10. What can you say about the way your performance was measured, and the feedback to you of your performance results?

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11. Which things did the organisation of Pattan or the management of Pattan do to make your job more difficult/frustrating/non-productive?

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12. Have you anything to say about your treatment from a discrimination or harassment perspective?

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13. Would you consider working again for Pattan if the situation were right?

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14. Other

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**Thank you** very much for taking time to complete this form and for your cooperation!!