



HUMAN RESOURCE AND GENERAL POLICIES AND PROCEDURES' MANUAL

(Revised Edition- 2024)

**IPN – An Agent for Social Change & Development
in Pakistan.**

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1. INTRODUCTION

1.1. SCOPE

This document (Manual) Prescribe the organizational policies, procedures and forms to be used by the human resource Department of IPN in the provision of human resource services. This document will be called Human Resource Manual or general policies and procedures of IPN. **IPN** is a non-profit, non-religious & non-political, research, relief & development community based organization. It was established back in 2012 and was officially registered on April, 04, 2013 under the office of the provincial registrar joint stock companies & societies Peshawar, KPK, under the registration of societies act XXI of 1860, with registration no 134/5/7361. it is pertinent to mention that this manual is developed while keeping in view the policies of different organizations as well as the current scope of work of IPN and its future development and growth. Therefore, in the initial few years, these policies will be implemented on need and requirement basis and with the passage of time, more and more articles of the policy will be put into action as far as the organization grows.

1.2. OBJECTIVES

The objectives of this document are:

- Documents in detail showing the human resource practices of IPN, in order to ensure uniformity & transparency of the practice.
- Use the documentation to continually improve the HUMAN RESOURCE services framework at IPN Pakistan.
- Serve as a training aid for existing & new employees.
- Use the documents as a basis for internal initiatives for system improvement and strengthening of inter controls.
- A document to be referred to by internal and external auditors to ascertain to which extent the policies and procedures are adequate and being adhered to.
- To follow the Pakistani labor law and other relevant legislation pertaining to HR practices.

1.3. UPDATING & REVISIONS

This Manual will be kept in human resources department and will be available to any staff member, consultant and auditor, hired by IPN for reference. Human resources Manager shall be exclusive custodian of manual and shall be responsible to maintain a record of day to day office

memorandum relating to human recourse polices issued to modify or to initiate HR procedure at the end of every calendar year. The manual shall be reviewed by the administrator /Program coordinator and all the office memorandum related to human resources and polices will be included in HR Manual in their relevant section. The revised edition will be issued in the start of every year.

1.4 SEQUENCE OF PRIORITY

Efforts have been made to formulate the staff policies to be in compliance with the labor laws of government of Pakistan. In circumstances, where the HR documents i.e. HR polices, employment contract, deviate from the labor laws of Pakistan, the following shall be sequence of priority followed;

1. Terms and conditions mentioned in the employment contract.
2. Human resource polices mentioned in the documents.
3. In case nothing is mentioned in both of above documents, reference to labor Laws of Pakistan shall be used to decide upon the course of action.

2. HIRING Policy

2.1. Staff Hiring

Staff plays a pivotal role in the success of an institution and an organization as well. If the staff is enough able to meet the requirements of the institution or of the organization, the goal of the institution/organization becomes easier to be achieved. IPN as an organization needs staff on different occasions, for which IPN has a policy which is given as under:

2.2. Advertisement

Advertisement is the first step of the staff hiring policy of IPN. HR department of IPN advertises the needed vacancy in any of the nationwide/local newspaper/journal/online job portal, in which all the details of the vacancy like qualification and experience needed and other details are obviously published. Along with the details of the vacancy, the terms and conditions of the vacancy are also published. However, in special cases like rarely found expertise in a field like MTB-MLE, direct hiring process by the Executive Director will be adopted both for regular vacancies and consultancies.

2.3. Short listing

Short listing is the second step of the staff hiring policy. According to the academic background, professional career and experience of the applicant mentioned by him/her in his/her resume, categorization is made and the top applicants who meet the given requirements are called for test/ interview.

2.4. Test/Interview

Shortlisted candidates are called for test and interview on different dates .Staff member (s) from the relevant sectors build up the question paper for the candidates. The candidates are called to appear in the test on the given date and time which is shared with them through letter, email or telephone. The test is followed by an interview. In the process of interview all the candidates are judged from different angles. They are interviewed about their information regarding the vacancy, their experiences shown in their resumes and their academic and professional background. Information provided by the candidates in their resumes is verified via reliable references.

2.5. Appointment

After the completion of test and interview, the members of interview panel sits together and chooses the best among the applicants and his/her appointment is made. A factor worth mentioning is that IPN's administration prefers local candidates in its working areas and therefore most of the time best among the locals are selected and in case of non-availability the staff is hired from the outside.

2.6. Induction

Induction is the last step of the staff hiring policy of IPN. After the decision of the appointment of any of the candidates against the vacancy, the selected candidate is informed through email, letter or phone mentioned by him/her in his/her resume and informed about his/her appointment and joining date and place. At the first day of his/her joining on duty, he/she is made read his/her roles and responsibilities and after understanding them completely, the agreement of his/her appointment is signed and thus he/she becomes the employee of the organization.

3. ATTENDANCE AND TIME OFF

Attendance policy is the back bone of organizational discipline which must be strictly respected and followed. Punctuality can be used as a tool for employees' performance appraisal.

3.1. Office Timings

Official working hours for IPN offices are as follows:

Monday to Thursday	08:00 am. - 5:00 pm.
On Friday	08: 00 am.- 1:00 pm.
During the month of Ramadan	08:00 am. - 3: 00 pm.

IPN office will remain closed on Saturday and Sunday of every week and on all national, religious and public holidays, as notified by Government of Pakistan. The annual gazette Circular regarding public and optional Holidays from the inter division; Ministry of interior will automatically become the part of the policy in each year. The official weekly working duration for IPN office is 41 hours/5days.

3.2. Exceptions to office Timings

There can be certain exceptions from routine office timings which might arise due to certain circumstances or certain nature of job. Following will be treated as exception to timings.

- Seniors staff may be requested to work on weekends in order to address any back log of workload or to meet certain targets and goals.
- During field missions, certain goals are to be achieved out of the routine office timings.
- If necessary, field staff may have to work longer hours in field, while observing the security guidelines.
- Working hours of guards, drivers, and cook, caretaker and non-regular staff working in shifts are determined by the logistic officer up to a maximum of 48 hours a week.
- Work from home/online will be allowed to consultants and it will be allowed by the Executive director on need basis and in special circumstance.

For all staff, office hours do not include travel to and from place of work. Staff must be at their place of work on commencement of office timings.

3.3. Recording of attendance

Staff arrives for work need to sign the attendance register placed at the reception. The HR Department will remove the register at 9:00 a.m. and:

- mark absent employees as 'A'
- Takes a round of the office to cross check whether employees marked present are actually at their place of work.

Late-comers record their time of arrival in the register in the HR Department. Such entries are circled in red. Employees who are unlikely to attend office due to reason (illness, emergency at home etc) are needed to inform the HR Department and his/her immediate manager by phone or through sms before 9 am. The HR Department and line manager will inform the incumbents' Head of Department /Supervisor. Employee has to inform the HR department /their line manager personally; no message coming from any other employees will be accepted

3.4. Short leaves

Employees are discouraged from taking time off during office hours for personal work. In case of emergency, employees may take short leaves up to 4 hours with prior written approval of the concerned line manager. Three short leaves are treated a full day leave of the concerned employee: The procedure will be;

- Fills in a leave application form, specifying reasons.
- Presents the application to his line manager for approval.
- Proceed on short leave
- In field offices, applications will be signed and approved by respective Project manager/Coordinator.
- Signed form must be sent to HR Department.

The HR officer will post the application in attendance register and retain the application in short leaves file. At the end of the month, the short leave reviewed by HR Department and convert short leaves into full leaves, applying 3=1 formula.

3.5. Time sheets

Employees assigned to work on funded contract from different sources are instructed to maintain Time Sheet. The HR officer shall arrange for circulation of the time sheet form to all employees on the first working day of every month. The employees must log their time deployed on various activities performed on daily basis. Employees are required to submit their completed time sheets, duly signed by their line manager, to the finance officer as a precondition for payment of salary.

4. LEAVE POLICY

4.1. Staff Leaves

Beside the official leaves of the government of Pakistan, IPN offers its employees the following types of leaves. For getting leave the employee shall fill a form which is called the leave request form and submit to his/her line manager one week prior the time when he/she needs the leaves except in the case of casual leave or special leave when a family member of the employee dies. In the case of casual live, employee should submit the request form at least one day prior of the days when leave is needed while for special leave in case of family member's death, the employee should inform the office through phone, text massage, email or through verbal message whichever is easiest and reliable for him/her at that moment.

4.2. Sick Leave

IPN permits its employees to have sick leaves till their recovery but no more than one week. In case of more than two days of sickness, the provision of medical certificate of registered medical practitioner is required. If he/she remains absent from his/her duty for more than one week due to the sickness, he/she will not be paid his/her salary for the absent period excluding first week.

In case of prolonging the absence of the employee for one month due to his/her illness, another employee will be appointed only for the days of the regular employee's absence and the acting employee will have the same responsibilities but he/she will be given daily wages equivalent to regular employee's usual salary and the contract of the acting employee will be automatically expired after three days of the regular employee's reporting of joining his/her duty. And if the absence is prolonged for the rest of the period of his/her contract, he/she will not be more

considered employee of IPN and the acting employee will be offered a contract on the terms and conditions of the job as well as the organization.

4.3. Maternity leave

A female employee of the organization has the right to have maternity leaves of one month with salary once a year after the submission of registered gynecologist or pediatrician's medical certificate.

4.4. Paternity leave

A male employee of IPN has the right to have leaves for two weeks if his wife has pregnancy related problems or child below forty days of age has any medical problem. In such kind of case the employee has to submit registered gynecologist or pediatrician, s medical certificate of his wife or child. Paternity leave can be availed once a year even the employee is monogamist, bigamist or polygamist.

4.5. Casual leave

If one of the employees has his/her domestic engagement IPN permits him/her to have two leaves within a month.

4.6. Special Leave

If an employee of IPN gets married or one of the family members of the employee (spouse, parent, child, brother or sister) dies, IPN offers him/her one week leave.

4.7. Annual Leave

After the successful completion of one year period, IPN offers its employees three consecutive weeks leave but the leaves can be availed some of the employees at a time instead of all staff at a time.

4.8. Compensatory Leaves

Compensatory leaves can be availed by the employee equal to the days he/she worked for IPN during public holidays or at weekends.

4.9. Long Leaves

After the completion of five years service with IPN, any of its employee can get long leave for maximum four months without salary for *Haj* (Pilgrimage), *Umra*, *Chila* or three consecutive *Chillas* with *Tablighi Jamat* or any other religious activity according to his/her religion or sect. For such kind of leave, the employee should submit the leave request form one month prior to the period for which leave is needed. During the month before the leaves the employee will have to help the organization even during weekend and public holidays in appointing acting employee for the specific period and these days will not be compensated through compensatory leaves. The regular employee will have to report at the first day after the completion of his leaves and before that day the contract of the acting employee will automatically expired. The acting employee will get the same salary of the regular employee during the specific period.

5. SALARY POLICY

Staff Salary Grades

IPN offers its employees the competitive salaries keeping in mind the education, experience and nature of job etc. IPN seeks to operate a fair and equitable pay and reward system whereby all employees are remunerated in accordance with the contribution they make towards achieving organizational objectives. IPN institutes a salary structure that consists of bands, grades and step for the various categories of its employees. The salary structure comprises basic salary and other allowances and benefits (Transportation Allowance, Accommodation Allowance (for non locals) and hardship Allowance). Field staff may be eligible for all the three types of allowances.

Employees are remunerated in accordance to the salary structure and allowance as approved by IPN. The salary structure will be reviewed every 12 months to determine IPN competitiveness within similar NGOs (same work scope) in the market and revised if considered necessary. IPN strives to meet the average salaries offered for similar position in other organizations. Salary increases will be based on a bi-annual performance appraisal process. However, increases into the salaries sometime introduced due to special circumstance in terms of prices hike in the country.

Salary Determination Procedures

In general program manager/ line manager in consultant with HR Department may recommend the salary level of new hire accordance to the applicant's experience and qualification whilst ensuring reasonable equity across departments and locations to the Program Coordinator and Administrator to provide final approval for the recommended salary.

1. Salary Administration

a. Salary Bands /Grades Structure

The approved salary grid with bands/grades structure comprised of benchmark positions and specifies the minimum and maximum amount payable for a particular position and identifies the salary range and position applicable to those responsibilities. Each position is evaluated on specific criteria that determine their respective salary levels. Position is placed in one of the bands on the basis of job description provided and final approval for the recommended salary.

B. Entry Ranges

Each bands/grade has a clear minimum and maximum salary steps. Individuals hired from external sources normally start at a salary within the range of Grade 1-4 of the salary Band designated for that position, corresponding to their experience /qualification and salary history.

2. Annual Increase

Salary increase will be subject to the performance of the employee, which will be evaluated by a formal performance Appraisal system (PAS).The performance Appraisal shall be conducted on a bi-annual basis and must be based on the respective employee's performance.

The salary increase will be decided by the management based on the performance grade/scoring achieved by in employee in his /her performance appraisal. An employee who demonstrates an outstanding performance may receive a higher percentage than an employee who meets the minimum job responsibilities. The increment in a particular band cannot exceed the maximum upper limit of the pay scale for that particular band.

3. Salary Ceiling/Capping

Employee who reaches the maximum level on their salary band/grade/steps will not be eligible for any further salary increase unless promoted to next band.

4. Salary Payment

Salary is paid of on monthly basis on the pre-decided specified date of every month. If for some reasons the last working day of an employee is earlier than the last business day of the month, the salary of the respective employee may be paid earlier. All salary payment must be approved by the program Coordinator and Administrator.

Monthly salaries will be automatically deposited into the employee's bank account on last working day of the month. The employee is responsible to notify finance department regarding the details of their bank account and any changes that may occur. *In case where employee is not able to open account due to non availability of banking system in their area, payment of salary will be made in cash or through crossed cheque.*

4.1. Salary Scales and Structure

IPN uses the combination of Bands, Grades and steps method for its construction.

Band: Grouping of several related jobs into one band. This method describes the number of hierarchical levels within the organization. The number of bands required to compose this structure is determined by one or more of the factors below;

1. Skill and responsibility
2. Job family
3. The number of supervisor-subordinate relationships

Grade: This method is used to allow appropriate salary increases in compensation for quality of performance and/or length of service. Grade within a band are divided into 14 steps to allow the employee to remain within their band as they progress in their job.

Methodology

IPN Salary structure sets out the different level of salary for positions, or group of position, by reference to:

- External relativity, via services of other NGO.
- Their relative internal value, as established by position evaluation.

The main characteristic of the revised IPN salary structure:

- Indicate rates of salary for different grouped positions (Bands)
- Provide scope for salary progression via performance, competence contributions, skill or service
- The increases within each grade level are between 2.5 %to 5%.
- Minimum starting salary of Rs. 32,000 in line of the government of Pakistan notification.
- Newly recruited employee will be placed in the initial step of their respective band. However, based on their previous experience and job responsibility, they can be placed up to the maximum of 50%(grade 4) of the band.

4.2. BENEFITS & ALLOWANCES

4.2.1. Hard Area Allowance

As IPN works in the hard and mountainous areas of Pakistan, so a lot of hardships and difficulties are faced by its employees in its activities. For compensating their hardships and difficulties IPN pays them 10% of their basic salary as hard area allowance for non-local staff members only.

4.2.2. TRANSPORTATION ALLOWANCE

Transportation allowance of Rs.3000 per month will be provided to each staff keeping in view the availability of budget and agreement of the donor. In the case where staff are provided with a pick and drop facility, this allowance will not be applicable.

4.2.3. Housing Allowance

Applicable to IPN employees who are not resident of their duty station/Tehsil, and have spent 75% of their working at their respective duty station.

Kohistan-Rs 5000/month

Shangla-Rs 3000/month

4.2.4. Communication Allowance

For better results better means of coordination and communication are needed. So it is necessary for all the IPN employees to be connected with each other. For this IPN offers 5% of basic salary of every employee as communication allowance. However, this article is again subject to availability of funds as well as the donor agreement. In some case, where the donor agency agrees to give this

allowance to some of the key staff and may not be applicable to all staff. It depends upon the nature of the project and staff involved.

4.2.5. Staff saving scheme

Employees have the option to contribute to the staff saving scheme. The saving scheme will comprise of 9% employer contribution and 9% employee contribution. The accumulated amount will be paid out at end of their respective contract. Consideration may be given for an emergency payout. However, this is again depends upon the position of the organization and willingness of the employee.

4.2.6. Gratuity

Gratuity shall be paid to all eligible employees of the IPN equal to one month final gross salary of that employee for each completed a year of service or any part therefore in excess of six months. Gratuity shall be paid at the termination of employment for employees who have worked for more than six months.

4.3. Staff Benefits

Along with the allowances IPN have plans to offer the following benefits to its employees when it shall have the resources to do so.

4.3.1. Medical Treatment

If any of the employees of IPN suffers from an illness or wounded during his/her duty, IPN affords all the expenses of his/her treatment in a quality hospital.

4.3.2. Death Compensation

If any of the employee dies during official duty of the organization, IPN will pay him/her next of kin an amount of PKR.0.5 million as compensation of his/her death.

4.3.3. Accommodation

IPN offers a quality accommodation for all of its employees, who live far from IPN office or they are not from the area, where they have the responsibility as the employee of IPN.

4.3.4. Food

IPN offers all of its employees their food of the day time, lunch, breakfast and tea, during the duty days.

4.3.5. Transportation

IPN provides the transportation from office to the work place/ project site to all the staff.

4.4. Salary Disbursement

In general salaries of staff are remitted into their bank accounts in cities where adequate banking services are available. IPN Finance department can facilitate a corporate banking arrangement for transfer of salaries but all the cost shall be incurred on the employee account.

The finance Officer shall prepare the monthly payroll report where leave balances, income tax deduction, advances or any other addition and deletion in the salary will be reflected. Any addition or deletion of employees together with information regarding leaves shall be advised by the HR Department. The payroll report shall be approved by the Administrator and program Coordinator. Slip shall be prepared by the finance officer and issued to the staff. On the basis of the payroll report, officer shall make a collective letter to the bank requesting the transfer of salaries to the employee's respective bank accounts. For the time being, till the availability of a bank locally, the salaries shall be given in cash to the staff members on a payroll sheet so that time and money resources could be saved for both the organization and staff.

4.5. Staff loan and Advances

No staff loans are permissible under the IPN financial procedure. Staff can request advances to be spent for organization's activities, which is to be settled after the activity is performed. Any outstanding advance against an employee at the time of salary payment date, shall be deducted from their salary.

4.6. Increments, promotion and Demotion

All employees' salary progression will be based upon their performance appraisal.

4.6.1. Increments

Increments will be driven by the aggregate score achieved in the appraisal process. Increments by step are linked to the performance appraisals of employees and vary in amount or percentage from one employee to the other, depending on their respective performance levels. Recommendation for salary increments are made by the immediate supervisor of the concerned employee as part of the annual performance Appraisal. These recommendations require approval from program coordinator and Administrator. Increments are granted only to those employees who are on payroll of IPN, Whose positions have been assigned to appropriate salary ranges, and whose titles appear on the basis of employee's effectiveness, accomplishment, demonstrated competence and superior performance in his present job assignment.

4.6.2. Promotions

Promotion from one grade to the next higher grade is not automatic. Departments Heads /immediate supervisors may recommend a promotion of their sub-ordinates. Program coordinator and administrator has to approve this recommendation. An employee may be considered for a promotion when:

- The employee is assigned or transferred to a position of substantially greater responsibility,
- If the current position is reclassified upward in recognition of changed and enhanced duties.

On promotion, salary is fixed as under:

- a) If the present basic salary of the promoted employee is less than the starting basic salary of the new position, the new salary level shall be fixed at the minimum of the new position plus one additional increment.
- b) If the employee's current salary level is equal to or higher than the initial pay of the new position, the new salary will be fixed at the next higher stage, so as to allow a minimum benefit of one increment in the new level.

4.6.3. Demotions and Reversion

An employee may be reverted to their original position, if the new role to which the employee was allocated has been made redundant or due to lack of adequate level of performance. This rule will also apply where an employee temporarily assumes the responsibilities of their immediate supervisor during the supervisor's absence, due to leave or retirement/resignation. Upon the return

of the respective supervisor, or the recruitment of a new supervisor, the employee will revert back to their own position.

4.7. Performance Bonus

An extra ordinary performance bonus may be awarded to an employee if required. Clear and concrete justification will be required for awarding the bonus. Bonus may be awarded to an employee based on democratic discussions within line management meeting. Amount of the bonus is to be decided by the senior management.

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5. Performance Appraisals

IPN institute a bi annual employee performance appraisal to measure employee performance in a fair and transparent manner. Performance objectives are set in line with the respective employee job description together with the mission and the objectives of the organization in other to ensure that the targets set are realistic and achievable, both the employee and the supervising manager should jointly establish targets to be achieved.

Performance appraisals are carried out bi annually by the immediate supervisor using result oriented agreement form. The completed forms together with recommendations for increment /promotion /extension of contract etc, must be sent to the HR department for processing.

5.1. Development planning

The purpose of development planning is to devise specific plans and program for the employee's development within the organization. For this purpose, the HR department, in consultation with respective program manager, identifies skill gaps and subsequently training needs for individual employees. The objective of Development planning is to assist the employee in improving their performance, as well as to develop their potential for advancement towards positions with greater responsibilities.

5.2. Management of poor Performance

While all employees are expected to perform at a satisfactory or higher than satisfactory level, IPN realizes that there may be situations where the performance of one or more employees may fall below the required standards. It is important that supervisor and department heads realize their responsibility in the management of poor performance, and employees are given encouragement

and assistance to improve and meet the required minimum standards. However, if after repeated supported efforts, an employee fails to perform up the required standard, the respective line manager is responsible to take an executive decision regarding the employee's employment status. The process will be as given below;

5.2.1. First Performance Review

The supervisor discusses the reason for shortcomings in performance with the concerned employee. A plan for performance improvement is outlined, together with the concerned employee, and the supervisor confirms a date on which to again appraise the employee progress. This will assist the supervisor in determining the success of the improvement plan.

5.2.2. Second Performance Review

In order to gauge the success of the initial performance improvement plan, the supervisor again reviews the employees performance on the date agreed. If the employees performance had not improved, the employees is informed of the seriousness of the event, which may lead to termination of his services.

5.2.3. Third performance Review

The purpose of this review is to give the employees a final chance to improve their performance. Should the line manager concludes that the employee concerned does not have the required abilities to perform the job efficiently, they must inform their respective program manager. The line manager may recommend the employees contract to be terminated on grounds of under performance.

6. Termination of employment

The authorized officer conducts a detail investigation into the case, including adequacy of action taken to assist the employee in improving his performance. The related employee must be given the opportunity to defend their case. Should the authorized officer conclude that the employee is unlikely to improve or reach the desired standards, termination of employment on grounds of poor performance follows.

The reason and procedure for the review are explained clearly to the employee by the line manager. In addition, the line manager must appropriately prepare for the performance review meetings and ensure that the interview is conducted in a structure and transparent manner.

The employee must be given a chance to defend and put forward any mitigating reasons for poor performance. The reasons put forward by the employee must be understood and considered carefully before termination of service is affected. Termination letter will be issued by the HR department, once a decision has been taken. Original letter will be provided to the employee and copy of the letter filed in the HR department in personal file of the employee.

7. GRIEVANCE HANDLING

IPN strives to provide employees an open and fair environment to work in. It encourages feedback, comments and healthy criticism from employees concerning any aspect related to their job or work environment. In most situations, the feedback or complaint is communicated and dealt with in an informal manner. On more serious matters, or where such informal means are not effective in resolving the issue, IPN offers a formal Grievance Handling System for employees to seek redress of their grievances related to their employment. This procedure does not need to be used in all circumstances.

The formal procedure is avoided in cases where informal discussions and dialogue with the supervisor would work just as effectively. Employees are first encouraged to first resolve the issue with their immediate supervisor. The grievance procedure cannot be used for grievances on issue which are a matter of IPN general policy, e.g. compensation, working hour or other collective issues. Vexatious use of the grievance procedure is strongly discouraged. The grievance redress process consists of the following three stages.

7.1. Stage I

Employees with any grievance shall at first try and resolve the matter with their immediate supervisor. This need not to be in writing, however, should be clearly supported by facts before presentation to the concerned officer. The officer concerned shall investigate the issue and give a reply within three days to the employee. If the grievance is about the employee's own reporting officer, the employee shall take it up with the reporting officer's superior in writing. The concerned

employee will be given a reply within one week from the date of reporting the matter to his reporting officer's superior.

7.2. Stage II

If the employee is unable to get a satisfactory response, the employee may refer the grievance in writing to the department head supported by available facts and information. The Head of the department will verify facts pertaining to the issue and take the matter up with the concerned officer. The Head of the Department will then respond to the grievance within 5 working days of receiving it.

7.3. Stage III

If the employee does not get a satisfactory response from the Head of Department after stage 2, the employee may request the Program coordinator for a meeting with a copy of the original grievance. The Program Coordinator will hear the grievance from the employee in a formal meeting, within a week. The Program Coordinator will take decision in consultation with the Administrator.

8. CONDUCT AND DISCIPLINARY ACTIONS

The objective of IPN policy on conduct and disciplinary action is to ensure the well being of the institution and its employees. IPN strives to provide its employees an environment of support, trust and team work. IPN takes disciplinary action in any case where the conduct of any employee is detrimental to the institution or detrimental to the well being of their employees.

8.1 General guiding principles

Every employee shall confirm to and abide by the rules and regulations of IPN in letter and spirit. No employee shall lend or borrow money, or place himself under any obligation to any person with whom he has official dealings.

No employee shall communicate directly or indirectly any official document or information to a person not authorized to receive it. No employee shall bring or attempt to bring political or other outside influence directly or indirectly to bear on IPN in support of his claim or intervention on his behalf, any manner connected his employment. No employee shall, except with the prior approval

of the Program Coordinator/Administrator, engage in or undertake any trade, or business or private work during employment.

8.2 Rules of conduct

Employees are liable to disciplinary action if, in the opinion of the management of IPN, they are guilty of misconduct. Violation of the following rules of conduct is specifically prohibited.

- Willful failure to carry out any reasonable order by the employer's representatives, including refusal to work on any job assigned by the immediate or departmental supervisor.
- Going personal work at duty hours without permission of supervisor such as attending personal phone calls, receiving personal visitors etc.
- Unauthorized communication such as public announcements, statements, dealing and contracting on behalf of IPN with third parties.
- Coming to work under the influence of alcohol or any narcotic drug, or any involvement in drug trafficking.
- Willful falsification of any records such as time keeping, leave or absent etc.
- A conviction and sentence for any criminal offense.
- Violation of government security regulations.
- Acceptance of personal gifts by any employee from suppliers or juniors or community members.

8.3 Misconduct

Misconduct means wrong and improper behavior. Needless to say, neither innocent errors nor omissions, nor mere inefficiency constitutes misconduct but disobedience, insubordination or gross negligence does. Apart from the breach of any clause in this regulation, the following are generally considered to be acts of misconducts. These are broadly categorized into three major groups as given below.

- A. Misconduct affecting suitability of an employee for particular employment.
- B. Misconduct affecting discipline.
- C. Misconduct affecting morality.

A. Misconduct effecting suitability of an employee for particular employment.

- Carelessness of duty
- Non –performance of duty
- Willful negligence of duty
- Sleeping during duty hours
- Absences without leave
- Habitual late attendance
- Lack of efficiency

B. Misconduct effecting discipline

- Riotous and disorderly behavior
- Willful disobedience or default
- Disobedience of orders when justified
- Illegal strikes
- Unauthorized use of IPN property for personal purpose

C. Misconduct effecting morality.

- Theft
- Dishonesty, fraud, lying, misrepresentation and submission of false reports.
- Disloyalty
- Acceptance of a bribe
- Uses of drugs
- Gambling
- Sexual immorality, scandal or harassment.

8.4. Disciplinary Procedure

Any action considered to be misconduct may, according to the seriousness of matter, warrant one or the other of following disciplinary measures. The measures are decided, carried out and recorded by the program coordinator. Before any disciplinary action is taken, a disciplinary interview with the employee shall be held. All staff subject to disciplinary action has the right to be informed at least 24 hours in advance of the disciplinary interview. During this interview, the employee will be informed of his/her wrongdoing and also given the opportunity to state their case before a final decision on disciplinary action taken by the program coordinator.

8.4.1. Warnings

When no previous warnings have been given to an employee, and offense is not a severe one, first an oral warning is given. If no improvement or effort has been made subsequently, then there will be a written warning.

8.4.2. Immediate Dismissal

Following the whole cycle of warnings and salary deduction, if there is no improvement, the employee's contract will be terminated. However, the severity of the violation may also call for immediate disciplinary dismissal with or without prior notice. The dismissed employee is entitled to receive payment of the salary up to the date of dismissal. Outstanding claims of authorized expenses up to the date of dismissal will also be compensated. No further claims will be validated.

8.4.3. Random penalties for misconduct

Any employee found guilty of misconduct, Shall be liable to any of the following punishment as decided upon by the competent authority.

- Recovery from the salary of the whole or any part of pecuniary loss caused to IPN
- With holding of increment or promotion for a period.
- Recording reprimand/ warning in the personal file
- Reduction/ demotion to a lower post
- Removal from service

9. Sexual harassment

IPN sexual harassment policy is committed to provide all IPN employees with work environments free of sexual harassment. Sexual harassment means unwelcome sexual advances, request for sexual favors and other verbal or physical conduct of a sexual nature. Examples of sexual harassment include, but are not limited to:

Physical

- Touching or person's body, hair or clothing.
- Standing close or brushing up against a person.
- Hugging, kissing, patting or stroking.

Verbal

- Telling sexual jokes or stories.
- Making sexual comments about a person body.
- Asking personal questions about sexual or social life.
- Reportedly asking out a person who is not interested.

Other

- Making sexual/ suggestive gestures with hands or movements.
- Displaying sexually suggestive posters, calendars, cartoons, picture at work place.

- Witnessing sexual harassment without commenting/ objecting.
- Listening to songs with sexual voices, music or poetry at work place.
- Watching pictures, movies, and websites containing sexual materials, in the work place.

The steps to resolving problems related to sexual harassment are as follows;

- Notify and discuss the situation with your direct supervisor or if the source are sexual harassment relates to your direct supervisor then the appropriate level,
- The direct boss shall then report any volition or alleged volition to appropriate management and take the necessary disciplinary action.
- Any employee who brings such a matter to the attention of management is assured that no retaliation of his/ her reporting action shall be tolerated.
- Such incident shall be held in the strictest confidence and the investigation shall be conducted in such a manner as to protect the privacy of all concerned.

10. STAFF TRAINING AND DEVELOPMENT

IPN's Objective is to provide employees with opportunities to acquire knowledge and develop skill through training to the mutual advantage of the institution and the employees in order to:

- Improve their performance in their present jobs.
- Prepare them for position of increasing responsibilities.
- Provide them with personal satisfaction through on job achievements.

IPN in a planned, coordinated and continues manner, seeks to develop the knowledge and skills level of its employees through training using both in-house resources as well as outside opportunities.

10.1. Orientation

In order to familiarize employees with IPN's basic policies, procedures, formation, organization and programs, every new employee is given a short orientation on joining service. The process orients new appointees to;

- A brief description of IPN's history.
- A brief description of the organizational structure within outlet of principal jobs and their responsibilities.
- An explanation of IPN's HR policies, procedures and administrative details.

- An introduction to the department heads and other personnel with whom the incumbent will principally interact.

10.2. Specialized Courses

In order to keep abreast with new skills and techniques in subjects of interest to IPN's courses may be recommended or organized in specialized fields. Such course may be conducted either within organization, or outside agencies, depending upon needs and availability of funds.

10.3. On-Job Training

The best place for effective learning is on-the-job, i.e. employees' learning the job by performing it under instructions and supervision of his superior. Where relevant, the department heads prepare detailed training/rotation plans for on-the-job training for all new appointees. The HR department monitors the process.

10.4. Nominations for Training

Training need assessment (TNA) is conducted by line manager as a continuing activity covering all subordinates staff. TNA is driven by the annual performance appraisal process. Appraisal reports specially list areas in which employees needs more exposure are focused.

10.5. Training costs

IPN provides specific allocations for staff training in the annual budget based on needs identified through the annual performance appraisal process. Utilization of the budget for training cost is highlighted in the periodic budgetary performance reports. The program coordinator inquires from the line manager in case where allocation remain underutilized for too long.

10.6. Feed and Training

Every Pakistani employee nominated to a sponsored training program is required to formally provide feedback on the contents and benefits of the course attended. The feedback includes commentary on:

- Specific aspects of value of the course
- Direct application of training contents to the job at IPN
- Suggestion as to who else should be nominated to a similar course, wherever next available.

10.7. Performance Bond

Employees nominated for training abroad are required to sign a bond committing to serve IPN for a period of at least one year after completion of the training program abroad. In the event the employee wishes to leave before the bond period, the cost of training abroad is recovered as part of the final settlement.

11. No Smoking Policy

Smoking is strictly prohibited in IPN office buildings and working areas. Program coordinator/administrator may designate a separate room or area which may be used for smoking. Smoking is also prohibited in IPN vehicles, seminar rooms, conference rooms and halls etc.

12. Apolitical Policy

IPN is non-governmental, non-sectarian, apolitical, not-for-profit development and relief organization working locally and nationally without regard to sectarian or political consideration in areas where we work. It is therefore, necessary for all Pakistan country office staff members, both individually and collectively to abstain from any activity that may be perceived as aligning them or IPN for or against a sectarian cause, issue or faction or a political party.

13. Alcohols and Drug Policy

IPN office maintains a work environment free from the harmful effects of alcohol and drugs. The unlawful manufacture, distribution, dispensing or possession of a controlled substance or alcohol is prohibited on the job, whether on or off office property. Any employee, who indulged in such activities, will be subject to disciplinary action up to and including immediate termination.

14. Staff Structure- IPN staff is divided into two types i.e. program staff and support staff.

Program Staff:

The persons having the following positions are called the program staff. Executive Director, Program Manager, Site Engineer, Project Officer, Field Officer and social organizers and teachers and supervisors in any given education project.

Support Staff

The following employees of IPN are called the support staff.

Finance Manger, Admin Officer, HR Manager, Logistician, Ware House Incharge, Office Boy, Security Guard, Cook, Watch Man, Admin Assistant, IT assistant and Security Guard etc.

15. Tenure:

IPN works five days a week starting 08:00 in the morning to 17:00 in the evening. IPN initially offers all of its employees the jobs for six months tenure. The first three months of the period is the probation period. If an employee successfully complete the probationary period, he/she remains the employee of IPN for the rest of the period, and otherwise his /her appointment is terminated. If an employee's services are needed to IPN after the completion of his/her six month's tenure, his/her contract is further extended for next six months or so.

16. Projects implementation guidelines

IPN believes in equality and impartiality in all aspects. As like other aspects, we believe to implement the projects according to the agreement and keeping in view of the humanitarian sector norms and values. The general guidelines for implementing a project are given as under.

- Projects shall be implemented without any political, racial or religious affiliations in the larger interests of the target group.
- All stakeholders shall be taken into consideration while implementing a project.
- Community participation and share shall be the core guideline of any project implementation directly in the field.
- There shall be close contacts and coordination with all stakeholders involved during the project implementation phase.
- During implementation SPHERE standards shall be taken into consideration.
- Conflicts shall be handled in a proper way in the better interests of the target group.
- The time line shall be taken into consideration mentioned in the agreement.
- There shall be no compromise on quality.
- In every project, the site, area, village and beneficiary selection shall be made according to the set criteria.

- Attempts shall be made to achieve the target with minimum available resources while making no compromise on quality.
- Social, financial and technical feasibility shall be given greater attention during the project implementation phase.
- Reporting shall be made in time and shall be respected.
- Planning shall be strictly followed to achieve the target.
- Proper monitoring and evaluation shall also be the core guideline.
- Religious and cultural values of the community shall also be given special attention.
- Project sustainability shall also be given special attention.

17. Gender balance

The operation areas of IPN are very much traditional in nature and religious, where, female are not allowed to work in the market and are not involved in providing services. The interaction with female from the outside is not permissible in the local culture and religion. Therefore, IPN has no female staff with it and takes greater care of local cultural and religious values. However, IPN has a plan ahead to recruit female staff and also IPN believes that it is important to recruit female staff and to start interventions in the activities related to female folk as 50% of the population comes from female. However, in case of a project targeting merely or larger female percentage, female staff will be recruited to achieve the desired results and to serve the female folk.

18. Accountability

IPN believes in transparency and is looking forward to its staff members to be transparent and accountable to all stakeholders (IPN, donor, Partner, & community). It is in this background, that IPN administration has developed basic and general guidelines in this connection to keep the staff members accountable and to eradicate corruption if any.

If a staff member is involved in any sort of corruption inside or outside the office, the inquiry committee shall be formed against him. The committee will be entitled to produce its report within a week. If according to the report of the committee, the person in question proved to be involved in corruption, he/she shall be charged for this. The procedure will be;

- He/she will be expelled from the organization.
- All the benefits due to organization from him shall be withheld.
- He/She will not be given any experience certification from the organization.

- A circulation regarding his/her act and decision against him/her will also be shared with other organizations working in the area.
- He/She shall be entitled to respect the decision of the committee; otherwise, he/She shall be handed over to the anti-corruption department and police.

Internal control system/Checks and balances

Internal control system is indeed necessary as to have accountability, transparency and also to eradicate any possibilities of corruption. Therefore, the following guide lines shall be respected by all staff members in this connection;

- There shall be proper reporting system of both program and support.
- The reporting shall be on hierarchical basis.
- In all kinds of financial transactions, there shall be no one man show, rather, there persons from the staff hierarchy shall be involved to keep the system transparent.
- All the organizational policies shall be strictly followed and respected.
- Although team work shall be respected but the main decision power shall lie with top management of the organization and that shall be respected by all.
- Top management of the organization shall have close eyes on all departments of the organization so that there shall be any discrepancies or irregularities.

Logistic Policy:

Procurement:

IPN has a clear and easier procurement policy. If a particular thing or material is needed to be purchased that values more than Rs.50,000, the following procedure is adapted.

Quotations:

If the value of the purchasing material or thing is less than 150,000 and above than Rs.50,000, logistician of IPN gets three quotations from different shopkeepers/ vendors on their quotation form and presents them before purchase committee which consists of ED, PM, and Logistician who selects among them the best one. In case the value of the needed material or thing exceeds

150,000, IPN publishes it in a nationwide/local newspaper in which the interested persons/firms are asked to send their quotations to the organization. After getting the quotations the best vendor is selected by the committee with mutual consultation.

Purchasing:

After the selection of the best vendor, the process of purchasing is made.

Payment to the Vendor:

IPN pays the money to the vendor through cross cheques. According to the policy, vendor is informed at the time of getting quotations from him, through advertisement or through the logistician of IPN which one is suitable according to IPN procurement policy.

Requisition:

If the value of the needed material or any other thing is under 50,000, the employee of IPN who needs them for IPN activities, would fill a form which is called requisition form signed by his/her line manager and shall submit it to the logistician. The requester shall keep a copy of the requisition form with him. The logistician shall submit the said form to finance department and finance department shall arrange the needed money to the logistician and he shall be responsible to purchase the needed material and to deliver to the requester within 72 hours of submission of the requisition form to him.

Ware Housing:

For better looking after of the purchased materials or any other things ware house is needed where the material or things are kept temporarily. According to IPN procurement policy, ware house in-charge is the one who is responsible to maintain the proper record of incoming and outgoing materials.

Transportation:

Under the logistic department, fleet in-charge has the responsibility to make agreements with the owners of the rented vehicles needed to IPN for monthly basis or for daily basis and their oil and maintenance requirements.

He is also responsible for maintaining record regarding the transportation and the rented vehicles.

Vehicle Request:

If any of the IPN employees needs an available vehicle for IPN activities, he shall submit a vehicle request form signed by his/her line manager one day prior to the proposed activity to the fleet in-charge who shall be responsible to arrange the vehicle.

Leave Request Form

Name of employee: _____

Designation: _____

Type of Leave: _____

Purpose of leave: _____

Number of days needed: _____

From _____ To _____

Employee's Signature _____ Date: _____

Verified by HR/Admin Officer: _____

Approved by (Line Manager) _____



Initiative For People In Need (IPN)

Due Date: _____

TRAVEL PLAN AUTHORIZATION

Name	Date
Purpose of Travel	Travel Advance £ / \$ / Rs:
Mode of Travel [] Air [] Surface [] Railway [] Visa	

ITINERARY

DATE	FROM(Place)	TO (Place)	Via	ETD	ETA

ACCOMMODATION

CITY	Accommodation/Hotel Private	No. of Nights	Date IN	Date OUT

I understand that the advance taken by me as stated above, will be deducted from my salary in case of non-submission of adjustment/ claim with in due time.

Please return the ticket after travel in Admin Unit, further more if the new ticket is lost by staff amount will be charged to his/her personal account.

Program Unit Location	Recipient Signature
Theme / Activities (If Any)	Reimbursable From
Traveler	Line Manager
_____ Signature	_____ Signature
_____ Date	_____ Date



Initiative For People In Need (IPN)

FUEL CONSUMPTION STATEMENT

Vehicle No

Month:

Date	Meter Reading		Difference	Litter used
	From	To		
	1	2	3=2-1	4

		Total:-		

Average per Kilometer= 3/4

=



Initiative For People In Need (IPN)

Stationary Request Form

Name of Requester ----- Signature_____

Please arrange the following supplies/equipment ASAP or by_____ (specify)

S.No	Description/Specification	Quantity
1		
2		
3		
4		
5		
6		
7		
8		
9		

Cost Center: _____

Verified By: _____

Approved by (Line Manager) _____

Date: _____

Initiative For People In Need (IPN)

Request for Services

Type of Services: Maintenance/Repair

☐ Off. Building

☐ Residence

☐ Guest House

☒ Office Equipment

Action: ☒ DA Adimn

☐ HQ Adimn Asst.

☐ Computer Dept.

(Use separate request form for each category)

REQUESTER INFORMATION: Date:

Name:

Office/House: _____ **GPN** _____

Sequesters Signature: _____

WORK SPECIFICATION:

Approved By: _____

(Line Manager)



Initiative For People In Need (IPN)

GATE PASS

Name : _____ **Designation:** _____ **Unit** _____

is permitted to take the following items of ----- Office for Meetings / Workshops / Repair & Maintenance / Dispose off.

S.No			
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			

Frequenter's Signature

Admin Office

Filled by Security Guard:

Date Out: _____ Time: _____ Date In: _____ Time: _____

Signature: _____

Signature: _____



Initiative For People In Need (IPN)

PURCHASE REQUISITION

S.No	Quantity	Description/Specification	Estimated Unit Price	Estimated Total Price
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				

Cost Center & A/c Code: _____

Requester Name & Signature: _____ Date: _____

Approved by: _____
(Line Manager)

Required Date -----

Note: Subject to availability of budget all order requires approval from the competent authority.



Initiative For People In Need (IPN)

PRINTING REQUEST FORM

Date _____

S.No	No of Copies To Be Printed	Description

Job Charge to : _____

Sequesters Signature

Approved by Line Manager

Special Instruction if any : _____



Initiative For People In Need (IPN)

Date _____

PHOTOCOPYING REQUEST FORM

S.No	No of pages	No of copies	Description	Any other Job (Please Specify)
1				

Frequenter's Signature

Approved by

Job Charge to: _____



Initiative For People In Need (IPN)

Travel Claim Expense Form

Name:		Title:				Date:		
Program Unit Location		Advance						
Theme / Activities With T5 Code		Yes						
		No						
Purpose of visit		Total Expense Claim Rs:						
		Payable to Claimant						Rs:
		Refundable by						Rs:
		Claimant						
Date	Details of Travel (incl. Names of Places and description of exp.	Time	Receipt /	Per diem	Accom. /	Other Exp	Total	
		Dept.	Arriv.	Voucher	Lodging	(Taxi. etc)		
	Sub Total							
		Total Climes						
Approved by CD/Program Manager		The expenditures herein reported are incurred in connection with AAPK official duties while away from my permanent duty post.						
Signature		Signature						
Date		Date						
For Finance deptt. Use: Claim Checked and settlement made Accordingly		Payment Received						
		Date						

	<i>BIG</i>	<i>SMALL</i>
	CITIES	CITIES
<i>ACCOMODATION</i>	Rs	Rs
<i>OFFICIAL</i>	+tax	+tax

<i>CITIES</i>	<i>BIG</i>	<i>SMALL</i>
PERDIEMS	750	600
BREAKEAST 15%	112.5	90
LUNCH 40%	300	240
DINNCE 45%	337.5	270



Initiative For People In Need (IPN)

VEHICLE REPAIR & MAINTENANCE FORMS

SUBJECT: Repair / Maintenance / Services of Vehicle No:

Dear Sir,

The above mentioned need services/repair/maintenance of the following parts:

S. No	Type of Services / Repair Required	Previous Reading	Present Reading	Difference
1	Engine Oil			
2	Indicators			
3	Clutch Plate			
4	Side Chain			
5	Qablay			
6	Petrol			
7	Labor			
8	Kharadi			
9	Drum Rubber			
10	Clutch Cable			
11	Battery Charge			
12	Samad bond			
13	Tuning			
14	Plug			

Admin Off/Driver's Signature _____

Approved / Not Approved

Administrator/Executive Director _____

Advance money needed for the above maintenance/ Repair/Services Rs: _____

Expended Incurred Rs: _____

Balance payable/Refundable Rs: _____

Note:

- Oil & Oil filter Change: **Summer** – After completion of 3000 k.m.
Winter - After completion of 4000 k.m.
- Air filter & fuel filter: After completion of 10,000 k.m.
- Tyres After completion of 45,000 k.m.
- Timing belt After completion of 100,000 k.m.



Name: _____

[illegible]

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Initiative For People In Need (IPN)

TAXI CLAIM FORM

ISWDO OFFICE BESHAM

Traveler/Requester:			
	Name	Signature	Date
Section:			
Travel Date:	From:	To:	
Travel Time:	From:	To:	
Purpose/Reason			
Taxi Fare paid PKR.		(Rupees)	
Donor Source		GL Code	
Remarks:			
<u>Varified By:</u>		<u>Approved by:</u>	
Admin/Logistic Dept.		Chief Executive / PM	
Name: _____		Name: _____	
Signature & Date: _____		Signature & Date: _____	



Initiative For People In Need (IPN)

Requisition Form

Name of requester-----

Designation-----

Purpose of required material -----

Name of needed material/thing	Number	Expected unit cost	Expected Amount	total
Total				

Date and time-----

Signature of the inquisitor-----

Approved by (line Manager) -----

Signature of the logistician-----

Signature with date and time of the requester while receiving



Initiative For People In Need (IPN)

Vehicle Hiring Agreement

Name of the vehicle Owner----- CNIC No-----

Address -----

Vehicle No-----Model-----

Driver Name ----- License No ----- CNIC No -----

Address -----

Period for which the vehicle is being hired----- From----- To----

Monthly Rent Rs. -----

Responsibilities of the vehicle owner;

Signature of vehicle owner----- Signature of the logistician-----

In the presence of:

Wetness 01;

Wetness 02;



Initiative For People In Need (IPN)

Staff Performance Development Plan

Staff member's name:	
Designation :	
Line manager's name & Designation:	

PART 1: OBJECTIVE SETTING

Individual objectives:

Within the first month of the start of the role/ review period, the manager and staff member should meet to discuss and agree objectives for the coming period, using the job description and/or work plan to record the key objectives and tasks. A note should be made of what the expected results will be if the objective/ task are completed successfully and target dates agreed.

Individual objectives	Expected results	Target date

Trainings needs identified at start of role/ review period	Target date

Signed and dated by staff member:	
-----------------------------------	--



Signed by line manager:	

INITIATIVE FOR PEOPLE IN NEED (IPN)

Part 2: Appraisal form

Staff member's name:	
Designation:	
Line manager's name & Designation:	
Dates of review period:	

Review and assessment of individual work objectives and competencies:

At the appraisal (every 6 months), the individual objectives agreed in Part 1 should be reviewed to assess how well they have been achieved. Comments should be written, using evidence and taking into account achievements and constraints, and a box should be marked with an "X" to show how fully objectives were met.

Individual objectives/ work activities (from Part 1)	Objectives were (please mark X):				Comments
	Exceeded	Fully met	Partially	Not met	

--	--	--	--	--	--

Competencies	Performance was (mark with X):				Comments (give evidence to support statements, take constraints into consideration)
	Excellent	effective	developing	Poor	
Job knowledge (relevant application of knowledge, skills and experience)					
Planning & Organizing (able to prioritize, forward plan, and manage workload)					
Communication (able to listen to others, communicate effectively, use tact/sensitivity, and work well in a team)					
Initiative (able to be proactive, take responsibility and think creatively to solve problems)					
Attitude (Shows good time keeping, honesty, flexibility, and active participation)					



Initiative For People In Need (IPN)

Training and development

Training undertaken in review period	Describe how this learning has helped in performance of the job

Discuss and list any further training/development required for current role or desired for future career plans	Target date

Summary

Final comment by line managers (overall assessment of performance)

Comments by staff member being appraised

Signed and dated by staff member:	
Signed and dated by line manager:	



Signed and dated by Executive Director :	
--	--

A copy of the completed appraisal form should be kept by the staff member and the original should be kept in the staff file.

Initiative For People In Need (IPN)

Monthly Time sheet

At the end of every month every employee of IPN shall submit time sheet to his/her line manager.

Monthly Time sheet Form

T I M E

MONTHLY TIME REPORT

NAME		Location:							Department:								Period
Activity/Project Description	Fund and Project	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Vacation																	
Sick Leave																	
Holiday																	
Other types of leave (please specify)																	
Total Hours																	

Employee's Signature

Date

Supervisor's Signature



If the form is completed by computer, the percentage will automatically calculate. When completing the form manually, a percentage, divide the number of hours worked on a particular activity by the total hours worked and enter this amount in the

Initiative For People In Need (IPN)

Weekly Activity Plan

Every employee of IPN shall make the next week work plan with the consultation of his/her line manager. This plan would be displayed on the notice board of the office which will also help arranging the vehicles.

Admin officer shall be responsible to arrange the activity tables of all the staff on the notice board on weekly basis.

Table of weekly activity plan

Name -----

Designation -----

Date	Day	Activity

Vehicle Plan:

The fleet officer has the responsibility to plan for vehicles for the coming week, and to submit it to logisticians. He shall arrange the following tables on the notice board on weekly basis.

Table for vehicle plan

Name of the driver----- Vehicle No -----

Date	Day	Activity(Area)



Initiative For People In Need (IPN)

Petty Cash

IPN Finance manager has authorized to have Rs.50,000 with him/her at a time. For reimbursing/payment of small amounts the submission of the following petty cash voucher is needed.

Petty cash voucher

Purpose of the amount needed	Person's name to be paid	Designation (if employee) or address in the case of purchasing	Amount

Signature of the person to be paid-----

Approved by (Line Manager or the relevant officer) -----

Signature of finance manager-----



Initiative For People In Need (IPN)

Reporting formats

Daily field visit report

NAME OF VISITOR (S): ----- DATE: -----

REPORTED BY: -----

REPORTED TO: -----

AREA (S) OF VISIT: -----

OBJECTIVES:

ACTIVITIES:

STATUS UPDATE/ ISSUES

Recommended actions:



Initiative For People In Need (IPN)

Weekly Updates

DATE & MONTH _____

WEEK _____

REPORTED BY; NAME _____

DESIGNATION _____

REPORTED TO; NAME _____

DESIGNATION _____

Note: Please be specific and to the point while filling this reporting form.

Detail of planned activities for this week:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Detail of activities completed:

- 1.
- 2.
- 3.

Detail of activities not achieved in this month:

- 1.
- 2.
- 3.

Reasons of not achieving the desired targets:

- 1.
- 2.
- 3.

Strategies ahead:

- 1.
- 2.
- 3.

Remarks if any: