



**USAID**  
FROM THE AMERICAN PEOPLE



## ASSESSMENT AND STRENGTHENING PROGRAM – RSPN

# Draft HR Management Manual

Version - 01



**PUNJAB  
VOCATIONAL TRAINING COUNCIL**  
*Success through skills*

**Punjab Vocational Training  
Council (PVTC)**

## Table of Contents

Preface:: 1

Introduction	2
1. Process of Revision in this Manual	2
2. HR Annual Plan	3
3. Job Evaluation and Job Description:	10
4. Post Hiring Process	11
5. Orientation	12
6. Record of Service:	13
7. Performance Appraisal	15
8. Training and Development:	19
9. Benefits	24
10. General Policies	29
11. Termination Of Employment	44

### Annex

Employee Profile Form	2
Job Description Format	4
Joining Report	9
Candidate Regret Letter/email	10
Confirmation Form	11
Evaluation After	11
Adaptability	11
Orientation Checklist	13
Performance Appraisal Form	14
Sample Surety Bond	15
Travel Authorization Form	16
Clearance Certificate	17
Exit Interview Form	17
Employee Release Letter	21
Confirmation Letter	22
Experience Letter	23
Full and Final Settlement	24
New Joiner Checklist	25
Personnel Request Form	26
Salary Certificate	27
Personal Data Change Form	28

Domain Opening Form .....	29
Training Feedback Form .....	30

## Preface

The Human Resource Department at Punjab Vocational and Training Council endeavors to create a growth oriented, engaging and highly motivated work place experience for its staff across the province. To this end HR department introduces policies and procedures impacting a diverse workforce. These policies and procedures help staff in their career growth, exploring personal potential, contributing towards organizational and country’s development and above all enhancing their personal satisfaction to be part of a worthwhile goal. The latest set of policies and procedures are geared towards the same goal while providing a sustainable platform for growth to staff, the organization and the country.

This manual is envisioned to create a standardized process of all the initiatives and procedures related to Human Resource of Punjab Vocational Training Council. This manual will help you to understand the procedures of any activity carried out in relation to Human Resource Management. This manual will serve as a guideline for HR, so that policies, rules and regulations thus incorporated are applied judiciously and uniformly across the organization.

The Manual is being issued<sup>1</sup> to all employees of PVTC so that it serves as a constant source of information and guidance towards their day to day routine as well as fulfilling long term individual and organizational objectives. Responsibility for keeping the Manual up to date by substituting revised pages shall, however, rest with the HR department. HR department, after approval of the Chairman and Council will update any policy and/or procedure in this manual. If and when there is a change in any policy, HR will inform all the concerned with the relevant change in the manual.

It is hoped that this Manual will contribute towards adopting the correct approach while processing any Human Resource issue, and also to ensure their just and expeditious disposal. It is also envisioned that policies contained in this manual will motivate the staff to achieve peak performance. At HR, we also welcome any suggestions for improvement in our processes so that together as a team we achieve more.

---

<sup>1</sup> With the exception of few policies that are issued to only the concerned staff.

## Introduction

### Punjab Vocation Training Council – PVTC

Punjab Vocational Training Council (PVTC) is an autonomous corporate body established by the Punjab Government through the PVTC Act of 1998. Its mission is to alleviate poverty through Muslim charity (Zakat) and private sector participation by imparting demand driven skill training and enhancing employability for disadvantaged youth.

Establishment of PVTC came through the realization that the less privileged sections of the society eligible for Zakat should be so empowered economically that they are able to sustain themselves and their families and engage in dignified economic activity. One of the better ways to use Zakat was to provide technical and vocational skills to the youth including girls and boys with certain minimum academic qualifications. This idea of economic empowerment would generate a multiplier effect in terms of economic activity and provide dignified monthly income to them and their families so that they come out of the eligibility of Zakat bracket.

Imparting of skill training in market relevant trades would obviously bring much higher rate of return than general education. With the establishment of PVTC, training the young girls and boys into professionally equipped and trained craftsmen has brought quantifiable dividends in the lives of these people.

### ASP – RSPN Support to PVTC

The Assessment and Strengthening Program – Rural Support Programmes Network (ASP-RSPN) is a five-year program funded by the United States Agency for International Development (USAID). The objective of the ASP is to “Enable local organizations to be more transparent, accountable and effective.” ASP supports the Pakistani Public Sector and Civil Society institutions build their institutional capacity in the areas of financial management, human resource management, monitoring & evaluation, procurement management, internal controls mechanism. The approach adopted by ASP is to identify, address and validate the institutional capacity weaknesses of local organizations.

On the request of PVTC management to USAID for help in capacity building, ASP-RSPN conducted Pre-award Assessment (PAA) through E&Y Chartered Accountant, based on gaps identified in PAA report ASP-RSPN developed Capacity Building Plan with the consultation of PVTC management. Under component – I of the CBP ASP-RSPN has developed / upgraded HR, Financial Management, Procurement Management, Internal Audit and Monitoring & Evaluation manuals whereas under Component – II a part from providing short term training on the above discipline ASP-RSPN will also under take 3-4 months on-the-job handholding training to PVTC Internal Audit and M&E staff.

## 1. Process of Revision in this Manual

- 1.1. This policy manual is a living document and is prepared and used for the benefit of the organization and its employees. Over time because of the change in the management practices, current market demand and regional circumstances the change in policy could be instituted to make it current and beneficial for staff and organization. To this end any

suggestions, recommendations or feedback on the policies and procedures specified in this manual can be sent to HR department for review and can be incorporated in the policies after the approval of Council. However, sending the comment and suggestion may not mean its inclusion in the policy manual until the Council evaluates its merits and demerits and approve.

- 1.2. At any time, chairman can constitute a committee to review any policy and procedure for the benefit of the organization.
- 1.3. The committee constituted by the chairman shall be giving the recommendations for the change in the manual. The change if concerning the HR regulations, policies and procedures must have Sr. Manager HR/head of HR or a designee of the Head of HR as a part of the committee’
- 1.4. **Process of Manual Review**
  - 1.4.1. The committee will review the suggestions presented to it if any. If no suggestions are presented the committee will review any standards and practices that needs to be incorporated in the policy manual.
  - 1.4.2. After the review and council may approve the changes in the manual.
  - 1.4.3. The policy thus changed will have a revision number. This revision number will define the Policy Initials, year of revision and number of subject revision, and it will be notified by the HR Department.
  - 1.4.4. In the absence of the council or in case of any emergency chairman may make changes in this manual subject to ratification by the council.

## 2. HR Annual Plan

### **Prologue:**

HR department shall prepare an annual HR plan for PVTC. HR department aims to ensure PVTC’s strategic priorities are fully integrated in all areas of our staff activities. In particular we intend to nurture a staff culture that encourages the full engagement of all staff and recognizes, encourages and celebrates achievement, hence our HR Strategy’s key theme being “Staff Engagement and Achievement”.

The most significant factors which have underpinned our success have been the competence, hard work and dedication of PVTC’s staff and their commitment to our vision and values. Staff are our key asset. Our Annual Plan and HR Strategy are dynamic documents and are updated according to our progress and changing circumstances.

Our Annual Plan ‘Developing and sustaining a culture of staff engagement and achievement’ is designed to achieve the following:

1. Our HR policies and initiatives will support a culture in which the value of diversity is fully recognized and embraced and where all members of our society and organization act respectfully towards each other.
2. We will take measures to ensure greater flexibility in working patterns, so that we can develop a culture of learning and development and expand our services. We recognize that our teaching provision is mainly during a traditional ‘9 to 5’ Monday to Friday schedule and is not fully engaging with evening, weekend and summer school demands from potential students. In developing a culture of learning this will also be our initiative and plan to expand our provisions for education in order to utilize the physical infrastructure and facilities to the maximum capacity.
3. To further support a flexible teaching provision and enhance the student experience, we will ensure that relevant staff are competent in the use of blended learning, social learning technologies and can provide effective personal tutoring.
4. We will seek to ensure that all academic and relevant support staff are engaged in research and scholarly activity and knowledge exchange.
5. PVTC HR department has performance management at the heart of its strategy. Managers, Principals and academic staff will be recruited and further developed to take ownership of staffing and performance issues, with HR Services providing a professional advisory service designed to support the achievement of PVTC priorities. This approach will follow the key principles of the HR ‘Business Partnering’ model which encourages greater involvement of Managers, Principals and academic staff in PVTCs core Service activities, including annual planning and staff engagement initiatives, particularly with management teams. We will work with VTI teams and BOMs to ensure that all managers implement HR policies fully, particularly in the areas of staff recruitment and selection, induction, probation, performance management and training.

## 2.1. Human Resource Plan Priorities

- 2.1.1. **Staff Recruitment:** Technically sound, professional capable and behaviorally effective staff recruitment is the key priority of the HR plan. While making the HR plan for each year the HR department will maintain the following standards.
  - 2.1.1.1. Vacancy fill rate: it includes the time to fill a vacancy, according to the given criteria and maintaining a low employee turnover rate.
  - 2.1.1.2. Recruitment system in ERP: In order to maintain a transparent system of recruitment and providing all the candidates an equal opportunity HR department will maintain a recruitment system in ERP keeping records of all the candidates and their interview status.

- 2.1.1.3. Analysis of recruitment data: HR department will do a regular analysis of the recruitment data. The analysis to include number of unfilled positions, number of filled positions, qualifications of the candidates, rate of turnover, reasons for turnover, availability of the quality candidates at all time and the sources of getting new candidate data base.
- 2.1.1.4. Greater use of Recruitment testing: HR plan shall include introduction of new testing processes and systems that could be utilized at all levels for a competency and behavioral based hiring process.
- 2.1.2. **Staff Retention – Succession Planning:** Our relatively low turnover enables us to reap the benefits of a stable and experienced workforce. But overall turnover is sufficient to recruit a more diverse senior workforce, thus enabling us to increase the representation of women and new blood in academic, administrative and management roles.
  - 2.1.2.1. We need to ‘grow more of our own’ academic staff by having a good number of second layer of teaching and technical staff and also to provide the next generation of technical staff with specialist skills via Trainee Technicians in our organizations.
  - 2.1.2.2. We aim to undertake a systematic analysis of information gleaned from exit interviews; we presently only record the primary reason for leaving on our HR database. Similarly we aim to undertake a systematic analysis of applicants who reject job offers or leave prematurely i.e. within their probationary period.
  - 2.1.2.3. Each VTI and PVTC secretariat is required to review their staff age profile on an annual basis, as part of the planning round, working with HR department using a standard template. They will identify which staff are due to retire or impending changes in roles or technical/academic/administrative staff occurring in the succeeding five years and will develop an appropriate succession plan. Developing talent will be a key priority.
  - 2.1.2.4. VTIs and regional offices shall review staff retirements or impending changes in roles and develop an appropriate plan as per the following HR planning template:
    - a. any planned changes in staff numbers;
    - b. the clear identification of VTIs and service staff development needs;
    - c. the VTI equality and diversity action plan;
    - d. the VTI risk analysis in relation to the delivery of their objectives and central to that is the identification of any staff recruitment, retention and development issues.
  - 2.1.2.5. HR department will review the Plans of schools and services to determine whether the HR planning template was used appropriately.
- 2.1.3. **Staff Pay and Benefits:** HR department will develop a plan each year for the Staff pay and benefits according to the following guidelines.
  - 2.1.3.1. **Staff Benefits:**
    - a. We will promote existing staff benefits further, through HR Services website and via promotional campaigns.
    - b. HR department shall endeavor to include any new benefits monetary or non monetary according to the industry standards. However, based on the financial health of the institute the emphasis will be laid over the benefits that could have a more rewarding experience of the staff with PVTC. A creative outlook to introduce more non monetary benefits shall be used.
    - c. Based on this it is the objective of HR department to enhance the image of PVTC as an employer of choice.

- 2.1.3.2. **Payroll:** In order to maintain an equitable standard of payroll for the staff of PVTC at all levels and specially for the Key positions, HR department will conduct regular salary surveys.
- 2.1.3.3. **HR cost:** HR plan shall also include the HR cost for the year. The cost include the following
- a. Payroll
  - b. Benefits
  - c. Expected Increments
  - d. Expected new hiring
  - e. Expected new requirements in terms of HR resources such as technical, office and related training programs.
  - f. Any other cost related item that directly or indirectly impacts the performance of HR.
- 2.1.4. **Learning and Management Development:** Being an institute that thrives on expansion of learning and development of the technical skills, PVTC HR department shall create a vibrant role through its learning and development function for the staff. The HR plan shall cover the following areas in accordance with the needs of PVTC and its resources.
- a. Project Managing Skills
  - b. Leadership and Management Development
  - c. Enhancing the learning experience of students
  - d. Teaching and pedagogy skills for academic staff
- 2.1.5. **Equality and Diversity:** Equality and diversity are the key ingredients for the HR plan of PVTC. HR department shall make every effort possible to follow the guidelines of equality and diversity in the HR plan. The following areas will need to be covered through HR plan
- a. Job Evaluation.
  - b. Market related pay/benefits to be managed.
  - c. Target of number of staff for the year while maintain the gender sensitization.
  - d. Action plan for Equality and Diversity in PVTC.
- 2.1.6. **Performance Management:** HR plan shall include the performance management plan with emphasis on the following
- a. Competency Framework – Each year the key competencies that are required for the organization to be effective and efficient shall be listed by HR.
  - b. Action plan to tackle the poor performance and reward the high performance
  - c. Review plan for Human Resource manual and/or policies
  - d. Plan for enhancing the professional standards for the teaching and learning
  - e. Plan for enhancing and rewarding the learning, research and teaching

## 2.2. Human Resource Yearly Plan

- 2.2.1. Based upon the narrative above below is the yearly plan guideline for the HR annual Plan. The following areas cover four quarters (three month each) of the year with the frequency with which each year, each task is to be completed. New tasks will be added as and when required by HR, in order to manage and process the functioning of HR department.



Staff Recruitment	Frequency	Q-1			Q-2			Q-3			Q-4		
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Gathering Information from All areas for staffing needs	Twice a Year												
Preparing data list for staffing - (consolidation of needs)	Twice a Year												
Getting approvals for new hiring (if required)	Once a Year												
Preparing JDs for new positions	If required												
Advertising in the newspapers	If required												
Third party testing - results gathering from candidates	If required												
Interview scheduling	If required												
Providing support to VTIs for interviewing/selection process	Twice a Year												
Training of staff on conducting interviews and its process	Once a Year												
Preparing and presentation of Budget for recruitment	Once a Year												
Forming of new selection committees if required	If required												
Identification of Key positions all over PVTC	Once a Year												
Review of Staff Selection Criteria	If required												

Staff Pay and Benefits	Frequency	Q-1			Q-2			Q-3			Q-4		
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
Review of Existing Pay scale and Benefits	After two years												
Salary Survey of the academic and training sector	Once a Year												
Total HR cost calculations (staff+training+benefits)	Once a Year												
Calculation of the cost of New hiring	Once a Year												
Calculation of the cost of Monetary Benefits other than salary	Once a Year												
Calculation of the cost of non monetary Benefits	Once a Year												
Calculation of the cost of Training Programs	Once a Year												
Calculation of the cost of Education Assistance to staff	Once a Year												
Comparison of the current HR cost with Last three Years	Once a Year												
Forecasting of HR cost for next year	Once a Year												



Learning and Management Development	Frequency	Q-1			Q-2			Q-3			Q-4		
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<i>Conducting TNA for staff</i>	<i>Once a year</i>												
<i>Making Yearly Training Calendar</i>	<i>Once a year</i>												
<i>Top Management Course Arrangement</i>	<i>Once a year</i>												
<i>Middle Management Course Arrangement</i>	<i>Twice a year</i>												
<i>Staff training programs development with STTI</i>	<i>Once a quarter</i>												
<i>Existing and new Staff orientation scheduling</i>	<i>Once a year</i>												
<i>Identification of the Key Positions and Top performers</i>	<i>Once a year</i>												
<i>Development schedule for Top Performers for Possible next Position</i>	<i>Once a year</i>												

Performance Management	Frequency	Q-1			Q-2			Q-3			Q-4		
		July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	May	June
<i>Identification of KPIs for staff</i>	<i>Once a year</i>												
<i>Identification of the top and poor performers through Appraisal</i>	<i>Once a year</i>												
<i>Action plan for the top and poor performers</i>	<i>Once a year</i>												
<i>Review of competencies for key positions</i>	<i>Once a year</i>												
<i>Development of Orientation material</i>	<i>Once a year</i>												

### 2.3. Human Resource Process Monitoring

2.3.1. Monitoring of the HR plan shall be done according to the template given. HR department shall prepare an ongoing report for the management to share the data of HR in PVTC and VTIs. The data thus prepared shall provide the basis for all the key HR decisions, such as the data for disciplinary actions shall be used to increase the engagement with staff, training issues of staff and if required any policy changes wherever required.



Monitoring of the HR Process

Summary Sheet Monthly HR Planning Report																	
Sr#	Item	#	VTIs/office/regions Data														
			Staff in Each Grade					City/Office	Total Staff	Filled Position	Vacant Positions	Disciplinary Actions	Female Male Ratio	Promotions if any	Transfers if any	Any staff Trainings Done	Pay roll Amount
1	Employee Turn over for this year																
2	Total Number of Staff						1										
3	Payroll YTD		Grade	# of Staff	Vacant	Payroll	Budget	2									
4	Budget of Payroll		ME					3									
5	Total HR budget		M1					4									
6	# of filled Positions		M2					5									
7	# of vacant Positions		M3					5									
8	# of Probationary Staff		E1					6									
9	# of Contract staff		E2					7									
10	# of hourly wage instructors		S1					8									
11	# of trainings organized		S2					9									
12	# of Disciplinary Actions Done		S3					10									
13	# of court cases		S4					11									
14	# of transfers YTD		Contract					12									
15	Average age of staff		Trainee					13									
16	New hirings last month		Hourly Wage					14									
17	Total Hirings YTD		Total	0	0	0	0	15									

### **3. Job Evaluation and Job Description:**

- 3.1. The purpose of this policy is to have fair, equitable and comprehensive assessment of a position within PVTC.
- 3.2. Job evaluation of a position shall provide benchmarks for all the positions to be achieved.
- 3.3. If a new position is created in PVTC a job evaluation shall be done.
- 3.4. Following shall be milestones that needs to be achieved through the job evaluation procedure
  - a. Each position must have a purpose and should support the overall mission and goal of PVTC.
  - b. Position must have Key Performance Indicators on which the job could be evaluated and the incumbent be appraised.
  - c. It must have a minimum criteria at which an incumbent could join in or take up the position.
  - d. The job evaluation should identify the relative importance of position in the hierarchy of PVTC i.e. its grade and designation.
  - e. It must also provide the relative value of the position in terms of its authority such as responsibilities and accountabilities.
- 3.5. A job description format shall be used to prepare the job description as well as evaluation of the position.
- 3.6. A job description shall be defined and prepared by HR department in consultation with department and approved by the Chairman.

#### 4. Post Hiring Process

- 4.1. On selection the following information will be forwarded to HR to be kept in the Employees Personal File.
  - a. Job Description<sup>2</sup>.
  - b. Duly filled application form with pictures.
  - c. Interview Evaluation form duly completed.
  - d. Salary recommended.
  - e. Professional previous employer references. In case no previous experience three Professional/academic/local references.
  - f. A Copy of metric certificate for verification and record.
  - g. A Copy of the education or technical certificate and a copy of experience certificate.
  - h. Copy of C.N.I.C.
  - i. Marital status and address.
  - j. Two Passport size Photos
  - k. Medical certificate from medical practitioner registered with PMDC.
- 4.2. The organization reserves the right to keep all copies. All regular employees shall be placed on probation for a period of six months in case of non-executive cadre and one year for executive and management cadre. The immediate supervisor shall write the probation report and give his recommendation for confirmation or otherwise and endorsed by his supervisor
- 4.3. The Human Resources Department shall take at least five working days to complete the interdepartment process ((informing the appropriate area in-charge, completing the formalities of employment contract letter, raising procurement demands for any tools necessary for the subject position etc.) and inform the selected candidate about his/her date of joining, proposed salary, job description and benefits and all other pertinent information. This shall be done in case of hiring at the HO level.
- 4.4. In case of VTI and area offices, the principal and area in-charge respectively shall be responsible for completing the process as outlined above .
- 4.5. The Human Resources Department shall prepare and deliver the Employment Letter to the Employee on the first day of Employment and obtain signatures on a copy. In case of VTI and area offices the appointment letters shall be delivered by the concerned in charge of the area and a copy shall be sent to the HR department in the head office. All appointment letters for the permanent employment shall be delivered through Head office HR department.
- 4.6. A joining report should be furnished with HR department duly signed by respective supervisor. This joining report must be signed and sent to the HR department on the first day of joining.
- 4.7. Candidates rejected shall be sent appropriate regret letters<sup>3</sup>.

---

<sup>2</sup> Job Descriptions Annex 3

<sup>3</sup> Template Regret letter/email Annex 6

## 5. Orientation

### Procedures:

- 5.1. It is the responsibility of the Human Resource Department to coordinate the orientation program. The HR is responsible to carry out proper orientation of new employees by giving them a brief overview of the policies and procedures.
- 5.2. While the Orientation is being conducted, an Orientation Checklist<sup>4</sup> will be used to keep track of all that is being done.
- 5.3. If an employee joins at any regional office or VTI, the in-charge of the office/VTI will be responsible to carry on the orientation in coordination with the HR department at the head office.
- 5.4. In case the employee has joined at a grade that has business cards, laptop, mobile phone etc. all these items will be procured/bemade available before the joining date of the employee.
- 5.5. The orientation program will include, but will not be limited to the following:
  - a. Nature of work of PVTC.
  - b. History-philosophy and structure of the PVTC.
  - c. Organizational structure-chain of command within the Organization.
  - d. Organizational benefits and plans.
  - e. Information about the regional offices and VTIs.
- 5.6. The material of orientation shall be prepared by Head office HR and be made available to all the regional offices and VTIs.
- 5.7. Any revision in the Orientation shall be the responsibility of the HR department and any new version of the orientation program to be provided to all concerned.
- 5.8. A template letter signed by the new employee that he has gone through all the material of orientation.

### Rotation during orientation

- 5.9. During the orientation of the staff, the staff shall be rotated in each section of his department for understanding of the department for one day for the staff hired in PVTC from level E and M.

---

<sup>4</sup> Orientation Checklist template Annex 9

## 6. Record of Service:

6.1. An employee personal folder will be maintained by HR Department comprising of the following.

1. Photocopies of all credentials.
2. Copy of National Identity card and two latest photographs.
3. National Tax number
4. Date of Birth given in the Metric/Equivalent Certificate will be deemed authentic.
5. Copies of educational documents
6. Offer Letter and appointment letter
7. Experience letters from previous employers
8. Filled appraisal forms and increments letters
9. Any disciplinary action letters
10. Any commendation letters
11. Any other papers relating to the employee

Note: All personal files maintained at the HO, VTIs and attached offices shall have similar structure and items to be filed in. HR department shall provide the checklist of documents to all the concerned to prepare the personal files accordingly.

- 6.2. All the Head office files and heads of regions and VTI principals and shall be with the Human Resource Department.
- 6.3. All files of the regional offices and VTIs staff shall be with the concerned hiring authority. Respective VTI and regional heads who are maintaining the personal files of their staff are required to send copies of any addition in the personal file of their employees to the Head office HR department for placement in the duplicate personal file of the concerned employee.
- 6.4. HR department shall have the authority to review any personal file data that is maintained at the regional office and VTI.

### Updating of the Records:

- 6.5. Each employee is required to update his/her personal information when \_\_\_\_\_ available e.g., change in address, contact details, marital status, birth/death of family member, qualification etc.
- 6.6. In order to provide the record, an employee needs to provide the details and sign the provided details and send to HR or concerned authority to replace the data in his/her personal file.
- 6.7. Record of service shall be maintained in the prescribed format available in HR.



## 7. Performance Appraisal

The purpose of this policy is to provide a formal review program to evaluate work performance and to promote communication and discussion of job performance. The intent of these discussions should be to review current job performance and responsibilities, set objectives and discuss future opportunities with reference to past performance at PVTC.

### 7.1. The Objectives of the Performance Review Program:

- 7.1.1. To measure work performance.
- 7.1.2. To motivate and assist employees in improving their performance and achieving their personal/professional career goals.
- 7.1.3. To identify employees with high potential for advancement.
- 7.1.4. To provide objective information for making decisions on rewarding employees,
- 7.1.5. To identify employee training and development needs.
- 7.1.6. To provide career growth for each individual.

### 7.2. Frequency of the Performance Review:

- 7.2.1. Performance discussions and counseling should be conducted frequently as and when the need arises. These discussions will provide the basis for an objective summarization of performance during formal performance reviews and allow more time for discussing future plans and organizational as well as personal objectives. The supervisor is encouraged to make notes on pertinent points discussed and to place those notes in the employee's personnel file.
- 7.2.2. Formal written performance reviews will be conducted, with all employees annually. Initiation of performance appraisal will be done by HR dept. The review period of the performance shall be given by HR
- 7.2.3. In case the supervisor or manager of an employee changes because of transfer the appraisal shall be done by the supervisor or manager with whom more than 6 months are spent.

### 7.3. Training for new inducts during Employment for Performance Enhancement

- 7.3.1. A training process for the staff who have joined Head office, Regional Offices, Area Offices and VTIs as Principals in the past six months shall be organized and arranged by HR department. The frequency of such a training shall be determined by HR department. Similarly, a training process for the staff who have joined VTI in the past six months shall be organized and arranged by Principal of the VTI and its frequency shall be approved by the President BOM.
- 7.3.2. In case of PVTC Secretariat, such training shall include the
  - a. System's orientation and training: It includes all the processes relevant to the job of the trainee.
  - b. Meeting with all the HODs during orientation
  - c. Presentation on the Role of PVTC in vocational training
  - d. Presentation on Policies and regulations applicable in PVTC
  - e. Brief Presentation by all the HODs on their departmental role in PVTC
  - f. The performance objectives and KPIs of the staff and organization to be explained to all

### 7.4. Policy Guidelines:



7.5.8. Principal shall fill in the basic information and start the process of the annual appraisal.

**Role of Department Head (1):**

4.4.8. Review the report filled by the supervisor, amend or approve the evaluation.

4.4.9. Discuss the evaluation with the employee in case the evaluation is less than average.

**Role of Employee (1):**

4.4.10. Declare his/her opinion to the Dept. Head concerning the evaluation of his/her direct supervision regarding his/her performance.

**Role of Department Head (2):**

4.4.11. Review and approve all reports and recommendations by his/her direct reports for all the staff appraised.

**HR Department (2):**

4.4.13. Collects all approved evaluation forms.

4.4.14. Get the summary of performance appraisals from VTIS and Prepare PVTC Secretariat wide summary for increments ratio, impact on total payroll and present to the Chairman with recommendations.

**7.6. Performance Improvement Process**

7.6.1. For PVTC Secretariat ,in case an employee’s performance is unsatisfactory he/she needs to have a performance improvement plan and process.

7.6.2. Performance improvement plan shall be devised by the supervisor in consultation with the head of department and HR office. The plan shall be approved by Head of Department and delivered to the employee by him.

7.6.3. The performance improvement plan will comprise of one quarter.

7.6.4. The supervisors will evaluate the performance as per the improvement plan.

7.6.5. In case of satisfactory performance in the first month, the employee will continue to follow the performance improvement plan for the second month.

7.6.6. In case of satisfactory performance in the third month, the employee shall restart normal functioning in the organization.

If an employee on performance improvement plan receives unsatisfactory evaluation after the second month The supervisor may recommend the competent authority to initiate the disciplinary proceedings. This recommendation should accompany sufficient evidence for initiating the proceedings. Evidence includes the unsatisfactory performance record, data for not fulfilling the objectives and proof of not performing according to the KPIs.

7.6.7. For VTI, Principal shall be responsible for improvement plan. The plan shall be approved by the President BOM.



**7.7. Results of performance appraisals:**

- 7.7.1. The results of the performance appraisal shall be used by the management for the assessing training needs, promotion and relocation decision for the staff

## 8. Training and Development:

### Objective:

To address the weak areas of the employees and to equip them with the skills required and specified in their performance appraisal to get the job done in an effective and efficient manner.

### Procedure:

- 8.1. Training and Development of the staff through HR shall be done in close coordination with Staff and Teachers Training Institute.
- 8.2. An annual budget shall be defined and approved by the competent authority. The budget shall be recommended by the HR department.
- 8.3. **Developing Organization-Wide Training Plan**

### Procedures:

- 8.3.1. The HR Department will develop the TNA (training needs Assessment) according to the recommendations made by their Supervisors in the performance appraisal form.
- 8.3.2. HR department shall provide a list of the possible training programs in coordination with Staff and Teachers Training Institute to all the department heads so that they could choose appropriate training programs for their staff.
- 8.3.3. HR department shall format a list of needs from the appraisal forms as well as requirements generated through department heads.
- 8.3.4. The requirements and list then shall be used to organize the training programs for different level of staff.

### 8.4. Procedure

- 8.4.1. Training need will be identified from the TNA (Training needs analysis) exercise that will be conducted every year in July. Any eligible employee or his supervisor can request for training as specified in his/her TNA
- 8.4.2. If any new system or new technology is launched in The Organization for day to day procedures, training will be arranged for the same on new system / technology.
- 8.4.3. Travelling Allowance and Daily Allowance will be admissible as per organization approved rates .
- 8.4.4. Employees who will remain absent in past training or will not be eligible for next training and it will reflect negatively on their appraisal.
- 8.4.5. Any employee not coming for training after registration must give valid reason otherwise warning letter /increment held etc.
- 8.4.6. The Management staff in the head office, who attend the training, will submit a report after attending the training
- 8.4.7. Training feedback would be taken from the employees to evaluate and to improve the standards of the trainings.

### 8.5. Training and Development Programs

Employee Training and Development programs shall be classified as:

**8.5.1. Assignment Related Programs**

It is skill training focused on job related activities and performance which is directly related to the work assignments or conditions of the employee’s current work assignment.

**8.5.2. Career Related Programs**

It is a behavior training focused on character building based on professionally accepted leadership standards of conduct and those related to the development of skills, knowledge and other qualifications that prepare an employee for other organizational assignments.

**8.5.3. PVTCs’ Own Training Programs:**

These are the current courses run by PVTC and any employee whose such need is identified for an effective discharge of his duties, can be enrolled in such programs. These programs can be directly related to the career development of the subject staff.

**8.6. Types of Training and Development Programs**

- i. National Seminars and Training Workshops
- ii. International Seminars and Training Workshops
- iii. Quarterly Team Building Exercise for all employees
- iv. In-house Training program (Through outsourcing the expertise)
- v. In-house Training program. (Using in-house expertise from PVTCs own resources of Training courses.

**8.7. Overseas Training:**

8.7.1. The HR department shall coordinate with P & D department of the government and other training companies and development agencies on regular basis, in order to have information and possible nominations and allocations for overseas scholarship training programs for PVTC staff.

Employees who are nominated for enrollment in an overseas training program should meet the following conditions:

- 8.7.2. Should meet the prerequisites of the available training program.
- 8.7.3. Being knowledgeable of the language in which the training program will be conducted.
- 8.7.4. In case an employee needs to attend a foreign training, he/she has to be in service with PVTC for at least one year and a member of the Provident Fund scheme of the organization.
- 8.7.5. If the employee being sent on the training does not meet the above conditions, a waiver could be made on the by the Chairman. However, HR has to present a summary for approval about the importance and need of sending such employee for training.
- 8.7.6. Only Permanent employees are entitled to attend the overseas training program.

**Surety:**

- 8.7.7. To ensure that both, PVTC and the employees mutually benefit from overseas professional training provided to employees, the employees returning from training should continue to be in the employment of the organization for following minimum periods depending on the training days attended and cost. Failing which, employee will be liable to pay PVTC expenses incurred by the organization on their training including travel and accommodation expenses.
- 8.7.8. In the event of an employee wishing to leave the employment of the organization or being terminated he/she will reimburse the organization the expenses incurred on providing the training. The organization will make appropriate deductions from the employee final settlement including Provident Fund and remaining amount will be deposited in the organization account.
- 8.7.9. Surety bond shall be made for any overseastraining that has duration of one month or more.

**Procedure:**

- 8.7.10. The Department head and HR department shall be responsible to have necessary documentation duly completed and signed by the employee before he/she goes for training.
- 8.7.11. HR will make all necessary travel arrangements through close contact with the department head and employee.
- 8.7.12. Finance department to arrange any advance to employees going abroad for training.
- 8.7.13. Employee to sign surety bond<sup>5</sup> and hand it over to HR Department before leaving for the training.
- 8.7.14. After completion of the training the employee must inform the HR department on rejoining the organization.
- 8.7.15. The employee must give a written report about the training to the department and HR department.
- 8.7.16. Based on the report the employee will be asked to deliver the learning of the training to the other employees through a session as agreed with HR department and department head.

**8.8. Authority**

- 8.8.1. All training programs are subject to prior written approval with details of course content, duration, and time and course fee from respective department head, HR department, Managing Director with final approval from the Chairman.

**8.9. Procedure**

- 8.9.1. For the evaluation of training, employees in M and E grade will give a detailed presentation to colleagues of his own department/section within fifteen days after completion of his training.
- 8.9.2. Employee after training will also submit soft / hard copy of Training material and his detail presentation to HR Section.

---

<sup>5</sup> Sample Surety Bond template Annex 11

### 8.10. Local Training Programs:

Employees who are nominated for enrollment in a local training program should meet the following conditions:

- 8.10.1. Such training on which the employee is being enrolled must have been identified in his/her performance appraisal. If any such training arises which is important for the organization it can be approved by the MD on provision of the need for the training.

### 8.11. Local Training Programs Calendar:

- 8.11.1. HR department needs to develop a year round calendar for the expected training programs for the employees in coordination with STTI.
- 8.11.2. Such training calendar will be made available to all the employees
- 8.11.3. The training calendar shall be made after consulting the employee performance appraisal requirements as well as the TNA.
- 8.11.4. HR department will identify the training resources from the market at the time of developing the training calendar.
- 8.11.5. An identified short listing criteria (where different training companies could enlist their expression of interest through a transparent mechanism) shall be followed to short list the training companies as well as trainers. These resources will be identified from the open market.
- 8.11.6. For in house training resources (employees of the PVTC), who offer their services for training to STTI,needs to enlist their interest, course name and duration at the time of making the calendar.
- 8.11.7. Through the calendar the employees can enroll themselves in any relevant training program. For enrollment an employee needs to write an application to the STTI (through email or in paper) after seeking approval from the concerned Head of department. Any department head may not unnecessarily hold any such approval.The employees shall be invited for training program as per training calendar.
- 8.11.8. The department head can also nominate an employee for training.

#### **Procedure:**

- 8.11.9. The Department head and HR department shall be responsible to have necessary documentation duly completed and signed by the employee before he/she goes for training.
- 8.11.10.HR will nominate employees for training.
- 8.11.11.HR will make all necessary travel arrangements through close contact with the department head and employee in case of out of duty-station training program.
- 8.11.12.The employee must give a brief report about the training to the department and HR department after attending the program. However, for all the “S” grade employees this report can be replaced with a verbal feedback to the HR department.And in case of VTI the report/feedback has to be taken by the principals
- 8.11.13.HR department/Principal shall use a template for receiving such a feedback. The template shall include the following 1) what did you learn from the training 2) what changes you will bring in your daily office routine after attending the training. 3) List three things that you will do better to ensure effective job performance.

8.11.14. Based on the report the employee will be asked to deliver the learning of the training to the other employees through a session as agreed with HR department and department head.

## 8.12. **Authority for local and foreign training**

8.12.1. All training programs are subject to prior written approval with details of course content, duration, and time and course fee from respective department head, HR Department and Managing Director.

## 8.13. **Documentation**

8.13.1. Human Resource Department will maintain all the forms in the personal file of the employee that is sent to attend the training. These forms can be used at the time of the appraisal.

## 9. Benefits

- 9.1. **Minimum Service for entitlement of Benefits:** Permanent employee shall be entitled for benefits/terminal benefits provided they have serviced the organization for minimum period of 10 years. Service equal to 6 months or more shall be rounded off to one year. The service shall be counted from the date of hire of the employee.
- 9.2. **Payment of Benefits in case of employee’s Death during Service:** The family of the deceased employee shall be eligible for all the retirement benefits including earned leave encashment, provident fund, gratuity, service award and whatsoever they are, without fulfillment of any condition which otherwise an employee has to fulfill to be eligible for payment of the benefit.
- 9.3. **Terminal Benefit at Retirement (Gratuaty):** Subject to prescribed minimum length of service, an employee shall be entitled for payment of gratuities equal to number of years of service. The amount of one gratuity shall be equal to one last drawn salary.
- 9.4. **Car Scheme**
- 9.4.1. Council Maintained cars shall be provided to the M2 and above grades. However, HOD of M3 grade and RMs and Area managers shall also be given the facility of car.
- 9.4.2. **Objective:**  
To provide PVTC designated employees the facility of availing conveyance for official and personal use at company’s cost.

### Grade Entitlement

Chairman	1800CC
Managing Director	1600CC
<b>General Manager</b>	1300CC
Sr. Manager, Regional Manager	1000CC
HOD of M3 – Area Manager	1000CC

### Fuel Entitlements:

- 9.4.3. The grade wise monthly limit of Petrol shall be as under. However, a notification can be issued to revise these limits by the Chairman. Following are recommended limits

### Grade Petrol Fuel Ceiling

Chairman	350ltr or as determined by terms of appointment
Managing Director	350 ltr
General Manager	300 ltr
Senior Manager	250 ltr
Manager	225 ltr
Area Manager	175 ltr

These fuel limits to be adjusted on an accumulated consumption of one year basis.

### Replacement of car in case of Repair and Maintenance:

- 9.4.4. In an event when the company allotted car to an employee needs repair and maintenance and deposited at the designated workshop, for a period exceeding 2 days, it can be replaced with a car from the pool if available.
- 9.4.5. This facility shall not be claimed as a matter of right and only possible if the vehicle is available and not in any official usage.
- 9.4.6. Any such pool vehicle given, can always be claimed back by PVTC without any notice to the employee if the official duty requires so.

**Insurance and Taxes:**

- 9.4.7. All expenses in respect of insurances, registration, and annual token taxes shall be borne by the organization.

**Maintenance/Repair Expenses:**

- 9.4.8. All expenses in respect of car maintenance shall be borne by the organization.

**Employees Responsibility:**

- 9.4.9. The employee is responsible to keep the vehicle in good running condition and undertake requisite repairs/maintenance as per instructions issued by admin department In case of an accident, the employee will forward “Vehicle Accident Report” to administration department within 24 hours, who will decide to lodge the insurance claim.
- 9.4.10. It is expected from the employee to undertake timely the recurring maintenance of vehicle i.e., change of engine oil, oil/air/fuel filter, spark plugs, brake leather/oil, silencer, tyres, timing belt, battery etc.

**Replacement**

- 9.4.11. After 5 years of use or in case of accident where the car could be claimed as total loss in insurance it shall be replaced and a new car shall be given to the employee according to the grade entitlement.

**Buy Back Option to the employee**

- 9.4.12. Car can be purchased by the employee after 5 years of use of the car at the price equal to book value of the car plus 20% of its purchased price. .

**Retirement benefits**

- 9.4.13. The retiring employee shall also be given the option of purchasing the car at the book value. In case of death during service all benefits of position to be transferred to the family regardless of any conditions

## 9.5. Relocation Policy

- 9.5.1. The Organization shall provide appropriate resources to employees required to relocate on organization’s requirement, in accordance with and to the extent of the limits laid down by this policy.
- 9.5.2. The benefits mentioned below shall only apply if the employee is transferred for the need of the organization. These benefits shall not apply in case of transfer on request or mutual transfer.
- 9.5.3. Employees will receive One Month’s Gross Salary as a Relocation Allowance in addition to a one-way fare to the new station for self, spouse and children regardless of the designation of the employee in case of transfer beyond the radius of 80 KM and the employee is shifting his house/family to the new station. The Organization will also bear the cost of household luggage movement by train/truck on actual basis (Receipts to be attached with expense claim).
- 9.5.4. Cost incurred as a commission paid to the real estate agent will also be reimbursed to the employee on the production of a receipt. Such amount will be a maximum of half the agreed monthly rent.

## Recreation Policy

### Procedure:

- 9.5.5. A recreational and sports committee will be established consisting of a certain number of employees from all departments considering their interest in such activities. Each regional office, VTI and head office shall have a separate sports committee.
- 9.5.6. These committees will arrange recreation activities such as sports, trips etc.
- 9.5.7. At least one activity would be planned in a 6 month’s duration, subject to the official and course engagements of the organization.
- 9.5.8. Each office/VTI shall bear the expense of such activity through its own resources.
- 9.5.9. Such activity shall also be considered as a reward to the concerned staff for a job well done.

## 9.6. Education Assistance Policy:

### Objective:

- 9.6.1. Management may consider financial assistance to employees to enhance their work related education. Management may frame a policy to assist the employees for enhancement of their education in field related to their work.

## 9.7. Official Phone Policy

### Official Mobile Phone Set:

- 9.7.1. Mobile phone set will be issued to M2 and above and all HODs, area managers, regional managers. However, depending upon the nature of assignment HR Head is authorized to approve mobile phone set with SIM Card to any employee in any grade upon recommendation of department head for PVTC secretariat. Limits of phone to be notified by Chairman
- 9.7.2. For all those who have been issued a mobile phone set because of their service requirement, and when such service requirement ceases to exist such mobile phone set facility shall be withdrawn.

**Insurance:**

- 9.7.3. All organization mobile phone sets shall be covered under an insurance policy. In case of theft or irreplaceable damage, insurance coverage shall be pursued. If insurance cover is not available, then employee will be responsible to replace the handset at his/her own cost.

**Phone Connection Entitlements:**

- 9.7.4. Employees with official mobile phone connection will be provided with billing limits. Billing limits shall be on the recommendation of HR for head office and by the principal/area manager for VTIs and be approved by the Chairman.
- 9.7.5. Any expense over and above the stated limits will be borne by the user and it will be deducted in the monthly payroll.

**Set Buy Back:**

- 9.7.6. The official mobile phone sets are the property of the Organization. At the time of Resignation/Expiry of contract/Termination, the phone set must be returned to the HR and Admin Department. If the employee would like to retain his/her handset at the time of leaving the organization, the set will be sold to him/her at book value as determined by the Finance Department.

**Official Phone Number:**

- 9.7.7. The connection and numbers, if provided by the organization will remain property of the organization. However, at the time of the resignation, the employee shall retain the phone number and PVTC shall not be responsible for payment of any bills on that number thereafter.

**9.8. Replacement of Official Gadgets:**

- 9.8.1. Official Gadgets in this policy include Laptop and Mobile Phone.
- 9.8.2. All Laptops and Mobile phones will be purchased as per the specs advised by IT and HR. Laptops and Mobilephones will be replaced after a minimum of 2 years of continuous use. In the meanwhile, the up-gradation of laptop/Desktop software and hardware can be recommended through IT. The replacement of such gadgets before 2 years can qualify under following circumstances.

### **Malfunctioning and Theft of Mobile or laptop Machine**

- 9.8.3. Malfunctioning of laptop and Mobile phone software which is beyond repair. At least 3 vendors need to verify that the subject machine is beyond repair and the cost on the repair is more than 25% of the cost of new machine of the same specs.
- 9.8.4. Owner of such a machine will be responsible to keep the machine in a good working condition at all times. During the period of 3 years only one such replacement can be made by the organization.
- 9.8.5. In case of theft an employee has to present the copy of FIR for any further process.
- 9.8.6. At the time of replacement of the official gadget or at the time of retirement and/or separation from service of PVTC the employee can be given the option of buying the gadget at the price determined by the management.

### **9.9. Award Policy**

- 9.9.1. An employee on performing extra ordinarily shall be given Honorarium by the Chairman. The Honorarium shall be paid according to PVTC regulations. The employee shall also be given an appreciation letter, a copy of which shall be placed in the personal file of the employee.
- 9.9.2. The extra ordinary performance will include, but not be limited to, exceptional service rendered to internal/external customers, instant resolution of a problem or complaint, attaining extraordinary student feedback, results of the students, best attendance, best attitude towards the other staff, best attendance in training programs and participation in organizational meetings and providing workable suggestions and working beyond the call of duty.

### **9.10. Service Award Policy**

#### **Purpose:**

- 9.10.1. To recognize and show appreciation to employees for their length of service with PVTC as a loyalty allowance.

#### **Procedure:**

- 9.10.2. Employees shall be entitled for one last drawn gross salary as a service award at the completion of every 5 year of service, which may be accumulated till retirement.
- 9.10.3. At the time of retirement after 10 year of service or before the employee shall also be given a gift. Value of the gift shall be equal to or less than one month's gross salary of the employee.

## 10. General Policies

### 10.1. Dress Code Policy

#### Purpose:

- 10.1.1. To provide all employees with the reasons for suitable attire, acceptability of appearance and enforcement procedures.
- 10.1.2. The employee's clothing, hairstyle and jewelry shall not be of the type, which may interfere with the performance of his/her duties.
- 10.1.3. Employees whose duties involve Customer/vendor/outside officials/students contact must maintain a suitable appearance, as other people judge the organization not only by the quality of Teaching/product/office and services the organization, but also by the appearance of the people with whom they deal.
- 10.1.4. Employees who deal with the general public must maintain a suitable appearance as their dress and actions reflect upon organization corporate image.

#### Procedure:

- 10.1.5. All male and female employees shall observe a decent dress code according to the accepted norms.
- 10.1.6. All Officers/Department Heads shall be responsible for the implementation of the dress code for their employees.
- 10.1.7. Any employee not abiding by the Dress Code under this Policy will initially be counseled by his/her immediate supervisor/office manager. Any repeated act will be reported to the Human Resources Department in writing.
- 10.1.8. Friday can be treated as a casual day. Casual however does not include Bermuda shorts, open shoes etc. All the cultural norms need to be respected for the casual dress day.

### 10.2. Identification Badge Policy

#### Purpose

- 10.2.1. In order to ensure that only authorized personnel enter the work area, an identification badge system will be utilized. Identification badges will be classified into three categories:
  - a. Employee.
  - b. Temporary
  - c. Visitors Badge.

#### Procedure: Employee's Identification Card

- 10.2.2. Upon appointment, the Administration Department will issue an employee Identification card.
- 10.2.3. When an employee badge is lost, damaged, or stolen, the employee must immediately report this to the Human Resources Department so that replacement or corrective measures may be taken.
- 10.2.4. When an employee leaves PVTC, the badge will be returned before receiving final clearance.

### Temporary Badge

- 10.2.5. A temporary card will be issued to employees who have misplaced, lost or have had their permanent badge stolen until a new card is reissued. No employees will be allowed to keep a temporary card for more than two (2) weeks.
- 10.2.6. Temporary badges will also be issued to temporary workers, contractual, and vendors who work in office or on site for a longer duration.

### Visitor Badge

- 10.2.7. Applicants, interviewees, government officials or any other person visiting work facilities may be issued a visitor badge upon verification by an authorized person, from the concerned department.

### Reissuance of Identification Card

- 10.2.8. In case an employee has lost his/her permanent or temporary employee card, or it has been stolen, a nominal fee will be charged for replacement of the card. The fee will be decided by the Administration department and may change from time to time.

## 10.3. Safety Policy

### Purpose

- 10.3.1. The safety of employees is everyone's responsibility. Accidents, precaution and efficient work go hand in hand. All levels of employees have a primary responsibility for the safety and wellbeing of all of us.
- 10.3.2. Therefore, interest in practicing safety prevention must be encouraged by:
- Setting good examples.
  - Acting upon safety records.
  - Reviewing safety programs.
  - Starting activities that will stimulate and maintain employee's interests.
  - No phase of operation of administration is of greater importance than accident prevention.
- 10.3.3. It is the policy of the Organization to provide and maintain safe and healthy working conditions and to follow operating practices that safeguard all employees and result in safe working conditions and efficient operations. Proper First Aid Kit will be available at PVTC's.

### Mode of Operation:

#### Safety Committee

- 10.3.4. To accomplish the above policy, a Safety Committee will be set-up:
- At Head office Head of Administration, Head HR and one official nominated by Managing Director
  - At VTIs – Principal VTI, Admin/accounts officer, one official nominated by the President BOM.

Each committee will consist of three members. The committee shall be nominated by the Managing Director at the head office and by President BOM at the VTIs and regional offices.

10.3.5. The functions of the Safety Committee are:

- a. Development of policy recommendations.
- b. Encouraging safety efforts.
- c. Proper enforcement of safety needs.
- d. Frank and constructive discussion on safety programs.
- e. Cooperation with other Companies (and those related to safety work and equipment)
- f. Training regarding safety.

### **Objectives of the Safety Committee**

10.3.6. To evaluate and investigate the adequacy of existing safety measures and make recommendations relating to safety of all employees and visitors and protection of all Organization assets.

### **Potential Hazard Areas**

10.3.7. No place is hazard free. Potential hazard sites include:

1. Buildings.
2. Electrical Installations.
3. Wiring.
4. Transformers and Switchboards.
5. Roofs.
6. Ceilings.
7. Tools

10.3.8. Catastrophe Hazards happen because of:

1. Structural deterioration.
2. Foundation failure.
3. Overloading.
4. Alteration.
5. Fire and Explosions.

### **Safety Officer or Administrator**

10.3.9. Primarily, the duties and responsibilities will be to:

- a. Formulate, administer, and recommend changes in the accident prevention program in consultation with the Safety Committee.
- b. Act in an advisory capacity on all matters pertaining to safety.
- c. Ensure that PVTC is in compliance with all national, provincial, local laws, ordinances or orders bearing on industrial safety.
- d. Supervise or closely cooperate with respective supervisors in safety enforcement for employees.
- e. Maintain outside professional contacts.
- f. Maintain accident records, write and distribute reports, investigate fatal or serious accidents.
- g. Act as liaison officer for the safety committee.

#### 10.4. **HROnline (whistle blower)**

10.4.1. The objective of maintaining an e-mail account titled “HRonline” is to provide an additional means for employees to communicate their suggestions, problems and constructive criticisms so that there is greater awareness of problem areas and areas requiring improvement.

#### **Procedure:**

- 10.4.2. The problems/suggestions mailed to HRonline will be considered by the Head of HR and the required action will be carried out by HR representative, who will be assigned the task by head of HR.
- 10.4.3. Anonymity of the originator will be ensured unless the originator of the suggestion/problem wishes to identify him/her.
- 10.4.4. HR portal (intranet) shall be used to disseminate information regarding organizational role in the development of Vocational Training, HR policies concerning employees, HR forms and Formats, Motivational news for staff, training schedules, High performing employees etc.
- 10.4.5. HR portal shall be a simple web based application that could be easily accessible to everyone within the organization.

#### 10.5. **Prohibition Of Gifts Policy**

#### **Purpose:**

- 10.5.1. PVTC employees are encouraged to inform all suppliers, vendors, and subordinates that PVTC does not encourage or allow either the acceptance or the giving of gifts.
- 10.5.2. All our rules for this purpose shall be governed by the rules applicable by the government of Pakistan.

#### 10.6. **Conflict of Interest Policy:**

#### **Secondary Employment**

#### **Exclusive Services:**

- 10.6.1. Every employee shall devote himself/herself exclusively to the service of the Organization and shall not engage in any other service, business or profession or undertake part time or full time work for private or public body or person, or accept any pay, compensation, remuneration, or fee therefore, without prior sanction of the Chairman.
- 10.6.2. Employees shall not engage in any activity where the personal skill and knowledge of the employee developed or applied in the employee’s position at PVTC, is transferred or applied to such activity in derogation of the present or prospective interests of PVTC.

- 10.6.3. APVTC employees shall not have any relationship with any other business enterprise, which might affect the employee's independence of judgment in transactions between PVTC and other business enterprise or otherwise conflicts with the proper performance of the employee's duties at PVTC.
- 10.6.4. APVTC employee may not accept any appointment to membership of the Board of Directors, standing committee or similar body of any other Organization, organization or government agency, except by virtue of his/her designation within PVTC, without first receiving the prior approval of the PVTC Chairman, whether or not a possible conflict of interest may result from the acceptance of any such appointment.

### **Maintenance of Secrecy**

- 10.6.5. No employee shall, otherwise in the normal course of his/her duty, give any information, advice, confidential or secret information and official documents to any other employee or any other person or organization unless authorized by the Chairman or by law or to receive it.

### **Improper Use of Organization's Funds and Assets.**

#### **PVTC Funds:**

- 10.6.6. The funds and assets of PVTC shall not be used directly or indirectly, for illegal payments of any kind.

#### **Bribe and illegal Gratification:**

- 10.6.7. Any employee, who offers or attempts to offer bribes or illegal gratification in any form or manner, or accepts such bribes or illegal gratification, or assets or induces or attempts to induce someone to offer or accept bribes or illegal gratification in any manner or form with the object that in the course of transactions of the business of the organization some favor or disfavor shall be obtained for anyone, some service or impairment shall be rendered for undue benefit of someone, shall be liable to disciplinary action including dismissal from the service.
- 10.6.8. Under no circumstances the payment of any illegal payment / gratification (or gift of any kind) may be made to a government employee, whether in recognition of efficient service or otherwise.

#### **Political Contributions:**

- 10.6.9. The funds and assets of PVTC shall not be used directly or indirectly for political contributions, whether legal or illegal. The term "political contributions" is used in its broadest sense and includes local, provincial or national fundraising dinners, banquets, raffles or any funds or gifts (including the free or discounted use of property or services) which could be routed directly or indirectly to a political candidate, party, committee or organization.

#### **Agreements:**

- PVTC shall not enter into any agreement with dealers, distributors, agents or consultants:
- 10.6.10. Who do not comply with the applicable laws of Pakistan.

10.6.11. Who provide for a commission rate or fee that is not reasonable and commensurate with the functions or services to be rendered.

**Causing Loss or loss of revenue to the Organization:**

10.6.12. Any employee who causes or attempts to cause any loss, or loss of revenue, to the Organization shall be liable to reimburse the loss caused by him and will also be liable to disciplinary actions including dismissal from service.

**Misuse of Official Position:**

10.6.13. Any employee who uses or attempts to use his/her official position in order to bestow patronage upon or do favor to an employee or class of employees, trading firms or concerns, manufacturers, agents, business organizations and similar other institutes, or individuals in a manner that the interest of the organization or its employees is harmed and the deserving employees or concerns are deprived of the due, shall be liable to disciplinary action including dismissal from service.

10.6.14. No PVT C employee shall accept or permit any member of his/her family to accept from any person any gift, the receipt of which will place him under any form of official obligation to the donor. This procedure/policy shall also apply in the case of gifts offered by persons, agents, suppliers or manufacturers likely to have official dealings with the Organization and candidates for employment in the Organization.

10.6.15. No employee shall bring, directly or indirectly, political or other inside or outside influence or pressure to bear on the organization or any employee of the organization in support or any claim arising in connection with his/her employment of the other employees of the organization including any claim for promotion, posting or transfer, as the case may be, nor shall any employee approach, directly or indirectly, any member of the council or the Chairman.

**Maintenance of Operations and organizational peace**

10.6.16. No employee shall, in any manner, obstruct or disturb the operations of and the peace in the organization.

10.6.17. Any employee who, in any manner, obstructs or disturbs or causes to be obstructed or disturbed the operations of and the peace of the Organization, or in any manner, interfere with, or seduces or attempts to seduce from his/her allegiance or his/her duty, to any employee of the organization or any other person working for and on behalf of the organization, shall be liable for disciplinary action including dismissal from service.

**Statements to Press and Speeches on Radio/TV and comments on Social Media**

10.6.18. No employee shall make any statement or address letters to the Press or deliver a speech on Radio/TV etc. or contribute any article to any newspaper or journal or issue any comment on Social Media (including Facebook, LinkedIn, twitter etc.) concerning the affairs and operations of the organization; unless duly authorized by the competent authority. Any such statement or address if made will have no official /legal binding over the affairs of PVTC neither it will be the official position of PVTC at the addressed matter.

- 10.6.19. No employee shall publish, print, circulate or otherwise be in possession of any pamphlet, poster or publication of any type of literature, or make any broadcast on Radio/TV etc. calculated to promote feelings of enmity or hatred between employees, classes of employees or different provinces, classes, sects, religious orders, or to compromise the integrity of the employee, the security of Pakistan or friendly relations with foreign states, or to offend the public order, decency or morality.
- 10.6.20. No employee shall, in any document published, or in any communication made to the press, under his/his own name or in any public utterance or television program, or in any radio broadcast delivered by him, make any statement of fact or opinion, which is capable of embarrassing the organization and the country. Provided that the employee may publish research papers or technical or professional subjects, if such papers do not express views on political issues or on organization's policy and do not include any information of a nature whose disclosure may, in the opinion of the Chairman and Council, be detrimental to the interests of the Organization.

### Other Restrictions

- 10.6.21. **Baron Nepotism, Favoritism, Sectarianism, Provincialism, Racism and Victimization:** No employee shall indulge, directly or indirectly in nepotism, favoritism, discrimination in favor of or against any person or group on the basis of their ethnic background, religious affiliation and/or gender.
- 10.6.22. **Living beyond means:** No employee or his/her dependent family members shall live beyond their legitimate means. Organization reserves the right to ask an employee to justify his living beyond his means.
- 10.6.23. **Representation by Employee's Families:** No employee shall permit any member of his/her family to make any representation to the organization regarding his/her employment, non-employment, the terms of employment or the conditions of work. In case of such representation, it will be presumed that the employee concerned had instigated it.
- 10.6.24. **Tampering with Records of Service:** No employee shall tamper with, interfere with, remove or destroy his/her own record of service or that of any other employee.
- 10.6.25. **Restriction on lending and borrowing:** No employee shall lend money or borrow money from, or place himself under any pecuniary obligation to any person with whom he has any official dealings; Provided that the above provisions shall not apply to dealings in the ordinary course of business with insurance companies, banks or other financial institutions.
- 10.6.26. Every employee shall avoid habitual indebtedness. If an employee is adjudged or declared insolvent to the Organization, disciplinary action will be taken against them.
- 10.6.27. Lend money to or borrow money in his/her private capacity from another person, agent, manufacturer, supplier or any other organization which has business dealings with the Organization for investment in any property, any business trade or undertaking or for any other purpose;
- 10.6.28. Act as an agent for an insurance Organization, a travel agency, an airline, a tour operator, a manufacturer or a supplier;

### Disciplinary Actions:

- 10.6.29. If any of the above acts is committed by the employee disciplinary action will be taken against the employee in accordance with the rules. If an employee is found guilty a dismissal, suspension or fine may be instituted against the employee in accordance with the enquiry findings.

## 10.7. Discrimination and Harassment Policy

- 10.7.1. The Organization is committed to establishing a work environment, which is professional and respectful; where each member of the team is treated with dignity and respect. To create this environment it is imperative that the work environment is free from any form of harassment, intimidation or discrimination. To ensure that the work place at PVTC and all its VTIs and office is free from Harassment and Discrimination proper dissemination of the work place Harassment act shall be done throughout PVTCs office and VTIs through notice boards and orientations.
- 10.7.2. Any incident of Harassment and Discrimination shall be dealt with in accordance with the act of the Government made for such purpose.

## 10.8. Gender Policy:

- 10.8.1. PVTC's Gender Policy comes with the understanding that, inequity between men and women can be upsetting for the organization in particular and society in general, if it is not checked and properly understood. PVTC also understands this inequity is based upon our collective lack of understanding about the concept and it can drive towards a discrimination against women or men in different forms. To whatever extent, it needs a conscious and continuous effort, to achieve balanced environment both at organizational level and also in work. The purpose of this policy is to provide an enabling environment for both gender within the organization, various partners and the communities with whom we are working.

### Objectives of Gender Policy:

- 10.8.2. To create equal opportunities and conducive environment for women and men at work place.
- 10.8.3. To provide a framework for effective integration of gender concerns into the organizational agenda and policy domain.
- 10.8.4. To explicitly state the organizational commitment towards gender.

### Staff Hiring

- 10.8.5. While recruiting ensuring a necessary balance at all levels; with an objective of achieving a numerical gender balance in all posts at all levels without compromising the quality of work.
- 10.8.6. Ensuring equal opportunities among male and female staff for personal growth, in promotion, benefits, training and working conditions.
- 10.8.7. Ensuring equitable representation and participation of men and women in the core group and in various functional committees of the organization.

### Workplace

- 10.8.8. Providing a safe and secure workplace for women staff, free from sexual harassment with a Gender Complaints Committee - GCC (composition of the GCC is elaborated within the same policy) to look into specific concerns.

- 10.8.9. Providing an enabling and friendly work environment where both men and women enjoy and actively participate in work. This includes providing flexible working hours and allowing working from home, wherever possible.
- 10.8.10. Extending work related concessions and relaxations for women staff depending upon the situations and requirements; e.g. providing secure transport facilities when they work late hours; giving relaxation over travel time for the next day for those in the field; ensuring security measures along with minimum basic facilities for women staff traveling in the field.
- 10.8.11. Making efforts to develop infrastructure for childcare facilities in the office premises in order to ensure that the parents could bring their children in circumstances where the children cannot be left at home.
- 10.8.12. Ensuring equity in salary at work for both men and women in the work.

### **Staff capacity building**

- 10.8.13. Facilitating staff capacity building processes and trainings to enhance perspectives and conceptual clarity on Gender issues (for all the staff members). It should be an important component of the orientation programme.
- 10.8.14. Ensuring that all trainings (internal and external) facilitated by the organization are gender-sensitive.
- 10.8.15. Conducting Gender trainings for both men and women; and ensuring that women are not left out of any key meetings and trainings only because of any logistical concern.

### **Organizational policies and systems**

- 10.8.16. Making all HR systems and policies gender-sensitive and responsive.
- 10.8.17. Incorporating and explicitly mentioning gender sensitivity as an essential element in the tasks/job profiles in all terms of reference, including TORs for external consultants.
- 10.8.18. Ensuring that the conceptual clarity and sensitivity on gender issues will be one of the important selection criteria in recruitment processes and capacity building efforts of staff.

### **Gender Complaint Committee**

- 10.8.19. Gender Complaint Committee will comprise of Head of HR, Head of two other departments as nominated by the Chairman, concerned President BOM and the Managing Director as head of the committee.
- 10.8.20. The head of two other departments will occupy the position for a period of one year and CHAIRMAN will replace them through an inter office memo at the end of the year.
- 10.8.21. Any committee member can be replaced if that member has a conflict of interest at the start of any hearing for any issue/concern.
- 10.8.22. The conflict of interest can be a) personal involvement of the committee member in the concern b) the complaint is against his/her department's employee or direct subordinate

## 10.9. Grievances and Complaints Policy

10.9.1. An employee who is grieved/has a complaint against any other employee (including the supervisor) should follow following procedure:

- a. Try to resolve the issue directly through conversation.
- b. If that is not possible, the complaint should be produced in writing and sent to the Head of Department, who should resolve it.
- c. If the matter remains unresolved, the complainant should refer it to the HR department keeping his/hersupervisor and Head of Department in the loop.
- d. Head HR should resolve the matter in consultation with the Head of Department and the Managing Director.
- e. It is the responsibility of HR to resolve the matter within 30 days from the time it is raised with HR (i.e. from the date HR receives written complaint).
- f. In case of VTIs: Principal shall be the first contact in case of the complaint. If the matter stands unresolved the complainant can raise the issue to the Area and Regional Manager. It is the responsibility of the VTI Principal to resolve the complaint within 30 days through consultation with Area and Regional Manager. If required and issue is not settled at the regional and area level, matter can be escalated to the HR department for resolution.

## 10.10. Anti-Nepotism and Blood Relations Policy

10.10.1. For the purpose of this policy, family includes: son, daughter, spouse, in-law, aunt, uncle, niece, and nephew.

10.10.2. In any circumstances if a family member of a Selection Board member has applied for the position, that member shall not be part of the Selection Process at any stage.

10.10.3. The management shall take care in putting the family members in supervisor and subordinate relationship.

## 10.11. Smoking

10.11.1. PVTC is committed to provide a healthy environment. Therefore smoking is prohibited. Disciplinary action (upto and including termination) will be taken against employees in violation of this policy. Smoking is permitted, however, during breaks and food times in designated areas/outside of the building.

## 10.12. IT Resource Policy

10.12.1. PVTC provides various Technology Resources to authorized employees to assist them in performing their job duties for PVTC. Each employee has a responsibility to use PVTC's Technology Resources in a manner that increases productivity, enhances PVTC's public image and is respectful of other employees. Failure to follow PVTC's policies regarding its Technology Resources may lead to disciplinary measures that may include termination of employment. Moreover, PVTC reserves the right to advise appropriate legal authorities of any violation of law by an employee.

### **Technology-Resources Definition**

10.12.2. Technology Resources consist of all electronic devices, software and means of electronic communication including, but not limited to the following: personal computers and workstations; laptop computers; mini and main frame computers; computer hardware such as disk drives and taped drives; peripheral equipments such as printers, modems, fax machines and copiers; computer software applications and associated files and data, including software that grants access to external services such as the Internet, electronic mail and telephones.

### **Authorization**

10.12.3. Access to PVTC's Technology Resources is within the sole discretion of PVTC. Generally, employees are given access to PVTC's various technologies based on their job functions. Only employees whose job performance will benefit from the use of PVTC's Technology Resources will be given access to the necessary technology. Additionally, employees must successfully complete organization-approved training, if recommended by Human Resources before being given access to PVTC's Technology Resources.

### **Use:**

10.12.4. PVTC's Technology Resources are to be used by employees only for the purpose of conducting Organization business. Employees may, however, use PVTC's Technology Resources for the following incidental personal uses so long as such use does not interfere with the employee's duties, is not done for pecuniary gain, does not conflict with PVTC's business and does not violate any organization policy:

- a. To send and receive necessary and occasional personal communications;
- b. To prepare and store incidental personal data (such as personal calendars, personal address lists and similar incidental personal data);
- c. To use the telephone system for brief and necessary personal calls; and
- d. To access the Internet for brief personal searches and inquiries during meal times or other breaks or out of work hours provided that employees adhere to all other usage policies.

10.12.5. PVTC assumes no liability for loss, damage, destruction, alteration, disclosure or misuse of any personal data or communication transmitted over or stored on PVTC's Technology Resources. PVTC accepts no responsibility or liability for the loss or non-delivery of any personal electronic mail or voice mail communications or any personal data stored on a

ny Organization property. PVTC strongly discourages employees from storing any personal data on any of PVTC's Technology Resources.

### **Improper Use-Prohibition against Harassing, Discriminatory and Defamatory Use**

10.12.6. PVTC is aware that employees use electronic mail for correspondence that is less formal than written memoranda. Employees must take care, however, not to let informality degenerate into improper use. As set forth in PVTC's Code of Conduct, PVTC does not tolerate discrimination or harassment. Under no circumstances may employees use PVTC's Technology Resources to transmit, receive or store any information that is discriminatory, harassing or defamatory in any way.

### **Prohibition against Violating Copyright Laws**

10.12.7. Employees must not use PVTC's Technology Resources to copy, retrieve, forward or send copyrighted materials unless the employee has the author's permission or is accessing a single copy only for the employee's reference.

### **Other Prohibited Uses**

10.12.8. Employees may not use any of PVTC's Technology Resources for any illegal purpose, violation of any organization policy, in a manner contrary to the best interests of PVTC, in any way that discloses confidential or proprietary information of PVTC.

### **Access to Technology Resources**

10.12.9. All messages sent and received, including personal messages, and all data and information stored on PVTC's electronic-mail system, voicemail system, or computer systems are organizational property regardless of the content. As such, PVTC reserves the right to access all of its Technology Resources including its computer systems, voicemail, and electronic-mail systems at any time in its sole discretion.

### **Privacy**

10.12.10. Although PVTC does not wish to examine personal information of its employees, on occasion PVTC may need to access its Technology Resources including computer files, electronic-mail messages, and voicemail messages. Employees have no right of privacy with respect to any messages or information created or maintained on PVTC's Technology Resources, including personal information or messages. PVTC may at its discretion inspect all files or messages on its Technology Resources at any time for any reason. PVTC may also monitor its Technology Resources at any time in order to determine compliance with its policies, for purposes of legal proceedings, to investigate misconduct, to locate information or for any other business purpose.

### **Passwords**

10.12.11. Some of the PVTC's Technology Resources can be accessed only by entering a password. Passwords are intended to prevent unauthorized access to information. Passwords do not confer any right of privacy upon any employee of PVTC. Thus, even though employees may maintain passwords for access to

ng Technology Resources, it should be understood that any information maintained on Technology Resources, including electronic-mail and voicemail messages, is not private. Employees should maintain their passwords as confidential. Employees must not share passwords and must not access coworkers' systems without express authorization.

### Data Collection

- 10.12.12. The best way to guarantee the privacy of personal information is not to store or transmit it on PVTC's Technology Resources. To ensure that employees understand the extent to which information is collected and stored, below are examples of information currently maintained by PVTC. PVTC may, however, in its sole discretion and at any time alter the amount and type of information that it retains.
- 10.12.13. Telephone Use and Voicemail (When such service is incorporated) Records will be kept of all calls made from and to a given telephone extension. Although voicemail is password protected, an authorized administrator can reset the password and listen to voicemail messages.
- 10.12.14. Electronic Mail: Electronic mail is backed up and archived. Although electronic mail is password protected, an authorized administrator can reset the password and read electronic mail.
- 10.12.15. Document Use: Each document stored on Organization computers has a history, which shows which users have accessed the document for any purpose.
- 10.12.16. Internet Use: Internet sites visited, the number of times visited and the total time connected to each site is recorded and periodically monitored.

### Deleted Information

- 10.12.17. Deleting or erasing information, documents or messages maintained on PVTC's Technology Resources is in most cases ineffective. All employees should understand that any information kept on PVTC's Technology Resources may be electronically recalled or recreated regardless of whether it may have been deleted or erased by an employee. Because PVTC periodically backs up all files and messages, and because of the way in which computers reuse file storage space, files and messages may exist that are thought to have been deleted or erased. Therefore, employees who delete or erase information or messages should not assume that such information or messages are confidential.

### The Internet and Online Services

- 10.12.18. PVTC provides authorized employees access to online services such as the Internet. PVTC expects that employees will use these services in a responsible way and for business-related purposes only. Under no circumstances are employees permitted to use PVTC's Technology Resources to access, download or contribute to the following:

- Gross, indecent, or sexually-oriented materials;
- Entertainment sites;
- Gambling sites;
- Games, humor;

- Illegal or drug-oriented sites

10.12.19. Additionally, employees must not sign those guest books on Websites or post messages to Internet newsgroups or discussion groups on Websites which have a tendency to generate spam/junk mail. The same might expose PVTC to liability or unwanted attention because of comments that employees may make.

### **Confidentiality**

10.12.20. Some of the information to which PVTC has access is confidential. Employees should avoid sending confidential information over the Internet except when absolutely necessary. Employees should also verify electronic-mail addresses before transmitting any messages.

### **Monitoring**

10.12.21. PVTC may monitor both the amount of time spent using online services and the sites visited by individual employees. PVTC reserves the right to limit such access by any means available to it, including revoking access altogether.

### **Software for Home Use**

10.12.22. PVTC endeavors to license its software so that it may be used on portable computers and home computers in addition to office computers. Before transferring or copying any software from an Organization Technology Resource to another computer, employees must request permission and receive written authorization from the systems administrator or any designated authority.

### **Confidential Information**

10.12.23. PVTC is very sensitive to the issue of protection of trade secrets and other confidential and proprietary information of both PVTC and its clients (Confidential Information). Therefore, employees are expected to use good judgment and to adhere to the highest ethical standards when using or transmitting Confidential Information on PVTC's Technology Resources.

10.12.24. Confidential Information should not be accessed through PVTC's Technology Resources in the presence of unauthorized individuals. Similarly, Confidential Information should not be left visible or unattended. Moreover, any Confidential Information transmitted via Technology Resources should be marked with the following legend: "This message contains confidential information. Unless you are the addressee (or authorized to receive for the addressee), you may not copy, use or distribute this information. If you have received this message in error, please return it promptly by mail."

### **Security**

10.12.25. PVTC has installed a variety of programs and devices to ensure the safety and security of PVTC's Technology Resources. Any employee found tampering or disabling any of PVTC's security devices will be subject to disciplinary action that may include termination.



**Audits**

- 10.12.26. PVTC may perform auditing activity or monitoring to determine compliance with these policies. Audit of software and data stored on PVTC's Technology Resources may be conducted without warning at any time.

## 11. Termination Of Employment

### 11.1. Exit Interview

#### Objective:

- 11.1.1. PVTC has a high investment in its employees and the knowledge of why an employee has decided to leave, can provide the Organization with valuable information, regarding its employee's motivation, problems and an insight into its solutions.
- 11.1.2. Head of Human Resource or a duly-authorized delegate of the Human Resources Department will arrange and conduct the Exit Interviews, for the head office.
- 11.1.3. At the VTI level the Principal shall conduct the exit interview.

#### Procedure:

- 11.1.4. All resigning employee will be required to complete an Exit Interview Questionnaire<sup>6</sup>. The Human Resource Department or a delegate from HR will be a member in the exit interview meeting.
- 11.1.5. When an employee indicates dissatisfaction with any aspect of his/her job or an area of the organization Management or Policy, it should be mandatory to obtain as much information as possible from him/her for further reference and improvement.
- 11.1.6. If the interviewer feels that additional information is needed, he or she will then interview the resigning employee's supervisor. The supervisor will be offered a checklist of questions by the HR to be used as a guideline for questioning.
- 11.1.7. It will be the responsibility of the Head of HR to try to determine the accuracy of the employee's stated reasons and the supervisor's if any, and to ensure that those areas are appropriately recorded in the files. Any extraordinary findings shall be recorded and brought to the attention of the Chairman and the concerned department head having an overall authority for the areas in which the employee worked.

---

<sup>6</sup> Exit Interview Questionnaire Annex 19



# **Annexure**

Annex

## Employee Profile Form

### APPLICATION FORM

Date:

\_\_\_\_\_

Name:	Age:
Address:	Position Applied for
Phone #:	Email:
Marital Status:	Number of Dependents
Current Salary:	Expected Salary:
How did you hear about the position:	NIC #:

#### Education

<u>School/College/University</u>	<u>Qualification</u>	<u>Year</u>	<u>Result</u>

#### Professional Qualification

<u>Institute</u>	<u>Qualification</u>	<u>Year</u>

#### Experience



<u>Name of Organization</u>	<u>Job Title</u>	<u>ToFrom</u>		<u>Reason to leave</u>

**Professional Membership (if any)**

---

---

---

Applicant's signature

---

Annex

## JobDescription Format

# POSITION DESCRIPTION

(This form is used for making of Job Description)

<b>PART I. IDENTIFYING POSITION INFORMATION</b>
---

- |   |  |
|---|--|
| 1. Designation<br><br><br>3. Department<br><br><br>5. Over time Applicable – YES – NO | 2. Grade<br><br><br>4. Is this position a short time or permanent<br><br><br>6. Location |
|---|--|

7. Work Schedule: (Check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Permanent Day Shift                        | <input type="checkbox"/> Rotating Shift |
| <input type="checkbox"/> Permanent Evening Shift<br>(if applicable) | <input type="checkbox"/> Full Time      |
| <input type="checkbox"/> Permanent Night Shift (if applicable)      | <input type="checkbox"/> Part Time      |
| <input type="checkbox"/> Other (Explain)                            |   |

<b>PART II. POSITION FUNCTIONS</b>
------------------------------------

**ITEMS 1-7** If additional space is required, attach a separate sheet.

1. **MAIN PURPOSE OF THE JOB:** Briefly describe the main purpose of this position and how it is related to the mission of the company.



2. **ESSENTIAL JOB FUNCTIONS AND OTHER ASSIGNED DUTIES** - List duty and responsibility statements that identify the essential job functions and other assigned duties.

Essential job functions are the fundamental job duties of a position that if not performed will alter the status of job.

% of Time and/or Weight of Importance	Job Duty

3. **LEVEL, FREQUENCY AND PURPOSE OF WORK CONTACTS:** List the contacts that this position has with individuals within the company and department as well as other agencies, other government agencies, private companies, clients, customers, vendors and the general public. These contacts may be in person, in writing or by telephone. Indicate how often the contact occurs. State the purpose of each contact, for example, to provide information, to explain procedures or decisions, to persuade or negotiate, to instruct, to teach etc.

4. **DECISIONS AND RECOMMENDATIONS:** List the decisions and recommendations that this position makes which are necessary to carry out essential job functions. State to whom

recommendations are made.

5. **EQUIPMENT USED** - List equipment, machinery and tools used to complete this job, e.g. personal computer, calculator, hand tools, motor vehicle, measuring devices and lab equipment, teaching aids etc.

**NATURE OF SUPERVISION RECEIVED** - Check the type of supervision that is given to this position.

- Close Supervision
- Moderate Supervision
- General Supervision
- Managerial Supervision

6. **WORKING CONDITIONS:** (Check all that apply)

- Work involves exposure to uncomfortable or unpleasant surroundings. (Explain)
- Work involves exposure to hazardous conditions which may result in injury. (Explain)
- Work involves special physical demands such as lifting 50 pounds or more, climbing ladders, etc. (Explain)
- Work requires use of protective equipment such as goggles, gloves, mask, etc. (Explain)

### **PART III RESPONSIBILITIES FOR THE WORK OF OTHERS**

This section should be completed if this position is responsible for the work of others. This includes full and part-time permanent employees, contractual or emergency employees, volunteers etc. If additional space is required, attach a separate sheet.

#### **NATURE AND LEVEL OF RESPONSIBILITY FOR WORK OF OTHERS:**

A supervisor assigns and reviews the work of other, trains employees, recommends the selection, promotion and termination of employees, approves leave and signs time cards, signs annual performance evaluations, determines and resolves procedural problems within the unit, serves as spokesperson for subordinates, explains policies and directives from management and issues formal disciplinary reminders, warnings and reprimands.

A lead worker assigns and reviews the work of others, instructs and motivates worker, is available for immediate assistance or review and performs the work of the classification.

- a) Does this position supervise employees?  Yes  No
- b) Does this position lead employees?  Yes  No

If yes, to a or b, list the names and classifications of the employees that this position supervises or leads.

- c) Check the ways that this position supervises or leads these employees. (check all that apply).

- Assigns and reviews work



- Approve leave
- Sign annual performance ratings
- Interview & select new employees
- Train employees
- Discipline employees (counsel, recommend suspension & termination) Do any of the employees supervised have supervisory responsibility? If so, list them and the names and classifications of those they supervise.

**PART IV PERFORMANCE STANDARDS**

PERFORMANCE STANDARDS - For each essential job function described in Part II, list the standard(s) necessary for satisfactory performance. If additional space is required, attach a separate sheet.

**PART V SIGNATURES**

The following signatures indicate acknowledgment by the employee of the information on this form, when applicable, and approval by the supervisor and appointing authority.

\_\_\_\_\_  
Supervisor's Signature

\_\_\_\_\_  
Date



HR Department Head

Date



Annex

## Joining Report

I \_\_\_\_\_ have joined PVTC's \_\_\_\_\_

office on \_\_\_\_\_ as \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

### ACKNOWLEDGEMENT

I \_\_\_\_\_ hereby confirm that \_\_\_\_\_ has  
joined PVTC's \_\_\_\_\_ office as \_\_\_\_\_ on  
\_\_\_\_\_.

Signature Authorized official of PVTC

Form MS-22

Annex

## **Candidate Regret Letter/email**

Dear Candidate:

Thank you very much for your interest in having a position with PVTC. You were among a number of qualified short listed candidates. However, we regret to inform you that we could not finalize your name at this stage for the applied position.

We will keep your name in our reserve data of candidates for the next 6 months and if we require your services we will get back to you.

In order to apply for any other position, you can check at our website for all the available positions and apply. However, we may not consider you for the same position during the next one year period.

Thank you and good luck.

Human Resource Department

Annex

### Confirmation Form

(Contents of this form to be briefed to employee at the start of Employment)

<b>Name</b>		<b>Position</b>	
<b>Reports To</b>		<b>Department</b>	
<b>Location</b>		<b>Date of joining</b>	
<b>Current salary</b>		<b>Expected Date of confirmation</b>	
<b>Evaluation After</b>			
60 days <input type="checkbox"/> 90 days <input type="checkbox"/> 180days <input type="checkbox"/> Any other <input type="checkbox"/> _____			
<b>Performance evaluation criteria</b>	<b><u>Satisfactory</u></b>	<b><u>Not Satisfactory</u></b>	
<b>Job knowledge</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Quality of work</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Communication</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Adaptability</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Attendance / punctuality</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Conduct</b>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Remarks:</b>			
1-Whether unsatisfactory remarks, if any were Conveyed to the employee?		Yes / No/Not Required	
2. Whether counseling to the employee was required?		Yes / No	
3. Whether probation period may be terminated and employee confirmed?		Yes / No	
4. Whether probation period may be extended by three months or more?		Yes / No	



	Approved	Not Approved
Recommendation of the Supervisor	<input type="checkbox"/>	<input type="checkbox"/>
_____ Head of Department	_____ Date	
_____ Head of HR	_____ Date	
_____ Chairman (Only in case of Grade M)	_____ Date	
(In case probation is extended beyond 60 days approval of Chairman is required)		

Annex

### Orientation Checklist

Following items need to be completed/made available before the joining date of the new employee

Item	Checked
<b>Pre Joining Date</b>	
Business Cards if applicable	
Lap top if applicable	
Official Phone if applicable	
Official workspace Identification	
Appointment letter prepared	
Office badge/card prepared	
<b>Joining Day</b>	
Welcome meeting with HR/Principal/Area In charge	
Tour of the office/Institute	
Meeting and introduction with all office staff	
Handing over of the orientation pack	
Signing of the contract letter	
Office card (entry badge) making data	
*Meeting with Managing Director if in HO	
Meeting with Principal/area In charge in other locations	
Signing of joining report	
Signing of receiving the orientation briefing	

\*for only M and E grade at Head office

The above checklist needs to be filled and signed by the concerned area in charge in VTIs/Regional Offices or HR department in the Head office.

Annex

## Performance Appraisal Form

Page 1

 <h1 style="margin: 0;">Punjab Vocational Training Council</h1> <h2 style="margin: 0;">Performance Appraisal Form</h2>
<b>Section 1.</b>
<b>Employment Details</b>
<i>Employee name:</i>
<i>Designation:</i>
<i>Department:</i>
<i>Date Of Joining:</i>
<i>Length of Service:</i>
<i>Appraiser:</i>
<i>Appraisal Date &amp; Time:</i>
<i>Tenure of Appraisal:</i>
<i>Department Head:</i>

All other pages are excel based sheets and have formulas. These pages are maintained separately. There are different criteria for M & E grade, For Instructional Staff and for Grade S3 & S4.



Annex

### Sample Surety Bond

I \_\_\_\_\_ S/O \_\_\_\_\_ NIC number \_\_\_\_\_  
\_\_\_\_\_, hereby acknowledge that PVTC is investing in my professional/personal development by nominating me for the \_\_\_\_\_ course. I also commit that in case I leave my employment with PVTC for any reason including willful resignation and/or termination from employment, I will return the amount spent on my training as per the policy laid down for this purpose.

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Department: \_\_\_\_\_

Signature: \_\_\_\_\_

Witness 1

Name and Signature

Witness 2

Name and Signature

(On Stamp Paper)  
Annex 12

Annex

**Travel Authorization Form**  
(To be filled prior to traveling)

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Department: \_\_\_\_\_ Grade: \_\_\_\_\_

Place of Visit: \_\_\_\_\_ Means of Travel: \_\_\_\_\_

Purpose of Travel: \_\_\_\_\_

Date of Travel: \_\_\_\_\_ Expected Date of Return: \_\_\_\_\_

Ticket Required/Not Required: \_\_\_\_\_

Hotel Stay Required/Not Required: \_\_\_\_\_

Traveler's Signature: \_\_\_\_\_

Approved by: \_\_\_\_\_  
(Department Concerned)

\_\_\_\_\_

\_\_\_\_\_  
HR/Admin

\_\_\_\_\_  
Finance

Annex

### Clearance Certificate

Name:	Designation	Date
Employee No.	Department	Date of Joining

**Resignation**

**Transfer**

**Release**

Certified that there is nothing outstanding towards the subject employee

Department	Mention anything outstanding/due	Amount	Signature
Manager/Office In-charge			
Finance Department			
Administration			
Store			
Any other			

Signature of Employee: \_\_\_\_\_

Immediate Supervisor (Signature and Remarks if any)

Head of Human Resource (Signature and Remarks if any) \_\_\_\_\_

Audit Department (Signature and Remarks if any) \_\_\_\_\_

MD/Competent Authority (Signature and Remarks if any) \_\_\_\_\_

Copy to: Finance, HR, Personal file and Secretary PF Trust.

Annex

### Exit Interview Form

This questionnaire is designed to improve the work culture and organizational climate prevailing in PVTC. Your sincere advice will help us in making the work culture more satisfying and fulfilling for our associates. All an



Answers will be held in strict confidence. Thank you.

Name:	Designation:	Department:
Location	Period of service in PVTC	Resigning/Termination:

1. What are your primary reasons for leaving PVTC?
2. What did you find most satisfying about your job?
3. What did you find most frustrating about your job?
4. Would you recommend PVTC to a friend as a good place to work?
5. Is there anything the organization could have done to prevent you from leaving?
6. If you are leaving for a new position, what makes it more attractive than the one you are leaving?
 

<input type="checkbox"/> Compensation and benefits	<input type="checkbox"/> Opportunity for advancement and growth
<input type="checkbox"/> More desirable location	<input type="checkbox"/> More responsibility
<input type="checkbox"/> Opportunity to work on good projects	<input type="checkbox"/> Working for a Big Name in IT industry
<input type="checkbox"/> More job flexibility	<input type="checkbox"/> Others (please specify) _____

7. How would you rate the following?

		<b>Good</b>	<b>Poor</b>	<b>Comments</b>
Performance reviews		<input type="checkbox"/>	<input type="checkbox"/>	_____
Opportunity for advancement and growth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Training received		<input type="checkbox"/>	<input type="checkbox"/>	_____
Organization policies and practices		<input type="checkbox"/>	<input type="checkbox"/>	_____
Your job responsibilities		<input type="checkbox"/>	<input type="checkbox"/>	_____
Support you received from management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Your compensation and benefits		<input type="checkbox"/>	<input type="checkbox"/>	_____
Transparency in organization's processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Internal Communication		<input type="checkbox"/>	<input type="checkbox"/>	_____

8. What suggestions do you have in terms of responsibilities, growth and future prospects associated with your position in PVTC?

9. Do you feel you were fairly compensated for the position you held?

10. Did you like/enjoy your job?

11. Was your job what you expected it to be? If not, how did it differ?

12. Do you feel you were replaced in a position compatible with your skills? If not, explain.
13. Do you feel that there was the possibility for advancement in your position? If not, what do you feel prevented advancement?
14. Do you think you should have been offered more training/development within the position you held?
15. What was the greatest challenge you faced in your position?
16. Are there any particular practices or working conditions that either led to your decision to resign or that you feel are detrimental to a satisfactory working relationship? If so, have you any suggestions on how to eliminate them?
17. Are there any particular practices or working conditions that you feel are particularly beneficial to an effective working relationship and that should be maintained?
18. Did you feel a sense of security in your position? If not, why?
19. Did you undergo any training during your service period in PVTC? If yes, please mention the training program title, trainer's name and you were benefited from the program.
20. How did you find the morale within your department?
21. Were you motivated to reach peak of your performance?
22. Were you ever discouraged?
23. Did you gel well with your teammates and superior?
24. Was there anything the organization could have done to improve morale?
25. What was your supervisor like to work for?
26. Were the working conditions suitable? (i.e. hours, work area, etc.)



27. Did you feel you were well informed regarding the organization's policies and procedures? If not, why?
28. Is there anything we could have done differently that may have affected your decision to leave?
29. Would you re-consider employment with this organization?
30. Would you care to make any other comments?

**Interviewer Signature**

**Employee signature**

Annex

## **Employee Release Letter**

Date

To whom it may concern

This is to certify that \_\_\_\_\_ has resigned from PVTC w.e.f. \_\_\_\_\_  
\_\_\_\_\_. PVTC has nothing pending in terms of work and finance towards \_\_\_\_\_  
and vice versa.

This letter is issued as a release certificate from the services of PVTC and PVTC has no objection if any organization seeks PVTC's official reference for any other job application by \_\_\_\_\_  
\_\_\_\_\_. PVTC will provide reference based on the available data in the official personal file of-  
\_\_\_\_\_.

This letter is issued on \_\_\_\_\_.

For and on Behalf of  
PVTC

Human Resource Department

Annex

## Confirmation Letter

**Mr. ABC**

Title

Region

Subject: **Confirmation**

Referencetoyourappointmentonprobationeffectivefrom(DATE)as(TITLE).

Wearepleasedtoinformthatyouhavesuccessfullycompletedtherequiredprobationaryperiodandherebyconfirmyourappointmentforrestofcontractperiod.

WewouldliketotakethisopportunitytoofferyouourcongratulationandwishyouacontinuingandrewardingassociationwithPVTC.

ForandOnBehalfofPVTC

---

**XYZ**

(APPOINTINGAUTHORITY)

Annex

## Experience Letter

### TOWHOMITMAYCONCERN

This is to certify that \_\_\_\_\_ has worked in PVTC from \_\_\_\_\_ to \_\_\_\_\_ as \_\_\_\_\_.

\_\_\_\_\_ is a hardworking and motivated person. She/he performed the assigned job with keen interest and devotion.

We wish her/him best in her future endeavors.

\_\_\_\_\_

(ABC)

(APPOINTING AUTHORITY)

Annex

## Full and Final Settlement

Dear \_\_\_\_\_:

Reference above cited subject, please find enclosed cheque # \_\_\_\_\_ of \_\_\_\_\_ dated \_\_\_\_\_ for Rs. \_\_\_\_\_ (Rupees: \_\_\_\_\_) on account of full and final settlement of your employment contract.

The cheque may please be deposited within 30 days from the date of issuance, as request for revalidation will not be entertained. You are also requested to acknowledge receipt as below.

With best regards,

\_\_\_\_\_  
(Name)

Sr. Manager HR

### ACKNOWLEDGEMENT

It is hereby acknowledged that I (ABC) have received a crossed cheque of Rs. \_\_\_\_\_/-

(Rupees: \_\_\_\_\_) bearing cheque # \_\_\_\_\_ drawn on \_\_\_\_\_, on account of full and final settlement of my account with PVTC.

Name: \_\_\_\_\_

CNIC #: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Annex



## New Joiner Checklist

**Name of Employee**

**Designation**

**Department**

**Location**

- 1 Appointment Letter duly accepted
- 2 Joining Report
- 3 Copy of CV
- 4 Employment Form
- 5 Evaluation Forms
- 6 Copy of ID Card
- 7 Photograph
- 8 Qualification Certificates
- 9 Experience Certificates
- 10 Last Resignation Letters/Clearance letters
- 11 References (02)
- 12 Last Salary Slip/Tax Certificates


*All result cards, certificates should be attested*



Annex

**Personnel Request Form**

<b>InitiatedDate</b>		<b>Department</b>	
Initiatedby			
Detailsofthe position			
JobTitle			
Gradeand Designation			
MainDuties/ Education/ Experience ReportingLine			

SignatureHeadofDepartment \_\_\_\_\_ Date \_\_\_\_\_

***To be filled by HR Department***

IsthisanApprovedHeadcount Yes No

Permanentposition Yes No

DepartmentStrength

Current Budgeted

SignatureofHead of Head of HR \_\_\_\_\_ Date \_\_\_\_\_

Ifnotbudgeted,specialapprovalofChairman/Managing Director required.

Signature \_\_\_\_\_  
PVTC Date \_\_\_\_\_

Annex

## Salary Certificate

Date

**TOWHOMITMAYCONCERN**

Salary Certificate

This is to certify that \_\_\_\_\_ is an employee of Punjab Vocational Training Council – PVTC since \_\_\_\_\_ and currently working as \_\_\_\_\_. He/she is drawing gross monthly salary of Rs. \_\_\_\_\_.

Basic Pay  
House Rent  
Utilities  
Conveyance Allowance  
**Gross Monthly Salary**

**Deduction:**

Income Tax  
Loan  
**Net Salary**

PVTC is not responsible for any default in payments or any other contractual obligation. This certificate is being issued on the request of \_\_\_\_\_

\_\_\_\_\_  
**ABC**  
(Sr. Manager HR)



Annex

## PersonalDataChangeForm



### Punjab Vocational Training Council PERSONAL DATA CHANGE FORM

<b>Please change /add my:</b> <input type="checkbox"/> Address (Home or Work) <input type="checkbox"/> Phone Number (Home or Work) <input type="checkbox"/> Marital Status <input type="checkbox"/> Educational Level	<b>Effective Date of Change</b> _____/_____/_____ -
<b>Employee ID No:</b> _____	<b>Name :</b> _____
<b>Address:</b> _____	
<b>City :</b> _____	<b>Postal Code:</b> _____
<b>Telephone No:</b> _____	<b>NIC NO:</b> _____
<b>Office Address :</b> _____	<b>Office Telephone Number:</b> _____
<b>Marital Status:</b> <input type="checkbox"/> Single (S) <input type="checkbox"/> Married (M)                      #Kids= _____	
<b>Emergency Contact Number:</b> Name: _____ Relationship: _____ Phone: _____	
<b>Highest Educational Degree Achieved and Year Obtained:</b> 1- _____ 2- _____ 3- _____	
These changes are made on my personal request.  Employee Signature: _____ Date: _____  HR Department: _____	

Page 1

Annex

### DomainOpeningForm

		<b>Domain &amp; Email Account Form</b>	
		Internal Use Only	
To be Filled by the User			
Name		Office Location	
Employee #		Region & City	
Cell		Designation	
Have Desktop PC		Have Laptop PC	
Dept./Sec. Name		Manager Name	
Remarks :-			
Note:			
Signature by HRD		Date:	
For IT Use			
Email Server Name			
Login ID			
Email Address			
PC Access	Shared / Individual		
PC IP Address			
User's MailBox/Alias Name			
User's Computer Name (FQDN)			
Date			
Remarks :-			
Signature ITD		Date:	

Page 1

Annex

## Training Feedback Form



### Punjab Vocational Training Council After Training Evaluation Form

Participant Name _____	Department _____
Designation _____	Date _____
Trainer/Training Company _____	Program Name _____

**Please score following statements along the given score**

Dimension	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
<b>A About the Facilitator</b>					
1 Managed Time Well	<input type="checkbox"/>				
2 Managed Discreetly During The workshop	<input type="checkbox"/>				
3 Had a good Listening Skill	<input type="checkbox"/>				
4 Managed to make the workshop educational	<input type="checkbox"/>				
<b>B About the Course Content</b>					
1 Was relevant and Practical	<input type="checkbox"/>				
2 Was interesting	<input type="checkbox"/>				
3 Was logically Structured	<input type="checkbox"/>				
4 Was up to date and Thought Provoking	<input type="checkbox"/>				
<b>C About the Exercises/Games (if any)</b>					
1 Relevant to the the learning objective	<input type="checkbox"/>				
2 Well Briefing/described	<input type="checkbox"/>				
3 Had a good balance of fun and learning	<input type="checkbox"/>				
4 Challenging	<input type="checkbox"/>				
5 Helped in gaining new perspective	<input type="checkbox"/>				

1     2     3     4     5

**Describe your experience in our sessions**

\_\_\_\_\_

**How would you apply the learning of the training program in your office/online?**  
Please specify an action plan

\_\_\_\_\_

**Any Additional Comments about the training/training company/trainers:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Name and Signature \_\_\_\_\_

