Human Resource Manual
for
Program Management Unit
Municipal Services Delivery Program

Planning and Development Department
Government of Sindh

Assessment and Strengthening Program (ASP-RSPN)
April, 2013

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Definitions

The terms used in this manual are defined below for the purpose of clarity and standardization.

1. **Absence** means being absent from duty without obtaining prior approval of leave.
2. **Accused** means an employee who is alleged of any act (s.) of misconduct and against whom proposed action is being taken under Sindh MSDP HR Manual.
3. **Allowances** mean monetary compensation other than Salary.
4. **Authority** means the Additional Chief Secretary (Dev.), Program Director or any employee designated to exercise such powers as may be delegated by PSC or the authority under Sindh MSDP HR Manual.
5. **Authorized Officer** means an employee authorized by the authority to initiate disciplinary action against alleged employee and make recommendations to authority.
6. **Beneficiary** means the employee and his dependents eligible for compensation and benefits allowed.
7. **Blood Relation** means the immediate family members such as children, father, mother, sister, brother.
8. **Consultant** means Firm/Individual engaged through a contract to provide professional and technical advice, not available in the organization.
9. **Daily Allowance** means any monetary compensation granted to cover daily expenses for the period while an employee is away from his permanent station to another location for program purpose.
10. **Dependents** mean the employee’s spouse, unmarried children (son under 18 years) and parents wholly dependent on him.
11. **Deputationist** means a person borrowed from any Government Department to work in Sindh MSDP.
12. **Calendar Year** means the period starting from 1st of January and ending on 31st of December.
13. **Family** means parents, spouse and children up to the age of 18 in the case of boys and till marriage in case of daughters.
14. **Immediate Supervisor** means an employee designated to supervise his subordinates.
15. **Inquiry Officer** means the officer assigned to initiate preliminary disciplinary inquiry against alleged employee and recommend action proposed to be taken against him.
16. **Inquiry Committee** means the team of officers assigned to initiate preliminary disciplinary proceedings against alleged employee and recommend action proposed to be taken against him.

17. **Leave** means permission of absence with prior approval of the sanctioning authority.

18. **Management** means Program Director including Director General, Directors, Deputy Directors, and Asst. Directors of Sindh MSDP authorized to perform their jobs.

19. **Misconduct** means the violation of Sindh MSDP Conduct Rules, Provisions and/or practices violative of Program policies and procedures as defined in this manual.

20. **Partner Institutions** mean the training institutes, collaborating with Sindh MSDP to facilitate Program employees by way of training based on assessed needs.

21. **Program Employee** means a person on the payroll of Sindh MSDP and eligible for compensation and benefits as per Sindh MSDP policy or terms of contract.

22. **Penalty** means a punishment, as may be imposed on account of proof of misconduct under Sindh MSDP conduct rules.

23. **Salary/ Pay** means the net amount paid except allowances to the employee on monthly basis by Sindh MSDP against the services rendered by him for program activities.

24. **Sindh MSDP** means Sindh Municipal Services Delivery Program funded jointly by USAID/ GoS in the specified locations in Sindh Province.

25. **Transfer** means the movement of an employee, from one location to another location within Program jurisdiction subject to the approval of authority.

26. **Traveling Allowance** means an allowance granted to the employee to cover expenses incurred on travelling related to Program.

27. **Working Hours** means the working hours of Sindh MSDP for office and field/support staff.
Section A

PRELIMINARY
Chapter – 1  Introduction

1.0.  Introduction

The Municipal Services Delivery Program (MSDP) for Sindh is a United States Agency for International Development (USAID/ Pak) and Government of Sindh jointly funded initiative, aiming at improved municipal services delivery in sustained manner by encouraging ownership of local communities to address the basic needs in selected towns / secondary cities and any flood affected town in the Sindh Province.

Local Government tiers, particularly municipalities, constitute important delivery vehicles for key public services. Despite their crucial role, however, local levels of municipal agencies have long suffered from a lack of clarity regarding their role, lines of authority and division of responsibilities within the provinces. The low quality of municipal services delivery contributes to poor social indicators and lack of citizen participation. Finally, most municipalities lack transparency and accountability in their operations, and rarely solicit citizen into decision-making and sustainability of such services.

Improving municipal service delivery is one of the many challenges confronting local government institutions. Many municipalities are struggling to find ways to meet their obligation to deliver services, and are beginning to explore options to develop professional management and sustained levels of funding to undertake rehabilitation/ up gradation of services, improve the service delivery and extension of these services to the external / unserved areas or towns.

The existing dysfunctional systems of drinking water, sewerage and solid waste management require major intervention in terms of improved technologies and extended coverage. To overcome the prevailing situation, Sindh Municipal Services Delivery Program has been designed.

The Sindh MSDP will be implemented by a separate Program Management Unit (PMU) headed by a Program Director who will report to the Chairman Program Steering Committee e.g. ACS (Dev.). Planning & Development Department (P&DD), Government of Sindh is the Administrative Department for overall supervision and policy guidelines of the program. On maturity the project will convert to Urban Unit of the P&DD, Government of Sindh for sustainability, as stipulated under section-8 of the approved PC-I.

In order to provide an institutional arrangement and oversight a Program Steering Committee has been notified under the Additional Chief Secretary (Dev.) Planning and Development Department Sindh comprising of all stakeholders. Representative of USAID/Pak is represented on the PSC as observer.
1.1. Goal of the Program
Sustained improvement in municipal service delivery to better address the basic needs of citizens located in small and medium towns in Sindh by encouraging municipalities to be prepared, for adopting and implementing the municipal services integrated development plan. Besides to ensure further that primary services are provided to meet the needs of communities with the support and coordination of committees. Extra attention is to be given for promoting leadership and equal participation of women under the citizen engagement scheme.

1.2. Objective of the Program
1. Improve basic service delivery in a more transparent and accountable manner through;

   a) Municipal Infrastructure upgrade, safe drinking water, proper sanitation and solid waste collection/disposal.
   b) Citizen Engagement—high degree of citizen involvement in identification, implementation and operation of all activities leading to co-ownership and sustainability.
   c) Municipal Management Systems reform—governance assessment, financial management and accounting software, service billing and user charges, transparent budget reviews

2. Establish a collaborative partner relationship between USAID and Government of Sindh for urban sector policy, program design, implementation and sustainability.

3. Upgrade provincial information systems for planning, operations and Monitoring and Evaluation (M&E) including outcome and impact.

4. Increase the capacities of local municipal administration by introducing changes within the existing system and introduction of new performance standards by investing in the future of people in order to serve the communities in a befitting manner.

1.3. Organization Structure
The formal arrangement of positions as per approved PC-I of Sindh MSDP under the supervision of Program Director (PD) for Program Management Unit shown at Table - I:
2.0. **Title of Document**

This Manual is called Sindh MSDP’s Human Resources Manual – 2013 has been developed to facilitate the implementation for the purpose of clearly in management.

This Manual provides guidelines to be followed in the administration of these policies, and assists all employees in defining the responsibility facilitating the human resource management and the procedure to be followed.

2.1. **Commencement**

This Manual will come into effect after due approval by the Program Steering Committee (PSC). It shall be read in conjunction with all other existing policies and laws of Government of Sindh as applicable in the Program.

2.2. **Applicability**

These policies and procedures apply to all categories of employees of the Program:

1. **Program Employee**

   Program employee is appointed from market on a fixed term as per employment contract signed (i.e. one year, extendable). Program employees appointed on Sindh MSDP payroll in management levels as per the selection criteria will be on probation for initial three (03) months which could be extended for further 3 months.

   A person on the payroll of Sindh MSDP who works on a schedule of forty (40) working hours a week, qualifies to be eligible for all benefits as described in the contract.

2. **Deputationist**

   Employee whose services are borrowed from the Government Department or organization working under their control and deputed to Sindh MSDP for a specified period on specified terms of deputation. These employees will be considered as full time employees and will enjoy all benefits as per their scales during their stay in Sindh MSDP plus other benefits as may be specified in this regard.

3. **Consultants**

   Firms/ Individuals engaged through a contract to provide professional and technical advice, but are NOT employee of Sindh MSDP (not on the regular payroll). They usually have a skill or knowledge not available within the organization. They are eligible for benefits as are specified in their terms and conditions of the contracts.
Chapter – 3  How to use this Manual

3.0. Purpose of the Manual

The Human Resource Framework of the Program proposes to plan a comprehensive list of actions and resources to mitigate the HR related risks identified in the Pre Award Assessment of P&D Department commissioned by USAID/Pak before signing agreement with GoS for the Municipal Services Delivery Program (MSDP). Pre-Award Assessment of P&D Dept. done by KPMG – a CA firm, made observations on the existing HR systems with regard to the deficiencies in HR Administration functions. Some of these risks have already been addressed in the PC-1 document by proposing key HR arrangements. However, there was a need for detailed guidelines for program staff and other stakeholder to ensure efficient and effective implementation of the Program.

The purpose of Human Resource Manual is to provide a ready source of reference on Human Resource policies and procedures. This manual is intended to assist Program Management Unit (PMU) in the delivery of human resource policies, services, programs and practices in fair, equitable, and consistent manner under the Sindh MSDP.

3.1. Objective of the Manual

The objectives of this Human Resources Manual are as follows:

a. To achieve optimum productivity and efficiency.
b. To provide equal opportunities to all program employees.
c. To ensure uniform understanding and application of manual, policies and procedure between management and employees.
d. To identify authority and responsibilities of personnel within the program.
e. To standardize the handling of recruitment, selection, promotion, transfer, compensation and performance management.
f. To ensure reward system is based on merit and that the benefits offered are fair, attractive and competitive.
g. To ensure development of employees for their future growth along with their retention.
h. To measure the performance of employees and deploy suitable personnel on right place.
i. To provide a working guide counseling employees.
j. To provide an established point of reference for use in auditing and determining the need for improving existing policies, procedures and practices.

3.2. Responsibility and Authority

This manual is the property of the Sindh MSDP. The HR Section is responsible for the safeguarding and implementation of the Human Resources Manual under the supervision of Director Reforms. The Deputy Director HR will ensure that the manual is distributed to Section Heads and designated members of staff. The Deputy Director HR is responsible to maintain and keep the manual updated and reviewed at least annually or as and when necessary. The responsibility of employees is to assist HR Section in implementing the policies and procedures within the Sindh MSDP and also fully responsible to follow these requirements under the supervision of the Section according to approved HR Manual.

3.3. Amendments and Revisions

MSDP management may change, alter, modify, suspend, or cancel any provision of the manual. All such changes will originate from the HR Section and after prior approval of Program Steering Committee (PSC) shall come in to force.
Section B

RESOURCING
Chapter – 4  Manpower Planning

4.0. Purpose

The purpose of Manpower Planning is to fulfill the current and future human resource needs of Sindh MSDP as given in the PC-I, and as approved by the PSC. The manpower planning needs should be reviewed annually to determine the existing strength and forecast the future demand of human resource.

4.1. Responsibility

The Director Reforms as Head of HR Section is responsible for the manpower planning in coordination with the other Head of Sections/ Directors to ensure efficient working of the Program.

4.2. Procedure

Manpower Planning has to be based on systematic approach and carried out every year or as and when necessary under set procedure. Following are the steps for undertaking Manpower Planning:

Step 1: Analyzing the Current Positions

An analysis of all post needs to be done before making any forecast of future manpower requirement, the current manpower status alongside requirements of the future functioning of the project has to be analyzed. This would also bring forth some posts for job enrichment, job enlargement or redundancy over a period of time. In case job enrichment, job enlargement or redundancy is identified and retrenchment proceedings started after taking approval of the Program Director (PD)/ Program Steering Committee (PSC).

Step 2: Future Manpower Forecasting

Once the factors affecting the future manpower forecasts are known, planning can be done for the future manpower requirements that will occur in the coming year after considering the following:

a. Promotions/ Demotions.
b. Repatriations.
c. Transfers.
d. Separation due to Redundancy, Resignation or Dismissal.
e. Creation of a new position due to increased work load.
The process of job analysis is to include estimation of Jobs/ vacancies, job responsibilities and specifications required by the candidates. As a result Job descriptions and job specifications entailing recruitment process formulated.

**Step 3: Analyzing Current Manpower Inventory**
The next step is to take stock of the existing skills on prescribed format of Skill Inventory Form (HR-SIF-01), which is, in its simplest form is compilation of data about each employee like his educational and professional qualification, experience, area of specialization, capabilities etc. In case requirements can be fulfilled by enhancement of existing employee skills, arrange/ initiate training programs for current employees. The training programs can be on-the-job experience or separate programs that employees attend to help them embrace the changes.

**Step 4: Initiate Employment Program**

Once the current manpower inventory is compared with future forecasts, the employment program (Recruitment process) can be framed and developed accordingly as per Recruitment, Selection and Induction Policy & Procedure of Sindh MSDP described in HR Manual resulting in following situations:

a. Vacancies may be filled by the job enrichment, job enlargement, or re-deployment of existing manpower. The above can be based on the skills identified in the Performance appraisals of every employee.

b. The vacancy be filled up by promotion, transfer, retraining, reallocation of work, job rotation, and deputation. This will be resorted to when it is found that there is surplus manpower in certain section and deficiencies of similar skills in others.

c. In case of surplus manpower, the process to reduce the employees will be initiated with the approval of PD/ PSC.

Based on the above steps the Director Reforms with the help of Deputy Director HR will prepare a detailed Manpower Plan for the coming year and obtain the necessary approval of Program Director (PD). After the approval it will be the responsibility of the Director Reforms as a Head of HR to institute necessary subsequent actions based on the Manpower Plan i.e. Transfers, Job Rotations, Job, Enlargements, Job Enrichments, Retraining etc. after carrying out the above Manpower Planning exercise if new positions need to be added/deleted, the approval for the same should be obtained from the PD/ PSC.
Chapter – 5  Recruitment, Selection & Induction

5.0. Introduction

Sindh MSDP envisions transparent and fair selection of employees. The objective of this policy is to ensure that the most suitable candidate for a job is selected on the basis of merit as well as the candidate’s relevant abilities and competence.

5.1. Types of Employments

The following is a brief description of the different types of employment for which the program recruitment policy is to be followed:

   a. Program Employee

   Program employees are appointed from market for fixed term as per employment contract signed for one year, extendable till completion of Program.

   b. Deputationist

   Employee whose services are borrowed from the Government Department or organization working under their control and are deputed to Sindh MSDP for a specified period on specified terms of deputation. “In case of posting through SGA&CD it is mandatory that before making his post in Sindh MSDP the individual Civil Servant or panel of Civil Servants shall duly be interviewed and cleared by both the PMU and USAID. Only thence the SGA&CD shall make his/her posting in Sindh MSDP”. Reference: PC-I, Section 6(a)-3.

   d. Consultant

   Firms/ Individuals engaged through a contract to provide professional and technical advice, but are NOT employee of Sindh MSDP on the regular payroll.

5.2. Employment Policy

Sindh MSDP shall carefully select employees through test, personal interview; reference check etc.

Note: As per The Sindh Civil Servants (Appointment, Promotion & Transfer) Rules, 1974, Article 4: For various posts, appointing authorities have been specified but for appointment in Sindh MSDP, committees have been constituted vide Notification No. SORI(S&GAD)11-13/74(P&D) dated 7th Nov, 2012 for BPS-16 to BPS-20 and Notification No. SO(ADMIN-I)(P&D)/2(52)/12 dated 31st Oct, 2012 for BPS-01 to BPS-15.
5.3. Equal Opportunity/Discrimination
Sindh MSDP is an Equal Opportunity Employer and thus, provides equal opportunity to all individuals regardless of race, religion, color, sex, age, disability to persons domiciled in Sindh province.

5.4. Procedure of Recruitment
Following procedure will be used for recruitment and selection of employees:

5.4.1. Identification of a Vacancy
A vacancy can be available due to:

- Sindh MSDP requirements along with provisioning in approved Organization Chart.
- The resignation and transfer of an employee/deputationist.
- Restructuring/Expansion in the organizational chart as per the overall program plan/budget document and/or PC-I.

The vacancy is intimation generated through Personnel Requisition Form (HR-PRF-02) will be raised by the concerned immediate supervisor through relevant Section Head and approved by PD.

5.4.2. Vacancy Announcements

i. Prior to announcing any vacancy, the HR Section will ensure that the following documentation is complete:

a) Personnel/Position Requisition Form (HR-PRF-02)
A PRF duly approved by relevant Section Head will be submitted to HR Section for further evaluation and approvals from Head of HR and Program Director (PD).

b) Job Description
Job Description must be filled in the PRF by the immediate supervisor (or attach a copy of description if required) with the approval of concerned Section Head prior to sending it to HR Section. The Job description should set out the duties and key tasks. It must also provide information about the essential and desirable criteria in terms of skills, aptitudes, knowledge and experience that is required to perform the job.

Once proposal is approved, the vacancy will be advertised in newspapers and on Program Website.
5.4.3. Recruitment of Program Employee

Recruitment takes place only after proper requisition is made according to the Personnel Requisition Form (HR-PRF-02) and approved by the concerned Section Head and formal approval of Program Director obtained. Recruitment will be conducted through:

Vacancies shall be advertised through at least three newspapers for wide publicity in English, Urdu and Sindhi. Any vacancy announcement through press advertisement will require approval of HR and Program Director. All vacancies are simultaneously announced by posting the vacancies on Program website of Sindh MSDP.

HR Section will be responsible for advertisement. The contents of the advertisement are agreed between the HR Section and relevant Section and when required. The advertisement announcing vacancies shall contain the following:

- Proper branding e.g. USAID logo, GoS logo.
- Sindh MSDP Introduction
- Job Title and Location
- Job Description and Job Specifications
- Key Competencies Required
- Required Qualification
- Required relevant experience
- Last date for submission of applications
- Contact information (including name, telephone and fax numbers, email address and official website)
- Whenever possible, specific details on terms and conditions of employment, levels of remuneration and other benefits are also included.
- Applications to be invited on Sindh MSDP Job Application Form (HR-JAF-03), to be downloaded from Sindh MSDP official Website http://msdp.gos.pk/
- How to Apply along with address.
5.4.4. Short listing and Interviewing

i. After the closing date of a vacancy, HR Section will assess the applications to determine which applicants meet the screening criteria as per the Job Description.

ii. For certain positions, job related assessment tests may be given by the concerned departments in consultation with HR.

iii. A minimum of three candidates shall be short-listed for the interview process.

iv. HR Section and the concerned Section shall hold panel interviews of the short listed candidates.

v. Interview Evaluation/ Assessment Form (HR-IEF-04) must be filled out by each interviewer to help them in making uniformity in assessment during the interviews; furthermore, all panelists must rank the candidates on a scale of 1-10 as specified on the evaluation form. Interview evaluations must relate to how applicants demonstrated their knowledge, skills, experience and abilities in relation to the job description. For the appointment in PMU, Sindh MSDP Selection Committees are constituted as appended below:

a) **Posts falling in Pay Packages approved by PSC**

(Equivalent to BPS-16 to BPS-20)

Government of Sindh vide Notification No. SORI(S&GAD)11-13/74(P&D) dated 7th Nov, 2012 has constituted following departmental Committee for recruitment in PMU, MSDP, Planning & Development Department, Government of Sindh.

1. The Addl. Chief Secretary, (Dev.) Chair
   Planning & Development Dept.
2. Program Director, PMU, Sindh MSDP Member
3. Representative/ Officer of BS-19 Member
   SGA & CD
4. Director (Finance and Compliance) Member/Secretary
   PMU, Sindh MSDP

**Note:** Case is to be moved by PD-MSDP with GoS for change in composition of above committee i.e. Director Finance & Compliance be replaced by Deputy Director HR.
b) Post falling in Pay Packages approved by PSC
(Equivalent to BPS-1 to BPS-15)

Government of Sindh vides Notification No. SO(ADMIN-
I)(P&D)/2(52)/12 dated 31 Oct, 2012 has constituted following
Committee for recruitment in PMU, MSDP.

1. Program Director
   Chairman
   PMU, Sindh MSDP
2. Deputy Secretary (Services-II)
   Member
   SGA & CD
3. Deputy Secretary (Admin)
   Member
   Planning & Development Dept.
4. Deputy Director (HR)
   Member/Secretary
   PMU, Sindh MSDP

The HR representative should inform applicants that only
finalized candidates will be contacted after the interview. If a
candidate is not contacted within such time frame it would
mean that he was not selected.

5.4.5. Reference Checking

For carrying out reference checks form (HR-RCF-05) shall be followed
and following antecedents of the candidate will be verified in HR Section
by AD HR & Admin:

- Name and designation of the person in the last appointment.
- A confirmation of the applicant’s employment history, including
date of starting service with the previous employer.
- The applicant’s position and remuneration details; the job
  requirements and key performance areas of the applicant’s current
  position.
- An assessment of the employee’s performance and conduct.
- Information about the applicant’s personality.

No person, who has been convicted of a criminal offence, either involving
monetary or moral turpitude or dismissed from government service shall
be employed or permitted to continue to serve in the organization.
5.4.6. Offer of Appointment

i. When the reference check has been completed, the AD HR & Admin will forward recruitment profile with all the required documentation Deputy Director HR who will analyze the profile in 3 days.

ii. If all the requirements are fulfilled by the Deputy Director HR, it will be forwarded to Head of HR for scrutiny and acquisition of approvals from Program Director (PD) and DD HR will direct HR Section for generation of the final “Offer of Appointment Letter” (HR-OL-06).

iii. Once the offer is generated, it will be communicated to the candidate by the HR Section. The applicant is required to accept or reject the offer within specified period of time (10 working days).

iv. The employee Offer Letter shall contain information relating to:
   - The post being offered.
   - The remuneration, benefits, allowances and other monetary and non-monetary benefits attached to the post.
   - The place and person to whom the applicant would report if the applicant accepts the offer of employment.

v. In case of a candidate’s refusal to accept the offer, the Deputy Director HR will inform the concerned Deputy Director via email keeping the Section Head, Head of HR and PD in copy.

vi. Offers of employment are subject to satisfactory reference checks in addition of submission of all required documents as per the recruitment policy.

5.4.7. Appointment of Recommended Applicant

The procedure for appointment will consist of the following steps:

a) Medical Tests

The appointee shall be asked to undergo a medical test from the designated Hospital/s signed by Medical Authority/ Superintendent Service Hospital Karachi. He shall bring the medical test reports and submit to HR Section.

b) Employment Letter

After all the above steps are completed the HR Section will issue an Employment Letter to be circulated among all concerned.
c) **Employee Personal File**

As soon as an employee joins, the Personal File with Employee Number will be opened in his name. This file is to be kept confidential and maintained under the care of the HR Section.

d) **Joining**

The selected employee shall report to HR Section within the prescribed timelines. The AD HR & Admin will then complete the related procedures. The hired employee shall be required to fill Employee Personal Information Form (HR-EPIF-07) and submit the following documents on the first day of joining:

- Two Passport size photographs
- Photocopy of CNIC.
- Attested copies of Educational Certificates.
- Bank information i.e. A/c. No., Bank Name, Code and Address.
- Emergency Contact Details.
- Police Character Certificate.

HR Section has right to ask for original documents and credentials.

### 5.4.8. Induction and Orientation

At the commencement of employment, new employee is given an orientation about the organization and related job responsibilities. This will cover the following areas:

- Overview of the Program.
- Program’s mission, vision and Section’s Objectives.
- HR Policies, procedures and benefits.
- Relevant Section’s procedures.
- Duties/ responsibilities of the individual.

Assistant Director HRD will be responsible for the development and coordination of the orientation program. Employee will be on probation of three months period. At the end of the probationary period, the supervisor shall fill the Probation Evaluation Report (HR-PER-09) and forward it to the Section Head for approval. The probation period is extendable for further period of three months if the performance of the employee is not upto the required level.

- During the probation period, the employee or the employer may elect to end the employment for any reason on minimum one week notice.
- Probationary period can be extended in exceptional circumstances for maximum of three months with the approval of Program Director.
- For all new employees on probation, upon successful completion of the probation period, employees will continue the employment classification or can be recommended for termination based on the performance and behavior assessment during the probationary period.
- Employees on probation cannot avail earned annual leaves during the probationary period although casual, sick, maternity Leaves can be applied.
Section C

GENERAL EMPLOYMENT POLICIES AND PROCEDURES
Chapter – 6  Employment Policies

6.0. Employment Contracts

The contract of employment is a vital document - it regulates the terms and conditions of employment between the employer and the employee. It stipulates what the employer will provide in terms of benefits and specifies what the employee is entitled to receive in terms of Sindh MSDP policy.

The employees can be categorized in to three types as under:

6.0.1 Program Employees.
6.0.2 Deputationist appointed from Government of Sindh.
6.0.3 Consultancy Contracts.

6.0.1. Program Employees

These employees are hired on contract basis for a specified period. The contract can end through termination notice either by the employer or the employee or when the contract period ends. Program employees are classified as follows:

a) Senior Staff (equivalent to BPS-16 & above) (HR-ECS-08/a)
b) Lower Staff (equivalent to BPS-11 to BPS-15) (HR-ECM-08/b)
c) Support Staff (equivalent to BPS-1 to BPS-10) (HR-ECJ-08/c)

6.0.2. Deputationist appointed from Government

In case the competent authority as per rules decides to fill the post on deputation basis, a demand will be placed with the Services General Administration & Coordination Department, Government of Sindh to place the services of a Civil Servant for designated position at the disposal of the Sindh MSDP. Employees whose services are borrowed from the Government will be posted to Sindh MSDP for a period of three years extendable for another two years. These employees will be considered as full time employees and will be given all benefits as per procedure laid down in PC-I, Section 6 (a)-3, page 10.

6.0.3. Consultants

Firms/ individuals engaged through a contract to provide professional and technical advice, are not the employees of Sindh MSDP. They usually have a skill or knowledge not available within the organization. Consultancy contracts are executed with individuals or firms hired for their expertise in a specialized field/ project/ task for a specified period. They are eligible for benefits as per terms and conditions of the contract.
6.1. **Disposal of Manpower on Termination of the Program**

On completion of the program, PMU would be renamed as Urban Unit in P&DD. The Urban Unit created through Sindh MSDP shall be converted into a permanent body of P&D Department which shall work as the specialized wing for the Urban Programs and Projects. The Government of Sindh in consultation with Sindh MSDP shall formulate a policy for core staff of proposed Urban Unit in P&DD as per PC-I, Section 8.

6.2. **Employee Equal Opportunity Policy**

Sindh MSDP confirms its commitment to a comprehensive policy of equal opportunities in employment for all genders and disabled persons. Individuals are to selected on the basis of their relevant merit and abilities and are given equal opportunities within the program.

The provision of equal employment opportunities to all rests on the philosophy that there will be no discrimination because of race, color, religion, sex, national origin, age, disability in any aspect of a person’s employment or eligibility for employment. It is also Sindh MSDP policy to prohibit sexual harassment. All complaints received to be investigated as per this Manual and disciplinary action taken in the light of available evidence.

6.3. **Employment of Close Relatives**

If members of an employee’s immediate family meet the established requirements for job vacancies based on their qualifications and performance, then they are eligible for employment with the organization on merit if there is no conflict of interest.
Chapter – 7  Employment of Disabled Person

7.0. Purpose
Sindh MSDP’s Employment of Disabled Persons Policy complies with the Provincial legislation. Ref: Sindh Civil Servant Act, 1973, Section 5 as incorporated vide Civil Servant (Amended) Act, 2004; 2% quota is reserved for the Disabled persons as defined in the Disabled Persons (Employment and Rehabilitation) Ordinance 1981. This policy is for those persons who are substantially handicapped in realizing his potential in the market because of disability.

- Are responsible for or involved in any supervision/ management of employees of Program including those with any disability.

7.1. Scope

7.1.1. Applicability
This policy covers, but is not limited to:

- Disabled people applying for employment or work placement with the Sindh MSDP.
- Arrangements made during the course of a disabled person’s employment and work placement.
- Arrangements made following the end of the employment relationship, in relation to any matter arising out of that relationship.

7.2. Policy

- Sindh MSDP will provide a conducive and enabling environment and working conditions for disabled employees.
- Sindh MSDP will provide access to its premises for all disabled users of Sindh MSDP facilities.
- Sindh MSDP is committed to ensuring that disabled people are afforded equality of opportunity in respect of entering and continuing employment within Sindh MSDP.
- HR Section will provide advice, training and support to supervisors to ensure that:
  - Job descriptions, person specifications and recruitment advertisement are drafted so that they do not unjustifiably dissuade disabled applicants,
• Reasonable adjustments to job descriptions and person specifications are considered to accommodate the needs of disabled person.

  - All employees are expected to treat disabled employees and visitors with dignity, courtesy and respect.
  - In the event of a redundancy situation, Sindh MSDP will ensure that no disabled employee is treated unfairly. His particular circumstances will be given appropriate consideration.

When a disabled employee’s conduct or work performance is unacceptable for reasons not related to their disability, Sindh MSDP’s disciplinary procedures will be followed.

7.3. A Disability in the Course of Employment

The Sindh MSDP will assist members of staff who acquire a disability during their employment to retain them in the organization, and, where reasonable changes can be made, that will enable them to continue in post or take alternative employment within the program.

It will be necessary to assess whether the person could continue in the same or in a similar post, what type of job might be suitable, if continuing in the same post is not possible, and what assistance is necessary to enable the person to continue in the same job or to undertake a different job.

7.4. Employment of Underage Individuals

Under no circumstances Sindh MSDP permits employment of any underage individuals i.e. less than 18 years of age under the Program.
Chapter – 8  Service Records

The HR Section has a responsibility to effectively manage personnel service records in accordance with the requirements of Sindh MSDP.

8.0.  Policy

All personnel files maintained in the Human Resource Section are private and confidential. All service record will be considered as confidential and will only be used by designated staff member(s) for Sindh MSDP official purpose only. Personal Files to be kept and maintained in HR Section. Access is limited to supervisory personnel with the written permission of the Deputy Director HR. It is not allowed to take personal files out of HR Section’s premises without authorization.

Employee themselves in no case will be allowed to either have access to their Personal File or even obtain the copies of the contents of the file but they can obtain required information after the approval of PD.

8.1.  Personnel Record File

Personnel file shall contain following documents related to the employee’s employment relationship with Sindh MSDP.

a. Curriculum Vitae (CV) containing complete address, qualification, experience, contact details etc.
b. Offer Letter.
c. Copy of CNIC.
d. At least two Passport Size Photographs.
e. Employment Contract.
g. New Employee Personal Information Form.
h. Declaration of next of Kin.
i. Copies of all Educational, Training and Experience Certificates.
j. Completion of probationary period Letter.
k. Details of benefits offered.
l. Leave record.
m. Transfer letters.
n. Memos, Notices, Appreciation letters, disciplinary actions, warnings, PER’s, training details, etc.
o. Police Character Certificate.
8.2. Maintenance of Records

Employees' personnel records are to be maintained in a secure location. Personnel records are confidential in nature and, therefore, access to the information in them is to be limited. The employee’s personnel records should be maintained and updated by HR Section and kept up dated at all times during employment of employee.

8.3. Disposal of Personnel Records

The HR Section of Sindh MSDP has clear and concise policy of disposal of personnel record. In no case any data will be destroyed or delivered to other party for disposal on completion of Program, the record will be disposed as per government rules vide Government of Sindh Manual of Secretariat Instructions, 1984.
Chapter – 9 Probationary Period/ Continuation/ Notice Period

If at the end of the probation period an employee’s work performance, conduct and attendance have been satisfactory and have met with the requirements of the post for which they are employed, their supervisors should complete the Probationary Period Evaluation Report (signed by the employee and his supervisor) with the recommendation of DD for employee’s appointment to be continued.

The document will then be reviewed by HR Section and upon approvals of Head of HR the employee will be issued a Continuation Letter formally ending the probationary period.

9.0. Probationary Period Evaluation Report

Prior to the completion of the required probationary period new employees will undergo a performance appraisal in which feedback is provided on performance, guidance on future direction and to set specific objectives for the next performance appraisal period.

Performance Appraisal form must be completed describing the employee’s work performance during the probationary period. The immediate supervisor is responsible to complete Probationary Period Evaluation Report (HR-PPER-09) and submit to HR Section for Performance Appraisal one week prior to the completion of the required probationary period.

The objective of the Probationary Period Evaluation Report is to ensure that both Sindh MSDP and the employee are satisfied the role is as agreed and to decide the continuity or ending of the employment relationship. It is the absolute responsibility of the HR Section to ensure that probationary review process is conducted on time.

9.1. Notice Period

For purpose of this policy “Notice Period” shall be considered as the amount of time specified in the terms and conditions of employment for which an employee must continue to offer his duties after the (formal) intimation of resignation/ termination till separation from the Sindh MSDP.

Essential notice period requirement for Sindh MSDP employees is one month from either side. The competent authority, however can waive/ reduce the notice time in exceptional circumstances on case to case basis.
Sindh MSDP may transfer/ relocate any employee from one location to another on a temporary or long-term basis considering past record, work performance and eligibility of employee. It is mandatory for all employees to accept the transfer to a new location or job as a contractual condition.

10.0. Conditions for Transfer

The Program Director (PD) may consider transfer on exceptional cases on recommendation of HOD’s when necessary. Transfer may be originated for the following reasons:

- More efficient use of employees.
- To avoid new recruitments and adjust workforce.
- Occupational rotations.
- To deal with fluctuations in work requirements.
- Other administrative reasons e.g. medical grounds or personal reasons.

In that case, the employee is required to complete a Transfer Request Form (HR-TRF-10) and send it to the Human Resource Section after having it approved by the Supervisor. This form will, in turn be used as a basis for processing transfer requests.

10.1. Compensation and Benefits

The transferred employee is entitled to traveling and other related benefits are as per the compensation and benefits policy of Sindh MSDP when transfer involves geographic relocation.

Travelling Allowances for journey on transfer shall include the actual travel expenditure (air or rail depending upon grade and distance) for self and family to the place of transfer and baggage and households shifting as per travelling policy.
Chapter – 11  End of Service/ Employee Exit Policy

11.0. Purpose

The Purpose of this policy is to improve the efficiency of exiting process at the time of an employee’s separation from the Sindh MSDP. It will also help us capture the valuable feedback of exiting employees in order to reduce turnover rate, identify problem areas, and address valid employee concerns. It is also establishes guidelines for the clearance and final settlement of dues of an employee who either voluntarily or involuntarily separates or exits from the program and to stay consistent with positive employee relations practices.

11.1. Types of Employee Exit

11.1.1. Voluntary end of service – Resignation

Resignation is an employee’s voluntary separation from the organization. An employee can resign at his free will by providing a written resignation letter while complying with notice period requirement.

Voluntary end of service includes, but is not limited to instances in which:

- The employee fails to report to work or call in for 15 or more consecutive workdays (15 consecutive uninformed absences.)

11.1.2. Involuntary end of service – Termination

Termination of employment by the Sindh MSDP is an employee’s involuntary separation from the organization; it may take place as a result of:

a. a major penalty has been imposed on an employee as a result of disciplinary action:

b. He has entered into plea bargaining under any law for the time being in force and has returned the assets gains acquired through corruption or corrupt practices voluntarily.

c. Engaged or is reasonably believed to be engaged in subversive activities and his retention in service is prejudicial to national security or he is guilty of disclosure of official secrets to any unauthorized person.

d. Found to have been appointed on extraneous grounds in violation of law and the relevant rules.
11.2. Policy

11.2.1. In case of resignation, the employee is required to serve one month prior notice of resignation in writing. If the employee fails to serve the required notice he has to forego salary in lieu of notice requirement as mentioned above. All resignations require acceptance and approval from the concerned competent authority.

11.2.2. Management has the right to withhold salary and/or any benefits as a recovery of loss due to termination of an employee.

11.2.3. Any employee dismissed/terminated for gross misconduct is not entitled to any benefit or privileges under this policy by the organization.

11.2.4. Employee dismissed/terminated from service is not eligible in future to work with Sindh MSDP or associated projects.

11.2.5. Due salary and all other benefits or privileges will to be paid to employee at the time of separation from job whose service is ending without any conflict.

11.2.6. At the end of employment, all the tangible property of the organization in the employee’s possession is to be returned.

11.2.7. All employees are required to obtain clearance as per the “Clearance Form” (HR-CF-12), provided by HR. The clearance process is initiated only after the declaration of employee that he has no claim. After concerned Section issues “No Objection Certificate”, HR Section is required to approve the form after thorough investigation and handing/taking over.

11.3. HR Section Acknowledgement of Resignation

Upon receipt of resignation, the HR Section will acknowledge the receipt of resignation and immediately block the payroll and employment benefits of the employee and request the employee to visit AD HR & Admin for an exit interview.

11.4. Exit Interview

When an employee’s end of service is approved, Sindh MSDP management’s HR Section invite the employee for an exit interview to provide a chance to speak freely to discuss the employee’s reason for leaving, area in which Sindh MSDP can improve, and any other impression the employee may have about Sindh MSDP. The valuable feedback provided on Exit Interview Form (HR-EIF-11) by the employee will be kept confidential and initially reviewed by HR Section.
11.5. **Annual Earned Leaves**

Employees leaving the service other than those who are dismissed from services are eligible to receive payment for balanced earned leaves applied for but not approved, except Deputationist.

11.6. **Final Settlement**

After successful completion of clearance process, the HR Section shall forward the case to Finance Section to process the terminal benefits of the employee along with any outstanding dues payable from the organization and any necessary deductions. Sindh MSDP will finalize all settlements preferably within 30th day of last working day of the employee.
12.0. **Daily Working Hours (Office Staff)**

The working hours apply to all employees other than Operation staff whose routine work may exceed 40 hours minimum per week. Examples include Drivers, Guards and designated support service staff. The following represent Sindh MSDP’s official working hour’s consonance with Government of Sindh working hours.

- Monday to Friday 09:00 a.m. to 05:00 p.m.
- Lunch Break Time  Half Hour (30 Minutes)
- **Friday Lunch & Prayer Break One Hour**

The number of workdays per week may change, if the management decides to do so or government so notifies.

12.1. **Working Hours - Field Staff**

Employees who are assigned to work at field sites shall attend to their duties according to the local field conditions or directed by Project Director of concerned site. The basic principal applying to field work is the completion of tasks, therefore overtime compensation shall not normally be considered for such employees. The only exceptions are for work done on official holidays.

12.2. **Weekly Holidays**

Saturday and Sunday will normally be weekly holiday unless otherwise specified for the PMU/MSDP HQ Staff.
Section D

COMPENSATION AND BENEFITS
Chapter – 13  Compensation and Benefits Policy

13.0. Pay Scales and Job Slots

For the purpose of clarity and compliance following jobs (but not limited to) are slotted in the respective scales keeping in view flexibility of one position against scales and consistency in applying scales to designations.

<table>
<thead>
<tr>
<th>Pay Package Equivalent to</th>
<th>Positions</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPS-01 to BPS-04</td>
<td>Office Boy, Sanitary Worker, Security Guard, Dispatch Rider.</td>
</tr>
<tr>
<td>BPS-05 to BPS-10</td>
<td>Driver, Telephone Operator, Office Clerk.</td>
</tr>
<tr>
<td>BPS-11 to BPS-15</td>
<td>Office Assistant, Accounts Assistant, Computer Operator, Stenographer, Sub-Engineer.</td>
</tr>
<tr>
<td>BPS-16</td>
<td></td>
</tr>
<tr>
<td>BPS-17</td>
<td>Officers, Internal Auditor, Assistant Directors, Assistant Executive Engineers.</td>
</tr>
<tr>
<td>BPS-18</td>
<td>Deputy Directors.</td>
</tr>
<tr>
<td>BPS-19</td>
<td>Directors, Specialist, Project Directors.</td>
</tr>
<tr>
<td>BPS-20</td>
<td>Program Director, Managing Director.</td>
</tr>
</tbody>
</table>

Note: On completion of the Program these posts will be converted to commensurate with P&D hierarchy.

13.1. Salary Packages (lump sum)

Sindh MSDP vide reference No. MSDP/2nd PSC Meeting/ Minutes/2012 dated 25th October, 2012 approved under mentioned fixed lump sum packages for its employees:

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Pay Packages Equivalent to</th>
<th>Pay Package Range in Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>BPS-01 to BPS-04</td>
<td>Rs. 10, 000/- to Rs. 14,000/-</td>
</tr>
<tr>
<td>2.</td>
<td>BPS-05 to BPS-10</td>
<td>Rs. 15, 000/- to Rs. 22,000/-</td>
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<tr>
<td>3.</td>
<td>BPS-11 to BPS-15</td>
<td>Rs. 25, 000/- to Rs. 35,000/-</td>
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<tr>
<td>4.</td>
<td>BPS-16</td>
<td>Rs. 40, 000/- to Rs. 50,000/-</td>
</tr>
<tr>
<td>5.</td>
<td>BPS-17</td>
<td>Rs. 60, 000/- to Rs. 80,000/-</td>
</tr>
<tr>
<td>6.</td>
<td>BPS-18</td>
<td>Rs. 90, 000/- to Rs. 120,000/-</td>
</tr>
<tr>
<td>7.</td>
<td>BPS-19</td>
<td>Rs. 130, 000/- to Rs. 150,000/-</td>
</tr>
<tr>
<td>8.</td>
<td>BPS-20</td>
<td>Rs. 160, 000/- to Rs. 185,000/-</td>
</tr>
</tbody>
</table>

Note: The salary packages can be revised by PSC as and when required.
13.2. Annual Increment on Salary
Employees shall receive an increment increase in the salary range once they have completed one year (01) with the Sindh MSDP and the process of performance appraisals are completed. The annually increment rate will be 5% as approved by PSC.

13.3. Distribution of Salaries
Salaries are distributed monthly for services performed during the most recently completed pay period. All salaries are paid into the employee’s Bank Account monthly except for first month’s pay and the final settlement pay which be paid via cross cheque. Each pay period shall commerce on the first of every month. As a standard for all computing requirements, a month comprises of actual calendar days in that particular month. Salaries for employees who join after the first day of a month would be paid on prorate basis by the number of days in a particular month.

13.4. Salary on Transfer or Redeployment
Employees transferring between sections or from one location to another within the program on the same grade or position without taking up a higher level of responsibility will receive same salary.

13.5. Advance Salaries
Under no circumstances advance salaries are allowed in Sindh MSDP.

13.6. Compensation

13.6.1. Overtime
Only under exceptional circumstances, with approval of PD, overtime be paid in cash to lowest tier of employees (BPS-01 to BPS-05) within the same calendar month and the rate of overtime will be double the regular hourly rate as per their pay scales.

13.6.2. Holiday Work Shifts
If an employee is required to work on a scheduled holiday; employee will be entitled for an additional 1 day casual leave for each day worked in his casual leave balance and no overtime will be paid. Head of Section is required to verify and endorse the duty performed on the scheduled holiday.
13.7. **Incentives and Benefits**

Sindh MSDP recognizes certain benefits other than salary as approved by PSC and notified by Sindh MSDP periodically. Employees are eligible for incentives and benefits as per their contracts and categories of employments in Sindh MSDP.

### 13.7.1. Types of Incentives / Benefits

The incentives and benefits which are covered under this policy are as follows:

a. **Motor Car / Vehicle**

   Sindh MSDP provides its entitled employees the facility of using Sindh MSDP maintained cars / other vehicles. This policy defines the criteria and control for Sindh MSDP maintained cars/vehicles.

   i. **Maintenance and Repair**

   Sindh MSDP will be responsible for the routine maintenance, repair and servicing of the cars/vehicles. All vehicles shall be insured against accidents and theft. Drivers, during the office hours, will only be authorized to the entitled employee of BPS-18 and above.

   ii. **Fuel Entitlement**

   The fuel ceiling for every entitled employee as per Government of Sindh, Finance Department Notification No. FD-BI/16(15)/99-2000(POL), dated 12th January, 2000 appended below subject to approval of PSC.

<table>
<thead>
<tr>
<th>Positions</th>
<th>Max. Limits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director, DG (Works)</td>
<td>300 liters</td>
</tr>
<tr>
<td>Directors, Deputy Directors</td>
<td>180 liters</td>
</tr>
</tbody>
</table>
Chapter – 14 Attendance & Leave Management Policy

14.0. Policy for Attendance

14.0.1. The standard hours of operation for Sindh MSDP Headquarters are 09:00 a.m. to 05:00 p.m. (Monday to Friday) with half hour break except Friday (01 hour Lunch & Prayer Break).

14.0.2. The official timings and lunch break schedule mentioned above are subject to change as per the Government Notification as well as during the month of Ramadan.

14.0.3. Recording of attendance shall be compulsory every time for all employees at the time of entering or leaving the work premises.

14.0.4. Attendance shall be recorded through electronic attendance system alternatively employees shall follow the manually attendance marking system established at respective places.

14.0.5. Every employee shall carry ID-card all the time during working hours which shall issued by the Admin Section.

14.0.6. Habitual tardiness will face disciplinary action and three late comings are counted as one day leave. (Late will be marked 30 minutes after schedule time)

14.0.7. If an employee is absent from work without intimation of his absence for a period of 10 consecutive days and fails to provide any substantial reason for his absence, the uninformed absence will be treated as job abandonment and deemed as voluntary resignation by the employee.

14.1. Policy for Leaves

The different categories of leaves covered under this policy are as follows:

14.1.2. Casual Leaves.
14.1.3. Sick Leaves.
14.1.4. Leaves without Pay.
14.1.5. Maternity Leaves.
14.1.1. Earned Leaves

Each program employee is entitled to 30 calendar days’ earned leave in a year (i.e. two and half day for each calendar month) with pay.

14.1.2. Casual Leaves

A program employee is entitled to 12 working days of Casual Leave per year. Unavailed casual leaves cannot be en-cashed at the end of the calendar year or contract or carried forward. Casual leave cannot be availed for more than three days at a stretch.

14.1.3. Leave on Medical Grounds

Sick leave is authorized when the employee is unable to work because of sickness or injury or when he needs a medical examination or treatment, which can be obtained only during the time when the employee would normally, be working.

A program employee is entitled a total of 12 calendar day’s medical leave with pay per year with the following provisions:

- Any sick leave not used during the year cannot be carried forward to the next year.
- Unavailed sick leaves are neither encashable nor accumulated.
- In case the sick leave period exceeds three consecutive days, the employee must attach a medical certificate from a registered medical practitioner along with the leave application.

14.1.4. Leaves without Pay

When an employee absents himself without proper leave/intimation or overstays a leave period without information/prior approval; and subsequently approaches the supervisor for post facto approval, such absence is considered to be an absence without valid reasons, the period shall be converted to leave without pay if ex-post facto approval is granted.

Employees may be granted leave without pay for any personal reason with prior approval from Competent Authority with the following provisions:

- Sindh MSDP does not warranty same job upon return from leave without pay exceeding one calendar month.
- During leave without pay an employee retains his contractual rights excluding remuneration.
14.1.5. Maternity Leaves

In accordance with “The West Pakistan Maternity Benefits Ordinance, 1958” (W.P. Ordinance XXXII of 1958), female employees of Sindh MSDP are entitled to three months (twelve weeks) maternity leave with pay. Maternity leave can only be availed for only 3 times in a female employee’s career.

An Employee applying for maternity leaves must inform her immediate Supervisor well in advance and should submit Leave Application Form (HR-LAF-13) along with a medical certificate specifying the expected date of delivery. Application for maternity leaves should be submitted at least 15 days prior to the date of leaving with the tentative date of resuming working.

The probation period will correspondingly extend if maternity leave is taken during the probation period.

14.1.6. Ex-Pakistan Leaves

A program employee who wishes to avail ex-Pakistan leave will have to apply on prescribed Performa.

14.2. Procedure

14.2.1. For all types of leaves Leave Application Form (HR-LAF-13) will be used.

14.2.2. The Leave Application Form must be approved by the competent authority and will then be forwarded to HR Section for further action.

14.2.3. Employee may not proceed to leave prior to getting approvals from Competent Authority.

14.3. General Leave Rules

14.3.1. The Sindh MSDP has rights to accept or reject the application for leave and/or cancel the leave granted without assigning any reason.

14.3.2. Employees are not permitted to engage in any other employment during leave period, failure to comply with this requirement can lead to termination from service.

14.3.3. Employees falsifying information on using sick leave for purposes other than personal sickness or injury will be liable to disciplinary action, furthermore if proven guilty the disciplinary action can result in termination of service.
14.3.4. Casual leaves cannot be taken in conjunction with any other types of leave.

14.3.5. In case of illness during the annual leave period, no sick leave will be allowed however if the illness exceeds the annual leave period, sick leaves can be taken provided that a medical certificate from a certified doctor is provided.

14.3.6. If a leave application is not approved and the employee still proceeded on leave, the leave will be treated as leave without pay and disciplinary action will be taken against the employee.

14.3.7. The probationary period will be included in the period of service when computing entitlement of casual leaves.

14.3.8. The Program employees who can not avail earned leaves will submit application for encashment in the month of January for previous year.

14.3.9. The application must be approved by PD and forwarded to HR Section, they will submit it to Finance Section for payment.
Chapter – 15  Medical Policy

15.0. Purpose

The purpose of this policy is to ensure optimum care of employees and their families by providing medical treatment facilities and to provide assistance in maintaining acceptable physical fitness required to perform their jobs.

Dental treatment will also be covered including treatment of gum & jaw bone, scaling, root canal, extraction of teeth, treatment of dental caries, pyorrhea and filling with normal material of dental cavities will be covered under this policy. General cosmetic treatments like polishing and bracing will not be covered.

15.1. Eligibility

The following family members of an employee are entitled for medical treatment under this policy:

   a) Employee Spouse.
   b) Unmarried Children (Sons upto 18 years of age and Daughters till Marriage.)
   c) Parents of the employee.

15.2. Required Documents

Employee will be required to furnish following records to establish eligibility for medical facilities:

   i. Copy of Employee CNIC.
   ii. Copy of Sindh MSDP Employee Card.
   iii. CNIC of employee family member.
   iv. Form B (issued by NADRA) for children under 18 year of age.

15.3. Procedure

Following procedure will be followed to entertain the Medical expense claims:

15.3.1. The employee can claim the expenses through the Medical Claim Form (HR-MCF-14) which should be submitted to HR and Admin Section.

15.3.2. Employees are required to submit original receipts and prescriptions from registered medical practitioner and pharmacists.

15.3.3. The validity of any prescription is 30 days only. The employee shall be responsible to obtain fresh prescription of the continued treatments after 3 months.

15.3.4. All prescriptions must contain:

   - Prescribing Doctor’s full name, address, telephone numbers and registration number.
- Proper diagnose; if diagnose cannot be made then salient clinical symptoms and signs.
- The duration for how long the drugs are to be taken.
- Any investigation advised
- All relevant test reports (blood tests, X-rays, ECG, Ultrasounds etc) must be attached in original.

15.3.5. All indoor treatment claims must attach proper admission/discharge papers mentioning diagnosis, name of operation/procedure performed, outcomes and follow up medicines along with proper cash memo/bills duly signed by the hospital and treating doctor.

15.3.6. Medical Claim Form with all supporting documents will be forwarded to the Finance Section by AD HR and Admin for payments after obtaining approval by PD.

15.4. Exclusions

The medical entitlement does not cover the following:

a. Self-infected injury whilst sane or insane treatment or chronic alcoholism or drug addiction.

b. Cosmetic or Plastic Surgery unless infected by accidental injury.

c. Reimbursement of OTC medicines i.e. medicines purchased without doctor’s prescription.

d. Medicated soaps/shampoo etc.

e. Aesthetic Treatment (such as weight loss, height gain etc) and its medicines.

f. Treatment of infertility.

g. Hair Transplant.

h. General health check-ups and immunizations

i. Medical Treatment abroad
Chapter – 16 Travel Policy

16.0. Constituents of Travelling Allowance

The policies and procedures herein apply to all official travelling for Program activities and cover the following allowances:

- Fare for Journey
- Daily/ Subsistence Allowance
- Accommodation Allowance/ Hotel Charges

16.1. Class and Mode of Travel

As per the Program implementation requirements, employees can travel by air, rail, or road. The mode of transportation will be determined keeping in mind the cost effectiveness. Following deciding factors in terms of mode of transportation have been prepared keeping in mind the best interest of program and its employees on the basis of their pay scales or positions.

<table>
<thead>
<tr>
<th>Equivalent to Pay Scales</th>
<th>For Distances upto 500 km</th>
<th>For Distances above 500 km</th>
<th>International Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPS-01 to BPS-10</td>
<td>Non AC Bus/ Economy Class Train</td>
<td>Non AC Bus/ Economy Class Train</td>
<td>Not allowed</td>
</tr>
<tr>
<td>BPS-11 to BPS-16</td>
<td>AC Bus/ Lower AC Train</td>
<td>AC Bus/ Lower AC Train</td>
<td>Not allowed</td>
</tr>
<tr>
<td>BPS-17 to BPS-18</td>
<td>Official Car/ AC Bus/ AC Parlor Train</td>
<td>Economy Class Air Travel</td>
<td>Economy Class Air Fare + Relevant Expenses (i.e. Visa, Travel Insurance, etc.)</td>
</tr>
<tr>
<td>BPS-19 to BPS-20</td>
<td>Official Car/ Economy Class Air Travel</td>
<td>Economy Class Air Travel</td>
<td>Economy Class Air Fare + Relevant Expenses (i.e. Visa, Travel Insurance, etc.)</td>
</tr>
</tbody>
</table>

Note:

i. An employee is required to avail the class of travel for which travelling allowance is admissible to him, but if for any reason, an employee travels in a lower class, he will be entitled to the fare of the class that has been actually used.

In the event, a particular class of travel is not available, an employee is entitled to travel by the next higher class, after obtaining written approval from the supervising officer. This deviation is to be permitted only if the concerned employee is required to travel urgently in the interest of the Sindh MSDP.

ii. Consultant as per terms of contract.
16.2. Entitlements and Limits

The following entitlements and limits are applicable to all employees in respect of official travelling based on their pay scales approval by the PSC from time to time:

16.2.1. Fare Entitlements

It is Sindh MSDP responsibility to arrange transportation for employees, who will travel for the purpose of program activities. However, if employee can make their own arrangements for transportation, Sindh MSDP reimburses the actual expenses as per their entitlement.

16.2.2. Accommodation Entitlements

Employees should avail the facility of Sindh MSDP’s accommodation when visiting other locations. In case suitable accommodation is not available and no other arrangements have been made then hotel accommodation would be provided by Sindh MSDP or employee can make their own arrangements for boarding and lodging as per their entitlements. Employees, who make their own arrangements for boarding and lodging and do not claim accommodation allowance, would be entitled to double daily allowance. Employees will be authorized for hotel accommodation as per the prevailing GoS rules.

16.2.3. Daily Allowance Entitlements

An employee on official travelling will be entitled to daily allowance intended to cover the ordinary daily expenses incurred on food and incidentals in the course of traveling and for boarding and lodging at places other than his own place of posting. The daily allowance is inclusive of all meals, no separate reimbursement will admissible to any employee. The rates of domestic daily allowance are as appended below as per the Notification of Finance Department, Government of Sindh vide No. FD(SR-I) I (32)/2005-2011 dated 12th October, 2012:

<table>
<thead>
<tr>
<th>Equivalent to Pay Scales</th>
<th>Daily Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPS-01 to BPS-04</td>
<td>Rs. 500/- per day.</td>
</tr>
<tr>
<td>BPS-05 to BPS-11</td>
<td>Rs. 550/- per day.</td>
</tr>
<tr>
<td>BPS-12 and BPS-16</td>
<td>Rs. 900/- per day.</td>
</tr>
<tr>
<td>BPS-17 and BPS-18</td>
<td>Rs. 1600/- per day.</td>
</tr>
<tr>
<td>BPS-19 and above</td>
<td>Rs. 2050/- per day.</td>
</tr>
</tbody>
</table>

The rates of daily allowance for official foreign travelling will be allowed as per GoS rules.
Note:

- Daily allowance at full rate shall be admissible for the period of continuous halt on tour subject to a maximum period of 21 days.
- Daily allowance shall be admissible on Sundays and public holidays falling during the period of an employee’s tour or temporary duty at a station other than his own place of posting.
- An employee who takes leave immediately on the conclusion of tour/ temporary duty will draw daily allowance for the day of departure from the outstation as if he had not proceeded on leave.

16.2.4. Incidental Expenses

Incidental expenses incurred by an employee during away from his station of posting on duty shall include the charges for transportation of Sindh MSDP’s excessively heavy documents, materials or equipment carried by an employee as accompanied baggage and any other expenses which may be allowed by PD.

16.2.5. Travel within City

Travelling within city for Program assignments is preferred to be made through official vehicle available in the premises. However, in case of non-availability of official vehicle, travel by taxi or public transport will be reimbursed at actual rates as per Finance Department, Government of Sindh Notification No. FD(SR-III)5-105/2012 dated 7th August, 2012.

<table>
<thead>
<tr>
<th>Travelling Allowance Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motor Car</td>
</tr>
<tr>
<td>Motor Cycle/ Bike</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mileage Allowance Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Car/ Taxi</td>
</tr>
<tr>
<td>Motor Cycle/ Bike</td>
</tr>
<tr>
<td>Bicycle</td>
</tr>
<tr>
<td>Public Transport</td>
</tr>
</tbody>
</table>
16.3. Advances for Travelling Expenses

Sindh MSDP will provide advance for travelling expenses to employee at the rate of 80% of the total expected expenditures. A second advance cannot be drawn unless the first advance has been cleared or adjusted.

16.4. Procedure

16.4.1. Travel Request Approval Procedure

i. Before traveling for any official assignments, employees are required to submit a Travel Request Form (HR-TRF-15).

ii. All Domestic Travel Requests must be approved by employee’s immediate supervisor, respective Section Head and Administration Section and employees can only travel once the request is approved.

iii. All overseas traveling requests need to be approved by the ACS (Dev.)/ PSC.

iv. In case of any traveling cancellations, HOU and PD approvals are mandatory.

16.4.2. Advance Travelling Allowance Request Procedure

i. Travelling advance shall be requested on the prescribed Traveling Request Form (HR-TRF-15) to be approved by the relevant Section Head and submitted to HR Section.

ii. An employee must ensure that all advances are settled immediately upon return from official travel while providing necessary supporting documents.

iii. All expense and advance reports will be examined by Administration and Finance Section.

16.4.3. Claims for Reimbursement of Travel Expenses

i. Claim for travel expense reimbursement shall be submitted to HR Section on a Travelling Expense Claim Form (HR-TECF-16) along with a printed copy of approved Travel Request Form.

ii. Individuals are required to submit travel expense claims within 07 days following completion of the official trip. In special circumstances PD may extent the period for 07 days.

iii. All travel expense claims are to be approved by Line supervisors, Head of relevant Section and HR & Admin Section prior to submitting the request to Finance Section for the provisioning of funds.
iv. The claims must be supported by original receipts, bills, used travel tickets, unused travel tickets, boarding passes.

16.5. Non-reimbursable Expenses during Travel

The following expenses during the official travelling will not be entertained:

a. Failure to submit expense claims within the specified timelines may disqualify the employee from receiving reimbursement for expenses incurred while traveling.

b. Travel costs that are higher than the actual traveling entitlements of an employee.

c. Expenses incurred on meals.

d. Payment of fines for traffic violations regardless of the fact that employee was using an official, personal, or rental vehicle.

e. Laundry and dry cleaning services during guest house, hotel, or personal stay.

f. Charges incurred towards excess stay outside the approved travel dates.

g. Any unapproved change in class of service during Air Travel or excess baggage charges.

h. Anything lost or stolen from the custody of employee during official travel.
Section E

PERFORMANCE MANAGEMENT SYSTEM
17.0. Policy
All employees will undergo annual performance appraisals by their immediate supervisors at the end of the calendar year.

17.1. Performance Appraisal
For the purpose of this policy “Performance Appraisal” shall be referred to as the procedure by which the job performance of an employee is analyzed and formally evaluated by the corresponding Immediate Supervisor in consultation with relevant Section Head and HR. Immediate Supervisors will highlight employee’s individual strengths and weakness on the basis of which an action plan will be devised to address poor performance, improve average performance, acknowledge/appreciate good performance and reward exceptional performance.

17.2. Performance Appraisal Cycle
The process cycle of Performance Management System will commence from the month of January every year, to set the objectives for upcoming year, ending in the month of December; Performance Appraisals evaluate the performance of employee against the set objectives.

17.3. Procedure
17.3.1. Performance Management
The process involved in performance management is described below.

i. Establishing the Program Objectives
An integral part of overall performance management is derived from the Sindh MSDP goals and objectives that are set by the PMU/ PSC to benchmark its performance objectives. Establishing the objectives would entail the following:

a. Specific and quantifiable objectives will be defined by the PD encompassing the guidelines provided by PSC as performance measures to be considered and achieved for a particular financial year.

b. To establish positive correlation in terms of performance management, PD performance would be 100% benchmarked on account of set objectives.
ii. Establishing the Section Objectives

Based on the Program objectives, PD will approve the Section based objectives of all the Sections for the financial year. The Section based objectives would entail the following:

a. All Section based objectives will be under the direct responsibility of the respective Section Heads who will set objectives which will set performance parameters for their Section.

b. Based on the Section based objectives, Section Heads will own the responsibility of identifying the objectives of the sections, sub-sections and functions in their Section.

c. As per the defined and approved organizational chart, respective Section’s will be monitored on their performance management based on the following criteria:

i. Section Head will recommend his objectives to the PD on the objective setting Form (HR-UOF-17) of the performance appraisal which will be approved by PD.

ii. All respective Section Heads, Deputy Directors and Supervisors individual based objectives will be transformed to their Section staff.

17.3.2. Performance Appraisals

A. Initiation of the Appraisal Exercise

Each year, the Human Resources Section will send performance appraisals guidelines to all Section Head’s providing the detailed instructions for the execution of performance appraisal exercise along with relevant timelines.

B. Establishing the individual based objectives

a. At the beginning of every appraisal cycle (Jan-Dec), the immediate supervisors will be required to establish the Job Objectives of their individual team members against which the employee’s performance will be measured

b. The Job Objectives identify and elucidate goals of a specific job keeping in view the current and future job responsibilities.
c. Each objective must be assigned a weight relative to the importance and priority of the objective in overall performance of the employee in correlation with job requirements.

d. While setting Job Objectives, it should be kept in mind that they are:

i. "SMART" meaning they are Specific, Measurable, Achievable, Realistic, and Time bound objectives.

ii. Professional, quantifiable and value addition objectives.

iii. As per job responsibilities within the domains of Section, the objectives should be derived from the employee’s respective domain based objectives which should ultimately have a positive correlation with the overall goals of the Program.

iv. In correlation with the Job Description (JD) of the position.

e. Immediate Supervisors should also encourage their employees to determine their own objectives with accountability and ownership of responsibility to guide their subordinate for achievement of set objectives. It is recommended that the line supervisors hold one on one discussion sessions or even team meetings with employees in their respective domains to advise them on the parameters, relevant deliverables, and exact expectations relevant to each set objective.

f. The objectives will be documented on the Individual Objective Form (HR-IOF-18) and both the employee and line supervisor will agree upon them by signing on the form, which will further require Section Head approval for the objectives to be considered official once forwarded to HR.

17.3.3. Reviewing the Performance

a. It is recommended that the line supervisors conduct a quarterly performance review to ensure that the employees are on track and are given the required advice, guidance, and coaching to perform the responsibilities assigned to them.

b. An employee’s comprehensive performance record throughout the appraisal cycle must be maintained by the line supervisors to serve as the basis of performance review and forwarded to HR for record keeping.
c. To foster open communications between employees and management, it is expected that both the employees and line supervisors feel comfortable discussing performance related issues throughout the appraisal cycle. Furthermore it is recommended that the essence of these discussions should be captured by documenting it as often as needed to record the continuum of dialogue between supervisor and employee.

17.3.4. Evaluating the Performance

a. At the end of the appraisal cycle, Immediate Supervisor/ Reporting Officers shall assess the performance of their respective team members by evaluating and rating each job objective documented and agreed upon by the employee during the objectives setting exercise.

b. The performance evaluation ratings on a scale of 1-10 shall be documented for BPS-16 and above on the Performance Appraisal Form (HR-PAF-19/a) and for BPS-15 and below (HR-PAF-19/b) against Employees Performance Evaluation [Section II] including 5 set criteria; Quality of work and Job Knowledge, Job Management, Interpersonal Skills/ Team Work, Personal Credibility, and Traits with objectivity and fairness, keeping quantifiable performance of the employee in context. Following details are provided with the intent of explaining the objective rating scale:

>9 = Outstanding: “An employee who is exceptionally good at the assigned objective and has performed at a level well beyond as to what is normally expected from vast majority of experienced employees with similar duties”

>7 <9 = Good: “An employee who is clearly performing above the required standards of his job with reference to the stated objective”

>5 <7 = Satisfactory: “An employees who performs equal to the required standards of his job with reference to the stated objective”

>3 <5 = Needs Improvement: “An employee who performs below par to the required standards of his job with reference to the stated objective”
1 to 3 = Unsatisfactory: “An employee who performs poorly as compared to other peers and as compared to the required standards of his job with reference to the stated objective”

If the skill set is not applicable then NA (Not Applicable) will be specified and the skill set will not be included in total count. Total score of these 5 factors is 50 will be divided by the total number of attributes rated and multiplying by 100 will furnish the employee assessment in percentage.

c. Reporting Officers shall use verifiable information collected and documented throughout the appraisal period to determine the extent to which actual performance calibrates with the expectations previously understood by the employee.

d. Once the rating on the Appraisal Form is completed by a Reporting Officer, a final one on one session shall be held between the employees being assessed and Reporting Officer to elaborate on these ratings explaining with examples and elements pertaining to work behavior which contributed to the rating. Progress against objectives should be discussed and if expectations have not been met, the reason should also be explained.

e. The employee being assessed can sign on the form if he agrees with the rating or in case of a disagreement the employee has the right to discuss with the Reporting Officer to defend his stance. If no consensus can be reached then the employee will document the concerns on the Performance Appraisal Form before signing it.

f. After signatures of the employee, Reporting Officer and Senior Reporting Officer, the form will be sent by the Senior Reporting Officer to the relevant Section Head for further review, comments, and approvals.

g. Respective Section Head’s will ensure that all employees from their Section have undergone performance appraisal exercise.

h. Once all the appraisal forms are reviewed and approved by the respective Section Heads, a list of all eligible employees in a Section with their rated objectives scores will be forwarded to Human Resources Section along with the approved performance appraisal forms on the deadline prescribed in the current year’s annual appraisal guidelines by 15 January.

i. Human Resources Section shall further review the performance appraisal forms on the factors covered above, highlight any discrepancies, and verify completeness along with appropriate authorized signatures of all concerned.

j. Once the performance appraisal exercise has been completed, the copy is to be kept by the Human Resources Section for their records and personnel files.
Chapter – 18  Training and Development

18.0. Objectives

The main objective of training and development is to help develop key competencies which enable individuals to perform current or future jobs successfully.

In this regard, all training and development programs organized by the Human Resources Section with the coordination of relevant Sections on their recommendations will be geared towards the following objectives:

- Strengthening the job skills/knowledge of employees.
- Improving operational efficiency and services of MSDP.
- Developing the potential of employees for maximizing mutual benefit to individuals and Sindh MSDP.
- Keep employees current on changing technologies in the workplace.

18.1. Types of Trainings

Following are the types of trainings being offered to employees, which must be carefully selected with regards to applicability, suitability and cost effectiveness.

18.1.1. External Trainings

These are the trainings that are conducted by external training institutions as per the training calendar or through training requests forwarded by employees or their respective supervisor, approved by HoU.

External trainings are conducted either on a venue arranged by the training institute or on MSDP’s premises.

18.1.2. In-house Trainings

In-house trainings include all those training related activities/events which are delivered directly by the organization staff within office premises to equip employees with knowledge, skills, and attitudes that will enable them to function efficiently and effectively. The following types of trainings fall under the category of In-house trainings:

a. Orientation/Induction

Human Resources Section will arrange Orientation training sessions for all new entrants in order to familiarize them with the working
environment, key processes and Sindh MSDP policies, procedures and rules in a formal and structured way. In addition to this all new entrants go through on the job training by their respective supervisor which is essential for perform of the jobs adequately.

b. **Departmental Trainings**

In consultation with HR Section, all Sections of Sindh MSDP are encouraged to develop training programs specific to the needs of any Section through a formal process of training needs assessment. In-house trainers nominated by the respective Head of Section on the basis of their skills and expertise will be responsible for conducting such trainings. Furthermore such in-house trainings can also be catered for cross functional/Section employees to facilitate certain skill set that can be utilized in various jobs.

**18.2. Assessment Tools**

The following assessment tools will be used by HR Section to identify employees training needs:

**18.2.1. Training Need Analysis**

a. Training Needs Analysis (TNA) will be conducted in consultation with the respective Section with an objective of gap identification between current knowledge, performance, and skills of the respective employees and the required competencies for their current position as well as to prepare them for a possible role in the future. The training needs should be incorporated into an individual employee’s performance management plan.

b. HR Section will be responsible for providing Line Supervisors with TNA Questionnaires during the performance appraisal exercise conducted on annual basis.

c. Line Supervisors will be responsible to utilize the TNA Questionnaire in consultation with the concerned employee to ensure that required competencies and individual needs are identified in relation to the employee’s present job responsibilities and likely areas of future assignments.
18.2.2. Competency Assessment Analysis (Succession Planning)

a. Assistant Director Human Resource Development, will be responsible for maintaining a succession plan in line with monitoring all the changes to organizational chart and collect and finalize data for succession planning purpose.

b. The competency assessment analysis is a tool used to foresee potential successors and develop succession plans. HR Section, in consultation with the relevant Section Head, will identify potential successors for all critical positions within the organization and will suggest training and development programs to enhance the knowledge/skills of these individuals to qualify for the next role.

18.2.3. Probationary Performance Evaluation Report

a. Performance Evaluation Reports submitted at the successful completion of probationary period of all new entrants are reviewed by HR to extract information highlighted by a line supervisor as areas of improvement.

b. It is the responsibility of Assistant Director HRD to correlate these requirements with the training calendar of current year in order to address the training requirements of the employee and in cases where a scheduled training program does not address the requirements, an external training program on individual or group level may be recommended with the approvals of Section Head and PD.

18.3. Training Plan

A Training plan based on the outcomes of the TNA will be developed every year and implemented by HR Section. The procedure for execution and planning of training program is as follows:

18.3.1. All employees go through a performance appraisal exercise on annual basis in which the areas of improvement are identified on the Training Needs section of appraisal form.

18.3.2. Immediate supervisors conduct meetings with employees in their domain and identify the various kinds of trainings the employee requires during the course of the year.
18.3.3. Immediate supervisors assign priorities on a scale of 1-10 to each training area recommended so that HR Section can devise a training program within the allocated and approved training budget available for that particular year.

18.3.4. HR Section will assist in the professional development process by evaluating theses recommendations from sections and developing a Training Program/Calendar in consultation with external training institutes and in-house trainers for achieving training objectives.

18.3.5. Section Heads are also encouraged to recommend trainings which would benefit employees in their Section.

18.3.6. Training program schedules along with nominations of employees are communicated to all Section Heads in consultation with Deputy Director-HR.

18.3.7. Upon approvals of the Section Head, Head of HR and in some cases PD, employees will be scheduled to attend the training conducted by designated trainers.

18.3.8. It is the responsibility of the concerned section to communicate in advance any changes in the nomination of an employee if he in unavailable to attend the training program so that a replacement for the employee may be finalized accordingly.

18.4. Training Budget

18.4.1. Adequate funds for the training and development activities should be allocated to meet the necessary requirements of an annual training program.

18.4.2. HR Section must ensure allocation of reasonable portion of HR Budget in coordination with Finance Section and approval of PSC towards that training and development activities to be conducted every year.

18.5. Procedure

18.5.1. Training coordination and arranging falls under the general responsibility of the HR Section, but shall strongly depend on cooperation of all Sections.

18.5.2. Section Heads and Deputy Directors have the primary responsibility to intimate HR Section about their respective individual and group of staff for training.

18.5.3. The Training Needs Assessment Form (HR-TNAF-20) will be submitted to HR Section duly signed and filled by respective DD/ Section Head, would like to nominate the staff members for a specific training.
program that they think is essential to enhance their knowledge and skills required to perform the job.

18.5.4. The TNA Form must specify clearly the objectives that the recommended training would achieve and how do they correlate with employee current or future roles.

18.5.5. After getting TNA Form, HR Section shall prepare the Training Plan for the upcoming year of those trainings which can be done in-house and others are referred to the training institutions.

18.5.6. Employees will also be required to submit a Training Request Form (HR-TRF-21) specifying clearly what objectives and goals a requested training would achieve.

18.5.7. HR Section in consultation with relevant Section Head will analyze the request and approve or disapprove the training recommendations based on available training budget as well as the relevance of training request in line with the actual training needs of the individual.

18.5.8. If the HR Section approves the training request in consultation with relevant Section Head with appropriate justification the latter will then forward it to PD for final approval either in-house or outside.

18.5.9. Once all the required approvals on a Training Request Form have been obtained, HR Section representative will ensure that all necessary arrangements are made with the trainers or institution to facilitate the employee for their training session.

18.5.10. If an employee successfully completes a training program, it is the responsibility of HR to ensure that training certificate is awarded.

18.5.11. HR Section is also responsible for maintaining records of trainings scheduled or conducted and to ensure that personnel files are updated with the trainings information, employees have completed.

18.5.12. The employees who undergo external trainings will be required to submit a training report to HR Section.

18.5.13. At the end of each training session, employees are requested to fill in a Training Feedback Form (HR-TFF-22) to assess the effectiveness and impact of the training program conducted.

18.5.14. Based on employee’s feedback, HR Section will try to remove any shortcomings for improvement of the overall training program.
Section F

DISCIPLINARY ACTION POLICY
19.0. Policy
Disciplinary policy will be governed by Sindh Civil Servants (Efficiency & Discipline) Rules, 1973.

19.1. Grounds for Penalty
Where an employee of Sindh MSDP, in the opinion of the authority:
   a. Is inefficient or has ceased to be efficient.
   b. Guilty of misconduct.
   c. Corrupt, or may reasonably be considered as corrupt, because:
      i. He or any of his dependents or any other person, through him or on his behalf, is in possession of pecuniary source or of property, for which he cannot reasonably account for and which are disproportionate to his known resource of income.
      ii. He has assumed a style of living beyond his ostensible means.
      iii. He has a persistent reputation of being corrupt.
   d. Engaged or is reasonably suspected of being engaged in subversive activities or is reasonably suspected of being associated with other engaged in subversive activities or is guilty of disclosure of official secrets to any unauthorized person and his retention in service is therefore prejudicial to national security, the authority may impose on him one or more penalties.
   e. Violation of certain standard of professional behavior and conduct, descriptions of Sindh MSDP, which are detailed under the “Code of Conducts” in HR Manual.

19.2. Penalties
If there are adequate grounds, any of the following minor or major penalties can be imposed depends on the nature of conduct.

19.2.1. Minor Penalties
   a. Censure
   b. Recovery from remuneration of the whole or any part of the pecuniary loss caused to Sindh MSDP by negligence or breach of order.
   c. Withholding of increment for a specific period without cumulative effects.
19.2.2. Major Penalties
   a. Demotion in post or reduction to a lower scale.
   b. Termination.
   c. Dismissal from service.

19.3. Inquiry Procedure
The following shall be observed when an employee is proceeded against under these rules:

19.3.1. In case where an employee is accused of subversion, corruption or misconduct, the authorized Inquiry Officer may require him to proceed on leave or, with the approval of authority, suspend him, provided that any continuation of such leave or suspension shall require approval of authority after every three months.

19.3.2. The authority shall decide whether in the light of facts of the case or the interests of justice, an inquiry should be conducted through an Inquiry Committee.

19.3.3. If the authority decides that it is not necessary to have an inquiry conducted through Inquiry Officer or Inquiry Committee, he shall:
   a. By order in writing, inform the accused of the action proposed to be take in regard to him and the grounds of the action.
   b. Give him a reasonable opportunity of showing cause against the action.

19.3.4. On receipt of the report of the Inquiry Officer or Inquiry Committee or where no such Officer or Committee is appointed, on receipt of the explanation of the accused, if any, the authority shall determine whether the charge has been proved:
   a. If it is proposed to impose a minor penalty, he shall pass orders accordingly.
   b. If it is proposed to impose major penalty, he shall forward the case to the PSC along with the charge and statement of allegations served on the accused, the explanation of the accused, the findings of the Inquiry Officer or Inquiry Committee if appointed, and his own recommendations regarding the penalty to be impose and the PSC shall pass such orders as it may deem proper.
19.3.5. The orders passed by authority shall be communicated to the accused within fifteen (15) days of such orders.

19.3.6. If two or more employees are proceeded against jointly, the authority or authorized officer in respect of the senior most employees amongst them shall be the authority or authorized officer, as the case may be, in respect of all such employees.

19.4. Procedure to be Observed by the Inquiry Officer and Committee

19.4.1. Where an Inquiry Officer or Inquiry Committee is appointed, the authorized Officer shall:

   a. Frame a charge and communicate it to the accused together with the statement of the allegation explaining the charge and of any other relevant circumstances which are proposed to be taken into consideration.

   b. Require the accused within a reasonable time, which shall not be less than seven (07) days or more than fourteen (14) days from the day charge has been communicated to him to put in a written defence and to state at the same time whether he desire to be heard in person.

19.4.2. The Inquiry Officer or the Committee, as the case may be, shall inquire into the charge and may examine such oral or documentary evidence in support of the charge or in defence of the accused as may be considered necessary and the accused shall be entitled to cross-examine the witnesses against him.

19.4.3. The Inquiry Officer or the Committee, as the case may be, shall hear the case from day to day and no adjournment shall be given except for reasons to be recorded in writing and where any adjournment is given:

   a. It shall not be for more than a week.

   b. The reasons therefore shall be reported forthwith to the authority.

19.4.4. Where the Inquiry Officer or the Committee, as the case may be, is satisfied that the accused is hampering or attempting to hamper, the progress of the inquiry he or it shall administer a warning and if thereafter he or it is satisfied that the accused is acting in disregard of the warning, he or it shall record a finding to that effect and proceed to complete the inquiry in such manner as he or it thinks best suited to do substantial justice.
19.4.5. The Inquiry Officer or the Committee, as the case may be, shall within then days of the conclusion of the proceedings or such longer period as may be allowed by the authority, submit his or its findings and the grounds thereof to the authority.

19.5. Powers of inquiry Officer/ Committee

For the purpose of an inquiry/ investigation under these rules, the Inquiry Officer/ Inquiry Committee shall have the powers of a civil court trying a suit under the Code of Civil Procedure, 1908 (Act V of 1908), in respect of the following matters, namely:

a. Summoning and enforcing the attendance of any person and examine him on oath.

b. Receiving evidence on affidavits.

c. Requiring the discovery and production of documents.

d. Issuing commissions for the examination of witness or documents.

19.6. Petition/ Appeal

Employee who feels victimized by an order of disciplinary action (i.e. suspension, dismissal, termination etc) has a right to file petition/ appeal in writing to review the orders/ actions against him to the appointing authority with coordinated to Human Resources Section within 30 days of the date of order of punishment.

19.7. Punishing and Appellate Authority

Under this policy following chart describes the punishing authority and appellate authority against designated grades:

<table>
<thead>
<tr>
<th>Scales</th>
<th>Inquiry Committee</th>
<th>Authority</th>
<th>Appellate Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS-19 &amp; BS-20</td>
<td>Director Reform/ Relevant Section Head and nominated Officer</td>
<td>ACS (Dev.)</td>
<td>PSC</td>
</tr>
<tr>
<td>BS-16 to BS-18</td>
<td>Director Reform/ Relevant Section Head and nominated Officer</td>
<td>PD</td>
<td>ACS (Dev.)</td>
</tr>
<tr>
<td>BS-01 to BS-15</td>
<td>Deputy Director HR/ Relevant Section Head</td>
<td>HoU</td>
<td>PD</td>
</tr>
</tbody>
</table>
Section G

Code of Conduct
Chapter – 20  
Code of Conduct

20.0. Purpose
The purpose of this Code of Conduct is to define the standards and values which the Sindh MSDP expects from its employees to follow within the organization. It is designed to help focus on professional, legal, ethical and social behaviors with organization achieving elements of integrity, trust, and respect for people and behave in a manner that reflects the overall MSDP ethical standards.

20.1. Scope
The scope of this Code of Conduct is to establish a common understanding of the standards of behaviour expected from all employees of the Sindh MSDP.

This code of conduct is not exhaustive and can not anticipate every situation which may morally, ethically, professionally, legally compromise the employee of program interest. In this regard Sindh MSDP expects its employees to use their common sense and take sound judgment. However, compliance with this code is a mandatory obligation owned by all employees to each other and to Sindh MSDP. Breach of this code or any requirements mentioned in this manual will invoke in disciplinary action which may lead to panel action including dismissal, removal, termination, voluntarily resignation or other appropriate disciplinary actions and outcomes as imposed by authority.

20.2. Objective
The Sindh MSDP is committed to the highest standards of conduct in public. This code of conduct is meant to align employees conduct with the organizational values and ethics that reinforce Sindh MSDP’s vision, mission, values, policies and procedures, etc.

The objective of these Codes is to places an obligation on all employees of Sindh MSDP to take responsibility for their own conduct and work with together to establish a consultative and collaborative workplace to feel proud of.

20.3. Code of Conduct Policies
All employees, working under the Program are required to comply with these Codes:
20.3.1. **Personal Information**

Human Resources Section maintains files of personnel record which contains personal information with respect to each employee of the Program. It is important to ensure that personnel record of the employee be accurate at all time and employees are responsible to provide true and accurate information to HR in order to avoid issues or compromising benefits eligibility. An employee’s personal information is considered to be the official record for each employee and is to be treated as confidential, access to which shall be limited to authorize personnel and shall be used only official purpose. Employees of Sindh MSDP are required to promptly notify any change in name, address, contact details with phone numbers, marital status, number of dependents, name of next of kin, or any other pertinent information sent to HR.

20.3.2. **Ethics at Work**

Employees must devote to their work with a high degree of dedication, enthusiasm and professionalism. It is important that employee’s:

- Accomplish and discharge their duties and responsibilities prudently and diligently to the best of their professional knowledge, skills and abilities in order to meet the time, quality and productivity standards of work as per set criteria of Sindh MSDP.
- Engage faithfully only in activities that are consistent with their official responsibilities and authority and which do not damage the interests of the Program.
- Utilize time, supplies, equipment and office facilities with due caution solely for the benefit of the Program.
- Behave properly at all times with integrity and courtesy to upkeep the Sindh MSDP public image as a respectable high performance organization, and
- Co-operate with fellow employees and work as a team for the benefit of Sindh MSDP.
20.3.3. Attendance
Attendance with punctuality is an essential aspect of every position in Sindh MSDP. In order to achieve these goals employees are required to maintain a satisfactory record of attendance.

All employees are expected to report to work on time every day and maintain a satisfactory record of attendance. If an employee is unable to report to work they are expected to notify their supervisor within 30 minutes of their start time. In case of emergency/uncertainty, it is the privilege of employee to take leave instead of un-notified absence. All unapproved absences will be noted in the employee’s personal file. Excessive and unauthorized absences will result in disciplinary action.

20.3.4. Employee Equal Opportunity
Sindh MSDP confirms its commitment to a comprehensive policy of equal opportunity in employment for all genders and disabled regardless of race, caste, color, origin, ancestry, religion, age, or marital status. Individuals are selected and treated on the basis of their relevant merits and abilities and are given equal opportunities within the program.

20.3.5. Harassment at Work
Sindh MSDP is committed to ensure that the employees are treated fairly and equitably in an environment free of intimidation and sexual harassment. Sexual harassment is an unacceptable form of behaviour which will not be tolerated under any circumstances. All complaints of sexual harassment will be treated seriously and promptly, with due regard to confidentiality. Disciplinary action will be taken against any employee who breaches the policy.

Sexual harassment is any unwanted, unwelcome or uninvited behaviour of a sexual nature which makes a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include physical contact, verbal comments, jokes, propositions, the displaying of offensive material or other behaviour which creates a sexually tense or hostile working environment. Sexual harassment can occur between an employee and a co-worker, supervisor, or contractor.
Sexual harassment is unlawful in any work-related context sponsored by Sindh MSDP including social events, conferences, work functions, work related travel or field trips, and interactions with stakeholders.

Any complaints, violation of policy or reports of sexual harassment will be treated promptly, seriously and sympathetically. They will be investigated thoroughly, impartially and confidentially. Sindh MSDP has right to take appropriate disciplinary or corrective action against anyone if allegation of complainant is proved valid. There should be zero tolerance for sexual harassments. (Reference: The Protection against Harassment of women at the workplace Act, 2010).

20.3.6. **Health and Safety**

Sindh MSDP is committed to providing and maintaining a safe work environment for the health, safety and welfare of our employees, contractors, stakeholders and members of the public who may be affected by its work.

Safety is one of the most important factors in any decision as stated in the Sindh MSDP’s Health and safety Commitment.

When it comes to health and safety concerns, Sindh MSDP demands a positive attitude and performance with respect to health, safety and the environment by all employees, irrespective of their position.

20.3.7. **Smoking/ Alcohol/ Drugs**

Sindh MSDP is committed to creating, providing and maintaining healthy environment at workplace for all employees, therefore smoking, use, sale, purchase, transfer, or possession of drugs/ alcohol is prohibited. This will be consider as gross misconduct and will render an employee to instant disciplinary action including termination. (Refer: Prohibition of Smoking in Enclosed Places and Protection of Non-Smokers Act 2002).

20.3.8. **Abuse and Violence**

Sindh MSDP requires from all of its employees to abstain/ refrain from any sort of abuse which could be physical, oral, sexual and emotional. The use of inappropriate words or behavior causes distress and constitutes harassment. It is important to remember that
such behaviour can either be in person, by telephone, letter, email or other form of communication. Child labour as per law is strictly prohibited. Violence against any person, property or organization in any form including but not limited to assault or battering is prohibited.

20.3.9. **Non-political and Non-Sectarian**

Sindh MSDP restricts its employees to take part in any sectarian, political cause, issue or friction. During the Employment with Sindh MSDP, employee’s will not participate/ join any political party, individually or collectively. (Reference: Government of Sindh Civil Servant (Conduct) Rules, 2008).

Each employee must exercise prudence, common sense and sensitivity in assessing any situation carefully before speaking out on sensitive/ political issues.

20.3.10. **Confidential Information and Privacy**

Employees of Sindh MSDP have a contractual responsibility to safeguard any confidential or sensitive information to which they have had access during their employment or after the employment. Employees should not, during or after separation of their employment, disclose such information to the media or to any person within or outside Sindh MSDP without the approval of Competent Authority except to colleagues who require such information in the proper course of their duties. In addition, employees who need access to confidential files and records of another Section must obtain prior written approval from Head of relevant Section.

20.3.11. **Outside activity, Employment and Private Practices**

Employees must avoid acquiring any business interest or participating in any other activity or performs work or service for another organization that would, or would appear to:

- Create an excessive demand upon their time and attention, thus depriving Sindh MSDP of their best effort on the job.
- Create a conflict of interest – an obligation, or distraction, they may interfere with the independent exercise of judgment in programs best interest.
20.3.12. Conflict of Interest

Sindh MSDP expects that employees will perform their duties & responsibilities conscientiously, honestly and in accordance with the best interests of the Program. Employees must not use their positions or powers gained as a result of their private or personal advantages. Regardless of the circumstances, if employees sense that a course of action they have pursued, or are presently pursuing, or are contemplating pursuing may involve them in a conflict of interest with Sindh MSDP, employee should immediately communicate all the facts to HR Section in writing.

20.3.13. Compliance with Legal Laws, Rules and Regulations

All employees of Sindh MSDP including all categories shall respect and comply with all of the laws, rules and regulations of Government of Sindh and/or Government of Pakistan where applicable to Sindh MSDP.