

About the manual:

This manual is submitted by USAID-Assessment & Strengthening Program and has been prepared by M/S Rifaqat Mansha, Mohsin Dossani, Masoom & Co Chartered Accountants

Chapter-1

Introduction

LIST OF ACRONYMS

BOG	Board of Governors
HOD	Head of Department
HSA	Health Services Academy
IT	Information Technology
PO	Purchase Order
RFQ / RFP	Request for Quotation/ Request for Proposal

TABLE OF CONTENTS		PAGE
A.	SCOPE OF THE MANUAL	4
B.	OBJECTIVE	6
C.	HISTORY OF HSA	7
D.	VISION, MISSION STATEMENTS AND CORE VALUES	8
D.1	VISION STATEMENT	8
D.2	MISSION STATEMENT	8
D.3	CORE VALUES	8
E.	HUMAN RESOURCE DEPARTMENT’S FUNCTIONS	9
F.	DISTRIBUTION OF THE MANUAL AND PHYSICAL SECURITY	10
G.	PROCEDURES FOR UPDATING THE MANUAL.....	11
G.1.	GENERAL	11
G.2.	AMENDMENT TO THE MANUAL.....	11
G.3.	AMENDMENT CONTROL LOG.....	11
G.4.	AMENDMENT TO THE HARD COPY.....	12
G.5.	AMENDMENT TO THE ELECTRONIC COPY.....	12
H.	DOCUMENT CONTROL	13
H.1.	VOUCHERS AND FORMS.....	13
H.2.	ERASURES AND ALTERATIONS.....	13
H.3.	RETENTION AND DISPOSAL.....	14
<i>H.3.1</i>	<i>Policy for Retention Periods.....</i>	<i>14</i>
<i>H.3.2</i>	<i>Storage of Documents.....</i>	<i>14</i>
<i>H.3.3</i>	<i>Destruction of Documents.....</i>	<i>14</i>
H.3.4	Method of Destruction.....	14
ANNEXURE A – REQUEST FOR AMENDMENT FORM.....		15
ANNEXURE B – AMENDMENT CONTROL LOG		16
ANNEXURE C – RESPONSIBILITY MATRIX.....		17

A. SCOPE OF THE MANUAL

The human resource Manual (this manual) sets out the Human resource Principles, Policies, Systems and Procedures to be adopted by Health Services Academy (HSA) and used as a Source Document for Guidance and Operational Instructions in conducting day-to-day human resource functions and activities. The Principles, Policies, Systems and Procedures narrated in the Manual shall be exhaustively adopted within the HSA with the objective to promote transparency, accountability and efficiency in the human resource process. The manual addresses the key phases of the Human resource, from HR planning and recruitment and hiring to appraisal, training and development, granting leaves, compensation and benefits, personnel file management and disciplinary procedures. It provides step-by-step instructions for desk officers and other hands-on HR staff who are tasked with the responsibility of HR. It also provides pertinent information for midlevel decision makers and general guidance for heads of procuring units on how to best support the procurement process.

This manual has been approved by the Board of Governors in their meeting on XX (Day) XXX (Month) 2012.

The Executive Director shall be responsible for the:

- Distribution of the manual to various process owners;
- Maintenance of the record of the holders of the manual; and
- Approval of the recommended modifications to existing accounting policies and procedures.

The Heads of Departments / Process Owners shall be responsible for the:

- Implementation of the manual; and
- Monitoring of compliance with the policies and procedures in the manual
- Receiving queries and modifications to the existing human resource policies and forwarding onwards to HOD – human resource for clarification and approval.

The manual comprises of the following chapters which cover all the processes related to procurement:

- Introduction
- Organisational Chart
- Human resource planning
- Recruitment and hiring
- Induction of new employees
- Personnel file management and Updation of employee database.
- Employees attendance
- Granting leave
- Performance appraisal
- Employees training and development
- Resignation, transfer and redeployment
- Employees issues
- Salaries allowances and other benefits

All queries, matters, exceptions and modifications to the existing procurement policies and procedures in this manual should be addressed to the HOD – Human resource.

This manual provides a source of instruction and guidance to all employees of the HSA for the application of procurement policies and procedures. The procurement policies and procedures contained in this manual shall be complied with by all the employees of the HSA.

Where the employees of the HSA consider that they are unable, for any reason, to comply with the policies and procedures defined in this manual, they should refer the matter to the Executive Director for resolution through their respective HOD. However, general queries and clarification matters regarding this manual should be addressed to the HOD – human resource.

B. OBJECTIVE

The objective of this Manual is to promote clarity, uniformity and consistency in the practices and applications in conducting HSA's HR function by clearly defining responsibilities, authorities and functional parameters.

The objective of this Manual shall be met by ensuring the following:

- a) That all Departments uniformly adopt and implement leading industry standard HR Practices, Policies and Procedures throughout HSA.
- b) That execution and administration of HR functions are conducted throughout HSA in a controlled and orderly manner.
- c) That sufficient guidance and instructions are provided to the employees of HSA on the application of the HR Policies, Procedures and Systems.
- d) That the Manual is used as a Standard for compliance, also to identify any missing controls that can be introduced through amendments into this Manual.

C. HISTORY OF HSA

Health Services Academy was established in 1988 as an autonomous department under the Federal Ministry of Health and now under the Cabinet Division, Government of Pakistan, provided short courses and training for public health professionals. Since its beginnings as a training institute, the Academy has grown steadily and has established itself as the premier institute of public health in Pakistan, looking to provide more academic programmes in the near future, as well as providing an environment that focuses on excellence in academics, research, and policy-making.

Since all leading academic and research organizations require autonomous status in order to create an environment of academic excellence, the Ministry of Health promulgated an ordinance entitle *Health Services Academy Ordinance, 2002* , put into place in November, 2002. Following the implementation of this ordinance from July 1, 2003, the Board of Governors has been supervising the overall affairs of the Academy.

D. VISION, MISSION STATEMENTS AND CORE VALUES

D.1 VISION STATEMENT

To be a nationally and internationally recognised centre of excellence in Public Health, contributing to the health and well-being of the People of Pakistan and around the world.

D.2 MISSION STATEMENT

To strengthen the capacity of public health professionals by offering excellence in teaching, research, service and policy advice.

D.3 CORE VALUES

Diversity

Innovation

Equity

Ethics

Academic Freedom

E. HUMAN RESOURCE DEPARTMENT'S FUNCTIONS

The HR shall function as an independent operational unit within the Academy's organization structure, duly staffed by suitably qualified and experienced HR professionals, under the overall administrative and management control of Deputy Director. In conducting their functions and activities the HR Department shall appropriately coordinate, consult, and interact with other Departments in a suitable manner.

The human resource function shall advise and assist management to maximize the performance of employees by providing human resource strategic and operational support. However, it shall not relieve any section head from their direct day-to-day responsibility of managing people but shall enable them to manage, develop and get the best performance from their departmental human work force.

The section shall be mainly responsible for the following:

Advise and Assist management to formulate and ensure the implementation of effective human resource strategies, policies, procedures, controls and practices;

Ensure that the academy attracts, retains and motivates the required talent to help achieve the organization's mission and objectives;

Manage organizational transformation and change management in the event of a major organizational change such as introduction of new technology, restructuring etc.

Regularly monitor the effectiveness of human resource policies to ensure compliance and relevance to the strategic organization needs of the Academy;

Monitor compliance of the HR policies in place with the applicable Government Rules and Regulations;

F. DISTRIBUTION OF THE MANUAL AND PHYSICAL SECURITY

The Human resource Manual of the HSA shall be available to the users in the following two forms:

- a hard copy available with the Human resource Department; and
- an electronic copy (read only) available on HSA's website, access to which shall be given by the IT Department, through secure password.

Distribution of the manual whether in the form of a hard copy or an electronic copy is the responsibility of the Executive Director.

Distribution of this manual, in whole or part, shall be to only those personnel who shall have to act on the basis of this manual or who would require guidance to carry out their day to day work.

Where a hard copy is required, it shall be provided against an approved request. The Human resource Manual request shall contain the following information:

- Date;
- Manual version number;
- Manual description;
- Custodian;
- Custodian designation;
- Signature of the requesting HOD; and
- Signature of custodian for accepting the manual.

A register shall be maintained by the HOD – Human resource, in which the details of the department / personal to whom the manual is issued, shall be entered. Each hard copy of this manual shall be numbered and entered into the register prior to issuance.

The Executive Director shall also ensure that all the relevant people in the HR Department and other end user departments are aware that there is an electronic copy available on HSA's website and shall provide a secured access through password to the relevant personnel.

Where access to this manual is being given through the website password (electronic copy) it shall be authorised by the IT department on the basis of a request approved by the HOD – Human resource and Executive Director.

The IT Department shall have a record of the personnel to whom electronic access of the manual has been provided.

The contents of this manual are confidential and should not be copied (physically or electronically) or distributed outside HSA either in whole or in part without the prior written approval of the Executive Director. Any employee who is given access to this manual shall be required to sign an undertaking in this regard.

Where there is a change of responsibility of an employee, the copy / access that the employee has of / to this manual should be handed over to the new employee and this action shall be documented in the previous employee's handing over notes.

Where an employee leaves the employment of the HSA without another employee taking over his duties, then the copy of this manual should be returned to the HOD prior to their departure.

G. PROCEDURES FOR UPDATING THE MANUAL

G.1. GENERAL

It shall be the responsibility of the HOD- Procurement Department to ensure that the Manual is regularly updated. Periodic reviews and updating of the Manual shall be carried out by the HOD- Human resource Department as and when deemed necessary.

The Manual shall require amendments under any or all of the following reasons and circumstances:

Additional Policies and Procedures consequent to introduction of new services, financial reporting requirements, level of automation or changing needs of the organization;

Improvements to existing policies and procedures ; and

Deletions, for example, due to superseded or redundant Policies and Procedures.

The manual shall be reviewed after each five years for any required amendments and updates deemed necessary.

Changes to this manual shall be reviewed and recommended by the respective Heads of Departments. The respective Heads of Departments shall send the Manual with recommended changes to the designated Manager in HR Department who shall review it and if in agreement, shall forward the same to the HOD- Human resource Department who shall have

to submit the same to the executive / anomaly committee and they shall finally recommend the changes for approval of Executive Director.

G.2. AMENDMENT TO THE MANUAL

All requests for amendments to the final version of the Human resource Manual shall be documented on a request using the Amendment Form specified for this purpose. The Request for Amendment Form shall be raised by the respective Head of Department. *Please refer Annexure A for a copy of “Request for Amendment Form”.*

Where a new service is planned to be introduced, such a request shall be accompanied with a detailed description of the service and approved operational procedures.

The Request for Amendment Form shall be forwarded to HOD – Human resource, who shall review it with the Executive Director (for his approval) and include the same in agenda for the forthcoming meetings of the executive committee and Board of Governors for approval.

G.3. AMENDMENT CONTROL LOG

A central repository of all amendments made shall be maintained in an Amendment Control Log by the HOD – Human resource and shall form part of each chapter in this manual for the reference of those who shall not receive Request for Amendment Form. *Please refer to “Annexure B” for a copy of “The Amendment Control Log”.*

G.4. AMENDMENT TO THE HARD COPY

Any amendment to this manual shall warrant a reprinting of the affected chapter and issuance to those users who are holding hard copies. This shall be so due to the amendment of the version number of the chapter which shall be changed by the HR Department.

On receiving the approved Request for Amendment Form, the HR Department shall incorporate the changes in the electronic copy of the manual and then make the necessary printouts.

In the interest of economising one shall choose to reprint only the modified pages. This is possible when a modification does not change the page number on which any subsequent sub headings can be found. In this case the affected pages shall physically be removed from the existing copy of this manual and new pages inserted to replace them.

Where a modification shall change the page number on which a subsequent sub heading can be found then the affected chapter shall physically be removed from the existing hardcopy of this manual and the updated chapter shall be reprinted and inserted in this manual.

G.5. AMENDMENT TO THE ELECTRONIC COPY

The original electronic file containing the respective chapter that needs amendment shall be copied and saved with a revised version of month___ or year by the IT Department, thus ensuring that the original file remains unchanged and revised copy may be placed in the file.

.

The amended electronic copy shall be forwarded to the IT department for replacing the existing electronic copy on the website with the amended electronic copy.

H. DOCUMENT CONTROL

H.1. HUMAN RESOURCE FORMS

All departments shall adhere to and use the standard vouchers, forms and register etc. prepared and distributed. The standard templates (wherever manual documentation takes place) shall be provided to each department.

The Deputy Director shall be responsible for the printing and production of vouchers, forms and register etc and provide the same to department to ensure consistency throughout the HSA.

Any changes in the voucher, forms and register etc. shall be well justified to the HOD – Human resource before they shall be approved by Executive Director.

Data entry on the computer system shall be supported by a serially numbered data entry forms. These vouchers shall either be pre-numbered or shall be assigned numbers manually.

All pre-numbered forms shall be held with one individual in the department and shall be filed with that individual. All original cancelled pre-numbered forms shall be retained as record of their cancellation. All numbers in the serial shall be accounted for at any point in time.

For forms requiring manual numbering and utilising a serial number, one individual shall maintain a register of the used serials. It shall also be this individual who assigns the next serial number to a form as per the register. All used serials shall be accounted for and supported by a numbered form at any point in time.

The HOD – Human resource shall periodically assign an employee of the department to verify that all form serial numbers are accounted for by reviewing the audit trail. Any missing serials shall be investigated and the problem rectified.

In preparation of any form all blank lines and / or spaces shall be crossed out before the voucher or form is approved.

H.2. ERASURES AND ALTERATIONS

Modification of forms shall be conducted very carefully. If an internal form's details have not been posted into the system and the form needs to be modified one of two things shall be done:

If the form is pre-numbered then the mistake shall be crossed out in pen, the correct value recorded and the individual making the modification shall initial the form where the alteration has been made. Correcting fluid shall not be used to make alterations; and

If the form's serial number is manually entered on the form from a register then the form itself shall be destroyed and a new one with the correct details on it shall be prepared.

H.3. RETENTION AND DISPOSAL

H.3.1 Policy for Retention Periods

All documents shall be retained for a period of ten years, the responsibility of which shall be of the respective Heads of Departments. Upon expiry of the retention period the documents shall be destroyed.

Retention periods shall begin at the end of the financial year in which the document was created and settled. Where a document is being disputed then the retention period shall begin at the end of the financial year in which the dispute and the document are settled.

Retention periods shall end at the end of the financial year in which the document completes the retention period, after which the document shall be destroyed.

Where a document is to be maintained forever then the retention period shall be 'Indefinite' (e.g. legal documents, etc). Documents that shall be maintained for an indefinite period of time shall be kept to a minimum which shall be ensured by the respective HOD.

H.3.2 Storage of Documents

Documents shall be stored in fire resistant filing cabinets for one year, within the access of the employees using the documents. The contents of each cabinet shall be labelled clearly to allow quick retrieval of documents when required.

After completion of the external and donor audit for a particular year, the documents shall be moved to fire resistant filing cabinets in the Archives section (Stores).

H.3.3 Destruction/disposal of Documents

All documents shall be destroyed upon expiry of their retention period. but those documents which are required in audit peras, DAC, PAC are required in the court of law would not be destructed or disposed off till the finalization. If any documents labelled 'Indefinite' are seen, for a valid reason, to warrant disposal, approval shall be sought from HOD - Procurement, after which the document shall be destroyed.

H.3.4 Method of Destruction/Disposal

The method of destruction of documents shall be left to the discretion of the HOD – Human resource, but the following principles shall be observed.

All confidential documents shall be either burned or shredded;

Other documents shall be disposed off in the fastest, most economical and environment friendly manner;

Destruction of documents shall be supervised by a committee appointed by the Executive Committee.

ANNEXURE A – REQUEST FOR AMENDMENT FORM

**HEALTH SERVICES ACADEMY
REQUEST FOR AMENDMENT FORM**

Amendment No _____

Date of Amendment ___/___/___

Chapter	Section / sub section	Page reference	Type of amendment (addition / deletion / modification to an existing policy or procedure)	Description of amendment and reasons for amendment

Name of Proposer

Signature of Proposer

Reviewed by

Approved by

ANNEXURE C – RESPONSIBILITY MATRIX

ACTIVITY	ALL HOD	HOD – HUMAN RESOURCE	EXECUTIVE DIRECTOR	BOARD OF GOVERNORS
Manual Distribution			Overall Responsibility	
Approval of recommended modifications			Approve and submit to BOG	Concurrence
Implementation of Manual	Responsible			
Receiving queries & onwards liaison	Receive Queries and propose to ED	Liaison with ED for approval		
Non-compliance issues resolution			Clarify and approve	
Maintain hard-copy manual for distribution		Responsible		
Maintain soft-copy manual for distribution	Responsible (IT)			
Manual access approval		Recommend	Approve	
Manual periodical updation		Responsible		
Maintaining amendment control log		Responsible		
Updating hard-copy manual for amendment approval		Responsible		
Updating soft-copy manual after	Responsible (IT)			

amendment approval				
Changes to forms / vouchers		Responsible		
Verification of vouchers serial numbers		Responsible		
Record retention	Responsible	Responsible		
Record storage (delegate to officer level)	Overall Responsibility	Responsible		
Destruction method approval		Approve		
Destruction of documents (Indefinite labelled)		Approve		
Appointment of supervising committee (destruction of records)			Approve	

Chapter-2

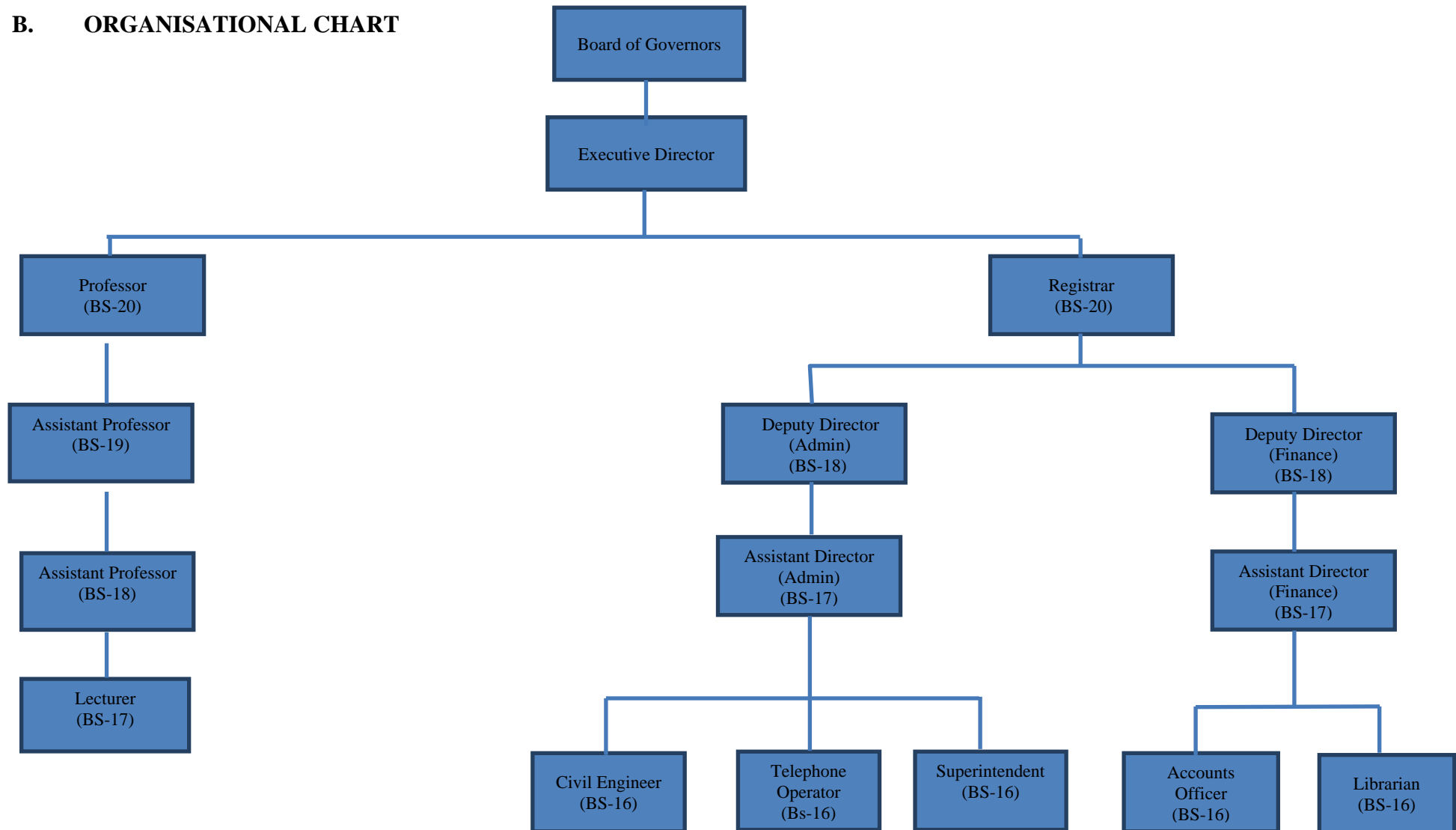
Organisational Chart (Procurement Function)

	TABLE OF CONTENTS	PAGE
<u>A.</u>	<u>SCOPE OF CHAPTER</u>	21
<u>B.</u>	<u>ORGANISATIONAL CHART</u>	22

A, SCOPE OF CHAPTER

This chapter outlines the structure of procurement function within the overall organisational structure of Health Services Academy (HSA).

B. ORGANISATIONAL CHART



Chapter-3

Human Resource Planning

LIST OF ACRONYMS

BOG	Board of Governors
HOD	Head of Department
HSA	Health Services Academy
HR	Human Resource

TABLE OF CONTENTS	PAGE
A. SCOPE OF CHAPTER.....	26
B. DEFINITIONS.....	27
B.1. END USER	27
B.2. HR PLAN	27
C. POLICIES	28
C.1.REQUEST FOR HUMAN RESOURCE	29
C.2. HUMAN RESOURCE PLAN	30
C.3. CONSOLIDATION OF HUMAN RESOURCE REQUIREMENTS AS AN HR PLAN.....	31
C.4. MONITORING OF HUMAN RESOURCE PLAN	32
D. PROCEDURES.....	33
D.1. REQUEST FOR HUMAN RESOURCE.....	34
D.2. CONSOLIDATION OF HUMAN RESOURCE REQUIREMENTS AS AN HR PLAN	35
<i>D.2.1 Preparation of HR Plan.....</i>	<i>35</i>
<i>D.2.2 Approval of the HR plan</i>	<i>35</i>
<i>D.2.3 Amendments to Human Resource plan during the year.....</i>	<i>35</i>
D.3. HUMAN RESOURCE PLAN AS IN PUT TO HR BUDGET	36
D.4. MONITORING OF HUMAN RESOURCE PLAN	37
ANNEXURE A – HR INTIMATION SHEET	38

A. SCOPE OF CHAPTER

This Chapter states the Policies and Procedures of Health Service Academy (HSA) relating to the preparation of Annual Human Resource (HR) planning.

The HR planning helps HR department to plan for the activities in the year to follow.

This chapter covers the following areas:-

- Preparation of annual HR plans.

- Review and approval of HR plan

- Communication of HR plan to concerned departments

B. DEFINITIONS

B.1. END USER

End user refers to departments that send their HR requirements to HR Department at the start of the year.

B.2. HR PLAN

HR plan is a document that aligns the strategic direction of the organisation activities with human resource practices. HR planning is the development of strategies for matching the size and skills of the workforce to organizational needs. Human resource planning assists organizations to attract, recruit, retain, and optimize the deployment of the personnel needed to meet business objectives and to respond to changes in the external environment. The process involves carrying out a skills analysis of the existing workforce, carrying out manpower forecasting, and taking actions to ensure that supply meets demand.

C. POLICIES

Request for human resource

Human resource plan

Consolidation of human resource requirements as an HR plan

Monitoring of Human resource plan

C.1. REQUEST FOR HUMAN RESOURCE

End user departments shall provide HR Department their input, regarding their HR requirements, on annual basis within 30 working days for the preparation of HR Plan.

C.2. HUMAN RESOURCE PLAN

The Human Resources Plan shall be prepared and communicated to relevant departments by HR Department on annual basis.

Any revision/amendments to HR Plan during the year shall be made with the approval of concerned head of department

C.3. **CONSOLIDATION OF HUMAN RESOURCE REQUIREMENTS AS AN HR PLAN**

HR shall align the end user requirements with overall plan of the organisation by analysing end user needs against positions approved by Board of Governors (BOG), budgetary and time constraints, availability of resources and practicality of requirements

HR plan shall cater for already approved positions setting the timing and prioritization of end user needs

BOG approval shall be required for additional positions requested by end user which are not already approved

The approved HR Plan shall be communicated to HODs.

During the year the end users shall raise Manpower Request Forms to meet their HR needs of their respective departments.

C.4. **MONITORING OF HUMAN RESOURCE PLAN**

The consolidated HR plan shall serve as guidelines for the activities of HR department in the coming year.

It shall be the responsibility of the Human Resource officer in the HR department to monitor the HR Plan and report any exceptions as and when they occur

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

Request for human resource

Consolidation of requests from department

Preparation of HR budget based on HR Plan

Monitoring of HR Plan

D.1. **REQUEST FOR HUMAN RESOURCE**

A designated person in each of the end user department shall prepare a list of HR requirements on the basis of approved HR budget for the concerned department. This requirement shall be reviewed by concerned HODs and forwarded to HR Department at the start of each year within 30 working days of approval of annual budgets by BOG. .

Positions to be filled/upgraded (including grades),

Qualification needed,

Training needs of existing and proposed staff,

Type of employment contract: permanent, temporary/limited contract, trainees, interns,

Likely sources of availability identifying the resources available within the organization, external source.

Please refer to annexure A for copy of format of 'HR Intimation Sheet'

D.2. **CONSOLIDATION OF HUMAN RESOURCE REQUIREMENTS AS AN HR PLAN**

D.2.1 *Preparation of HR Plan*

HR officer shall be responsible for receiving the end user requirement from the respective departments on the required format after being reviewed by relevant HODs.

HR officer shall consolidate the requirements received from each department in an excel worksheet and perform the following:

Analyse requirement raised by the departments against approved positions, budgetary and time constraints, availability of resources and practicality of the requirements

Analyse the consolidated HR Plan against the overall organisation objectives

Please refer to annexure B for copy of format of 'HR Plan'

HR officer shall forward consolidated HR Plan to Deputy Director HR/Admin (Head of HR) along with a memorandum highlighting issues in the requisitions received from the department, if any.

Deputy Director HR/Admin shall consider the issues, if any, identified by the HR Officer and send it to HODs for their view, comments and recommendations.

Deputy Director HR/admin shall, examine the recommendation of HODs and perform an analysis of the HR Plan against overall plan of the entity and assess if there are any changes required to the plan and shall submit the HR plan to the ED for approval.

D.2.2 *Approval of the HR plan*

Deputy Director HR/Admin shall consult with concerned HODs if input provided is not in line with overall Plan; or any other issues raised by HR. Any unresolved differences with the HODs shall be submitted to Executive Director and sorted out as per instructions of Executive Director.

The overall HR plan shall then be presented to BOG for final approval once all the outstanding issues regarding the HR Plan have been resolved.

This HR Plan shall serve as the basis for recruitment activities to be carried out during the year including Hiring and training and development of employees.

The approved HR Plan shall be communicated to HODs in relevant departments by HR Officer and HRD shall start the process of recruitment.

D.2.3 *Amendments to Human Resource plan during the year*

Departments may propose changes to the HR department for HR Plan during the year in any of the following circumstances:

Changes to the department/Organisation's business plan,

Changes to the underlying assumptions used by the department at the time of preparation of HR plan at the beginning of the year

In case of unusual circumstances arise which were not expected at the time of beginning of the year, such as unusual turn over of staff or non availability of staff to fill vacant positions

Any such amendments required by the department shall comprise the detailed reasoning for change and shall require to be approved by the concerned HOD before being forwarded to HR department.

Procedures for updation of HR Plan based on approved amendments received by the HR department shall be similar with the procedures discussed explained in above

D.3. **HUMAN RESOURCE PLAN AS IN PUT TO HR BUDGET**

A consolidated HR plan shall also serve as a means of for preparation of HR budget for coming fiscal year for the Academy by Deputy Director Finance.

D.4. **MONITORING Of HUMAN RESOURCE PLAN**

Approved HR budget shall be monitored closely through out the year by HR Officer to monitor compliance to HR Plan. HR officer shall keep reconcile actual head count for each designation with HR Plan and identify the additional vacancies need to be filled.

All the requests for staff hiring shall be first compared with the HR plan in order to assess if vacancy is available as per approved HR Plan prior to processing the same.

Any exception to the HR Plan shall be discussed between Deputy Director HR/Admin and concerned HOD and if required shall be recommended to Executive Director.

ANNEXURE A – HR INTIMATION SHEET
HR INTIMATION SHEET

Job Title/ Position _____

Department _____

Will Report To _____

When Required _____

Where Required _____

Is the Position is: -

Addition

Budgeted

Replacement

From. Whom _____

Position Is: -

Temporary

Permanent

Contractual

If temporary / Contractual - Approximate Period _____

State Major Duties / Responsibilities: - _____

Minimum Essential Qualification: - _____

Minimum Experience Required: - _____

Requisition By: _____

Approved By: _____

FOR HUMAN RESOURCES USE ONLY

Job Code _____

Salary Range _____

To be arranged from:-

→ Internal Transfer

Yes No

→ Internal Promotions

Yes Yes

→ New Appointment:-

a) Old Data Base (Short Listed Applications)

b) Personal References

c) News Advertisement

c) Institutions

Advertisement will be published on _____ in _____

Head of Admin & HR

FOR HUMAN RESOURCES USE ONLY

Job Filled By: _____

Starting Salary _____

Starting Date: _____

Remarks _____

ANNEXURE 3-B: CONSOLIDATED HUMAN RESOURCE PLAN

ANNUAL CONSOLIDATED HR PLAN

S.No	Department	Budget Allocation	NO. of Positions	JOB Title	Type of Contract	Qualification Required	Experience Required	Hiring Source	Advertisement	Remarks

Prepared by:

Reviewed by:

Approved by:

Date:

Date:

Date:

Chapter-4

Recruitment and Hiring

TABLE OF CONTENTS		PAGE
A.	SCOPE OF CHAPTER.....	43
B.	DEFINITIONS.....	44
B.1.	<i>RECRUITMENT AND HIRING</i>	<i>44</i>
B.2.	<i>EMPLOYEMENT CONTRACT.....</i>	<i>44</i>
B.3.	<i>AD HOC APPOINTMENT.....</i>	<i>44</i>
B.4.	<i>COMPETENT AUTHORITY.....</i>	<i>44</i>
B.5.	<i>DEPARTMAENTAL PROMOTION COMMITTEE.....</i>	<i>44</i>
B.6.	<i>PROBATION</i>	<i>44</i>
B.7.	<i>DEPARTMAENTAL SELECTION COMMITTEE.....</i>	<i>44</i>
C.	POLICY	44
C.1.	<i>RECRUITMENT AND HIRING TIME FRAME</i>	<i>46</i>
C.2.	<i>APPOINTING AUTHORITY</i>	<i>47</i>
C.3.	<i>APPOINTMENT.....</i>	<i>48</i>
C.4.	<i>PROMOTION</i>	<i>49</i>
C.5.	<i>APPOINTMENT BY TRANSFER.....</i>	<i>50</i>
C.6.	<i>CONTRACT APPOINTMENT</i>	<i>51</i>
C.7.	<i>APPOINTMENT ON DEPUTATION.....</i>	<i>52</i>
C.8.	<i>RECRUITMENT AS PER HUMAN RESOURCE PLAN.....</i>	<i>53</i>
C.9.	<i>IDENTIFICATION OF A VACANCY</i>	<i>54</i>
C.10.	<i>IDENTIFICATION OF SOURCES OF RECRUITMENT</i>	<i>55</i>
C.11.	<i>PUBLICATION OF ADVERTISEMENT FOR RECRUITMENT.....</i>	<i>56</i>
C.12.	<i>CONDITION FOR RECRUITMENT</i>	<i>57</i>
C.13.	<i>SCREENING AND ASSESSMENT OF CANDIDATES.....</i>	<i>58</i>
C.13.1.	Collection and screening of CVs.....	58
C.13.2.	Assessment of candidates.....	58
C.14.	<i>RECRUITMENT COMMITTEE.....</i>	<i>59</i>
C.14.1.	Authorization for Forming Selection Panel.....	59
C.14.2.	Selection Panels.....	59
C.15.	<i>RECRUITMENT OF FAMILY MEMBERS.....</i>	<i>60</i>
C.16.	<i>TYPES OF EMPLOYMENT CONTRACTS</i>	<i>61</i>
D.	PROCEDURES.....	62
D.1.	<i>IDENTIFICATION OF VACANCY.....</i>	<i>63</i>
D.1.1.	Identifying a vacancy or requirement	63
D.1.2.	Requesting new employee.....	63
D.1.3.	Approval of the Man Power Request Form.....	63
D.2.	<i>IDENTIFICATION OF SOURCES OF RECRUITMENT</i>	<i>64</i>

D.2.1.	Recruitment by Promotions.....	64
D.2.2.	Internal Candidates.....	65
D.2.3.	External sources.....	65
D.3.	<i>SCREENING, ANDASSESSMENT OF CANDIDATES</i>	66
D.3.1.	Collection and Screening of CVs.....	66
D.3.2.	Assessment of Candidates.....	66
D.3.3.	Verification of references.....	66
D.4.	<i>RECRUITMENT PROCESS</i>	67
D.4.1.	Deciding a salary package and offer letter.....	67
D.5.	<i>RETAINING CANDIDATE DATA</i>	68
<i>ANNEXURE 4-A – RECRUITMENT RULESMETHOD OF APPOINTMENT</i>		69
ANNEXURE 4-A- Contd – RECRUITMENT RULES		71
ANNEXURE 4-A- Contd – RECRUITMENT RULES		74
ANNEXURE 4-B – DEPARTMENTAL SELECTION COMMITTEE		78
ANNEXURE 4-C – MAN POWER REQUEST		79
ANNEXURE 4- D – CANDIDATE ASSESSMENT FORM		83
ANNEXURE 4-E – REFERENCE CHECK QUESTIONNAIRE		85
ANNEXURE 4-F – OFFER LETTER		88

A. SCOPE OF CHAPTER

This chapter deals with policies and procedures for the following key areas related to recruitment and hiring of employee for Health Services Academy (HSA):

- o Identifying a vacancy or requirement
- o Sources to fill vacancies
- o Screening and testing process prior to recruitment
- o Recruitment process
- o Relevant data retention

HSA has a policy to provide equal employment opportunity for all applicants and equal promotion consideration to all employees, based on performance.

B. DEFINITIONS**B.1. RECRUITMENT AND HIRING**

It is the activity of employing existing employees to fill vacancies or enrolling new members. The process is composed of several stages: verify that a vacancy exists; drawing up a job description; finding candidates; selection by interview and making a job offer.

B.2. EMPLOYMENT CONTRACT

Formal agreement between employer and employee, set the terms of employment in an organization

B.3. AD HOC APPOINTMENT

Ad hoc appointment means appointment of duly qualified person made otherwise than in accordance with the prescribed method of recruitment,.

B.4. COMPETENT AUTHORITY

Competent authority means the authority in which a particular administrative or financial power is vested or any other authority to which such power is delegated under the HSA Ordinance.

B.5. DEPARTMENTAL PROMOTION COMMITTEE

Means a Committee constituted to make recommendation for promotion to post in BS 2-19 to competent authority.

B.6. PROBATION

Probation means the time period identified by the HSA beginning from the date of initial appointment to any of its employee during which the services of the employee can be terminated without any prior notice, if he/she has violated any of the terms and conditions of his/her service. On the successful completion of probation period it should be terminated otherwise it would be presumed that the probation period is terminated automatically other wise probation period would be extended in writing well in time.

B.7. DEPARTMENTAL SELECTION COMMITTEE

Departmental selection committee means a Committee constituted to make recommendation for selection for initial appointment to posts in BS 1-19.

C. POLICIES

Recruitment and hiring time frame

Appointing authority

Appointment

Promotion

Appointment by transfer

Contract appointment

Appointment on deputation

Recruitment as per human resource plan

Identification of a vacancy

Identification of sources of recruitment

Publication of advertisement for recruitment

Condition for recruitment

Screening and assessment of candidates

Recruitment committee

Recruitment of family members

Types of employment contracts

C.1. RECRUITMENT AND HIRING TIME FRAME

For performance of its functions, HSA may, from time to time, employ such persons as it may consider necessary in accordance with Recruitment Rules given in Annexure B.

Human Resource required for any project financed by a donor can be hired as per the terms of the agreement with the donor. A committee for the purpose shall be notified by Executive Director comprising of HOD-HR as its head and including the sectional head for whom hiring is made.

It shall be the policy of the organization to hire best and qualified staff as well as offer advancement opportunities to its staff. Certain procedures have been established to ensure that recruitment process remain clear and transparent.

No person shall be appointed who has been dismissed from any service for the reasons of misconduct or who has been convicted of any criminal offence, involving moral turpitude by any court of law.

The total time frame of recruitment and hiring process shall include the following relevant phases:

- o Identification of vacancy
- o Manpower request from the concerned department
- o Announcing the position
- o Collection and short listing of CVs
- o Screening ,test- and interview the candidates
- o Selection of candidate
- o Reference checks
- o Issuance of appointment letter to successful candidate

C.2. APPPOINTING AUTHORITY

For regular positions the competent authority to make appointment against various sanctioned posts shall be as under:

Senior Administrative Cum Teaching Positions:

S. No.	Level of Post	Competent authority
i.	Executive Director (BS 21)	Prime Minister
ii.	Director (BS-20)	Prime Minister

Faculty and Non Faculty Administrative Positions

S. No.	Level of Post	Competent authority
i.	Posts carrying a minimum pay equal to the minimum of BS 20 and above.	Prime Minister
ii.	Appointment of posts other than those mentioned above	Chairman of BoG & Secretary of Ministry division.

C.3. APPOINTMENT

Appointment by initial recruitment to post equivalent to BS-17-19 or equivalent shall be made by competent authority on the recommendations of Departmental Selection Board. please refer to Annexure B for composition of Departmental Selection Board. Initial recruitment to the posts equivalent to BS-16 and below shall be made by the competent authority on the recommendations of the Departmental Selection Committee specified in the same annexure.

C.4. PROMOTION

Promotion to the posts equivalent to BS -20 and above shall be made by the competent authority on the recommendations of the Departmental Selection Board.

Promotions to posts equivalent to the BS-2 to 19 shall be made by the competent authority on the recommendation of the respective departmental promotion committee.

The Departmental Selection Board or the departmental promotion committee, as the case may be, shall consider the case of eligible employees in the order of their seniority-cum-fitness and either:

- Recommend an employee for promotion, or
- Recommend an employee for supersession on the ground that employee, for the time being unfit for promotion, or
- Defer consideration of promotion of an employee provided that this step will be taken only if:
 - The CR dossier is incomplete or another document or information required by the Departmental Promotion Committee or Departmental Selection Board for determining employee's fitness for promotion, is not available, or
 - Disciplinary or departmental proceedings are pending against the employee whose promotion case comes up for consideration before the Departmental Promotion Committee or Departmental Selection Board; or
 - The employee is on deputation abroad to a foreign government, private organisation or an international agency;
 - The employee does not possess the required length of service;
 - The employee's seniority is sub judice provided that in the case of deferment a vacancy shall be reserved for the employee or if it is filled, it shall be subject to the condition that when the employee is subsequently promoted without having been superseded, the arrangement will be reversed and the junior most person reverted to his lower post.
- If an employee is superseded he shall not be considered for promotion again unless he has earned performance Evaluation Report (PERs) for two full years. If he is again superseded, he shall lose eligibility for further consideration for future promotion.
- An employee who is deferred shall be considered for promotion as soon as the reason for which he was deferred ceases to exist.

Please refer to Annexure B for composition of Departmental promotion board.

The policies and procedures for recruitment by Promotion is discussed in chapter 9 performance appraisal.

C.5. APPOINTMENT BY TRANSFER

Appointment by transfer shall be made on the recommendations of the Departmental Selection or Promotion Committee. Appointment by transfer shall be made from amongst the persons holding appointment on regular basis in a post in the same basic pay scale or equivalent to or identical with the post to be filled. Only such persons as possess the qualifications and meet the conditions laid down for the purpose of transfer to the post shall be considered by the Departmental Selection or Promotion Committee for appointment by transfer.

C.6. CONTRACT APPOINTMENT

Appointment on contract basis may be made on specific terms and conditions clearly laid down in the offer for acceptance by the person so appointed.

A job description duly approved by HOD-HR and Executive Director is required before hiring procedure is initiated.

C.7. APPOINTMENT ON DEPUTATION

The Academy may appoint a person in the service of a Federal/ Provincial Government or an autonomous, semi-autonomous body or corporation or any other organisation setup established owned, managed or controlled by the Federal Government who possesses the minimum educational qualifications, experience or comparable length of service prescribed for a post shall be eligible for appointment to the said post on deputation initially for a period of three years on such terms and conditions as may be sanctioned by Federal Government in consultation with the lending organization which may be extended for a further period of two years with the permission/NOC of lending department.

In case the services of the Officer/Staff appointed on deputation are no more required, the competent authority may repatriate such Officer/Official to the parent office/department at any time without assigning any notice and reason.

C.8. RECRUITMENT AS PER HUMAN RESOURCE PLAN

Recruitment shall be planned and carried out according to the approved departmental structures and approved yearly HR plan for the department. The heads of each department shall be responsible for identifying and defining their HR needs in the HR plan.

C.9. IDENTIFICATION OF A VACANCY

Concerned departments shall identify the vacancies according to the approved departmental structures and approved HR plan. The manpower request from the concerned departments shall be approved in a manner provided in this chapter

C.10. IDENTIFICATION OF SOURCES OF RECRUITMENT

HSA shall recruit its employees using one of the following sources:

Internal Source

- o Internal promotion and transfers
- o Deputation from other department

External sources

- o Announcement of position through advertisement in national newspaper as well as on HSA's website.

C.11. PUBLICATION OF ADVERTISEMENT FOR RECRUITMENT

All vacancies to be filled in by initial recruitment shall be advertised in news papers and websites. In addition internal notices shall be circulated within the organization, through HSA's website.

At least 15 days shall be allowed for the collection of resumes of employees.

C.12. CONDITION FOR RECRUITMENT

Any person to be recruited in the Academy shall have to meet the following conditions:

- o No person who is not a citizen of Pakistan shall be eligible for appointment to a post in the Academy except where employment of such person is absolutely essential for enhancement of Academic or technological abilities of the Academy.
- o A candidate for recruitment must be in good mental and bodily health and free from any physical defect likely to interfere in the discharge of his duties. A candidate, who after such medical examination as may be prescribed is found not to justify these requirements, shall not be appointed.
- o No person who is less than eighteen years of age shall be appointed to a post by initial appointment.
- o Character and antecedents of a candidate other than the one who is already in the service of the Academy or holding a post in the Federal or Provincial Government, shall be verified and the appointment shall be made only if, in the opinion of the competent authority, the character and antecedents are satisfactory.
- o No person shall be substantively appointed to a permanent post without medical Certificate of health from an authority specified by the Academy.
- o Candidates fulfil the requirement of experience and academic qualification as required in the Annexure A.

C.13. SCREENING AND ASSESSMENT OF CANDIDATES

C.13.1. *Collection and screening of CVs*

The Human Resource Department shall be responsible for collection of CVs. The CVs received or information pertaining to it shall not to be disclosed to any other person.

The HR/Admin officer shall screen the received CVs in two phases:

- o In the first phase the Human Resource Department shall screen the received CVs at their own based on manpower request submitted by the concerned Department
- o The shortlisted CVs in the first phase shall then be assessed again in the second phase which shall be in consultation representative from the concerned Department

C.13.2. *Assessment of candidates*

Interviews shall be conducted by panels constituted for different positions as described in this chapter

C.14. RECRUITMENT COMMITTEE

C.14.1. Authorization for Forming Selection Panel

The selection committee are formed and authorized under the Health Services Academy Rules 1999.

C.14.2. Selection Panels

The minimum number of committee/panel member shall be according to the Panel mentioned in the Health Services Academy Service Rules 1999.

Please refer Annexure B for Selection committee composition:

C.15. RECRUITMENT OF FAMILY MEMBERS

A candidate may not be inducted in a department where a blood relation of the candidate is already working as an employee. Selection of a blood relation to another department shall be allowed subject to the following conditions:

- o The relationship is to be disclosed at the beginning of the recruitment process by the applicant
- o Blood relation already employed in the Academy shall not be involved in the short listing of the candidates
- o Blood relation already employed by the Academy shall not be a member of any selection panel
- o If selected the new recruit shall not be appointed in the same department in which the blood relation is already employed
- o The appointment shall be made after concurrence of Executive Director irrespective of the level of position involved

C.16. TYPES OF EMPLOYMENT CONTRACTS

Appointment in the Academy is affected by Employment Contracts which are signed by both the Academy and the appointee to be.

Employment Contracts shall be of the following types:

- o Permanent basis for Government employees,
- o Contract basis for Contract employees.

Employment Contracts are subject to the conditions mentioned in this Manual that are issued from time to time, and are subject to changes without prior notice at sole discretion of management.

D. PROCEDURES

This section contains procedures for appointment by recruitment, appointment by promotion and appointment by transfer. Appointment by recruitment is governed by the following aspects based on the detailed policies provided in the above section:

- o Identification of vacancy
- o Identification of source of recruitment
- o Screening, and assessment of candidates
- o Recruitment process
- o Retaining candidate data

D.1. IDENTIFICATION OF VACANCY***D.1.1. Identifying a vacancy or requirement***

It shall be the department head's responsibility to identify any vacancies or employee requirements in their respective departments. *(Please refer to list of policies)*. There are three scenarios for employee requirements:

- o Vacant position
- o New employee requirement due to increased work load
- o Replacement of existing position

D.1.2. Requesting new employee

Recruitment shall be planned and carried out according to the approved departmental structures and approved HR plan through which vacancies shall be identified.

Managers who need to hire for a position shall forward their requirement of personnel by filling out a Manpower Request Form *(please refer to annexure C, for a copy of Man Power request form)*. The form shall be signed by all concerned personnel in the department including Head of Department. The Manpower request form shall also contain, as an attachment, approved job description of the position (s) requested. *(please refer to annexure C, for a copy of Man Power request form)*

D.1.3. Approval of the Man Power Request Form

The Head of requesting department shall forward the completed Manpower requisition form to HR Officer who shall review the form for accuracy and validity.

The HR Officer shall submit the form to Deputy Director HR/Admin.

The HOD-HR shall consult Head of the requesting department to discuss source of filling the vacancy that is through internal or external resources.

After a decision has been made the Man Power Request form shall be signed by HOD-HR and Executive Director

D.2. IDENTIFICATION OF SOURCES OF RECRUITMENT***D.2.1. Recruitment by Promotions***

Based on the performance appraisal if it is assessed that the employee should be promoted concerned Supervisor shall prepare the following:

- o A memorandum comprising the following:
- o Justifying the reasons for the promotion recommendation.
- o If the promotion exists either through the filling of a vacancy, all relevant data chronicling the person's most recent evaluation(s) and the criteria being evaluated shall be included.
- o A statement of functional and organizational changes within the department impacting the position; other data such as, but not limited to: proof of graduation, certification or equivalents; completion of job related service training courses which enhance current job knowledge and skills.
- o A current job description of the candidate.
- o A copy of the vacant position or a statement outlining the new duties and responsibilities to be evaluated

HR Officer shall review the performance rating and the comments/ recommendation of the Supervisor

The HR officer shall review all aspects of the promotion with respect to payroll, salary, benefits, seniority change effective start date and the organizational structure created by these movements. Upon completion of this review, the HR officer shall send notes to the Deputy Director HR.

Deputy Director HR shall review recommendations and note comments against promotion policy.

Deputy Director HR shall forward final recommendations regarding the promotion to departmental promotion committees for final decisions. HR officer will prepare profiles of all employees that are being considered for promotion and present the same to promotion committees

The respective committees shall then review the credentials, job classifications, and organizational composition of the affected department to insure that the promotion satisfies the overall Academy's goals and guidelines. Upon completion of the analysis, the

Committee member shall sign the promotion recommendations as evidence of review and decision on promotions or rejections.

Deputy Director HR/Admin may then:

- o Inform the concerned HOD about the reasons behind rejection, if any and the process shall end here.
- o Instruct HR officer to Issue promotion letter to employee
- o Deputy Director HR/Admin shall issue promotion letters to employees and instruct HR officer to update the concerned employee's record in the personal file.

D.2.2. Internal Candidates

The Head of HR after consultation with Head of requesting department may decide that any vacant position needs to be filled from internal resources. In such case the information about the vacancy shall be disseminated throughout the entity through website, intranet and notice boards.

Interested employees shall forward their CVs after recommendation of their line managers. In case the line managers have reservations regarding the suitability of concerned employee for the announced vacancy, they shall assign reason for not recommending them.

Employees shall forward their CVs to HR after recommendation of their line managers. From this step on wards the normal Recruitment and Hiring policies and procedures shall apply to CVs submitted by employees.

D.2.3. External sources

Based on discussion between HR and concerned department which requested for the new employees the HSA may decide to recruit through external sources by the following method:

- o **Through Announcement of A Position in News Papers**

Advertisement to the general public shall be made in a number of newspapers having maximum circulation throughout Pakistan.

On the basis of the budgeted amount, the HOD HR shall decide which newspaper should be selected for advertisement.

The contents of the advertisement shall be based on the requirements of the job and qualification as mentioned in the Man Power Request form.

The Human resource officer shall prepare the advertisement and get it approved from HOD HR. The Human resource officer shall on the publication of the advertisement verify its contents with request for advertisement sent for the purpose

D.3. SCREENING, AND ASSESSMENT OF CANDIDATES

Once employment vacancy is identified and source of recruitment is determined, CVs shall be collected from the candidates and detailed screening and interview process shall be carried out prior to recruitment. Please refer to following sections for detailed procedures in this respect

D.3.1. *Collection and Screening of CVs*

After the application deadline is passed, the HR officer in HR department shall do the initial screening of CVs according to the requirement of the job description filled in the Manpower Request form by the concerned Department.

After the initial screening the CV are selected for final short listing of relevant candidates for written test and/or interviews.

D.3.2. *Assessment of Candidates*

Short listed candidates will be then contacted for assessment through interviews by the selection committee of HSA as a key process for recruitment of new employee for a specified position.

HR officer shall be responsible for coordinating with the interview panel and facilitating the arrangements for interviews

A panel constituted for the required vacancy shall conduct the interview. Upon completing an interview every member of the panel shall fill the Candidate Assessment Form apart from the basic information in Candidate Assessment Form which shall be filled by HR officer before interviews. *(please refer to annexure D, for a copy of Candidate Assessment Form).*

When all interviews are completed the panel shall hold a meeting to discuss the interview results for each candidate based on following factors:

- o Experience
- o Qualification
- o Educational background
- o Performance during interviews

The Panel shall prepare a merit list in descending order and shall complete the assessment forms for all candidates. The merit list and evaluation forms shall be handed over to HR Officer after all the interviews have been conducted.

The short listed candidates shall be forwarded to the competent authority. please refer Annexure for Appointment.

D.3.3. *Verification of references*

After a suitable candidate has been identified a Reference Check Questionnaire should be filled in for each referee. *Please refer to annexure E, for a copy of Reference Check Questionnaire.*

On the receipt of the filled questionnaire the HR officer shall forward it to HOD HR along with Man Power Request Forms, Candidate Assessment forms, for approval. After the review and approval by HOD HR all the above mentioned documents shall be filed in the respective personal file of the candidate.

D.4. RECRUITMENT PROCESS

D.4.1. *Salary and offer letter*

The Human Resource Department (HRD) in coordination with departmental head fix the salary based on the Government approved scaled.

A formal offer to the successful candidate upon selection will be made. The employee will be required to sign the formal “Offer Letter” within seven working days after the issuance of offer letter. The offer letter shall be signed by Executive Director *Please refer to annexure F, for a copy of Offer Letter.*

If the candidate accepts the offer, HRD will issue the contract, facilitate appropriate signatures, and route to the new employee. The employee will sign the document and return to the office within seven (7) working days from the issuance of contract. The original signed contract and offer letter is filed in the employee’s file.

Certain attested documents (relating to academics, certificates, experience) shall be required by HR. The required documents shall be collected by the HR officer from the new employee and all these documents will be kept in the personal file of new employees.

D.5. RETAINING CANDIDATE DATA

Resumes obtained during the recruitment process shall be maintained in the following manner

o **File**

Resumes received shall be filed in a file duly maintained year wise.

o **Soft Copy**

Resumes received via email to HR or uploaded on website shall be kept in soft form in a separate folder clearly marked as “Resume Received”

**ANNEXURE 4-A – RECRUITMENT RULES
METHOD OF APPOINTMENT**

Health Services Academy

S.No.	Designation of Post	BS or Equivalent to BS	BY Initial Appointment %	By Promotion %
1	Executive Director (BS 21)	Statutory post to be filled by Federal Government as per Section 14 of HSA, Ordinance 2002 and Establishment Division's instructions on the subject and schedule V-A to the rules of Business, 1973.		
2	Directors	BS-20	50%	50%
3	Professor	BS-20	50%	50%
4	Associate Professor	BS-19	50%	50%
5	Assistant professor	BS-18	50%	50%
6	Deputy Director	BS-18	50%	50%
7	Instructor/Research officer	BS-17	100%	-
8	Assistant Director	BS-17	50%	50%
9	Librarian	BS-17	50%	50%
10	Admin officer/Superintendent	BS-16	50%	50%
11	Assistant Accounts officer	BS-16	50%	50%
12	Assistant Audit officer	BS-16	50%	50%
13	Stenographer	BS-16	50%	50%
14	Steno typist	BS-14	100%	-

15	Assistant System Analyst	BS-17	100%	-
16	Computer operator	BS-14	100%	-
17	Office Assistant	BS-14	50%	50%
18	Upper Division Clerk	BS-9	50%	50%
19	Lower Division Clerk	BS-7	90%	10%
20	Driver	BS-5	100%	-
21	DMO	BS-5	100%	-
22	Dispatch Rider	BS-4	100%	-
23	Naib Qasid	BS-2	100%	-
24	Farash	BS-2	100%	-
25	Sanitary worker	BS-2	100%	-
26	Chowkidar	BS-2	100%	-

ANNEXURE 4-A- Contd – RECRUITMENT RULES**CONDITIONS FOR PROMOTION****Health Services Academy**

S.No	Designation	BS or Equivalence to BS	Persons Eligible	Conditions for Eligibility
1	Professor	BS-20	Associate professor	(i) MBBS or Equivalent degree recognised by PMDC with post graduate qualification 10 years service in BS 17 and above in the relevant field Or (ii)
2	Associate Professor	BS-19	Assistant Professor	1. MBBS or Equivalent degree recognised by PMDC with post graduate qualification 2. 7 years service in BS-17 and above including five years teaching

				experience. (i)
3	Assistant Professor	BS-18	Research officer/ Instructor	MBBS or Equivalent degree recognised by PMDC with post graduate qualification in relevant field with seven years of experience in BPS 17 and above (i)
4	Registrar	BS 19	Deputy Director	(ii) MBBS or Equivalent degree recognised by PMDC or Masters in social/ health sciences with preferably LLB degree (iii) 7 years of service in BS 17 and above
5	Dy. Director	BS-18	Assistant director	Masters or equivalent from any recognised University 5 years of service in BS-17 and above
6	Assistant Director	BS-17	Admin officer/ Superintendent	Master or equivalent and 3 years experience in BS-16 and above
7	Admin-officer/ Superintendent	BS-16	Assisant	3 years experience as Assistant and above
8	Assistant Accounts officer	BS-16	Assistant	SAS/B.com with 3 years experience in the field of

				accounts and above.
9	Stenographer	BS-16	Stenotypist	3 years Service as Stenotypist
10	Office assistant/Computer operator	BS-14	UDC	3 years service as UDC
11	Upper Division Clerk	BS-9	LDC	3 years service as LDC
12	Lower Division Clerk	BS-7	Qasid, Naib Qasid, Daftary, Record Sorter, DMO and other employees hold lower posts.	Matriculate with typing speed 30.w.p.m

ANNEXURE 4-A- Cont'd – RECRUITMENT RULES**Qualification, Experience and Age limits for Initial Appointment**

S.No.	Designation	BS or Equivalent to BS	Qualification and Experience	Minimum Age Limit	Maximum Age Limit
1	Professor	BS-20	(iii) MBBS or Equivalent degree recognised by PMDC with post graduate qualification 10 years service in BS 17 and above in the relevant field (i)	37	45
2	Associate professor	Equivalent BS-19	MBBS or Equivalent degree recognised by PMDC with post graduate qualification in relevant field with seven years of experience in BPS 17 and above	35	40
3	Assistant Professor	BS-18	MBBS or Equivalent degree recognised by PMDC with post graduate qualification in relevant field with seven years of experience in BPS 17 and above (i)	25	35
4	Instructor/ Research officer	BS-17	i) MBBS or equivalent qualification	22	30

			<p>recognised by PMDC or</p> <p>ii) 2nd class or grade C Master's degree in PH related discipline like Sociology / Economics/ Anthropology/ Statistics/ Economics/ Business Administration or Masters Degree in Nursing recognised by PNC</p>		
5	Registrar	BS_19	<p>(i) MBBS or Equivalent degree recognised by PMDC or Masters in social/ health sciences with preferably LLB degree</p> <p>7 years of service in BS 17 and above</p>	25	35
6	Deputy Director	BS-18	5 years of service in BS-17 and above	25	35
7	Assistant Director	BS 17	Masters or equivalent from any recognised University with 3 years experience	22	30

8	Librarian	BS 17	At least Second Class master's Degree in Library science/ information sciences plus 3 years expereince OR Graduate with Diploma in Library Science from a university or Bachelor of Library Science, plus 5 years experience	22	30
9	Admin Officer	BS-16	i) B.A/B.Sc. or equivalent from any recognised university. ii) At least3 years administrative and file handling experience. iii) Basic knowledge about the computers and know how about the word process packages is preferable.	20	28
10	Assistant Accounts officer	BS-16	2 nd class or grade C graduate in Commerce/ Economice or Business administration with 3 years expereince. OR	20	28

			SAS with 3 years experience in the field of accounts.		
11	Assistant audit officer	BS-16	2 nd Class or grade C Master's degree in Commerce/ Economics or Business Administration OR SAS/B.com with 3 years experience in the field of accounts.	20	28
12	Assistant system analyst	BS-16	Bachelor degree in the relevant field with three (3) years of experience.	20	28
13	Stenographer	BS-16	Intermediate with 100 and 50 w.p.m speed in shorthand and typing respectively with computer literacy (proficiency in MS word etc)	18	25
14	officer assistant/ computer operator	BS-14	Intermediate with 80 and 40 w.p.m speed in shorthand and typing respectively, with computer literacy (proficiency in MS word etc) minimum three years of experience	18	25

**ANNEXURE 4-B – DEPARTMENTAL SELECTION COMMITTEE
HEALTH SERVICES ACADEMY**

S.No	Posts	DPC/DSC	Selection Procedures	Competent authority
1	Executive Director (BS-21)	As per Sr. No. 2 of Establishment Division's O.M. No. 6-4(96)/R-3 dated 10-5-1997 as amended from time to time	To be processed through Establishment division	Prime Minister
2	Director (BS-20)	Sr. no iii of the above referred O.M.	Secretary ministry division to propose a panel	Prime Minister
3	BS-17 to 19	Executive Director HSA Joint Secretary (Admn) Deputy Director (Admin) of HSA Two Co-opted members (Academician)	Chairman Member Member Member	Vice Chairman BoG/ Secretary ministry division
4	BS-11 to BS-16	Director HSA Deputy Secretary, Deputy Director (Admin) of HSA	Chairman Member Member	Executive Director
5	BS-1 to 10	Director HSA Deputy Director (Admin) of HSA Section Officer,	Chairman Member Member	Executive Director

**ANNEXURE 4-C – MAN POWER REQUEST
Health Services Academy**

**MAN POWER REQUEST
MANPOWER REQUEST FORM**

Date: / /

MRF

No:

POSITION INFORMATION (Filled by department)							
Position Title		Contract Type		Division			
Department		Location		Budgeted			
No of positions		To be Hired by agency		Supervised By			
To be filled by HR							
Grade		Basic Salary		Allowance		Gross Salary	

ANNOUNCEMENT INFORMATION			
Proposed Ann Date		Ann Duration (15 days)	
Proposed Interview Date		Proposed Joining Date	

<i>Means of Announcement: (Please select the options below)</i>			
Internally in HSA offices		Newspaper	
Websites			

ATTACHMENTS
Job Description/ Responsibilities (to be used in advertisement)
Approved Organization chart with highlighting the position

REQUESTED BY			
Employee Name:		Designation:	
Signature:		Date:	

APPROVALS					
Departmental head Name		Signature		Date:	
HOD-HR Name		Signature		Date:	
Executive Director		Signature		Date:	

JOB DESCRIPTION (Attachment to Manpower Request Form)

Job Title	<i>Exact position title</i>
Department	<i>Department the position is under?</i>
Location	<i>Position's duty station? The province in which the position holder will be based.</i>
Supervised by	<i>Title of position's supervisor</i>
Supervises	<i>Positions supervised by this position</i>
Coordination Responsibility	<i>Departments or employees the position holder will require to coordinate and working closely with.</i>
Other	<i>Indicate any other important information about the position</i>

GENERAL FUNCTION:

Include here a short note on the general function of the position. Indicate the broad responsibility for the position.

SPECIFIC DUTIES:

Indicate here, the itemized specific tasks and duties that the position holder will be responsible for. Make sure that the tasks and duties are specific, measurable realistic and time bound. Indicate the frequency of performing the each task and duties (when possible).

REQUIREMENTS

Minimum education level required for the post
Years of experience in the relevant field
Language requirements
Computer knowledge requirements

Abilities and personal traits the candidate must possess to better do this job such as ability to meet deadlines, work under pressure, tact, negotiation skills, organizational skills etc.

ACKNOWLEDGEMENT

I HEREBY ACKNOWLEDGE THE RECEIPT OF THIS JOB DESCRIPTION AND CONFIRM THAT I READ AND FULLY UNDERSTOOD ITS CONTENTS. I AM FULLY AWARE THAT I WILL BE REQUIRED TO FULFILL THE RESPONSIBILITIES AND ABIDE BY THE TERMS AND CONDITIONS STATED HEREIN. I AM AWARE THAT ANY SHORTCOMING ON MY PART IN FULFILLMENT OF THESE RESPONSIBILITIES AND OBLIGATIONS MAY RESULT IN THE CESSATION OF MY EMPLOYMENT CONTRACT.

Acknowledged by:

Approved by:

Employee's Name and Signature
Signature

Supervisor's Name and
Signature

Date: _____

Date: _____

Note:

- 1. It is the responsibility of supervisors to discuss the details this job descriptions with the employee and ensure that he/she fully understands and agrees with the responsibilities and obligations mentioned herein.*
- 2. This Job Description is not a static document and should be reviewed and if necessary revised semi annually to best meet the requirements of the position, and the strategies and objectives of the HSA.*
- 3. This document should be signed by the employee and his/her supervisor and returned to HR Section for safekeeping in employee's personnel folder. The employee and his/her supervisor can keep copies for their record and reference.*

ANNEXURE 4-D – CANDIDATE ASSESSMENT FORM**Health Services Academy****CANDIDATE ASSESMENT FORM**

CANDIDATE INFORMATION			
Candidate Name		Nationality	
Qualification		Mobile Number	
Most Recent Job Held		Interview Date	

POSITION INFORMATION		PANNEL INFORMATION			
Position Title		1. Name		Position	
Duty Location		2. Name		Position	
Department		3. Name		Position	
Supervisor		4. Name		Position	

TECHNICAL JOB-RELATED QUESTIONS: (To be produced in Advance)			
No	Question	Total Mark	Total Mark
1			
2			
3			
4			
5			
Total		50	

CANDIDATE QUALIFICATIONS AND SKILLS: (rate from a scale of 1-5.5)				
Education/ Qualification		Relevant Experience		Relevant Training
Self Confidence		Communication & Language skill		Computer skill
Management & Supervisory Skill		Maturity and mental stability		Reliability

Availability (Date):		Salary Expectation		Reference available	
-----------------------------	--	---------------------------	--	----------------------------	--

CONCLUSION AND FINAL DECISION					
--------------------------------------	--	--	--	--	--

Total Mark Obtained		Eligible for employment		Job Recommended for	
Area of Concern			Any other comment		
Name		Signature		Date	

**ANNEXURE 4-E – REFERENCE CHECK QUESTIONNAIRE
Health Services Academy**

**REFERENCE CHECK QUESTIONNAIRE
REFERENCE CHECK QUESTION FORM**

CANDIDATE INFORMATION			
Candidate Name		Position Applied for	
Date Interview Held			

REFERENCE INFORMATION			
Name		Position	
Company Name		Contact Number	

This is kept strictly confidential for use by the Department of Human Resources only and will not be divulged to candidates concerned.

- 1 Have you been the candidate’s supervisor?
If yes how long have you worked together?

2. What were his/her dates of employment with you?

3. Please explain the circumstances of his/her leaving your employment:

4. Please describe the following by Poor, Good, Very Good, Excellent and Exceptional.

- a. Ability to motivate and develop his/her subordinates? _____
- b. Honesty? _____
- c. Willingness to accept responsibility? _____
- d. Co-operative ness? _____
- e. Ability to write reports and documents clearly and concisely? _____
- f. Ability to work in team work _____

5. Please comment on the applicant's with Poor, Good, Very Good, Excellent and Exceptional.

- a. Attendance/Punctuality: _____
- b. Dependability: _____
- c. Ability to take responsibility _____
- d. Ability to take initiative: _____
- e. Potential for advancement: _____
- f. Degree of supervision needed: _____
- g. Overall attitude: _____

6. What do you think of the candidate's communication skills in general?

7. Would you re-hire him/her? If not, why?

8. Would you recommend _____ for the position of _____

9. Would you like to add any other relevant information about personal nature of applicant?

REFERENCE CHECKED BY			
Employee Name		Position	
Signature		Date	

ANNEXURE4- F – OFFER LETTER
Health Services Academy

OFFER LETTER
EMPLOYMENT OFFER LETTER

Date: _____

Dear Mr. /Miss _____

Thank you for attending your recent interview with our _____ **Department**. We are pleased to offer you employment with Health Services Academy, your designation will be _____ and your remuneration will be **Rs _____ gross per month**. The benefits and entitlements granted are included in Health Services Academy HR Manual which will be described to you prior to the signing of your employment contract.

Please advise us within 5 (Five) working days if you find the offer acceptable, if so, please advise us of your earliest possible start date. Please also sign the offer letter and return it back to us at your earliest possible.

ACCEPTANCE

I accept the terms and conditions set out in this letter and confirm that I will commence employment on _____

I accept and agree to all the above terms and conditions of my employment:

Signed: _____

Employee

Date: _____

Signed: _____

Position: _____

Date: _____

(This form must be completed and signed in duplicate, one copy to be retained for record keeping purposes by the Human Resources Department of HSA)

Chapter-5

Induction of New Employees and Updating Employee Master File

LIST OF ACRONYMS

ED	Executive Director
HOD	Head of Department
HSA	Health Services Academy
HR	Human Resource

TABLE OF CONTENTS		PAGE
A.	SCOPE OF CHAPTER.....	92
B.	DEFINITIONS.....	93
B.1.	PROBATION.....	93
B.2.	EMPLOYEE DATA BASE.....	93
B.3.	CONTRACT OF EMPLOYMENT	93
C.	POLICY	94
C.1.	INDUCTION OF NEW EMPLOYEES.....	95
C.2.	SIGNING OF EMPLOYMENT CONTRACT AND OTHER FORMS	96
C.3.	OPENING BANK ACCOUNTS FOR NEW EMPLOYEES.....	97
C.4.	OFFICE FACILITATION AND ORIENTATION ARRANGEMENTS FOR NEW EMPLOYEES	98
C.5.	ASSESSMENT OF EMPLOYEE ON PROBATION	99
C.6.	MAINTAINENCE OF EMPLOYEE DATA BASE.....	100
D.	PROCEDURES	101
D.1.	INDUCTION OF NEW EMPLOYEES	102
D.2.	SIGNING OF EMPLOYMENT CONTRACTS AND OTHER FORMS	103
D.3.	OPENING OF EMPLOYEES BANK ACCOUNT.....	103
D.4.	OFFICE FACILITATION AND ORIENTATION ARRANGEMENTS FOR NEW EMPLOYEE	103
<i>D.4.1.</i>	<i>Arranging office equipments and office space.....</i>	<i>103</i>
<i>D.4.2.</i>	<i>Informing all departments about the joining of new employee.....</i>	<i>103</i>
<i>D.4.3.</i>	<i>Arranging orientation for the new employee</i>	<i>103</i>
D.5.	REVIEW OF PROBATIONARY PERIOD PERFORMANCE.....	104
D.6.	UPDATION OF EMPLOYEE MASTER FILE.....	105
	ANNEXURE 5- A – INDUCTION PROGRAM SCHEDULE.....	106
	ANNEXURE 5-B – JOINING REPORT	108
	ANNEXURE 5-C – PERSONAL DATA SHEET	109
	ANNEXURE 5-D – FAMILY RELATIONSHIP DISCLOSURE FORM	112
	ANNEXURE 5-E – BENEFICIALRY DESIGNATION FORM	113
	ANNEXURE 5-F – PROBATIONARY ASSESSMENT FORM	114

A. SCOPE OF CHAPTER

This chapter deals with policies and procedures relating to the following areas:

- Preparation of induction course material,
- Conducting induction course for the new Employee
- Probationary assessment of the employees.
- Maintenance of employees database

This chapter also discusses updating the employee data base and related issues.

B. DEFINITIONS

For the purpose of this chapter following terms shall refer to the descriptions given below:

B.1. PROBATION

Probation is a trial period that gives the employees a bona fide opportunity to demonstrate their suitability for continued employment.

During probationary period the company assesses the full potential, competencies and capabilities of the employee and whether or not the employee possesses suitability for regular employment. The assessment includes the factors of: work performance, work habits, productivity, attitude and compatibility, attendance and punctuality, and any other matter that is linked to the performance of the job and expectations.

B.2. EMPLOYEE DATA BASE

All data base relating to Employee (Including payroll underlying record, leave record, attendance) shall be maintained and processed by HR Department.

Employees' database shall have the following information:

Employee personal information

Personal medical information

Employee promotion

Leave balance status

Leave encashment

Leave without pay

Arrears

Tax working

Bonus

Payroll processing

Loans and advances

Payslips

Full and final settlements

B.3. CONTRACT OF EMPLOYMENT

An agreement between an employee and employer that specifies the terms and conditions of an employment. A violation of one or more of the terms in an employment contract by either an employee or employer is typically called breach of contract

C. POLICY

This section contains policies for the following aspects of new employee joining:

Induction of new employees

Signing of employment contract and other forms

Opening of bank accounts for new employees

Office facilitation and orientation arrangements for new employees

Probationary assessment of the employees.

Maintenance of employees database

C.1. INDUCTION OF NEW EMPLOYEES

New employees shall be given a comprehensive induction to their jobs and to the HSA with in _15_ days of joining date. In general an induction program shall include the following;

Brief Introduction about the HSA.

Brief Introduction to the ED for employees appointed as managers and above.

Introduction of operational structure and key staff they are expected to interact with

Introduction with supervisor

A detailed explanation of the employee's job description and probationary period work objectives.

Brief meetings with all department heads, if considered necessary, during which the employee should be given information on the activities and functions of each department.

A tour of the office showing the employee the locations for offices and other logistics needs including fire exits, fire extinguishers, kitchen, restrooms, first aid kit, meeting hall.

Showing the new employees and providing them with information about locations and points of contact for basic office services i.e. reception, transport, stationery, tea and refreshment.

C.2. SIGNING OF EMPLOYMENT CONTRACT AND OTHER FORMS

On the first of joining, employees shall be provided “Employee Induction Package” that shall include employment contract and other forms (to be used as input to update employee master files and facilitate other processes). The contract shall be signed by employee and handed over to HR officer along with filled/completed forms.

C.3. OPENING BANK ACCOUNTS FOR NEW EMPLOYEES

All employees' salaries shall be credited directed to their bank accounts. All local employees shall be required to open a bank account in the city of their place of duty.

C.4. OFFICE FACILITATION AND ORIENTATION ARRANGEMENTS FOR NEW EMPLOYEES

Employees shall be provided office facilities by the administration department to enable them to carry out their official duties.

Employees shall be given orientation by the concerned department. Separate events shall be held by HSA to supplement job specific orientation.

C.5. ASSESSMENT OF EMPLOYEE ON PROBATION

All employees joined recently shall remain on minimum probation period of one year starting from the date of their joining. This probationary period shall be applicable to all levels of management employees.

The immediate supervisor and the Head of Department (HOD) shall be responsible for monitoring the performance of the probationer.

HR Department shall inform the concerned HOD 15 days prior to the completion of the probationary period of their staff.

On the basis of performance during the probationary period the appointing authority shall recommend the following options:

- Confirmation of employment.
- Extension in the probation for further period of one year, advising the employees to improve their performance.

Unless specified otherwise on expiry of the extended period, the probation shall be deemed to have successfully been completed.

In the case of initial recruitment to a post, an employee shall not be deemed to have completed their period of probation satisfactorily until their character and antecedents have been verified as satisfactory in the opinion of the appointing authority.

Confirmation of the employees of Health Services Academy shall be made in accordance with the Confirmation Rules, 1994 of the Federal Government.

C.6. MAINTAINENCE OF EMPLOYEE DATA BASE

It shall be the responsibility of HR Officer to ensure that employees' master files are updated with respect to relevant information for:

New employee joining

Existing employees as and when any current information pertaining to them is altered and intimated to HR in a manner provided in this Manual

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

- Induction of new employees

- Signing of employment contract and other forms

- Opening of bank accounts for new employees

- office facilitation and orientation arrangements for new employees

- Probationary assessment of the employees.

- Maintenance of employees database

D.1. INDUCTION OF NEW EMPLOYEES

On the first day of joining the HR Officer or a designated person shall receive the employee in the HSA's office.

The HR officer or a designated person shall arrange an introduction of the newly recruited employee. The HR Officer shall prepare a comprehensive induction for the new employee joining the HSA. The Employee Induction Package shall include job contract, other forms with information of employees' personal/professional data base and necessary manuals (Please refer to Annexure A, for a copy of Induction Program Schedule).

Course shall be organised for the employee(s) by the HR department during the first week of joining the organisation. Speaker for the induction course shall be invited from HR itself to provide insight on HR policies and from the relevant departments to provide an overview of department policies and procedures.

Subsequent to induction HR officer shall assess:

If there are any additional information requirements of the employee

If the information provided to the employee has been understood

Employee personal file shall be updated with the assessment of HR officer subsequent to induction course provided to the employee.

D.2 SIGNING OF EMPLOYMENT CONTRACTS AND OTHER FORMS

On joining, employees shall be provided “Employee Induction Package” that include following forms which shall be filled by them. These are:

Contract of employment

This should be printed in duplicate and should be signed by the employee. One copy shall be kept by the employee and the other shall be filed in the employee personal file.

Joining report

The joining report shall be signed by the employee containing date of joining, position, and bank account details (Please refer to annexure B, for a copy of Joining Report)

Personal data sheet

Personal information shall be filled in this form. (Please refer to annexure C, for a copy of Personal Data Sheet)

Family relationship disclosure form

Please refer to annexure D, for a copy of family Relationship Disclosure form)

Beneficiary designation form

(Please refer to annexure E, for a copy of Beneficiary Designation form)

Medical certificate

A medical certificate shall be submitted by the employee, from a registered medical practitioner, highlighting the fitness of employee to carry out the job.

The employee shall fill, sign and submit the above forms to HR officer. HR officer shall review all the forms and ensure if these have been filled in correctly.

In case of any discrepancies, forms shall be returned to employee who shall be requested to make the required changes. All such forms collected from the employees shall be filed by HR officer or other employees authorised to access personal files.

D.3 OPENING OF EMPLOYEES BANK ACCOUNT

All local employees shall open bank account in the city of their place of duty.

HR officer shall issue a letter to the bank, duly signed by HOD-HR, instructing the bank to open an account in the name of employee. Employees shall be responsible for coordinating with the banks regarding the opening of their bank accounts.

Once the bank account is opened employee shall forward bank account details to HR officer for updating personal files.

D.4 OFFICE FACILITATION AND ORIENTATION ARRANGEMENTS FOR NEW EMPLOYEE

D.4.1. Arranging office equipments and office space

Once the new employees have joined, the following items shall be provided to them:

Allot separate office space if employee is at Manager’s level and above

IT accessories including computer system, if applicable

D.4.2. Informing all departments about the joining of new employee

For employees joining the position of Manager’s level and above; HR officer shall send an email to all the concerned employees mentioning the name, department, academics, experience, qualification, designation in the HSA and responsibilities of the employee.

D.4.3. Arranging orientation for the new employee

Orientation arranged by the concerned department

On the first day of work of the new employee, the HR officer shall send an e-mail to the concerned HOD informing that an orientation shall have to be carried out for the new employee. The HR officer shall also attach a feedback form which shall be filled by the new employee upon completion of the orientation.

It shall be the responsibility of the HOD to designate a member of staff for the orientation process.

After completion of the orientation, the new employee shall complete the feedback form, and send it back to the HR Officer.

The HR Officer shall review the feedback provided by the new employee and file the feedback form in personal file of the new employee.

Orientation day

Every fortnight after the quarter end, HSA shall hold an orientation day for all the employees who have joined during the previous quarter.

HR officer shall inform the new employees through e-mail about the time, date and location of the orientation.

HR Officer shall also e-mail all the concerned HOD informing them about the orientation and asking them to designate a member of staff who shall participate in the orientation program on behalf of their department.

The HOD shall inform the HR Officer through e-mail which member of staff shall be representing the department.

Upon completion of the orientation program, all the new employees shall fill out the feedback form and submit to the HR Officer for review and filing in the personal files of the employees.

D.5. REVIEW OF PROBATIONARY PERIOD PERFORMANCE

All new employees shall remain on a minimum probationary period of one year commencing from their joining date. The probationary period shall be applicable for all levels.

The immediate supervisor and the HOD shall be responsible for monitoring the performance of the probationer.

HR department shall inform all concerned HODs fifteen days prior to the completion of the probationary period of their staff.

The HR Officer shall maintain a data base detailing all the employees who shall be working on probation after the end of probationary period.

On the basis of database, the HR Officer shall e-mail Probationary Assessment form to the concerned line managers and HODs fifteen days before the completion of the probation period. (Please refer to Annexure F, for a copy of Probationary Assessment form)

The line managers shall record their evaluation of concerned employees on Probationary Assessment form, get it signed from all concerned, and return it back to HR Department by completion of probation period of respective employee.

ED shall sign off on the Probationary Assessment Form for Directors and send it back to the HOD HR.

On the basis of the performance review of the employee at the end of probationary period, one of the following options shall be recommended by the HOD:

Confirmation of employment.

Extension in probation for another one year, advising the employee to improve their performance.

Termination of employment

Final remarks /comments from the HR department shall be required to confirm the probationary performance review

Head of HR shall review the Probationary Assessment Form and sign off on it as evidence of approval.

The confirmation of employees, on the completion of probation, shall be approved by ED and HOD-HR as per policy for approval for different positions.

On successful completion of the probationary period, employees shall be confirmed the same in writing at which point they shall become permanent employees.

The HR Officer shall prepare the letter of confirmation notifying the employee that their probationary period has been successfully completed and he/she shall work as a permanent employee of the HSA.

The letter shall be reviewed by the HOD HR and then sent for approval to the appointing authority.

The letter shall be given to the employee and a copy of the letter shall be kept in the personal file of that employee.

D.6. UPDATION OF EMPLOYEE MASTER FILE

The HR officer shall enter the new employee's information in the employee data base.

The HR officer shall enter the following information into the employee data base:

General Information

Address

Personal

Next to kin

Family

Allowance

Deduction

Salary details

Hospitalization

Salary history

Appointment date

Leave history

Awards

Education

Imaging

The HR Officer shall review the details on print out with the documents provided by the new employee and sign off it as evidence of approval.

The signed off print out shall be filed in the personal file of the employee by the HR officer.

Any subsequent changes to employee information shall be made after obtaining approval from HOD-HR.

**ANNEXURE 5-A – INDUCTION PROGRAM SCHEDULE
Health Services Academy**

INDUCTION PROGRAM SCHEDULE

INDUCTION PROGRAM SCHEDULE

Induction Facilitator's Name:		Date:	
Employee's Name:		Position:	
Date of Joining:		Department:	
Location:		Employee Number:	

Details	Date	Time	Contact Person
Providing the new employee with an induction package			
Brief Introduction to the Department Chief or ED (depending on employee's position)			
Introduction with all staff as well as a tour of the office showing the employee the locations for offices, kitchen, restrooms, fire exits, fire extinguishers, elevator, first aid kit locations, meeting hall, etc			
Showing the new employee and providing him/her with information about locations and points of contact for basic office services i.e. reception, transport, stationery, tea and refreshment, etc			
Orientation Presentation			
Introduction with supervisor			
A detailed explanation of the employee's job description and his/her probationary period work objectives by the employee's direct supervisor			
Brief meetings with all Department Heads or designee during which the employee should be given information on the activities and functions of each department. (for managers and above only)			
o Administration			
o Finance			
o			
o Research and development			
o Centre of excellence of MNCH			
o Academia			
o Other (Specify)			

INDUCTION PACKAGE CONTENTS

1. Welcome Letter

2. Employment Contract

3. Hiring Forms

4. Position Generic Job Description

5. Personnel and Administrative Policies and Procedures

6. Contact Telephone and Email Addresses for Key Staff

7. Health Services Academy Organizational Structure

9. A notebook

10. Pen

11. Induction Feedback Form

12. A folder to hold the above

ANNEXURE5- B – JOINING REPORT

Health Services Academy

Employee No: _____

Name: _____

Department: _____

Designation: _____

Work Station: _____

Joining Date: _____

Probation Period: _____

Type of Contract: _____

Salary: _____

Head of Department: _____

HR Authorized: _____ Date: _____

ANNEXURE 5-C – PERSONAL DATA SHEET**Health Services Academy**

Fields which are **Coloured** is mandatory fields, please ensure that relevant data is entered for these fields.

EMPLOYEE DETAILS:	
Employee Number	
Designation	
Department	
Location	
Grade	
Salutation (Mr./Ms./Dr etc)	
First Name	
Middle Name	
Last Name	
Father Name	
Date of Birth (dd/mm/yyyy)	
Nationality	
Marital Status	
Gender	
Driving License No	
Driving License Issue Date	
Driving License Expiry Date	
Personal Email Id	
Official Email Id	
Office Phone No	
Employee Type (Permanent- /Contract/Deputation)	
Source of Contract	
Date of Joining	
Emergency Contact Person Name	
Emergency Contact Person Relation	
Emergency Contact Person Email Id	
Emergency Contact Person Address	
Emergency Contact Person Phone No	
Emergency Contact Person Fax No	
Bank Account No	
Bank Name	
Bank Branch with Branch Code	
Reporting Authority / Direct Supervisor ' Name	
Reporting Authority / Direct Supervisor ' Designation	

ADDRESS DETAILS:	
Current Address	
House No.	
Street	
City	
Province	
Post Code	
Country	
Permanent Address	
House No	
Street	
City	
Province	
Post Code	
Country	
Contact Mobile Number I	
Contact Mobile Number II	
Land Line Number	
Personal Fax	
Personal Website / URL	
Remarks	

ACADEMIC DETAILS:	
Qualification	
Field of Study(Majors)	
Graduation Date(month and year)	
Grade	
Percentage	
GPA	
Institution	
Location	
University	
Any Remarks	

HISTORY DETAILS:	
Organisation Name I	
Location	
From Date	
To Date	
Joining Designation	
Last Designation	
Reporting To (Name and his Designation)	
Experience Type	
Employment type (Permanent / Contract / Deputation)	
Gross Salary (per month)	
Remarks\Comments	
Organisation Name II	
Location	
From Date	

To Date	
Joining Designation	
Last Designation	
Reporting To (Name and his Designation)	
Experience Type	
Employment type (Permanent / Contract / Consultant/ Casual etc)	
Gross Salary	
Remarks\Comments	

LANGUAGE DETAILS:	
Language I	
Language Category (National/ International/Regional)	
Read(Poor/Good/ Very Good/Excellent)	
Write(Poor/Good/ Very Good/Excellent)	
Speak(Poor/Good/ Very Good/Excellent)	
Native Language(Y/N)	

Signature: _____

Date: _____

ANNEXURE 5-D – FAMILY RELATIONSHIP DISCLOSURE FORM
Health Services Academy

I _____ confirm that I am not related in any capacity either directly (brother, sister, daughter, husband, wife or any other direct family relationship) or indirectly (cousin, niece, nephew) to any current employee of Health Services Academy, its Flagships or dealers.

Should this information be false, I understand this act could result in disciplinary action and even my termination from the HSA.

Signed: _____

Name: _____

Date: _____

HR Dept: _____

Date: _____

**ANNEXURE 5-E – BENEFICIALRY DESIGNATION FORM
Health Services Academy**

EMPLOYEE INFORMATION					
Employee's Name:		Employee Number		Date of Hire:	
Position:		Department:		Location:	

Primary Beneficiary:	
Name:	
Father's Name:	
National ID Card Number :	
Relationship with the Employee:	
Full Address:	
Telephone Number(s):	

Secondary Beneficiary (In Case Primary Beneficiary Is Dead or Unavailable)	
Name:	
Father's Name:	
National ID Card Number:	
Relationship with the Employee:	
Full Address:	
Telephone Number(s):	

Employee's Signature:	
Date:	

For Official Use Only:	
HR representative Name:	
Signature:	
Date:	

This form shall be filled in by the employee on the first day of employment and shall be placed in employee personal file

ANNEXURE 5- F – PROBATIONARY ASSESSMENT FORM
Health Services Academy

Health Services Academy

Employee #		Employee Name	
Grade		Job Title	
Department		Location	
Date Joined		Date of Completion of Probation Period	

a) TO BE FILLED BY THE CONCERNED DEPARTMENT			
<u>Employee has acquired necessary knowledge to start work independently:</u>			
<u>Employees takes initiative in performing the job efficiently:</u>			
<u>Employee is hard working and in taking interest in the job:</u>			
<u>Employee’s attitude towards his subordinates, colleagues and supervisors is satisfactory:</u>			
<u>Employee is regular and punctual on duty:</u>			
<u>General Comments:</u>			
<u>Recommendations:</u>			
Recommended for confirmation	<table border="1"> <tr> <td align="center">(ii) Yes</td> <td align="center">1) No</td> </tr> </table>	(ii) Yes	1) No
(ii) Yes	1) No		
Employees probationary period shall be extended by another term of _____ month(s)	<table border="1"> <tr> <td align="center">(iii) Yes</td> <td align="center">1) No</td> </tr> </table>	(iii) Yes	1) No
(iii) Yes	1) No		
Employee shall be tried against the post of _____ in Grade _____	<table border="1"> <tr> <td align="center">(iv) Yes</td> <td align="center">1) No</td> </tr> </table>	(iv) Yes	1) No
(iv) Yes	1) No		

Employee's Services shall be dispensed with _____	<input type="checkbox"/> (v) Yes	<input type="checkbox"/> 1) No	
---	----------------------------------	--------------------------------	--

Overall Remarks:

Section 1.02 Supervisor/Line Manager	Section 1.03 Departmental Head	Section 1.04 HR Director
Signature _____	Signature _____	Signature _____
Name _____	Name _____	Name _____
Title _____	Title _____	Title _____
Date _____	Date _____	Date _____

Before sending this form to Human Resource department please make sure that it is fully completed and approved by concerned persons. Incomplete forms shall not be entertained.

For Human Resource Department:

Checked & Processed by _____ Designation _____ Date _____

Chapter-6

Maintaining Employees Personal Files

TABLE OF CONTENTS	PAGE
A.SCOPE OF CHAPTER	118
B.DEFINITION	119
C.POLICY	120
C.1. INFORMATION TO BE MAINTAINED IN PERSONAL FILES.....	121
C.2. ACCESS TO EMPLOYEES FILES AND DISCLOSURE OF CONFIDENTIAL INFORMATION RELATING TO EMPLOYEE	122
C.3. MAINTAINING PHYSICAL CUSTODY OF PERSONAL FILES	123
C.4. CLOSURE OF PERSONAL FILE	124
D.PROCEDURES	125
D.1. INFORMATION TO BE MAINTAINED IN PERSONAL FILES.....	125
D.2. ACCESS TO EMPLOYEES FILES AND DISCLOSURE OF CONFIDENTIAL INFORMATION RELATING TO EMPLOYEE	127
D.3. MAINTAINING PHYSICAL CUSTODY OF PERSONAL FILES	128
D.4. CLOSURE OF EMPLOYEES FILES.....	129
ANNEXURE 6-A – CHECK LIST OF DOCUMENTS AVAILABLE IN FILE	130
ANNEXURE 6-B – CONTROL LOG SHEET	131

A. SCOPE OF CHAPTER

This chapter covers policies and procedures relating to following aspects of maintenance and updating of employees' files:

Type of information to be maintained in the employee files

Management of employee confidential information

Maintenance physical custody of employees file

The management shall maintain and update employees' files as per policy and procedures provided in this chapter.

B. DEFINITION

For the purpose of this chapter following terms shall refer to the descriptions given below:

B.1 PERSONAL FILE

A personal file is an employers' saved documentation of the history and status of the entire employment relationship with an individual employee.

C. POLICY

It shall be the responsibility of the HR Department to maintain, update and allow authorised access to employees' files.

Information to be maintained in personal files

Access to employees files and disclosure of confidential information relating to employee

Maintaining physical custody of personal files

Closure of personal file

C.1. INFORMATION TO BE MAINTAINED IN PERSONAL FILES

HR department shall be responsible for maintaining employee files, which shall contain all the information gathered by the HSA through employment related forms, notifications and other sources. It shall mainly include information related to:

- Employee's joining application and forms,
- Appointment notification,
- Promotion, demotion, transfer, salary related notifications and
- Leaves records,
- Performance evaluation forms,
- Suspension, disciplinary actions and termination of employment

C.2. ACCESS TO EMPLOYEES FILES AND DISCLOSURE OF CONFIDENTIAL INFORMATION RELATING TO EMPLOYEE

Access to employee files or disclosure of information contained in employees' files shall be allowed after a written approval of HOD-HR. This requirement shall be applicable to information requested by:

The concerned employee

By the concerned department or

Other employees

HR Officer shall ensure that any movements of documents in employees' files is tracked and controlled.

Any additions/removals; to/from employee's files shall be carried out by such authorised staff in a manner provided in this Manual for various scenarios.

C.3. MAINTAINING PHYSICAL CUSTODY OF PERSONAL FILES

HSA shall maintain employees' files of all employees at Head Office in the custody of HR Department. These files shall contain the updated documents and information as mentioned in the procedures of this chapter.

C.4. CLOSURE OF PERSONAL FILE

Employee file shall be closed on retirement, resignation and termination of an employee. Closed employee files shall be marked as “CLOSED” and maintained separately in HR.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

Information to be maintained in personal files

Access to employees files and disclosure of confidential information relating to employee

Maintaining physical custody of personal files

Closure of personal' files

D.1. INFORMATION TO BE MAINTAINED IN PERSONAL FILES

Employee files shall contain any information gathered by the HSA which relates to the individual's application, selection or non-selection, promotion, demotion, transfer, salary and leave, performance evaluation forms, suspension, disciplinary actions and termination of employment.

The following information relating to an employee will be maintained in the employee file:

Name

Age

Job Advertisement

Date of appointment

Current position and title

Employment Application form

Offer letter

Copy of Employment contract / appointment

Training records

Current Salary

Salary History

Resume'

Leave balance status

National Identity Card

Manpower request form

Disciplinary actions

Personal Details including details of family members, next of kin, bank account details, etc (please refer to Chapter 5 "Induction of new employees" for details of forms.

Copies of educational qualifications / certificates and experience certificates and / or copies of resignation from previous employer

A checklist shall be maintained in each employee's file ensuring the completeness of documents to be maintained in the files. *Please refer to annexure A, for a copy of Checklist of documents available in the file)*

Such checklist and files will be reviewed by HR officer to ensure that employee files are being maintained in an acceptable state.

Any discrepancy in the file from the list shall be intimated to HOD-HR. Any missing documents shall be obtained from the employee.

HR shall maintain a complete database along with references for easier tracking of employee files. Such database will be in sequential order and will be updated for new employees and employees leaving the HSA.

D.2. **ACCESS TO EMPLOYEES FILES AND DISCLOSURE OF CONFIDENTIAL INFORMATION RELATING TO EMPLOYEE**

Access to employees' files or disclosure of information contained in employees' files shall be allowed after a written approval of Deputy HOD-HR. This requirement shall be applicable to the employee to whom such file pertains or to any other Department or other employees

After reviewing the request HOD-HR shall give the approval if deemed appropriate.

A control log sheet shall be inserted in each files reflecting movement of documents in case documents are withdrawn from such file for official use (*please refer to annexure B, for a copy of Control Log sheet*).

HR officer shall ensure that control log sheet is being regularly updated and reviewed.

No original document shall be allowed to be permanently withdrawn from the file. A copy of document shall be obtained in case such document is required for employee personal use.

D.3. **MAINTAINING PHYSICAL CUSTODY OF PERSONAL FILES**

Personal files shall be maintained at the HSA in hard cover files. These files shall be duly referenced with employee name, employee ID, and name of the current department.

Personal files shall be kept in locked fire proof cabinets whose keys shall be held with HR officer.

D.4. CLOSURE OF EMPLOYEES FILES

Employee file shall be closed on retirement or termination of an employee. Closed employee files shall be marked as “CLOSED” and maintained separately in HR.

All the original documents shall be released to the employees after making the copies of the same, at the time of closure of their files after obtaining approval from HOD -HR and Head of respective department. Further acknowledgement will be received from the employees on receipt of all original documents, which shall be filed in the closed employee files.

ANNEXURE 6-A – CHECK LIST OF DOCUMENTS AVAILABLE IN FILE
Health Services Academy

CHECK LIST OF DOCUMENTS AVAILABLE

S.No	Particulars	In file		if No list reasons		
		Yes	No			
1	Personal Details					
2	Job Advertisement					
3	Job Application					
4	Resume'					
5	Job Description					
6	Manpower Requisition form					
7	Offer Letter					
8	Employment Contract					
9	Current Salary					
10	Salary History					
11	Computerized National Identity Card					
12	Educational Documents					
13	Training Record					
14	Leave balance status					
15	Performance Appraisal records					
16	Disciplinary Action Record					

ANNEXURE 6-B – CONTROL LOG SHEET

Health Services Academy

CONTROL LOG SHEET

Date of withdrawal	Document type accessed	Name of person accessing file	Date of Replacements	Sign of HR Manager

Chapter-7

Maintenance of Employees Attendance

LIST OF ACRONYMS

ACR	Access control reader
HR	Human Resource
HOD	Head Of Department
HSA	Health Services Academy

TABLE OF CONTENTS	PAGE
A. SCOPE OF CHAPTER.....	135
B. DEFINITION.....	136
B.1. OFFICIAL TIMINGS.....	136
B.2. EMPLOYEE.....	136
C. POLICY.....	137
C.1. MONITORING OFFICIAL TIMINGS.....	138
C.2. MAINTAINING ATTENDANCE RECORD.....	139
C.3. PHYSICAL ACCESS TO OFFICE PREMISES ON WEEKEND.....	140
D. PROCEDURES.....	141
D.1. MONITORING OFFICIAL TIMINGS.....	142
D.2. MAINTAINING ATTENDANCE RECORD.....	142
<i>D.2.1.1. Updating Attendance Record of HSA's Employees.....</i>	<i>142</i>
<i>D.2.1.2. Adjustment to attendance record.....</i>	<i>142</i>
<i>D.2.1.3. Maintenance of attendance reports.....</i>	<i>142</i>
D.3. PHYSICAL ACCESS TO OFFICE PREMISES ON WEEKEND.....	143
ANNEXURE 7-A – ATTENDANCE REPORT.....	144

A. SCOPE OF CHAPTER

This section states the policies and procedures of Health Services Academy (HSA) relating to the employee attendance matters.

This chapter covers the following key processes in this respect:

- Monitoring official timings

- Maintaining attendance record

- Updation of attendance records to the payroll sheet

B. DEFINITION

For the purpose of this chapter following terms shall refer to the descriptions given below:

B.1. OFFICIAL TIMINGS

For the purpose of this chapter official timings means the time intimated by HR department for arrival and leaving the office.

B.2. EMPLOYEE

An employee means an employee who is appointed by the HSA through a recruitment process and whose status is confirmed after serving the probation period

C. POLICY

Employee attendance records shall be updated on a daily basis. The date relating to attendance shall be processed by HR. This section contains policies for following aspects of employee's attendance.

Monitoring official timings

Maintaining attendance record

Physical access to office premises on weekends

C.1. MONITORING OFFICIAL TIMINGS

Employee shall be required to report at office as per following time table:

- 8.30 am to 4.30 pm

However, the working hours shall be changed at the sole discretion of the senior management and approval of ED, when deemed necessary keeping in view the business needs.

Working hours during the month of Ramadan shall be determined through an office order in the last week before Ramadan.

Prayers and relaxation break of one hour shall be available within the 8 hours at such times which HR Department deems appropriate.

Travelling time between the residence and the normal working place shall not be considered as a part of working hours.

Travelling time between the normal working place and any other working place shall be considered part of the normal working hours.

A grace time of 15 minutes shall be allowed after which the employees shall be deemed to be as late. (e.g., if the reporting time is 8.00 am then an employee can be reported “late” if he comes after 8.15 am). Late comers after prescribed time shall be marked as one day absent when they are late on 3 occasions in a month. Salary shall be deducted for the day marked as absent.

Notwithstanding to the forgoing HODs shall also intimate the HR officer to mark an Employee as “Not-Late” (other wise recorded as “late” by ACR) for reasons they deem appropriate.

Chapter-9

Performance Management

TABLE OF CONTENTS	PAGE
A. SCOPE.....	167
B. DEFINITIONS	168
B.1. PERFORMANCE MANAGEMENT.....	168
B.2. PROMOTION	168
B.3. PERFORMANCE IMPROVEMENT PLAN.....	168
C. POLICY.....	169
C.1. EVALUATION PERIOD.....	170
C.2. PERFORMANCE MANAGEMENT.....	171
C.2.1. Overall Performance Rating	171
C.2.2. Guidelines for Performance Ratings	172
C.2.3. Day to Day Work Performance Indicators.....	172
C.2.4. Setting Objectives and Evaluating Competence.....	173
C.3. ASSESSING POSSIBLE OUTCOMES OF PERFORMANCE APPRAISAL.....	176
C.4. PROMOTIONS.....	177
C.4.1. General Policy Statement.....	177
C.5. ANNUAL SALARY INCREMENT	178
C.6. PERFORMANCE IMPROVEMENT PLAN	179
D. PROCEDURES	180
D.1. PERFORMANCE MANAGEMENT	180
D.2. PROMOTION	181
D.3. ANNUAL SALARY INCREMENT.....	182
D.4. PERFORMANCE IMPROVEMENT PLAN.....	183
ANNEXURE 9-A – EMPLOYEE APPRAISAL FORM	184
PA-1: Annual Performance Assessment Review for Faculty Members.....	186
PA-2: Annual Performance Appraisal for Administrative Staff Confidential.....	190

A. SCOPE

This chapter states the policies and procedures of Health Services Academy (HSA) relating to process whereby employees' performance shall need to be evaluated and appraised on the basis of pre defined criteria. Decisions like promotion, benefit enhancements shall be made on the basis of such appraisal and evaluation.

This chapter covers the following areas:

- Performance appraisal
- Communicating the outcome of appraisal to employees
- Promotions and benefit enhancements as a result of appraisals
- Performance improvement Plan

B. DEFINITIONS

For the purpose of this chapter following terms shall have given description:

B.1. PERFORMANCE MANAGEMENT

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organization

B.2. PROMOTION

For the purpose of this chapter promotion refers as advancement to a different position which has increased responsibilities and adjustment to a higher designation and related emoluments.

B.3. PERFORMANCE IMPROVEMENT PLAN

Performance improvement plan is a plan prepared as a result of an appraisal process where an employee's performance has been termed as 'Needs Improvement' or is below the ratings specified in this regard. It shall include the training needs of the employee and the step by step improvement plan.

C. POLICY

This section contains the policies for the following

- Evaluation period
- Performance Management
- Assessing possible outcome
- Promotion
- Annual Salary Increment
- Performance Improvement Plan

C.1. EVALUATION PERIOD

Period for appraising the performance of all the employees is from July to June each year.

Performance appraisal shall be carried out once in a year normally in the month of July for the employees who have completed at least six months during the year under review i.e., by 30 June or after the latest appraisal.

C.2. PERFORMANCE MANAGEMENT

Performance management shall intended to be an ongoing process of communication between the supervisors and the employees, focused on helping the employees achieve their best workplace results. It shall require to be fair, objective and based on the predefined criteria set by the HSA from time to time. An effective performance management process shall need to be carried out to accomplish the following goals:

- Provides direction and clarifies performance expectations;
- Provides feedback and coaching to the staff member concerning job performance, both what is done well and what needs improvement;
- Identifies training and professional development needs;
- Serves as documentation of performance; and
- Serves as data for human resources decisions (promotions, salary increments, bonus, termination of service etc)

All employees shall have their performance reviewed at least once a year. Supervisors shall be encouraged to conduct additional reviews mid-cycle as needed.

Performance assessment forms shall be discussed and signed by both the Supervisor and employee. The employee may be allowed to retain a copy of the form for his / her personal record. The original form shall be forwarded to the HR Department.

If an employee worked under the supervision of more than one supervisor, feedback shall be sought and consolidated from multiple sources and ratings will be prorated in accordance with time spent with each supervisor.

The performance appraisal process shall be continually reviewed, monitored and enhanced to meet the demands and requirements of business plans and goals.

All employees' supervisors shall be responsible for:

- Setting performance objectives/expectations early in the performance year;
- Reviewing objectives and performance standards mid-year and revise, if required ;
- Finalizing the employee's performance documentation over the twelve-month performance evaluation period;
- Conducting performance management sessions in private with the employee; and
- Submitting the documentation to the HR Department

C.2.1. Overall Performance Rating

Performance rating shall be based upon the following appraisal criteria

- Day to day work performance
- Agreed self development objectives
- Agreed work objectives

C.2.2. Guidelines for Performance Ratings

The following factors shall be taken into account as general guidelines while arriving at the performance ratings

These ratings shall be followed in all cases.

<p>Major need improvement</p> <p>Consistent poor performance. Work, attendance or some other aspect is very sub-standard. Cannot afford to let the situation continue – action must be taken.</p>	<p>Needs-to-improve</p> <p>Some important aspect of work or behaviour is below standard. Cannot rely on staff to perform satisfactorily. Situation is workable but should be improved to obtain required results.</p>	<p>Competent</p> <p>Overall performance is up to standard. Does a solid job with acceptable results. No important aspect of work or behaviour is below standard. No action required, except for training needs identified.</p>
<p>Advanced</p> <p>Performance in all aspects is clearly & consistently very good. It is usually well above average. Produces work of superior quality. Can always be relied upon for a high standard job, often can do extra or difficult work.</p>	<p>Exceptional</p> <p>Performance is outstanding – the best person! Work is top quality. Handles position with confidence. Provides “added value”. Can always be relied upon to master extra or difficult work.</p>	

C.2.3. Day to Day Work Performance Indicators

Performance indicators shall be intended to be similar to the expressions that are used about staff in everyday conversation. They are not precise measures and are intended to be based on the manager’s observations and opinion. Managers shall avoid marking on an ‘all’ or ‘none’ of these indicators basis and should bear in mind the performance over the entire period under review. The “Competent” level should be taken as the minimum acceptable level and “Advanced” as the basic Academy standard. Higher levels shall only be given for clearly superior performance levels.

C.2.4. *Setting Objectives and Evaluating Competence*

Objectives:

Objectives to be set for each employee shall have following characteristics:

SMART that is

- **Specific:** says clearly (unambiguous/straight forward) what is to be done.
- **Measurable:** the result can be seen and in some way measured reliably
- **Achievable:** may be difficult or challenging, but must be achievable
- **Relevant:** is useful and relevant to the targets/objectives of the section/department and within the scope of the individual's assigned duties / tasks etc.
- **Time bound:** has clear times or dates by which the tasks are to be completed.

Agreed competence self-development objectives which shall be:

- The purpose shall be to develop the knowledge, skills or behaviour of the individual – not job tasks.
- When setting such objectives shall be related to the Development Plan written in the PM appraisal that was completed for the year just finished.
- **Objectives** shall be set that usually do not need formal training courses. It is often difficult to arrange training within a specified period on job training should be provided.
- Objectives shall be set which can be ordinarily achieved by in-house / on the job training

Agreed work objectives.

- The purpose shall be to ensure key tasks are done and to give staff a chance to prove themselves.
- Set no less than three and no more than five objectives per year.
- In many cases they will be from the Job Description tasks – make them specific and set performance benchmarks. These benchmarks can be improved year to year.
- Notwithstanding to the forgoing, job objectives can be changed, redesigned and reclassified keeping in view the departmental structure, individual CSFs associated with the job and overall goals of the Academy.

COMPETENCIES

Level	Description	Guideline
1	None or Very Little	Has none or very little of the Behaviour, Skill or Knowledge required. Cannot carry out related tasks at all.
2	Some but not yet competent	Has some of the behaviour or characteristic required. Can use skill or knowledge with guidance from a competent person. Can work under direction.
3	Normally competent	Has the basic behavioural characteristic. Can use skill and knowledge without guidance in normal circumstances. Can work without direction.
4	Advanced	Has the behavioural characteristic in above average form. Can use skill or knowledge in above average manner. Can direct the work of others.
5	Expert	Has the behavioural characteristic in a very remarkable level. Is a master in the use of skill or knowledge required. Can be considered an “expert” in the area.
Z	Could not be assessed	No opportunity to judge the person in the particular competency. If the competency is not required for the job then required level should be “1”.

HSA GENERAL COMPETENCY SET

Good Work Attitude: Takes work seriously, puts work matters first, always tries to do a good job, shows commitment.

Initiative: Originating ideas or actions when these are seen to be beneficial.

Reliable: Dependable, acts responsibly and promptly, exhibits integrity and shows commitment to achieve goals.

Adaptable: Being willing and capable of changing ideas or practices to meet new situations.

Creative: Having original and new ideas to solve problems or to improve current practices. Often associated with initiative.

HSA Knowledge: Has knowledge of the history, ownership and structure of HSA. Has an understanding of education sector if not a specialist.

English Language: Is able to communicate fluently and politely in both spoken and written form. Uses correct grammar and vocabulary. An average native English speaker is the standard for “Normally Competent”.

Leadership: Motivates, empowers and supervises others in order to reach organizational goals.

Planning & Organizing: Organizes and schedules events, activities and resources, sets up and monitors time scales and plans.

Communication Skills: The ability to convey an intended message verbally or in writing to both individuals and groups and actively listen to the responses and encourage dialogue.

Professional Competence: The skills, knowledge or behavior associated with a particular occupation or speciality.

PC Skills: The ability to use standard PC off-the-shelf software. Does not include special programming other than that found in the major office S/W suites. Includes keyboard skills.

Project Management: Uses the principles and tools of Project Management to translate objectives into practical and achievable action by prioritizing, planning, organizing and managing resources within and across functional boundaries.

Staff Care: Deals with subordinates in a constructive manner that balances the needs of the employee with those of the Academy. Has staff well-being and development at heart.

Financial Procedures: Has knowledge of finance procedures at a non-specialist level. Has an understanding of and uses budgeting and cost-control as practiced for handling petty cash, purchase orders, contracts etc.

C.3. ASSESSING POSSIBLE OUTCOMES OF PERFORMANCE APPRAISAL

The possible outcome of performance appraisal shall be:

- Promotion
- Salary increment

C.4. PROMOTIONS

C.4.1. General Policy Statement

HSA shall comply with the following general policy for employee promotions based on the performance appraisal:

- a) All employees who have successfully completed the probationary period specified by conditions of employment or contract shall be eligible to be considered for promotion. They shall be encouraged to review all job vacancies circulated to each department and disseminated through other media.
- b) Supervisors shall also be aware that promotable candidates need only satisfy the qualifications as specified in the job description and not the qualities, skills or knowledge of the incumbent.
- c) It shall be the HSA's goal to ensure maximum opportunity for promotion from within, consistent with the commitment to institutional needs and institutional excellence, affirmative action, equal opportunity and applicable contractual agreements.
- d) The promotions shall occur through the following ways:
 - i) By reclassification to a higher level from the employee's existing grade/position
 - ii) By filling of an existing higher level vacancy by a promotable individual at a lower grade/position.
- e) It shall be the Academy policy to provide internal employment to qualified candidates through intradepartmental and interdepartmental promotion whenever possible.
- f) The criteria used when considering employees' qualifications for promotion must be fair and unbiased, and all employment policy requirements must be fully met and documented.
- g) Employees shall be considered for promotion regardless of age, sex, race, colour, national origin or physical impairment.
- h) Promoting an employee to the next job grade shall be based on the following criteria:
 - (a) A position becomes available within the Academy;
 - b) The employee possesses the minimum qualifications for the position or have clearly demonstrated the ability to perform the job;
 - c) The employees have demonstrated job performance rating "at least 'Good'" making them eligible for promotional consideration; and
 - d) The employee has served in HSA for a minimum of one year.

C.5. ANNUAL SALARY INCREMENT

For permanent staff the salary Increments process shall take place on an annual basis, and shall be in accordance with the salary, allowances and benefits structure of the Government of Pakistan taking into account the annual appraisal process as well. Further for contract staff the annual performance review process shall provide the basis for evaluating the employee's eligibility for any annual salary increment with the renewal of the employee contract. The annual increment shall be approved by ED.

In order for employees to be eligible for a salary increase, they must have consistently met or exceeded the job performance and productivity requirements.

A salary may be increased after successful completion of a probationary period provided such increment had been specifically provided for in the initial offer or employment contract. Once the salary increments are approved, HOD-HR shall issue an official letter to the concerned employees indicating their new level, salary and benefits. .

C.6. PERFORMANCE IMPROVEMENT PLAN

The objective of the Performance Improvement Plan shall be to develop the employees' knowledge and skills and to enhance their abilities / capacities in order for them to perform their tasks in the best possible way.

The performance improvement discussion shall be conducted between Supervisor and concerned employee at the same time as the annual performance review period.

The Performance Improvement Plan shall address the following aspects:

- Time bound goals and objectives to be achieved;
- Specific areas for development (skills, knowledge, etc.);
- Training courses required;
- Future assignments

D. PROCEDURES

Procedures for performance management has been documented in the flowing sections

- Performance Management
- Promoting employees
- Increasing employee increments
- Performance improvement plan

D.1. PERFORMANCE MANAGEMENT

Each employee shall fill the contents of the performance appraisal form (*please refer to annexure A, for a copy of performance appraisal form for both faculty and administrative staff*)

Both the Supervisor and employee shall sign the filled appraisal form to indicate:

- That an appraisal meeting took place
- That the Employee understood and agreed to the performance rating awarded
- That for disagreement, employee statement must be recorded / included and matter be referred to next senior in the reporting line

In case of any disagreement the “HOD” shall have the authority to make a final decision which shall be final and binding on all.

The Head of department shall then conduct a meeting with the employee individually to discuss their appraisals

After the meeting and being satisfied with the score being given, the Head of department shall sign off the form as evidence of approval.

The appraisal form shall be signed by ED in case of Directors and Deputy Director Level; and HODs for managerial and below positions.

Comment: ‘Exceptional & ‘Needs Improvement’ ratings are to be reviewed by ED and Deputy Director HR in the cases of Deputy Directors and above and managers and below members respectively. These ratings are to be awarded with full justification (on appraisal form) by the Supervisors / HODs.

D.2. PROMOTION

Based on the performance appraisal if it is assessed that the employee should be promoted concerned Supervisor shall prepare the following:

A memorandum comprising the following:

- Justifying the reasons for the promotion recommendation.
- If the promotion exists either through the filling of a vacancy, all relevant data chronicling the person's most recent evaluation(s) and the criteria being evaluated shall be included.
- A statement of functional and organizational changes within the department impacting the position; other data such as, but not limited to: proof of graduation, certification or equivalents; completion of job related service training courses which enhance current job knowledge and skills.

A current job description of the candidate.

A copy of the vacant position or a statement outlining the new duties and responsibilities to be evaluated

HR Officer shall review the performance rating and the comments/ recommendation of the Supervisor

The HR officer shall review all aspects of the promotion with respect to payroll, salary, benefits, seniority change effective start date and the organizational structure created by these movements. Upon completion of this review, the HR officer shall send notes to the Deputy Director HR.

Deputy Director HR shall review recommendations and note comments against promotion policy.

Deputy Director HR shall forward final recommendations regarding the promotion to departmental promotion committees for final decisions. HR officer will prepare profiles of all employees that are being considered for promotion and present the same to promotion committees

The respective committees shall then review the credentials, job classifications, and organizational composition of the affected department to insure that the promotion satisfies the overall Academy's goals and guidelines. Upon completion of the analysis, the

Committee member shall sign the promotion recommendations as evidence of review and decision on promotions or rejections.

Deputy Director HR/Admin may then:

- inform the concerned HOD about the reasons behind rejection, if any and the process shall end here.
- Instruct HR officer to Issue promotion letter to employee

Deputy Director HR/Admin shall issue promotion letters to employees and instruct HR officer to update the concerned employee's record in the personal file.

D.3. ANNUAL SALARY INCREMENT

Based on the employees appraisal if this is assessed that an increment may be recommended to employee salary concerned head of the department shall mention number of advance increment rates to the HR officer with employee details.

HR officer shall calculate salary increase on the basis of performance rating, salary structure and policies and send calculations to Deputy Director Finance to Deputy Director HR and Admin for final review and consideration.

After the final review of calculation deputy Director HR, shall forward the entire case for annual increment to ED for approval.

Head of HR/Admin shall issue an increment letter to the employee.

A copy of the increment letter shall be filed in personal file of the employee by an HR employee authorised by Head of HR to access personal files.

A copy of approved increment letter and working shall also be forwarded to finance department for making the adjustments in the payroll.

D.4. **PERFORMANCE IMPROVEMENT PLAN**

HOD shall review the performance assessment for each employee and a Performance Improvement plan shall be prepared for each employee based on the input from the Supervisor of the employee during the performance appraisal

HOD shall discuss the Performance Improvement Plan with concerned employee's Supervisor and modify it, if required and send it to HR Officer.

HR Officer shall define means of implementing employee Performance Improvement Plan (training, project experience, etc) and note comments and send it to Deputy Director HR/Admin for approval

HR officer shall forward the approved plan for employees the concerned Supervisor.

The concerned Supervisor shall be responsible for taking the required actions for implementation Performance Improvement plan relating to the concerned employee.

ANNEXURE 9-A – EMPLOYEE APPRAISAL FORM**Health Services Academy****PA-1: Annual Performance Appraisal for Faculty Members****Part A: Preparation for Performance Review****Confidential**

Instruction:

Before you go to the performance assessment dialogue with your supervisor, prepare yourself by looking at this checklist and then filling up the PA-1bform. Complete the form in relation to your activities over the twelve months preceding this current performance assessment review. After completing this, complete Part B of this form.

1. Review your session teaching and course coordination activities in the performance cycle under review.
 - Hours taught
 - Courses coordinated
2. Review your research and consultancy activities in terms of
 - Research proposals written, submitted and approved for funding
 - Research grants extended/renewed, grants completed
 - Research supervised – totally supervised, number of successful completions.
 - New publications,
 - Editorial contributions(peer review)
3. Professional and Administrative Activities, for example
 - Committee chairmanship or membership (external and internal)
 - Supervision/co-supervision of students
 - Marking students' examinations
 - Special projects/assignments and their outcomes
 - Management responsibilities undertaken and outcomes
 - Provision of specialised expertise to HSA and external organisations
 - Innovations in teaching methods and approaches
 - Teaching materials (e.g. Readers) developed
 - New courses developed
4. Human Resources Development
 - Advanced training attended
 - Seminars and workshops attended
 - Conferences/congresses participated in
5. Performance Goals/Expectations
 - Factors that enabled you to meet your performance goals
 - Factors that hindered you in meeting your performance goals
 - Those that lead to further personal/professional development

6. What training or development could I undertake in the next performance cycle that would help me do a better job?

Employee Details	
Staff Name	
Position/Level:	
Started in the Organisation	
Period Covered	

1. Teaching and Coordination Activities Undertaken

Courses Coordinated	Total Hours	Sessions Taught	Total Hours

2. Research and Consultation, Publications and Equivalent Hours

1. _____
2. _____
3. _____
4. _____
5. _____

3. Professional and Administrative Activities

1. _____
2. _____
3. _____
4. _____
5. _____

4. Human Resources Development

1. _____
2. _____
3. _____
4. _____
5. _____

Issues/topics you wish to take up with your supervisor during the performance assessment dialogue

1. _____

2. _____

3. _____

Objectives for (Personal or Organisational) for next year

Summary Comments: (Optional opportunity to highlight outcomes or achievements not readily apparent from data provided)

**PA-1: Annual Performance Assessment Review for Faculty Members
Part B: Annual Assessment Form**

Employee Details	
Staff Name	
Position/Title	
Started in the Organisation	
Period Covered	
Supervisor Details	
Supervisor's Name	
Position/Title	
Started in the Organisation	
Period Covered	

1. Core Factors

	Major Improvement Needed 1	Improvement Needed 2	Competent 3	Advanced 4	Exceptional 5
1. Job knowledge Includes awareness, possession or mastery of facts, practices, skills, techniques specific to the position occupied.					
2. Work Quality The effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems as well as a minimum consumption of resources such as time, money, and materials.					
3. Work Rate The rate/speed at which the ordinary duties of the job may be satisfactorily completed within an acceptable time.					
4. Communications Effectively and clearly gives and receives verbal information / instructions to individual and groups; ability to communicate orally or in writing, with clarity and good effect, and to understand					

clearly and quickly when communications such as instructions, orders or complaints are received.					
5. Innovation and initiative Assimilates and apply new information to the issues and/or situations requiring timely resolution; Taking action to influence events or achieve goals in fluid environments with diverse groups, until success is realised or attainability is not reasonable					
6. Decisiveness, judgement and problem solving Develops informed alternative courses of action derived from factual information, making timely decisions based upon evidence and logical assumptions; Demonstrates analytical ability to gather facts and develop solutions. Makes decisions which are sound and timely					
7. Leadership and management Involves staff/colleagues in planning work activities, establishing individual and team goals, and in developing and reviewing individual and team assignments from conception through completion; motivate employees to perform with competency and professionalism. Keeps employees sufficiently informed and is open to upward communication					
8. Policy Compliance, Attendance How employee comply with the organisation' policies, practices such as record keeping, personal use of organizational property, work safety, working time, etc.					

2. Specific Tasks

	Major Improvem ent Needed 1	Improvem ent Needed 2	Compet ent 3	Advanc ed 4	Exceptio nal 5
Teaching and Coordination					
Has solid knowledge of the courses/topics taught					
Relevance of content to course objectives					
Competence to use different teaching methods and media					
Completeness, timeliness and relevance of handouts distributed to students					
Ability to relate to students					
Fair and objective in student evaluation					
Research					
Timeliness in the completion of tasks related to research and publication					
High quality of proposals and research reports					
Professional and Administrative Activities					
Participated willingly, punctually in all committee meetings					
Took initiative in representing the Academy in external activities					
Took initiative in representing the Academy in external activities					
Human Resources Development					
Shared learning acquired with colleagues					
Applied learning in teaching and research work					
Took initiative in taking further or advanced professional advancement opportunities					

3. Rating Summary

	Major Improvem ent Needed 1	Improvem ent Needed 2	Compet ent 3	Advanc ed 4	Exceptio nal 5
Core Factors					
1. Job knowledge					
2. Work quality					
3. Work rate					
4. Communication					
5. Innovation and initiative					
6. Decisiveness, judgment, problem solving					

7. Leadership and management					
8. Policy compliance, attendance					
Specific Factors					
1. Teaching and coordination					
2. Research and Consultancy					
3. Professional and administrative activities					
4. Human Resources Development					

Staff Development Goals for the next cycle

Employee Comments:

I agree with this assessment because

I disagree with this assessment because

Employee Signature _____ Date _____

Supervisor's Comments

Supervisor's Signature _____ Date _____

Upline Supervisor's Comments

Supervisor's Signature _____ Date _____

**PA-2: Annual Performance Appraisal for Administrative Staff
Confidential**

Employee Details	
Staff Name	
Position/Level:	
Started in the Organisation	
Period Covered	
Supervisor Details	
Supervisor's Name	
Position/Level:	
Started in the Organisation	
Period Covered	

Instruction: Select the box that best describes how often the employee displays the type of behaviour or conduct described.

Core Factors	Major Improvement Needed 1	Improvement Needed 2	Competent 3	Advanced 4	Exceptional 5
1. Job knowledge Includes awareness, possession or mastery of facts, practices, skills, techniques specific to the position occupied.					
2. Work Quality The effort that consistently achieves desired outcomes with a minimum of avoidable errors and problems as well as a minimum consumption of resources such as time, money, and materials.					
3. Work Rate The rate/speed at which the ordinary duties of the job may be satisfactorily completed within an acceptable time.					
4. Communications Effectively and clearly gives and receives verbal information / instructions to individual and groups; ability to communicate orally or in writing, with clarity and good					

effect, and to understand clearly and quickly when communications such as instructions, orders or complaints are received.					
--	--	--	--	--	--

<p>5. Innovation and initiative Assimilates and apply new information to the issues and/or situations requiring timely resolution; Taking action to influence events or achieve goals in fluid environments with diverse groups, until success is realised or attainability is not reasonable</p>					
<p>6. Decisiveness, judgement and problem solving Develops informed alternative courses of action derived from factual information, making timely decisions based upon evidence and logical assumptions; Demonstrates analytical ability to gather facts and develop solutions. Makes decisions which are sound and timely</p>					
<p>7. Leadership and management Involves staff/colleagues in planning work activities, establishing individual and team goals, and in developing and reviewing individual and team assignments from conception through completion; motivate employees to perform with competency and professionalism. Keeps employees sufficiently informed and is open to upward communication</p>					
<p>8. Policy Compliance, Attendance How employee comply with the organisation' policies, practices such as record keeping, personal use of organizational property, work safety, working time, etc.</p>					

Rating Summary	Major Improvement Needed 1	Improvement Needed 2	Competent 3	Advanced 4	Exceptional 5
Core Factors					
1. Job knowledge					
2. Work quality					
3. Work rate					
4. Communication					
5. Innovation and initiative					
6. Decisiveness, judgment, problem solving					
7. Leadership and management					

8. Policy compliance, attendance					
----------------------------------	--	--	--	--	--

Employee Comments:

I agree with this assessment because

I disagree with this assessment because

Employee Signature _____ Date _____

Supervisor's Comments

Supervisor's Signature _____ Date _____

Staff Development Goals for the next cycle

Improvement Actions

Upline Supervisor's Comments

Supervisor's Signature _____ Date _____

Appendix

This information is provided in ready-reference form. More complete information may be found in the Appraiser's Manual. The comments describe the general nature of the ratings and they should be read in conjunction with the behavioural indications given for each factor.

Major Improvement Needed [1] Employee demonstrates performance that is well below the required standard for the job. A serious performance problem is evident and requires urgent attention. Skills, abilities or effort may be lacking or applied inconsistently.

Improvement Needed [2] Employee demonstrates performance below the required standard for the job, but which may be improved with guidance, training or experience. Skills, abilities or effort may be lacking or applied inconsistently.

Competent [3] Employee demonstrates acceptable performance, which tends to match the job's required standard. Relevant skills, abilities and effort are appropriate, normal or typical for the job.

Advanced [4] Employee demonstrates good to very good performance, above the normal standard for the job. Relevant skills and abilities tend to be strongly developed and are applied with consistent good effort.

Exceptional [5] Employee demonstrates outstanding performance, well above the standard required for the job. Relevant skills and abilities tend to be very highly developed and are applied with consistent good effort.

IMPROVEMENT ACTIONS

Again, while all employees may benefit from this extra feedback, it is critical that those with low ratings (2 or less) receive it.

C.2. MAINTAINING ATTENDANCE RECORD

Attendance record shall be maintained for employees on daily basis. Employee record shall be updated to reflect employees' attendance, absentees and late comers.

C.3. **PHYSICAL ACCESS TO OFFICE PREMISES ON WEEKEND**

Employees shall not be allowed to office premises over weekends without the specific approval of HR

Head of departments shall identify employees that are required to work on weekends.

HODs shall intimate such employees to HR for making necessary arrangements for them.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

- Monitoring of official timings

- Maintaining attendance record

- Physical access to office premises on weekends

D.1. MONITORING OFFICIAL TIMINGS

Access Control Reader (ACR) shall be the primary source for monitoring the employee timing of coming to and leaving from the office. Further attendance records shall also be updated based on ACR. Furthermore, in case the ACR is not working manual attendance should be taken at the HR office.

Employees shall swap their ID cards against the Access Control Reader (ACR) flash points each working day before entering and leaving the office premises.

At the day end ACR shall automatically generate a report containing the following information. (*Please refer to annexure A, for a copy of the report*):

Daily attendance report (department wise)

Daily late comers report (department wise)

Leaving/exit report of employees (for the previous day)

Late comers report shall be reviewed by HOD-HR and reasoning for the same shall be obtained from the employee. In case the ACR is no working daily attendance should be maintained at HR office with Admin officer who shall mark late or absent if an employee comes late or is absent accordingly. The above mentioned reports shall be prepared by HR officer and shall be sent to HOD-HR for review.

D.2. MAINTAINING ATTENDANCE RECORD***D.2.1.1. Updating Attendance Record of HSA's Employees***

Data from ACR shall be obtained and attendance records of the employees shall be updated accordingly. In case, the ACR is not working a separate attendance register shall be maintained for each section/department. It shall include the names of all the staff. All the staff shall initial the attendance register

Each day the ACR shall automatically generate Daily Attendance Report for each department. Attendance related reports be reviewed by HR department and filed for any future reference.

D.2.1.2. Adjustment to attendance record

HR shall be allowed to make adjustments to the attendance records of the employees in the situations discussed in following paragraph

Employees who forget to bring their ID cards and enter the office premises without flashing their ID cards against the ACR, shall intimate via email to HOD_HR immediately. Based on such email HR shall update attendance record of the employee.

Certain employees' working timings could be different from the normal reporting and exit timings of employees. HOD of such employee shall write an email to HOD-HR mentioning the name and work timings of such employees.

D.2.1.3. Maintenance of attendance reports

HR Departments shall generate daily reports indicating those employees who are not in the office, absent, on leave or on official duty.

Soft and hard copy of the above mentioned attendance reports shall be kept by HR for future reference.

D.3. PHYSICAL ACCESS TO OFFICE PREMISES ON WEEKEND

HODs shall identify employees and inform the HR department, that they are required to work on weekends or any other public holidays. Employees shall swipe the their ID cards against the ACR on entering and leaving the office on weekends

HODs shall email the HR officer a list of employees working on weekends mentioning name, date and reporting time in office. Such employees shall be emailed by HOD each Friday of the week.

HR officer shall take a print out of the same and get it approved from HOD HR.

The Security officer shall allow entry in the office to only those employees whose names are mentioned in weekend roster that have been being circulated by HR officer.

ANNEXURE 7-A – ATTENDANCE REPORT

Health Services Academy

ATTENDANCE/LATE COMERS REPORT

Form Reference: _____

Date: ___/___/___

Serial #	Employee id #	Name	Department	Time of entry	Time of exit (on previous day)	Reader	Events type-late

	Name	Designation	Signature	Date
Prepared By				
Approved By				

Chapter-8

Granting Leave

LIST OF ACRONYMS

ED	Executive Director
HOD	Head of Department
HSA	Health Services Academy
HR	Human Resource

TABLE OF CONTENTS	PAGE
A. SCOPE OF THE CHAPTER.....	148
B. DEFINITIONS	149
B.1. PERMANENT EMPLOYEES	149
B.2. UNINTERRUPTED SERVICE PERIOD.....	149
B.3. UNPAID LEAVES	149
C. POLICY	150
C.1. LEAVES AND HOLIDAYS.....	151
C.2. LEAVES WHEN EARNED.....	152
C.3. TYPES OF LEAVES	153
C.4. LEAVE FOR CONTRACT EMPLOYEES.....	155
C.5. COMMUNICATION OF LEAVES POLICY TO THE EMPLOYEE	156
C.6. APPLICATION FOR LEAVES	157
C.7. APPROVAL OF LEAVES APPLICATION	158
C.8. UPDATION OF LEAVES RECORDS.....	159
D. PROCEDURES	15960
D.1 APPLYING FOR LEAVES	161
D.2 APPROVAL OF LEAVES APPLICATION	162
D.3 UPDATION OF LEAVES RECORDS.....	163
ANNEXURE 8-A – LEAVE APPLICATION FORM	164

A. SCOPE OF THE CHAPTER

This chapter states the policies and procedures relating processing of leaves applications from employees and updation of HR Department's record that is maintained manually.

This chapter covers policies and procedures for the following key areas:

- Processing of leave granting application

- Maintaining leave record

- Processing the application for encashment of un-availed leaves

B. DEFINITIONS

B.1. PERMANENT EMPLOYEES

A permanent employee shall be the appointed by the Academy. This shall be the status after confirmation after serving the probation period

B.2. UNINTERRUPTED SERVICE PERIOD

For the purpose of this chapter uninterrupted period refers to the period during which the employee is bound to the employer by a contract of employment, even if the performance of work has been interrupted without cancellation of the contract.

B.3. UNPAID LEAVES

For the purpose of this chapter unpaid leave refers to the leaves when an employee takes time off from work without being paid. This is contrasted with paid days off, such as annual leave or sick leave. Leave without pay is generally assumed to be a temporary condition, although it shall occur regularly on a set schedule, for a number of reasons

C. POLICY

Leaves and holidays

Leaves when earned

Types of leaves

Leave for contract employees

Communication of leaves policy to the employee

Application for leaves

Approval of leaves application

Updation of leaves records

C.1. LEAVES AND HOLIDAYS

Health Services Academy's employee leaves shall be governed by the Federal government Revised Leave Rules, 1980 which shall be subject to change from time to time, in the case of any change in the Revised leave Rules 1980 the revision shall be followed for the purpose of this chapter.

C.2. LEAVES WHEN EARNED

All services rendered by an employee shall qualify him to earn leave in accordance with the “HSA leave Rules” but shall not be earned during the period of leave.

C.3. TYPES OF LEAVES

All permanent employees shall be entitled to the following major types of leave which can be availed at any time from July to June during a financial year. These leaves shall be paid with related conditions applicable in the Revised Leave Rules 1980

a) Leave on full pay

The maximum period of leave on full pay that shall be granted at one time in Revised Leaves Rules 1980 shall be as follow:

Description	Days
Without medical certificate	120 days
With medical certificate	180 days
On medical certificate from leave account in entire service	365 days

The above mentioned days shall be subject to changes notified from time to time by the authority.

b) Leave on half pay

Leave on full pay shall, at the option of the employees be converted on half pay, the debit to the leave account shall be at the rate of one day of the former for every two days of the later.

c) Extraordinary leave (leave without pay)

Extraordinary leave without pay shall be granted on any ground upto a maximum period of five years at a time. Provided that the employees to whom the leave is granted has been in continuous service for a period of not less than ten years and in case an employee has not completed ten years of continuous service, extraordinary leaves without pay for a maximum period of two years shall be granted at the discretion of the head of his office.

d) Recreation leave

Recreation leave shall be granted for fifteen days once in a calendar year, the debit to the leave account shall, however, be for ten days leave on full pay;

e) Leave not due

Leave not due shall be granted on full pay, to be offset against leave to be earned in future, for a maximum period of three hundred and sixty five days in the entire period of service, subject to the condition that during the first five years of service it shall not exceed ninety days in all. Such leave shall be granted on the authority of Executive Director.

f) Special leave

A female employee, on the death of her husband, shall be granted special leave on full pay, when applied for a period not exceeding one hundred and thirty days.

g) Maternity Leave

Maternity leave shall be granted on full pay, outside the leave account, to a female employee to the extent of ninety days in all from the date of its commencement or forty-five days from the date of her confinement, whichever is earlier. Such leaves shall not be granted for more than three times in the entire service of a female employee.

For confinements beyond the third one, the female employee would have to take leave from her normal leave account.

Leave salary to be paid during maternity leave shall be regulated, as for other leave, in accordance with the benchmark rate set by the Federal Government from time to time.

The leave salary to be paid during maternity leave shall, therefore, remain unaffected even if an increment accrues during such leave and the effect of such an increment shall be given after the expiry of maternity leave.

h) Disability leave

Disability leave shall be granted, outside the leave account on each occasion, upto a maximum of seven hundred and twenty days on such medical advice as the head of office shall consider necessary, to an employee.

The leave salary during disability leave shall be equal to full pay for the first one hundred and eighty days and on half pay of the remaining period.

i) Leave ex-Pakistan

Leave ex-Pakistan shall be granted on full pay to an employee who applies for such leave or who proceeds abroad during leave, or takes leave while posted abroad or is otherwise on duty abroad, and makes a specific request to that effect.

j) Casual leave

Casual leave up to a maximum of 20 days in a calendar year shall be granted to the staff employed in the offices of the Federal Government.

k) Leave preparatory to retirement

The maximum period up to which an employee shall be granted leave preparatory to retirement shall be three hundred and sixty five days.

Such leave shall be taken, subject to availability, either on full pay, or partly on full pay and partly on half pay, or entirely on half pay, at the discretion of the employee.

l) Official Holidays

At the beginning of every year, the HR officer shall issue a circular informing all Health Services Academy offices of the anticipated dates of the official holidays. The actual dates shall be advised when officially announced by the Government.

No holidays, other than the known official holidays announced at the beginning of the year, shall be added to the employee's leave due to the closure of Health Services Academy any special reasons

Saturdays and Sundays, falling during any leave, whether a single type of leave or two types combined, shall be debited out of available balance leave i.e., Saturdays and Sundays in such case shall be counted as leave days. However, Saturdays and Sundays falling in the beginning and at the end (i.e. as prefix and suffix) shall not be counted as leave days

C.4. LEAVE FOR CONTRACT EMPLOYEES

All contract employees are entitled to be paid an annual vacation leaves of 36 days (3 days per month) after the completion of probationary period which shall include casual leaves as well. A contract employee cannot avail more than 50% of leave at the same time if an employee avails his full leaves at a time he/she shall not be entitled to his/her Bonus (13th salary) at the end of the year.

Contract employees are not entitled to carry forward their un-availed leaves, and all un-availed leaves shall expire at the end of the year.

C.5. COMMUNICATION OF LEAVES POLICY TO THE EMPLOYEE

Above stated policies related to leaves and other HR policies shall be communicated by HR Officer to all the employees at the time of their joining the Academy.

C.6. APPLICATION FOR LEAVES

Employee shall submit leave application in advance of planning for leaves. In case of sick leaves or any other type of unplanned leave, application shall need to be submitted latest by next working day employee resume the office.

C.7. APPROVAL OF LEAVES APPLICATION

Leaves application forwarded by the employee shall be approved by concerned supervisor or any other designated person, after assessing the following:

Reason provided by the employee in genuine and falls under type of leaves as mentioned on the application

Confirm the leave balance from the HR

Assess if the work situation allows the employee to take leaves

C.8. UPDATION OF LEAVES RECORDS

On receipt of approved leaves application, the HR shall update the leave record of the employee and file the application in his personnel file.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section:

Procedures for applying for leaves and approving the leaves application

Procedures for updating leave record

Procedures for application of encashment of un-availed leaves and approval of applications

D.1 APPLYING FOR LEAVES

Employee shall apply for leave using the standard application forms (*please refer to annexure A*)

Leave application shall be filled and forwarded to the immediate supervisor for review and approval. In this respect employee shall consider the following:

Employee shall contact HR officer in HR for provision of information related to un-availed leaves.

Employee shall identify the type of leave planning to avail.

Employee shall submit leave application in advance of planning for leaves. In case of sick leaves or any other type of unplanned leave, application shall need to be submitted latest by next working day employee resume the office.

Employee shall identify the reasons for availing leaves and attach the supporting documents including medical and other certificates as prescribed in policy section above.

D.2 APPROVAL OF LEAVES APPLICATION

The application shall be forwarded to the respective departmental head authorised for approving the leaves.

The department head shall approve the application which shall then be forwarded to to HR department after reconfirming the leave entitlement of employee.

All heads of 'Divisions' shall have their leaves applications approved by ED directly and same procedures shall be applied.

D.3 UPDATION OF LEAVES RECORDS

The application shall be processed by HR, and employee leaves records shall get updated.

The approved leave application shall be maintained in the personnel file of the employees.

ANNEXURE 8-A – LEAVE APPLICATION FORM

Health Services Academy
Cabinet Division
Government of Pakistan

LEAVE APPLICATION FORM

Name: _____ Designation: _____ Dept: _____

Nature of leave: _____ No. of Days: _____ From: _____

To: _____ Leave Availed _____ Leave Balance _____

Purpose: _____

Dated: _____

Signature of Applicant _____

FOR OFFICE USE

Recommended / Not Recommended

Signature of Dept. Head _____

Remarks: _____

Approved / Not Approved

Date: _____

Signature of Sanctioning Authority

Chapter-10

Employee Training and Development

LIST OF ACRONYMS

CDC	Capacity Development Committee
DDHR	Deputy Director HR
DPM	Deputy Project Manger
ED	Executive Director
HRD	Human Resource Department
TNA	Training Need Analysis

TABLE OF CONTENTS	PAGE
A. SCOPE	198
B. DEFINITIONS	199
B.1. TRAINING NEED ASSESSMENT	199
B.2. TRAINING PLAN.....	199
C. POLICY	200
C.1. GENERAL.....	201
<i>C1.1 Managing employee training needs</i>	<i>201</i>
C.2. ASSESSING TRAINING NEEDS	203
C.3. PREPARATION OF TRAINING PLAN AND BUDGET	204
C.4. AUTHORITY FOR APPROVAL OF TRAINING	205
C.5. TRAINING DELIVERY METHODS AND MAINTAINING TRAINING RECORD	206
C.6. GUIDE LINES FOR FACULTY AND STAFF TRAINING AND DEVELOPMENT	207
<i>C.6.1 Guidelines for Faculty Capacity Development</i>	<i>207</i>
<i>C.6.2 GUIDELINES FOR STAFF CAPACITY DEVELOPMENT</i>	<i>207</i>
<i>C.6.3 TRAINING EVALUATION.....</i>	<i>208</i>
C.7. TYPES OF TRAININGS/COURSES	209
C.8. TIME OFF/TIME DURATION FOR TRAINING.....	210
C.9. TRAINING FEE.....	211
D. PROCEDURES	212
D.1. ASSESSING TRAINING NEEDS	213
D.2. PREPARATION OF TRAINING PLAN AND BUDGET	214
D.3. TRAINING DELIVERY METHODS AND MAINTAINING TRAINING RECORDS	215
D.4. TRAINING EVALUATION.....	216
ANNEXURE 10-A – EMPLOYEE TRAINING UPDATING FORM	217
ANNEXURE 10-B –TRAINING EVALUATION FORM	218
ANNEXURE 10-C –TRAINING STATUS REPORT.....	219

A. SCOPE

This Manual states the policies and procedures of Health Services Academy (HSA) relating to training process that will enable employees/faculty members to achieve personal career ambitions while fulfilling business needs of the HSA.

The objective of HSA's policy shall be to provide continuously develop employees/faculty members' competencies and skills to enable higher levels of performance for achieving business objectives.

This Manual covers the policies and procedures for the following key areas:

- Need assessment for trainings
- Training plan development
- Training delivery
- Training evaluation

B. DEFINITIONS

For the purpose of this chapter following terms shall have given description:

B.1. TRAINING NEED ASSESSMENT

For the purpose of this Manual the term ‘Training Needs Assessment’, (or training needs analysis), shall refer to systematic method of determining if a training need exists for an employee and if it does, what training is required to fill the gap between the standard and the actual performance of the employee

B.2. TRAINING PLAN

For the purpose of this Manual the term ‘Training Plan’ shall refer to an outline comprising the time lines and contents of training program which shall be prepared and used in delivering training program. Training plan shall be prepared based on training needs assessment.

C. POLICY

This section contains policies for following aspects of employee training development:

General

Assessing training needs

Preparation of training plan and budget

Authority for approval of training

Training delivery method and maintain training record

Guidelines for faculty and staff training and development

Training evaluation

Types of training courses

Time off/duration of training

Training fee

C.1. GENERAL

HSA shall invest considerable funds & efforts to train its employees/ faculty members so that they enhance their competence.

Training and development should be related to the job requirements, career development and succession plans.

Training and development shall be considered as an integral to the achievement of the HSA's strategic business goals.

All employees/ faculty members on training within or outside the country will be paid their regular pay and benefits during the training period.

Employees/faculty members shall abide by HSA rules and regulations, code of conduct while on training as they reflect the image of the HSA.

Employees/faculty members/faculty members on training shall not be allowed to absent themselves for any reason except for sickness. All other absences shall need to have prior approval of HOD and intimation to HR for taking required action.

A formal application shall be made by Employee/ faculty member to ED for obtaining training outside the organisation one month prior to start of course in case of national training and at least five months prior to course start date in case of international training.

Following guidelines shall be followed for training of Faculty and staff.

C1.1 Managing employee training needs

The responsibility for managing employees/faculty members' training needs shall be shared between the employees/faculty members, HODs, HR Department and deputy project manager.

The HODs shall have the responsibility to:

- Provide employees/faculty members with on-the-job training to enhance their skills, knowledge and performance;
- Support and provide opportunities for individuals to pursue job-related training;
- Provide approval to their employees/faculty members to attend training programs;
- Assist the employees/faculty members in identifying their training needs by assessing the gaps in the employee's performance and recommending the appropriate type of training;
- Provide a climate in which training and development of employees/faculty members is encouraged;
- Integrating the employee's growth and development needs with the goals and objectives of the department and HSA;
- Make every possible effort to allow individuals to participate in training during work hours.

Based on input received from the employees/faculty members and respective HOD, deputy project manager shall have the following responsibilities

Recommend the most cost effective and appropriate internal and external training needs.

Consolidate the training needs throughout the HSA and identify the type of training courses that can be provided to the employees/faculty members.

Prepare an annual Training Plan

Make required arrangements for employees/faculty members to attend the training courses.

Provide advance intimation to concerned employees/faculty members for the training courses

Monitor participation of employees/faculty members in the training courses.

C.2. ASSESSING TRAINING NEEDS

Each department shall conduct an employee training needs assessment with guidance from HR based on competency requirements for the jobs and the Employees/faculty members' Performance Appraisals in order to identify the critical skills and knowledge that employees/faculty members in every single department require. Please refer to Performance Management Chapter for details of policies and procedures of performance appraisal.

Departments shall conduct a formal Training Needs Analysis (TNA) once every year by concerned HODs. This TNA will be the base of training priorities. HR shall assist and support all HODs in conducting and completing the TNA and then developing a training plan to execute the trainings as per training needs of each department.

The annual TNA should be completed in advance of the annual budgeting process to allow department managers to make adequate financial provision for planned training and development activity. Please refer to chapter 5 of the Finance and Accounting Manual for details of policies and procedures of Budgeting and planning.

C.3. PREPARATION OF TRAINING PLAN AND BUDGET

Based on TNA a training plan shall be proposed and developed by deputy project manager in co-ordination with all departments to identify the required training programs. The training plan shall identify the schedule and type of training to be offered as well as the estimated cost of such training.

The

Deputy Director HR and deputy project manger shall shall co-ordinate all training programs and monitors the training budget and also determine which training shall be provided in-house or shall require employee to attend external training.

In case of in-house training, it shall be assessed if internal resources are available to execute the training or to hire external trainers. Department managers shall be regarded as potential in-house trainers in the material that they were trained in.

External training shall be considered only as a second choice. This includes hiring training experts, and external training organizations. A list of training institutions and their courses shall be assessed in order to obtain the best of external courses.

Trainings required to be carried with help of external sources shall be planned by Deputy director HR and Deputy project manager as early as possible. It shall be important to identify the level of training, duration, frequency, as well as the costs of such training.

C.4. AUTHORITY FOR APPROVAL OF TRAINING

Authority for local & overseas training, courses shall be with:

ED for all local trainings

ED after the recommendation of Capacity Development Committee for all overseas trainings

C.5. TRAINING DELIVERY METHODS AND MAINTAINING TRAINING RECORD

Training delivery methods shall be selected on the basis of cost effectiveness in terms of achieving the training need identified during the training needs analysis process. Any one of the below mentioned training methods shall be adopted for delivering trainings

- Lecture/demonstration
- Classroom training with instructor
- One-on-one tutorial
- Self-paced learning, non-electronic
- E-learning, self-paced
- E-learning, facilitated

The deputy project manager shall be responsible for coordinating all required in-house training programs at the HSA.

Employees/faculty members who receive any kind of training shall develop and submit to their supervisor a report that summarizes the knowledge that they have attained during the training session specifying how the knowledge and information can be applied to their job and the organization.

C.6. GUIDE LINES FOR FACULTY AND STAFF TRAINING AND DEVELOPMENT**C.6.1 *Guidelines for Faculty Capacity Development***

One faculty member from each department is eligible for one international training in one year.

Faculty members should apply for training only when requested to do so by their supervisors. Application not processed through the defined channel will not be entertained by the CDC.

Application received after the announcement deadline will not be considered by the CDC.

The request to funds shall not exceed the approved limit by the finance department .

Faculty members (below Grade 17) shall only be considered for a local or national training depending on the need of the HSA and recommendation of the supervisor

C.6.2 *GUIDELINES FOR STAFF CAPACITY DEVELOPMENT*

Staff members of HSA, (Grade 17 and above), on recommendation of the immediate supervisor, can apply for a training (national or international) in the relevant area of their work. However, the need for training must be substantiated for its relevance and benefit to the HSA.

The training will have to be for a short term only (up to 3 weeks).

The request for funds shall not exceed the approved limit by the Finance Department for staff training.

Staff members (below Grade 17) will only be considered for a local or national training depending on the need of the HSA and recommendation of the supervisor.

Only two candidates from Admin, Finance, IT, Projects, HR and Registrar offices will be considered for international training (Grade 17 and above). Applications not processed through the defined channel (annex I) will not be entertained by the CDC.

Applications submitted after the announced deadline will not be considered by the CDC.

Revised applications will be considered as a new case.

C.6.3 TRAINING EVALUATION

In order to justify the costs of training, training activity shall be evaluated to determine whether the training objectives set at the outset have been entirely achieved, and if not, the degree to which they have been achieved.

Training evaluation shall have the following objectives:

- The contribution of the training program to identified skills
- The quality and relevance of the training program
- The ability of the program to affect employee behaviour and performance

Both in-house and external training shall be evaluated after every training course or activity is completed. It is important that training is evaluated from the audience perspective.

The target audience shall fill a questionnaire that reflects their points of view regarding the training course or the activity being offered.

All aspects of the training course shall be evaluated; this shall include assessing the following aspects:

- Trainee's knowledge and information
- Ability of the trainee
- Content, if it is up-to-date, relevant, and accurate
- Examples, case studies, and videos if they remain relevant
- Training's main messages, if still support the HSA's goals and culture
- Style, reading material and participant manuals
- Clarity of objectives, whether objectives were met
- Use and effectiveness of visual aids
- Room set-up
- Length of training modules
- Opportunity to practice skills learned
- Opportunity to ask questions
- Relevance of material to the individual's job
- Degree of difficulty of content

Based on the input questionnaire the Trainer shall assess and document training evaluation

Based on documented training evaluation by the Trainer; a periodical evaluation reports shall be prepared by Deputy Project Manager on the progress of training plans and programs, recommending improvements and solutions to problems.

C.7. TYPES OF TRAININGS/COURSES

The type of training shall include, but shall not be limited to following:

Managerial training program, which shall include courses related to management topics.

Personal skills program shall include topics related to time management, writing reports, effective communication, etc.

Seminars conferences, workshops and educational meetings

Research, organisational development and collaborative activities.

Technical trainings for various departments

Professional training program which shall include topics related to leadership, planning, and control.

Job rotation or swapping which shall enable employees/faculty members to cultivate broader business perspective and gain new skills. Rotating into different job positions--whether it is a different post within one's functional area, or a different department –shall provide employees/faculty members with diverse job experiences and first hand knowledge of business problems and challenges. It shall also help them break down functional barriers and stereotypes and build networks within the HSA.

C.8. TIME OFF/TIME DURATION FOR TRAINING

The HSA shall grant time off for without loss of pay to all staff entitled for approved trainings/courses. A maximum time limit for each individual may be set for continuous professional development activities. One faculty member may be entitled for 15 working days for these activities.

C.9. TRAINING FEE

The total cost incurred on approved trainings/courses recommended by the head of the department shall be borne by the HSA and shall include all or some of the following items relevant to the training:-

- Course fees, if any
- Travel allowance
- Transport expenses
- Passage/tickets

The total cost of training shall not exceed \$6000. However, if the faculty member can solicit funds from other sources the upper cap may be negotiated.

In case employee does not attend the training program or fails to comply with the training program policies, the employee shall bear all the training expenses.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

- Assessing training needs
- Preparation of training plan and budget
- Training delivery
- Training evaluation

D.1. ASSESSING TRAINING NEEDS

Deputy Project Manager (DPM) shall review individual training needs against job descriptions, position requirement and performance appraisal results.

DPM shall coordinate with individual departments in preparing their Training Need Assessment (TNA). TNA shall be prepared by each department in advance before the budgeting process

DPM shall compile all the training needs department wise and send it to respective Head of departments for review

Head of departments shall prioritize training needs based on business/ department/ work stream requirements and send it back to DPM who shall then draft the annual training strategy and plan and forward it to DD HR for review and approval.

DD HR shall approve the annual training strategy and plan and sign it off to evidence his review and approval.

D.2. PREPARATION OF TRAINING PLAN AND BUDGET

DPM shall analyse the training plan and develop a draft training calendar

DPM shall estimate the training resource and cost related by obtaining quotations from training vendors

DPM shall then identify number of external and internal training programs and develop a preliminary annual training plan and budget for each department

The training plan and budgets shall then be sent to the heads of departments. The head of departments shall analyse their respective plan and budgets. Heads of departments shall propose changes to the plan, if required, in order to align the same with their over all departmental plan and budget.

At the end of this process DPM shall formalise the training plan and budget and present it to DD HR for approval.

Based on the training plan heads of departments shall include it in the operating expenditure in the draft budget for the department to be sent to finance department for budget proposal. Please refer to chapter 5 of the Finance and Accounting Manual for details of policies and procedures of Budgeting and planning.

DDHR shall sign of on training plan and budget. This training plan shall serve as the basis for the proposed trainings through out the year.

D.3. TRAINING DELIVERY METHODS AND MAINTAINING TRAINING RECORDS

Deputy project manager shall perform the following activities:

Coordinate with training providers, or instructors for the following:

- Customize and design training content and agenda according to the needs of the specific trainings
- Obtain information for logistics and administration

Send reminder to participant on agenda and other communication regarding the training program

Update/maintain employee training records by preparing Employee Training Updating form. Please refer to annexure A, for a copy of the Employee Training Updating Form. This form shall be prepared shall be reviewed by approved by DD HR. This form shall be sent to HR Officer

HR officer shall update the personal file of employees/faculty members who have conducted training during the period.

D.4. TRAINING EVALUATION

DPM shall review the implementation of the training plan as per the original training calendar

Trainees shall at the end of each training fill in an input questionnaire form regarding the training delivered

Trainer shall fill in Training Evaluation form based on input questionnaire obtained from trainees and submit it to DPM. Please refer to annexure B, for a copy of Training Evaluation form

DPM shall receive the Training Evaluation form from the trainer and compare actual participation versus the planned training coverage and send copy to the employee HOD

HOD shall review and evaluate content coverage and provide feedback to the DPM. DPM shall review feed back from respective HOD, prepare summary report and forward to DD HR.

An employee may be required to conduct presentation on training to colleagues for transferring knowledge duly monitored by the respective HOD

Participants of overseas trainings shall be required to submit full training material to Deputy Project Manager upon completion of the trainings

DPM shall prepare a Training Status Report comparing the training plan with actual trainings conducted and send it to DD HR every 3 months. Please refer to annexure C, for a copy of Training status report. The status report shall identify the following key aspects:

- Training events planned for the period as per training plan

- Training events carried out as per plan

- Any variance with training plan and reasons

- Suggestions/recommendation

ANNEXURE 10-A – EMPLOYEE TRAINING UPDATING FORM
Health Services Academy

Name of employee/Trainee	
Designation	
Grade	
Department	
Date of training	
Trainer's name	
Duration of training	
Type of training/particulars	
<u>Absentees from training duration</u>	
Prepared by	
Reviewed By	
Approved by	

ANNEXURE 10-B – TRAINING EVALUATION FORM
Health Services Academy

Trainer's name	
Training name/type/particulars	
Planned date of training as per Training Plan	
Date actually conducted	
Participants number/departments/location	
Contents covered in training	
Input from questionnaire filled by trainees:	
a) Trainees feedback regarding training delivery methodology adopted by Trainer <ul style="list-style-type: none"> - Satisfactory - Not satisfactory 	%age
b) Trainees feed back regarding usefulness of training contents <ul style="list-style-type: none"> - Satisfactory - Not satisfactory 	%age
Trainer's observation on training conducted	
Trainer's Signature	
Reviewed by Deputy Project Manager	
Reviewed by Line Manager/HOD of trainees	

ANNEXURE 10-C –TRAINING STATUS REPORT

Health Services Academy

Training name/type/particulars	Planned date as per Training plan	Date actually conducted	Trainer's name	Remarks

Prepared by Deputy Project Manager

Reviewed by DD HR

Chapter-11

Transfers Redeployment and Separation

LIST OF ACRONYMS

DD HR	Deputy Director Human Resource
ED	Executive Director
HOD	Head Of Department
HSA	Health Services Academy

TABLE OF CONTENTS	PAGE
A. SCOPE	224
B. DEFINITIONS	225
B.1. REDEPLOYMENT	225
B.2. RESIGNATION	225
B.3. TERMINATION	225
B.4. FINAL SETTLEMENT PAYABLE TO THE EMPLOYEE	225
C. POLICY	226
C.1. TRANSFERS	227
C.2. ACTING POSITIONS.....	228
<i>C.2.1. Assignment of additional duties</i>	<i>228</i>
<i>C.2.2. Competent authority for approval of temporary appointments in the acting positions</i>	<i>228</i>
C.3. REDEPLOYMENT	229
C.4. RESIGNATION	230
C.5. TERMINATION	231
C.6. RETIREMENT	232
C.7. RETURN OF EMPLOYEE DOCUMENTS AND CLOSURE OF EMPLOYEE FILE	233
D. PROCEDURES	234
D.1. TRANSFERS.....	235
<i>D.1.1. Transfer on employee's request</i>	<i>235</i>
<i>D.1.2. Transfer as a result of a management decision</i>	<i>235</i>
<i>D.1.3. Transfer procedures.....</i>	<i>235</i>
D.2. ACTING POSITIONS.....	237
D.3. REDEPLOYMENT	238
D.4. RESIGNATION	239
<i>D.4.1. Approval of employee resignation</i>	<i>239</i>
<i>D.4.2. Approval of exit clearance form and transfer of equipment/ resources from the outgoing employee</i>	<i>239</i>
<i>D.4.3. Full and final settlement</i>	<i>240</i>
<i>D.4.4. Issuance of experience certificate to the employee.....</i>	<i>240</i>
<i>D.4.5. Exit interview of employee</i>	<i>240</i>
<i>D.4.6. Removing the employee from payroll</i>	<i>241</i>
<i>D.4.7. Return of Employee Documents and Closure of Employee File</i>	<i>241</i>
D.5. TERMINATION OF EMPLOYEE	242
<i>D.5.1. Basis of termination</i>	<i>242</i>
<i>D.5.2. Informing employee in the case of Termination</i>	<i>242</i>
<i>D.5.3. Termination Procedures</i>	<i>242</i>

ANNEXURE 11-A – EMPLOYEE STATUS CHANGE FORM	244
ANNEXURE 12-B – CLEARANCE FORM	246
ANNEXURE 13-C – EXIT INTERVIEW FORM.....	248

A. SCOPE

This chapter states the policies and procedures of Health Services Academy (HSA) relating to transfers, redeployment and separation.

The objective of this chapter is to set the guidelines for personnel administration to achieve the highest level of business excellence in maintaining healthy employee relationships dealing with high ethical work practices and professionalism in business. Another objective is to ensure that end of service is handled in a consistent manner based up on the type of separation, in form of, termination, resignation, retirement

This chapter covers HSA's policies and procedures for the following key areas:

- Transfers
- Acting positions
- Redeployment
- Separation

B. DEFINITIONS

B.1. REDEPLOYMENT

For the purpose of this Manual 'Redeployment' shall refer to a process whereby the HSA retains by assigning some other related tasks, where possible, the skills and experience of staff members whose current position has been made redundant

B.2. RESIGNATION

For the purpose of this Manual 'Resignation' shall refer to the formal act of giving up or quitting one's office or position. When employees chooses to willingly vacate their position it is considered a resignation,

B.3. TERMINATION

For the purpose of this Manual 'Termination' shall occur when the employee is required to vacate the job with the HSA due any act unacceptable to the HSA.

B.4. FINAL SETTLEMENT PAYABLE TO THE EMPLOYEE

For the purpose of this Manual 'Final Settlement Payable' shall refer to the amount payable to employees upon their separation (resignation, termination, retirement) after deducting any amounts due to the HSA. This shall include the following:

- /Provident fund/ Pension payable to employee
- Encashment of eligible leaves to the credit of the employee
- Any other agreed amount envisaged to be payable to employees at end of their services

C. POLICY

Transfers

Acting positions

Redeployment

Resignation

Termination

Retirement

Return of employee documents and closure of employee file

C.1. TRANSFERS

The HSA shall reserve the right at any time to transfer staff to different duties, and/or working locations, positions or departments, should the needs of the business requires the same.

Further the employee shall also be allowed to request for such transfer to the other departments, if they consider that required experience and expertise are available to perform the work.

The HOD-HR shall coordinate with concerned heads of departments and solicit their recommendations before the transfer is communicated to the employee. In addition, the Deputy Director HR shall inform the employee in writing regarding the transfer decision. As soon as the transfer takes effect, the transferred employees records shall be updated in their personnel file and any related areas such as payroll and organizational structure.

The Head of Department (the department where the employee is transferred) shall assess training requirements to be provided to the transferred employees in order to ensure that they receive the required training necessary to discharge their new duties as a result of transfer.

Transferred employees shall be required to hand over present duties to the assigned person prior to the transfer.

The department, to which the employee is being transferred, shall arrange for a brief induction program within the new department to familiarize the employee with the new work environment and job responsibilities.

Due consideration shall be given to the preservation of seniority, status, remuneration and benefits when a transfer is proposed.

C.2. ACTING POSITIONS

When there is a casual vacancy for a temporary period of time in any department, work shall be assigned among other concerned staff of the same seniority level or one level below in the same department.

When it is necessary for an employee to take over the duties of another position for a temporary period of time, an acting appointment shall be made based on the following guidelines.

C.2.1. *Assignment of additional duties*

Where an important position is lying vacant, another employee in the same department with required level experience and expertise shall be assigned duties of vacant position in addition to the duties of their positions. Consequently person assigned additional tasks shall be responsible for achieving objectives associated with vacant position along with those of their original positions.

Assigning of additional duties shall take place with explicit concurrence of HOD.

Under normal circumstances an employees with required experience and expertise shall be required to take up additional duties (acting position) of a position one grade / level higher than their actual position.

C.2.2. **Competent authority for approval of temporary appointments in the acting positions**

Competent authority as mentioned in Chapter 4 “Recruitment and Hiring” shall be the final authority for assigning the approval for temporary assignments (acting positions) including all the positions up to Director Level for performing additional duties in respect of the positions that are only one level / grade higher than their actual positions on the incumbents.

C.3. **REDEPLOYMENT**

Employees, whose posts are removed /cancelled due to revision to the organizational structure or due any other reason, shall be subject to the HSA's redeployment policy as follows:

The selected employees shall be offered an alternative post within the HSA whose duties and responsibilities are comparable with the contract post that they were originally offered / holding.

Where no such comparable post is available, alternative employment with the HSA shall be provided to the end of the contract period.

If the employees cannot be redeployed because of any reason then they shall be given one month termination notice. These employees shall be entitled to the normal terminal benefits that an employee is entitled to at the end of his service.

C.4. RESIGNATION

All employees shall be required to serve at least one month of service period after acceptance of their resignation.

ED with the recommendation of concerned HOD shall have the discretionary powers to waive off the requirement of one month notice period

Resignation while employee is on leave shall not be acceptable

During the probation period, the employee may resign without giving the 30 days notice. However the resignation in this case shall be submitted in writing at least 1 week prior to date of departure.

HR shall not give the resigned employees their release papers unless their obligations (such as depositing/returning/reverting equipments/facilities/rights) towards the HSA are settled. The compensation payment for terminal leave shall be calculated on the basis of the employee's basic salary with no other benefits.

Once an employee submits resignation to HOD, it shall be the responsibility of the immediate supervisor to ensure the following:

- Transfer of knowledge and information to the replacement of the resigning employee

- Stop assigning duties and new tasks to the resigning employee

- Closely monitor completion progress of tasks previously assigned to the resigning employee

Upon finalising the resignation process, HR Officer shall with HOD ensure that the employee is clear of any obligations towards the HSA.

C.5. **TERMINATION**

An employee shall be terminated for violating established behavioural and work standards of the HSA for any disciplinary matters.

Based on their assessment the Disciplinary Committee shall reserve the right to recommend the following actions:

- Termination of employment contract with one month notice
- Termination of employment contract without one month notice i.e., with immediate effect

Please refer to chapter 12 of the HR Manual for details of policies and procedures related to investigation and actions for disciplinary matters.

C.6. RETIREMENT

An employee shall retire from service:

On such date, after he has completed twenty five years of service qualifying for pension or other retirement benefits, as the competent authority may, in the public interest, direct or

Where no direction is given on the completion of sixty years of age.

C.7. RETURN OF EMPLOYEE DOCUMENTS AND CLOSURE OF EMPLOYEE FILE

After the clearance of outgoing employee has been approved, HR shall return the professional documents of employee against a written acknowledgement and close the employee personal file. Please refer to chapter 6 of the HR Manual for details of policies and procedures of “Maintaining Employees personal files”.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

- Transfers
- Acting positions
- Redeployment
- Resignation
- Termination
- Retirement

D.1. TRANSFERS

Supervisor shall either receive request for transfer letter from the employee or a decision to transfer the employee from management authorised in this regard

D.1.1. Transfer on employee's request

Supervisor shall discuss the transfer request with Head of transferor department and Head of Transferee department in case of request from employee and obtain required approval. Also in case of a request from employee, Supervisor shall discuss with HR if required transfer is possible and vacancy is available in the other department

In case the request is not approved or not considered workable as per HR department, Supervisor shall inform the employee about the rejection of transfer-request.

D.1.2. Transfer as a result of a management decision

Deputy Director HR and concerned HODs shall finalise a management decision to transfer an employee. The decision shall be communicated to employees through their line managers by Deputy Director HR.

D.1.3. Transfer procedures

In both the above mentioned cases if the employee request is considered feasible and required approval is obtained from the senior management and HR, or a decision to transfer has been made, the concerned Supervisor shall fill required section of Employee Status Change form. Please refer to annexure A, for a copy of Employee Status Change form.

The Supervisor shall forward filled Employee Status Change form to Head of transferor department for review and comments. The Head of transferor department shall sign off on the Employee Status Change form and send the form to Deputy Director for review and approval from ED.

After taking approval from ED, Deputy Director shall consult with Head of transferee department to specify the grade and location of the employee in that department.

Head of transferor department shall after the approval of ED, forward the Form to Head of transferee department.

Head of transferee department shall sign it and forward the approved Employee Status Change form to Deputy Director HR.

Deputy Director HR shall then sign off on the Employee Status Change form and note down on it any training requirements or competency gap, if any identified.

If the Employee Status Change form contains training requirements or competency gap then a copy shall be forwarded to Deputy Project Manager. If Employee Status Change form does not contain training requirements or competency gap, it shall be forwarded to HR officer.

HR Manager shall be responsible to get the transfer details entered in the employee personal file

D.2. ACTING POSITIONS

HOD shall on the identification of an important position lying vacant, shall assess as to who, in the same department, should be given the task of performing as an acting position.

HOD shall inform that employee in writing specifying the acting position's job description and other pertinent requirements.

Once the concerned employee has agreed to take up the acting position a Status Change form shall be filled and signed by HOD. Please refer to annexure A, for a copy of Employee Status Change form

The form shall be sent to HR Officer who shall update the employee personal file.

Where employees have to perform at an Acting Position higher than one grade/level than their own grade/level an approval of ED shall be required in this regard. HOD shall write a request to ED giving reasons for such selection.

Employee's performance in the acting position shall also be assessed at the time of annual appraisal. Please refer to chapter 9 – Performance Appraisal for details of policies and procedures in this respect.

Once the vacancy is filled for which employee is working the acting position, intimation shall be forwarded by the HR department to concerned employee.

D.3. **REDEPLOYMENT**

Upon an employee's request or on his own move HOD shall write a request to ED specifying the conditions which resulted in removal/cancellation of concerned employee's post due to revision to the organizational structure or due any other reason.

HOD shall specify in the request to ED recommendations as to the alternate posts where the concerned employee can be accommodated.

ED shall approve the required position in the HSA.

ED approval HOD shall fill in Employee Status Change form. (Please refer to annexure A, for a copy of Employee Status Change form

The form shall be sent to HR Officer who shall update the employee personal file accordingly.

D.4. RESIGNATION

In case the employees intend to resign from the HSA during their service period, they shall be required to intimate concerned HOD through a resignation letter at least one month prior to the intended leaving date. Such one month shall be considered as the employee notice period.

Following procedures shall be followed on submission of resignation by the employee prior to leaving date

D.4.1. Approval of employee resignation

Head of Department on receipt of resignation letter and after assessment of reason for resignation shall sign the resignation letter as evidence of acceptance and mention the last working day of the employee on the resignation letter. Based on discussion with Supervisor for assessing tasks currently assigned to employee Head of Department shall agree leaving date with the employee, which shall not be less than one month. Such leaving date shall be documented on the resignation letter

Signed copy of resignation letter shall be then forward to ED for approval.

After approval of the ED the letter shall be forwarded to Deputy Director HR for processing of full and final settlement, and other related exit formalities.

D.4.2. Approval of exit clearance form and transfer of equipment/ resources from the outgoing employee

Deputy Director HR shall instruct the HR Officer to issue a “Clearance form” to concerned employee. Please refer to annexure B, for copy of Clearance form)

The concerned Employee shall obtain clearance as per particulars of the form and get it signed from all HODs.

The HODs shall ascertain whether there is any information or data in the possession of employee which requires to be returned

The HODs shall sign off on the clearance form if they have no issues in the employee leaving the HSA.

The outgoing employee shall then be required to return/hand over the following items/facilities/resources to the concerned departments. The signed clearance form shall serve as evidence of employee having returned/revoked such items/facilities/resources:

Official email address

Lap top (if any)

Other office equipment

Other returnable as mentioned in clearance form

Supervisor shall be responsible for retrieving information/documents considered important by them. Further Supervisor shall also be responsible to assign the outstanding tasks to the any other employee from the department.

The signed clearance form shall be forwarded to HR Officer for filing in the employee file.

D.4.3. *Full and final settlement*

Director HR shall forward the resignation letter to HR Officer who shall prepare the full and final settlement of the resigned employee.

Deputy Director HR shall review the working prepared and sign off on the print out as evidence of review.

D.4.4. *Issuance of experience certificate to the employee*

The HR Officer shall prepare the experience certificate of the employee on the HSA's prescribed format. It shall include the following information with respect to services provided by the employee to the Academy:

- Tenure of employment
- Brief description of areas worked in/job description
- Brief note on performance at job and conduct
- Reasons for leaving

Experience certificate shall be then forwarded to Deputy Director HR for review and approval. A copy of approved experience certificate shall be held in employee personnel file for HSA future reference.

D.4.5. *Exit interview of employee*

Before the employee leaves the HSA, the HR officer shall conduct an interview with the employee to ascertain the reasons for leaving.

The discussions shall be in line with the requirements of Exit Interview Forms. Please refer to Annexure C for the format of Interview Exit form.

After the interview the HR Officer shall sign off on the form after documenting the details and the form shall be reviewed by the Deputy Director HR. The form shall be filed in personal file of the employee

The feedback obtained from the exit interview shall be intimated by HR Officer to concerned Head of Department in a report, identifying the reason for leaving the organisation, experience during the service period, improvements that are required based on such interview with the employee.

D.4.6. Removing the employee from payroll

On receiving the approved resignation letter, or any other related orders of the competent authority disciplinary action and court case etc the HR Officer shall remove the employee from the payroll and then forward the details to Deputy Director for full and final settlement of the employee.

D.4.7. Return of Employee Documents and Closure of Employee File

HR officer return the professional documents of outgoing employee against a written acknowledgement.

The written acknowledgement shall contain documents being returned and shall be filed in employee file which shall be marked as “Closed”

D.5. TERMINATION OF EMPLOYEE***D.5.1. Basis of termination***

An employee may be terminated by the management of the HSA for violating established behavioural and work standards as a result of a disciplinary action after an investigation. Please refer to chapter 12 of the HR Manual for details of policies and procedures of investigation and disciplinary matters.

D.5.2. Informing employee in the case of Termination

In case management decides to terminate an employee as a result of disciplinary action the employee shall be informed in writing the specific reasons for such termination. Please refer to chapter 12 of the HR Manual for details of policies and procedures of investigation and disciplinary matters.

The termination letter shall be prepared by the Deputy Director HR and signed by the ED. One copy of the letter shall be forwarded to the employee and the other copy of the letter shall be kept in the employee file for future reference purposes.

D.5.3. Termination Procedures

The following procedures shall be carried out:

Issuance of clearance certificate and retrieval of HSA's assets/resources shall be the same as discussed in section D.2 above.

Full and final settlement shall also be made in the same manner as discussed in section D.2 above. However, final settlement shall be made to the employee after deducting losses, if any, occurred to the HSA due to disciplinary matters. In case such loss is not fulfilled from the final settlement amount, employee shall not be issued experience certificate and a notice shall be made to the employee for commencing required legal action in case HSA's loss is not fulfilled.

D.6. RETIRING EMPLOYEES

As per policy the retirement date for all employees is on completion of 25 years of service or sixty years of age.

Procedures with respect to following shall remain same as discussed in section D.2 of this chapter:

Approval and issuance of exit clearance form

Full and final settlement

Issuance of experience certificate

Updating HSA's payroll and employee records

Return of HSA's property i.e. file, ID cards, books, advances, laptops and other other assets etc.

ANNEXURE 11-A – EMPLOYEE STATUS CHANGE FORM
Health Services Academy

EMPLOYEE INFORMATION					
Employee's Name:		Employee Number:		Date of Hire:	

SALARY HISTORY					
Date of Last Increase:		From:		To:	
Reason for Last Increase:					

PROPOSED CHANGE		
	Current	Proposed
Title:		
Grade:		
Salary:		
Allowance:		
Department :		
Location:		
Status:		

NEW CHANGE NECESSARY INFORMATION			
Effective Date of Change:			
Training required/competency gap/other requirements			
Reason for Change:	<input type="checkbox"/> Promotion	<input type="checkbox"/> Salary Increase	<input type="checkbox"/> Other Status Change (<i>identify</i>)
Attachments:	<input type="checkbox"/> Current job description	<input type="checkbox"/> Proposed job description	<input type="checkbox"/> Updated CV

Justification for proposed change: *Indicate below the reason for the proposed increase in salary. The rationale must include a clear and substantial increase in job duties and responsibilities of the current position or a change in function involving an increase in responsibility.*

CHANGE REQUESTED BY							
Supervisor's Name:		Title:		Signature:		Date:	

APPROVALS					
Section Director Name:		Signature:		Date:	
New Section Director Name: (if any)		Signature:		Date:	
HR Director Name:		Signature:		Date:	
ED Name:		Signature:		Date:	

ANNEXURE 11-B – CLEARANCE FORM
Health Services Academy

Employee #		Employee Name		
Grade		Job Title		
Location		Department		
Joining Date		Resignation Date	Last Working Day	

Type of Separation: (Please tick the appropriate box)

Resignation	<input type="checkbox"/>		
Termination of Employment Contract	<input type="checkbox"/>	Lay off	<input type="checkbox"/>
Dismissal from Service	<input type="checkbox"/>	Retirement	<input type="checkbox"/>

Please attach a copy of resignation, duly verified and accepted by HOD. Any other claims, papers, phone bills, etc., which need to be processed in final settlement should be attached with this form. No separate claim will be entertained

Note: Please clearly mention status, action (which is taken) and outstanding, if any and required to be deducted from employee’s final settlement.

DESCRIPTION	REMARKS / STATUS / OUTSTANDING / ACTION	SIGNATURE (by department head)	DATE
-------------	---	-----------------------------------	------

Human Resources

Required documents (resignation)		Verified By: Date:	Name:
Annual Leave status			Design:
Other Outstanding (if any)			Sign:

Finance (*Various functions of finance must coordinate with each other before giving clearance*)

Salary Advance (if any)		Verified By:	Name:
Employee Loan Recovery			Design:
Petty Cash Float		Date:	
Temporary Advance (if any)			
Travel Advance (if any)			
Other Outstanding (if any)			

IT:

IT Equipment:		Verified By:	Name:
User Accounts:			Design:
Official e-mail account		Date:	
Telephone Extension			
Any other item / equipment			

Security Department

ID / Access Card		Verified By:	Name:
Other outstanding (if any)			Design:
		Date	

Important Points:

Clearance form must be signed by HOD of concerned employee; however, in case of departments other than the employee’s own department, respective HODs may authorize / nominate a person to sign the clearance forms on their behalf.

All signatures must be accompanied with correct name and designation of the signatories.

No column is to be left blank. Any item that is ‘Not applicable’ must be stated accordingly. Status of each item (e.g. item returned, account disabled, authority cancelled etc) must be written by the person(s) signing the clearance form. Where an employee fails to return any item the amount to be recovered must be mentioned against the ‘Outstanding Status’.

It is the responsibility of the resigning employee to get the End of Service Clearance Form signed by all the Departments and submit to HR for processing Final Settlements.

HR will not process Final Settlements until End of Service Clearance Form (completely filled and signed by all Departments) along with hard copy Resignation duly accepted by HOD is submitted

Notice Period either to ‘be served’ or ‘waived off’ must be explicitly endorsed by concerned HOD. In case of no comments on ‘Waiver of Notice Period’, one month salary will be deducted assuming that Notice Period is not served by the resigning employee

ANNEXURE 11-C – EXIT INTERVIEW FORM
Health Services Academy

Ref number:

Name of employee	
Title:	
Grade:	
Salary:	
Department:	
Location:	
Date of interview	
Date of separation	
Reasons for separation:	
HR Officer	Signature

Chapter-12

Employees Issues and Ethics

LIST OF ACRONYMS

DD HR	Deputy Director Human Resource
ED	Executive Director
HOD	Head of Department
HSA	Health Services Academy

TABLE OF CONTENTS	PAGE
A. SCOPE	252
B. DEFINITIONS	253
B.1. DISCRIMINATION	253
B.2. HARASSMENT	253
B.3. SEXUAL EXPLOITATION	253
C. POLICY	255
C.1. BUSINESS ETHICS	256
<i>C.1.1. Ethical issues</i>	<i>256</i>
<i>C.1.2. Conflict of interest.....</i>	<i>256</i>
C.2. HARASSMENT AND DISCRIMINATION	257
C.3. SEXUAL EXPLOITATION	258
C.4. WORKING ENVIRONMENT	259
C.5. GENDER POLICY	260
C.6. PERSONAL CONDUCT.....	261
C.7. GRIEVANCES	262
C.8. INVESTIGATION AND DISCIPLINARY ACTION	263
D. PROCEDURES	264
D.1. HARASSMENTS, DISCRIMINATION AND SEXUAL EXPLOITATION	265
<i>D.1.1. Reporting harassments, discrimination and sexual exploitation.....</i>	<i>265</i>
<i>D.1.2. Investigating complaints by the Disciplinary Committee</i>	<i>265</i>
D.2. GRIEVANCE PROCEDURES	266
D.3. INVESTIGATION AND DISCIPLINARY PROCEDURES.....	267
<i>D.3.1. Investigation of offence committed</i>	<i>267</i>
<i>D.3.2. Preparing Show-Cause Notice.....</i>	<i>268</i>
<i>D.3.3. Reviewing a Show-Cause notice</i>	<i>268</i>

A. SCOPE

This chapter states the policies of Health Services Academy (HSA) relating to employees discrimination, personal conduct and working conditions, business ethics. Further it discusses the procedures that shall be required to be followed by the HSA in case of noncompliance with HSA's policies with respect to business ethics and personal conduct.

The objective of this chapter is to identify and set guidelines regarding HSA's policies on the issue regarding discrimination, business and personal conduct. Such issues are normally unique and situation specific. Guidance as to the probable course of action shall be sought from this chapter as a response to such events or issues.

This chapter covers the following key areas:

- Business ethics
- Harassment and Discrimination
- Sexual exploitation
- Working environment
- Equal opportunity employment
- Gender mainstreaming
- Personal conduct
- Grievances
- Investigation and Disciplinary actions

B. DEFINITIONS

For the purpose of this chapter following terms shall have the meaning, description as given in this section.

B.1. DISCRIMINATION

It means exclusion of, treatment of or action against an individual based on race, colour, religion, gender, age, marital status, national origin, disability, or military status or other differences

B.2. HARASSMENT

Harassment is a form of discrimination. Harassment means any unwelcome / unpleasant comment or behaviour that is offensive, demeaning, humiliating, derogatory, or any other inappropriate behaviour that fails to respect the dignity of an individual within the scope of his or her employment. Harassment can be committed by or against any employee, vendor or other individual visiting or doing business with the HSA. Examples of harassment include, but shall not be limited to:

epithets inappropriate comments; verbal conduct such as threats, derogatory / offensive remarks, name calling, innuendo, slurs degrading words used to describe an individual or individual characteristics in general, or any other demeaning (unfavourable) or (indirect suggestion), (Insult), jokes or (inferior);
Or

Visual conduct such as leering (mocking), gesturing, displaying or distributing offensive objects or pictures, cartoons, graffiti, posters or magazines. The sending and display of sexually demeaning, insulting intimidating or sexually suggestive or offensive remarks/comments, objects (letters, memos, e-mails, recorded messages etc.);

Threats or insinuations that could affect an employee's terms and conditions of employment; or

Actual or threatened physical abuse or conduct, unwanted sexual flirtation, touching, advances or propositions as an explicit or implicit term or condition of employment decision, promotion, transfer, recruitment, termination, rates of pay or other benefits.)

B.3. SEXUAL EXPLOITATION

It refers to pressuring or demanding individuals to provide sexual favours, with the threat of denying project assistance to them or others, withholding work support, or any other negative repercussions in the work place or community. Examples of sexual exploitation include, but are not limited to:

Offering special benefits (including money, employment, commodities or services) to employees in exchange for expressed, implied or demanded sexual favours;

Threats or insinuations that an individual's refusal or unwillingness to submit to sexual advances or demands will affect the person's entitlement to project assistance and support;

Verbal conduct such as sexually derogatory remarks, graphic verbal commentaries about an individual's body or dress, sexually degrading words used to describe an individual, sexually suggestive or obscene letters, note, email or invitations, demeaning or inappropriate comments, name-calling, innuendos, slurs, jokes, sexual advances or propositions;

Actual or threatened physical contact or conduct, such as patting, pinching, blocking movements, or any other offensive physical contact.

C. POLICY

Following shall be the HSA's policies with regard to compliance with business and personal ethics. Any questions about these policies shall be directed to the HOD- HR or any other designated person in HR department.

HR department shall be responsible for the following in this respect:

- Updation of such policies from time to time
- Communication of policies to all the employees of the HSA
- Monitoring compliance with such policies
- Taking appropriate action in case a non compliance is reported

C.1. BUSINESS ETHICS***C.1.1. Ethical issues***

It shall be the HSA's policy to conduct all operations in accordance with the highest business and ethical standards. Each employee shall be personally responsible for abiding to the HSA's approved policies and procedures.

All resources of the HSA shall be used only for lawful and approved purposes. Hence such resources shall not be used unless the stated purpose is the actual purpose of the expenditure and unless the use is authorized in writing where such authorization is required.

HSA business ethics shall include but shall not be limited to the following aspects:

No false entries shall be made in any financial or non financial records of the HSA.

Records shall be maintained at the highest level of integrity. Any instance of falsification will be dealt with strictly.

All employees of the HSA shall abide by the laws of the Islamic Republic of Pakistan during the conduct of business dealings. Any violation shall be considered as breach of the policy on business ethics.

All employees shall show concern for the society and its customs in due course of business.

C.1.2. Conflict of interest

HSA shall not under any circumstances accept any practice of any employee that could possibly conflict with its interest, specifically the following practices:

Establishing or running a private business

Engaging in businesses or employment by an outsider organisation or individual with or without pay

Employees shall not under any circumstances accept payment, commissions, gifts neither from clients nor from suppliers or any third party associated with providing an ordinary or an extraordinary practice / or service

All employees shall attempt to avoid conflicts of interest. In case where an apparent conflict of interest develops, employees shall disclose the facts promptly to their line managers who shall then contact the HR regarding the proper action.

No employee shall use the HSA's facilities, property or working time to promote non-Academy interests or those of third parties.

Employees shall not be allowed to stay at the HSA's facilities beyond the official working hours without the prior approval of concerned management.

Employee in violation of the conflict of interest policy shall be subject to disciplinary actions which may lead to termination of employment contract.

C.2. HARASSMENT AND DISCRIMINATION

Consistent with the HSA's core values of integrity and mutual respect, as well as HSA's commitment to diversity, management shall seek to create and maintain an organizational environment that is free of discrimination and harassment.

This shall be critical to HSA's effectiveness as an organization, and to ensure that each HSA's employee has the opportunity to contribute fully to the HSA mission in a work environment that is free from all forms of social discrimination and harassment.

Therefore, the HSA expressly prohibits, and shall not tolerate, any form of discrimination or harassment based upon race, colour, religion, national origin, gender, age, marital status, disability, military status or other differences.

Sexual harassment or related offensive conduct in the workplace, whether committed by supervisors, managers, non-managers, non-supervisory employees or non-employees shall be strictly prohibited and in case of a non compliance with this policy employee shall be considered for strict action including termination of employment.

C.3. SEXUAL EXPLOITATION

Each employees or person coming in contact with HSA shall have utmost assurance of HSA that they shall not be subject to any form of exploitation. To fulfil these aims, the HSA expressly prohibits and shall not tolerate any form of exploitation, be it physical, sexual or psychological. HSA's employees shall be obliged to create and maintain an environment that prevents exploitation and abuse.

C.4. WORKING ENVIRONMENT

HSA shall provide an environment which shall induce optimum utilization of capacities of employees without compromising employees' right to health, safety and acceptable normal standards for working conditions. Effort shall be made to align such working conditions with laws as promulgated by Islamic Republic of Pakistan from time to time.

Under normal circumstances, employees shall not work beyond office hours mentioned in HR manual.

Work places and rest rooms shall be segregated for both male/female in a manner consistent with cultural traditions and values of Pakistan

Job descriptions shall be designed keeping in priority the safety of employees during the discharge of their jobs

Work places shall be equipped with appropriate equipments deemed necessary under the circumstances to shelter employees from seasonal variation of temperature and provide safety against other work related hazards.

Female employees shall be allocated job descriptions which are consistent with cultural traditions and social values of Pakistan.

C.5. **GENDER POLICY**

The goal of HSA's gender policy is to ensure balance in power relations between men and women, giving women and men the same entitlements to all aspects of human development, respect; and same opportunities to make choices with same level of power to shape the outcomes of these choices. HSA's gender policy is based on a two- pronged approach to achieve gender equality:

Mainstreaming gender into all our policies and programmes, our internal practices, and ways of working, and will reflect on our commitment to gender equality, ensuring that our work improves lives of both women and men and promotes gender equality

Investing dedicated resources in engendering all our programme interventions to increase relevance, effectiveness and efficiency of our programme by bringing the respective needs of women and men to the heart of all our planning.

C.6. PERSONAL CONDUCT

Employees shall abide by the established rules and regulations of the HSA as well as Pakistan Laws. Proper work ethics shall be observed and any breach shall entail equitable disciplinary action, depending upon the nature and seriousness of the offence.

Managers and Supervisors shall provide guidance on the procedure to be adopted in dealing with all offences calling for disciplinary action to ensure that employees are aware of:

Offence which shall result in disciplinary action

The consequences of committing such an offence

Disciplinary Actions may be taken as a result of violating established behavioural and work standards. These standards include but shall not be limited to following:

Employees shall be expected to follow the rules of business implied or otherwise documented in policies and procedure manuals (including HR Manual)

Employees shall be expected to devote their full attention to duties assigned to them. They shall not accept any work responsibility, paid or unpaid, outside the HSA which conflicts with the HSA's interest and nature of services provided by the employee to the HSA.

Employees shall be expected to conduct themselves in a manner, appropriate to their position in the HSA and ensure that their actions do not blemish the reputation of the HSA at any time.

Employees shall be expected to maintain office decorum, use proper language, show respect to their seniors and colleagues, and refrain from verbal and physical abuse of any kind at any time.

Employees shall not disclose confidential information that they come to know by virtue of their employment. Employees shall observe confidentiality regarding any official document even if it does not relate to a work assigned to them.

Employees shall be expected to maintain presentable appearance, dignity and reputation inside or outside the HSA.

C.7. GRIEVANCES

No employees shall suffer from any unfair treatment because of the fact that they presented a grievance or complaint under the provisions of these policies.

Employees shall be encouraged to voice grievances through the grievance handling procedures. The objectives shall be to resolve the problems at the earliest stage in order to promote amicable professional relationships amongst the employees.

Management shall take action against the employees if the grievance contains false accusations or is defamatory to the HSA, their superiors, or colleagues.

C.8. INVESTIGATION AND DISCIPLINARY ACTION

It shall be the HSA's policy to maintain, through appropriate disciplinary procedures, high standards of both performance and personal conduct. The HSA shall ensure that its disciplinary procedures are open, fair, compliant with the law, and consistent with sound business practices.

It shall be considered important that where disciplinary action is necessary, each case shall be treated in a consistent, fair and effective manner.

No disciplinary action should be taken against any employee until the matter has been fully and properly investigated.

If at the end of investigation, the case is reserved due to insufficiency of evidence, or the employees are acquitted, they shall be eligible for full pay for the suspension period if the nature of the case involves the relationship between staff and HSA.

D. PROCEDURES

This section contains procedures for the following aspects based on the detailed policies provided in the above section

Harassments, discrimination and sexual exploitation

Grievance procedures

Investigation and disciplinary procedures

D.1. HARASSMENTS, DISCRIMINATION AND SEXUAL EXPLOITATION***D.1.1. Reporting harassments, discrimination and sexual exploitation***

Employees shall have an obligation to report discrimination or harassment, if they believe that discrimination or harassment has occurred - either against another employee or themselves, or if they receive any information about such conduct. Employees shall report such incidents in a manner described for reporting grievances

Employees who believe they are experiencing discrimination or harassment shall report such circumstances to the Head of respective department. If the employee is uncomfortable in discussing the issue with the Head of department, the employee shall report such circumstances to the HOD-HR or any other higher authority.

D.1.2. Investigating complaints by the Disciplinary Committee

Employees who are in supervisory roles and are informed of alleged discrimination or harassment activities occurring within their departments shall in consultation and conjunction with their respective heads of departments; take the matter to Disciplinary Committee. Please refer to section D.3.of this manual for details of procedures relating to Investigation and Disciplinary for more details.

Anyone found to have discriminated, harassed, coerced, intimidated or retaliated against another staff member in violation of this policy shall be subjected to prompt and appropriate disciplinary action, which may lead to termination of employment contract.

D.2. GRIEVANCE PROCEDURES

Line managers shall receive a written complaint from Employees with respect to any grievances faced by them in the HSA's premises.

Based on the complaints received concerned line manager shall discuss the matter with Employee and reply within 3 days of the receipt of the written complaint and obtain required details. Based on such discussion if complaint is not resolved line manager may recommend the employee to submit a written complain to Head of Department.

Head of Department shall discuss the matter with employee and reply within 5 days of the receipt of such complaint. Based on such discussion if complaint is not resolved the concerned employee shall be required to write a written complain to Head of Department HR and Joint Director.

Head of concerned Department and Head of HR shall discuss the matter with employee.

Joint Director shall resolve the problem until the issue is finalised. In circumstances requiring senior input the matter may also be referred to ED.

Such discussions with the grieved employee may also lead to a disciplinary action against another employee. Please refer to section D.3 of this Manual for details of procedures related to reporting and investigation of disciplinary action.

D.3. INVESTIGATION AND DISCIPLINARY PROCEDURES

All matters relating to investigation and disciplinary actions shall be reported to a Disciplinary Committee which shall comprise of the following:

Associate Professor- In Chair

Assistant Professor-Member

Registrar-Member

Coordinator MSPH/Ex-MSPH/MEDVC-Member

Co opted Member- Member

The committee review the matter in its meeting(s) and shall make recommendations to ED, if required, who shall have the final authority of effecting disciplinary actions.

D.3.1. Investigation of offence committed

In the event of an offence committed by employees and intimated to concerned Line Manager, initially verbal warnings shall be given to the employee.

Upon repeated transgression, the Line Manager, through their HOD shall report the matter to Deputy Director HR who shall further constitute disciplinary/investigation committees.

The disciplinary / investigation committee shall review the matter and decide whether to issue a show cause notice to or dismiss the employee.

The committee shall ensure that the Line Manager/Supervisor of the concerned employee has performed the following tasks:

Gathered the relevant facts (What happened, when, where and who was involved?)

Enquired both from the employee who made the complaint and against whom the complaint has been made the reason for the incident

Considered any extenuating circumstances

Determined the applicable policy violation

Any evidences generated/gathered shall be documented by a designated person in the Committee. The Committee can call any employee to give evidence. Likewise the concerned employees shall be allowed to call any witnesses in their defence if required

Both the employee, who has made the complaint and against whom the complaint has been made shall not be allowed to resign during the investigation period. However, resignation of an employee may be accepted before the conclusion of the investigation procedures depending upon the circumstances of the case involved and management discretion.

If employees are detained for a judicial procedure, they shall be suspended from the employment throughout the detention period without pay. If at the end of investigation,

the case is reserved due to insufficiency of evidence, or the employees are acquitted, they shall be eligible for full pay for the suspension period if the nature of the case involves the relationship between staff and HSA. Otherwise the absence shall be treated as unpaid

If such employees gets the bail and the committee considers that their presence on the HSA premises would not be in the HSA's best interests, the employees shall be suspended from duty without pay until the court decides their case.

If employee is imprisoned in execution of a judicial sentence, he/she shall be suspended without pay throughout their imprisonment. They may be discharged from service with effect from the date of suspension, depending on the gravity of the offence.

The Head of Disciplinary Committee may ask an employee, who has been detained or imprisoned in execution of any judicial procedure or sentence, to appear before the committee, upon his discharge. The said committee after due consideration of the case may recommend disciplinary action (such termination, suspension, demotion) under the approved policies as documented in the HR Manual against the employee, in their report to the ED

D.3.2. Preparing Show-Cause Notice

Based on discussions and findings from the meetings a show cause notice shall be prepared by the HR Officer and reviewed by the disciplinary committee and signed by DD HR.

One copy of the notice shall be handed over to the employee.

Another copy of the notice shall be retained in concerned employee's personal file for record keeping purposes by HR Officer.

D.3.3. Reviewing a Show-Cause notice

The employee who receives a show cause notice shall be required to respond in writing within 3 days / or time specified in after receipt of the notice.

The disciplinary committee shall review the response of the concerned employee and investigate further if it deems appropriate. During this stage employees shall have the full right to present their case in a manner deemed appropriate under the circumstances

If the decision is to terminate the employee, the procedure to inform and effect termination shall be taken in a manner as described in the HR Manual.