



HUMAN RESOURCE MANAGEMENT

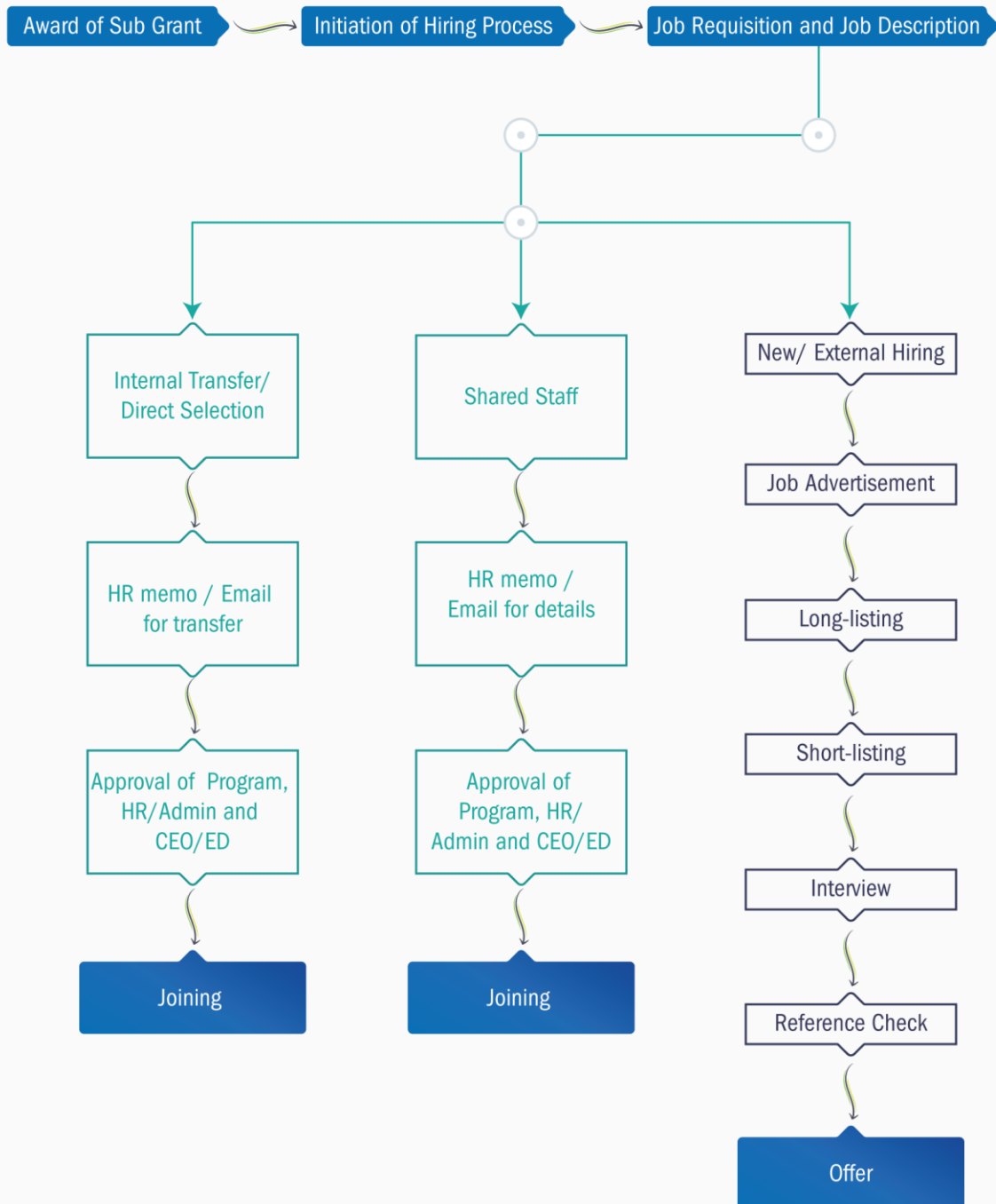
Standard Operating Procedures (SOPs)
in Emergencies

PY Office

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HIRING PROCESS DURING EMERGENCY RESPONSE



1. EMPLOYMENT AGE

The legally permissible employment age limit in Pakistan is between 18-65 years and this will be applicable during the recruitment of staff.

2. TYPES OF HIRING PROCESS

Keeping in view the short duration of the project, the organization must complete the hiring process before the agreement signing with no job offer issued unless receive a formal project approval from donor. In accordance with the approved budget/cost proposal, the sub-organization can adopt one of the following types of hiring process:

1. Internal Transfer/Direct Selection
2. Shared/Core staff
3. External staff/New Recruitment and Selection

3. JOB REQUISITION AND JOB DESCRIPTION (JD)

A job requisition will be completed for each vacancy/position/staff in the budget. The relevant manager/ staff will prepare the staff requisition, reviewed by HR and Finance and approved by CEO/Executive Director (ED). In absence of the line manager, the relevant core staff in the organization will prepare the Job Requisition. No position should be announced/offered to internal staff unless it is approved and it has been ascertained that there is a budget for the position. The organizations can use the attached format for Job Requisition (Sample is given under **Annex A**), however they can also use their own Requisition forms but they must contain the following information:

- Project title
- Donor organization
- Project implementation location
- Date of initiation process
- Project duration
- Number of positions
- Designation
- Type of hiring (Transfer/New/Share)
- Salary of position
- Position Location

A job description containing the details of required duties will be prepared by the relevant line manager, and should accompany each job requisition form. If required, relevant donor focal person can be contacted for sharing sample JDs in order to facilitate and expedite the process. (Sample JDs are given under **Annex B**). Minimum information to be included in the JD Format is:

- Designation

- Project Title
- Duration
- Location
- Reporting to
- Major responsibilities
- Qualification required
- Experience required
- Skills Required

For key/senior positions, the donor may require the organization to share the JDs for review. Keeping in view the project duration, budget available, job location and the skill set available in the market, the job requirements mentioned in the JDs shall be very relevant and realistic. Keeping in view the short duration of projects, it is not recommended to mention very high requirements in the JD.

4. INTERNAL TRANSFER/DIRECT SELECTION

- Definition: Internal transfers are made for staff already working with the organization or ex-employees who have left the organization in the past one year or less. If more than a year has elapsed, the candidate cannot be considered under internal transfer definition and pass through a recruitment process unless a request can be submitted to donor for waiving the pre-hiring process justifying the reason.
- Process:
 - Internal transfers will not require a recruitment process; however, a recruitment process will be conducted wherein more than one ex-employee (who have been with the organization in the past one year or less) have applied for a position.
 - HR Memos/emails should be used for notification of change of job location, as well as change in designation/project title/duration/salary.
- Documentation: For all HR documentation, the signing authorities will include Program, HR/Admin and CEO/ED.

5. CORE/SHARED STAFF

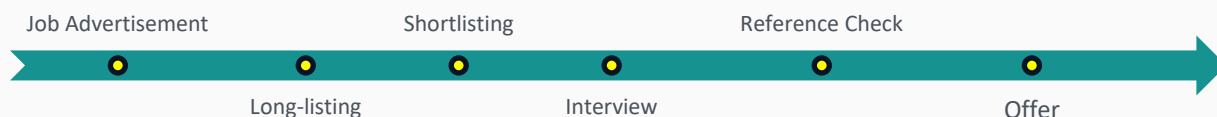
- Definition: Employees that are working on more than one project at the same time and are currently working with the organization as core staff.
- Process:
 - Specific percentage of an employee's salary is charged to the project and it should be clearly communicated in written form to all the involved parties.
 - Memos/emails should be used for notification of change of location, as well as change in designation/project title/duration/salary.
 - In some cases, instead of the salary being charged to donor funded project, a project allowance will be offered to core/shared staff for the project period, which is to be above and beyond the salary already being drawn by the person for the

additional support s/he is providing to donor funded project. Since the core/shared staff has additional responsibility to manage, apart from the respective component of the donor funded project, their responsibility also ends once the donor funded project ends. Thus, payment of project allowance will help to avoid changing of employment contracts after project closure and minimize the documentation process.

- Documentation: For all HR documentation, the signing authorities will include Program, HR/Admin and CEO/ED.

6. NEW / EXTERNAL HIRING

In absence of internal staff (either shared or ex-employee), the Organization after approval of Job requisition and JD, will adopt following process to hire staff for required vacancy:



6.1 Job Advertisement

- Mode: The HR Department will advertise the vacant position/s through any media (electronic, print, social media, job email groups, posting outside mosques/schools/government offices, coordination with Line Departments for specialized positions). The project target area is also a critical factor and for instance if a social mobilizer is required with knowledge of local language then announcements in the mosque or headhunting can also be done. Organizational website can also be used in case of limited budget. Vacant positions may be advertised internally, externally or both. (Sample job advertisement is given under **Annex C**)
- An HR data bank may also be maintained, containing data of the previous employees and other job aspirants who applied previously and competed well in a selection process, and have valid references. In case of an emergency response, this data bank may be consulted and the job advertisement process skipped with the approval of Donor. However, such data shall also be shared with Donor for review and perusal.
- Minimum information to be included in the job advertisement:
 - Position name/designation
 - Number of positions
 - Duration of the position
 - Place of work
 - Brief profile of the position (Minimum required Qualification/Experience)
 - Postal/electronic mailing address for application submission
 - Submission deadline
 - Preference will be given to local candidates residing in the project location.
 - Disclaimer about equal employer opportunity

- Duration: The application submission/deadline should be maximum 5 days.

6.2 Long-listing

This process can start once the application deadline has passed. The applications received via different modes (post, email, by hand etc.) are collected and a log of CVs is maintained in excel, which is to be kept for a period agreed upon in the contract signed with donor. In case of email applications, all the soft copies of the submitted CVs should be retained.

Note: This process can be waived off after receiving approval from relevant senior management on the justification that there was shortage of time due to it being an emergency project.

6.3 Shortlisting

The interview panel formed by the CEO/ED should comprise of at least two people (to avoid personal bias) but not more than three (for practical reasons). Ideally members of the panel should consist of the line manager of that particular post, HR representative and a technical expert (in case of certain key positions like Engineer/Medical). In case of non-availability of technical expert within organization, external support can be taken from other organizations, including donor. HR representative will take approval of Interview panel before informing the respective panel members and conducting the interviews.

The shortlisting of candidates is the responsibility of the relevant department head. In the light of required criteria specified in JD, the best and most relevant CVs shall be shortlisted. The shortlisted candidates (number can vary at the discretion of the manager, but preferably 4-6 candidates maximum), should be shortlisted for interview. If the number of shortlisted CVs is less than three then in such exceptional cases prior approval will be taken from donor. If a panel member has a personal relationship with a candidate or an existing affiliation of any kind, s/he should duly inform the HR Department by disclosing any conflict of interest. Further, a person who has previously served with the organization and cannot be considered as "internal candidate" (see section 4), and has never been convicted / subjected to disciplinary proceedings, shall be short-listed for any relevant position applied for.

The minimum information to be maintained during the shortlisting process includes:

- Name
- Qualification (Most recent and field-relevant degree required)
- Years of relevant experience
- Positions held
- Current place of work
- Contact details (postal, email, telephone/mobile)

6.4 Interview

- Call for interview: Where possible, the shortlisted candidates should be informed by HR department via telephone as well as supported via email (where available). It is mandatory to maintain a phone log for this process which documents the key points of the telephonic correspondence made covering the following at the least:
 - Name of the candidate called for the interview
 - Name of the caller
 - Date and time of phone call
 - Signature of caller
 - Response of candidate (available / willing or not)
- Minimum information to be communicated during the call:
 - Position for which they have been shortlisted
 - Name of organization
 - Date and time of the interview (minimum one day gap between call and date of interview)
 - Office address
 - Salary and benefits for the position

Note: If time allows, this information should also be communicated in the notification email sent to the candidate.

- Interview questions: The questions must be structured and finalized prior to the interview. Each panel member should develop a minimum of 3 questions which comprises of HR and technical questions relevant to the JD/position. The interview question forms/mark sheets must be marked and signed by all the respective panel members. (Sample interview questions are given under **Annex D**)
- Format of interview: The interview begins with introduction of the panel members. The HR representative generally takes the lead on this. Following this, the detailed description of the position are shared and then the Q&A session is formally commenced.
- Using objective criteria: During the interview, the mark sheet of each panel member should be duly maintained and the responses/comments of all the persons involved should be recorded with accuracy. A record should also be maintained of the signed interview forms and selection notes of all the unsuccessful candidates who did not get selected after the interview (Sample for comparative statement is given under **Annex E**). The interview panel will propose recommendation of the selected candidate to CEO/ED for approval, in writing.

This is important as the final selection may involve reference to these notes and in case any of the candidates or an external party challenges the final decision, these notes provide transparency and validate the selection process.

To ensure that all candidates are treated equally during the selection process (at both

shortlisting and interview stages), it is very important to select each candidate against the same objective criteria. The criteria should be taken from the key competencies or personal specifications given in the job description and should be agreed by all staff involved in the selection process.

If the selected candidate is not willing / available to join at the position offered, the next candidate on the merit would be considered.

Candidates shall be required to bring their original CNIC, documents / certificates at the time of interview, and those shall be verified against the qualifications and experiences mentioned in their CV's.

6.5 Reference Check

In emergency situation, the selected candidate (preferably local) will be called for getting his/her reference, and for record purposes these candidates will be emailed as well. Reference check will be made from two staff members in the previous organisation (one from the line manager for performance related information and one from HR for behaviour related information). Once the references are received from the selected candidate, the respective reference persons will be contacted telephonically (in case of non-availability of email ID) by respective HR/Admin person, who will fill out a form based on the responses received, preferably information should be vet from respective organization on their letter head. At minimum, the telephonic reference should obtain the following information from the relevant person:

- Designation
- Years of acquaintance/ association with the candidate
- Primary responsibilities in respective job designation
- Description of the candidate's technical/soft skills
- Description of the candidate's interpersonal and teamwork skills
- Description of the candidate's work ethic and sense of responsibility
- Description of the candidate's stress management skills
- Description regarding any disciplinary action
- Information regarding candidate's behaviour, related to the welfare of vulnerable groups, including women and/or children?
- Reason for leaving the job from respective organization

6.6 Job Offer

If satisfactory references are obtained, the HR department will make an offer to the selected candidate. The job offer will be made telephonically by the respective HR/Admin person and an email will also be sent (where applicable).

The HR department will prepare standard employment contracts for successful candidates according to Staff Requisition Form. Standard employment contracts will be signed by the head of the organization and the selected candidate must also sign it as acknowledgement of their acceptance of the terms of the contract within 1-2 days of joining, along with the one-pager document for Donor Code of Conduct and Associated policies: (Sample contract is given under **Annex F**). One copy of the contract must be returned to the organization's HR department and will be kept on the staff member's file. The selected candidate will also be provided with a copy of the contract for their own records.

It is essential that all terms and conditions being offered conform to local labour law.

The contract must set out the following information.

- Name of selected candidate
- Job title with reference to job description
- Location of the post
- Start date and end date (if the contract is fixed term)
- Basic hours of work
- Terms and Conditions of Contractual binding like allowed Leaves, working hours, allowed benefits like Health, Provident Fund, etc. Cessation of employment, confidentiality, basic code of conduct, brief guidance about grievance procedure
- Length of the contract and notice period. (If the contract is for a fixed term, a clause must be inserted saying that the organization has no obligation to renew the contract. This clause should be checked to ensure it complies with the local labour laws.)
- Details of probationary period
- Job grade and salary
- EOBI and Taxes as per local laws

Any additional information relating to pension/gratuity, life assurance, medical insurance, should be given with the contract statement.

A contract of employment automatically comes into effect as soon as a job has been offered and accepted; the terms of the contract are those set out in the contract.

Once all the project staff are on board, a joint induction will be organized (if possible) by relevant program department covering basic organizational rules and policies etc.

7. NEPOTISM

Blood relations of the Organization's employees may only be employed in positions where the candidate is the most qualified for the position and where there is no line manager relationship between the relatives. The HR Department and the relevant line manager must be made aware of any relationship or kinship ties prior to the recruitment process, or as soon as it comes in the staff member's knowledge. It is the obligation of the Organization to inform Donor of any such relationship or kinship ties. Failure to do so could result in disciplinary action, for both the new and the existing employees.

This policy has not been designed to preclude the employment of relatives, but rather to

ensure that employment at any organization takes place on the basis of merit – not relationship – as per accountability commitment.

8. GRIEVANCE PROCEDURES

Donor recognises that employees may, from time to time, have work-related grievances or complaints. As an employee, they have the right to bring matters of donor to the attention of management and have their grievances addressed.

In bringing a grievance to the attention of management, they can expect the matter to be treated in a confidential manner. The line manager or other relevant senior management will/may have a meeting with the aggrieved party and document the meeting for record-keeping. While it may be impossible to avoid some people having to know about the grievance, all attempts will be made to confine the matter to those relevant to the grievance and manage the information in such a way as to maximise confidentiality.

All grievance complaints will be dealt with sympathetically and confidentially and all parties will be guaranteed a fair and impartial hearing.

9. STAFF FILES

A personnel or 'staff' file must be set up for each staff where all information regarding the employee's association with the organisation will be maintained. It will be the responsibility of the HR/Admin department to maintain the staff records.

These files are confidential and access to them will be limited to the relevant HR staff and via HR, those supervisory personnel who have substantiated a legitimate need to access the information within the file. Staff files (of both current and former employees) should be kept in a locked filing cabinet in a secure place.

Minimum Documents for Staff Files: Individual staff files must contain the following minimum information:

- Staff requisition form
- Signed Job Description/ TOR
- Job Advertisement
- Application Forms/ CVs
- Written test/ Interview/ Selection Notes
- Reference Check Forms
- Transfer letter from another project (if applicable)
- Joining report
- Signed Contract/ Letter of Appointment
- Copies of all relevant educational degrees
- Relevant experience certificates

- Membership/Affiliation certificates to relevant forums for technical positions (e.g. for an Engineer, a certificate from Pakistan Engineering Council)
- Copy of CNIC
- One passport size picture
- Signed copy of Code of Conduct and associated policies (Signing sheet)
- Driving License (required for drivers only)
- Any other supporting document

Documents according to the check list must be provided to HR department by the staff member prior to the first month's salary being paid; otherwise payment of the salary will be put on hold. (Sample Checklist is given under **Annex G**)

10. NOTICE PERIOD

Either the organization or the employee may terminate employment within one week's notice. This must be documented in the contract.

11. PROJECT EXTENSION

In case of project extension and contract extensions for all the team members, a standard memo mentioning the project name, the extended project duration, the list of project employees with their designations and signatures will be circulated. A copy of the memo will be added to each employee's personal file.

12. STAFF LEAVING THE ORGANIZATION

In case an employee resigns or is dismissed, the resignation/termination letter of the person leaving the organization should be present in his/her personnel file detailing his/her reason for leaving the organization or reasons for dismissal and duly signed by the CEO/ED.

13. LEAVE RECORD

Staff are allowed to take leaves on a pro rata basis of yearly allowed leaves. Leaves availed over and above the allowed limit will be deducted from the final monthly salary. The allowed leave entitlement in accordance with government stipulations includes Annual Leaves 14 per annum, Casual Leaves 10 per annum, Sick Leaves 8 per annum OR as per NGO's approved entitlement policy by its Board. In case of any unauthorized absence, this should be reflected in his leave record with due justification.

14. ATTENDANCE/TIME SHEET

All staff must sign the time sheet (Sample time sheet is given under **Annex H**) when they report for work and leave the office. In case of extensive field activities, each staff member

will document the field location before leaving for the field on time sheet format or their own format subject to prior approval from donor. The HR focal person is responsible for the preparation and maintenance of the time sheet records of its entire staff. The monthly time sheets will be utilised by the Finance department for salary purposes and calculate the amount to be charged to donor funded project.

15. REMUNERATION

Salaries are paid monthly by the last working day of each month, upon receipt and confirmation of approved time sheets and leave records. Salary entitlements and deductions (e.g. leave without pay) that are incurred late in the month may be included in the ensuing month.

15.1 Taxes/EOBI

Income tax deductions and employees EOBI contributions will be made from every employee's salary in accordance with the provisions of the Income Tax Ordinance 2001 and EOBI law. Any amount of salary deducted for this purpose must be paid to the relevant government authority within the specified timelines. For details on taxes, please refer to Donor tax guidelines/calculator for tax calculation available in organization system pack.

All staff will be paid the salary on monthly basis via banking channel before the end of the month. The sub-organization's Finance department in coordination with HR department will be responsible to ensure that all staff have bank accounts or facilitate them in opening of bank accounts within 02 weeks of joining of staff. Monthly deductions (taxes, EOBI, personnel vehicle usage, damage to or loss of goods, recovery of over payment of salary) will be deducted from the staff salary. Finance department will obtain acknowledgement from staff on payslip, copy of cheque or a separate acknowledgement form for the salary paid.

In case, the salaries are paid through open cheques, prior approval of Donor shall be obtained and the CNIC number shall be mentioned on the cheque along-with the payee name. Further, this practice should only be done in the case of security guards, support staff, or other staff facing difficulties / delays in opening bank account.

16. FRINGE BENEFITS

Staff will be provided with fringe benefits as per organisational policy and subject to availability of budget in the project including:

- Life Insurance
- Health Insurance
- Govt. approved cessation benefits

ANNEXURES

STAFF REQUISITION FORM

1. Position Details (to be filled by line manager)

Job Title				No. of Positions		M		F	
Location				Project					
Grade/Level/salary				New Post		Replacement			
Contract Type	Regular		Fixed Term		Part-time		Casual		
	In case of Fixed Term or Casual: Duration								
	In case of Part-Time: Number of Hours/week (< 40 hours)								
Please ensure that Job Description is attached									

2. Recruitment Details

	I. Internal/ Electronic Media/ Print Media	
	Name of Newspaper	

3. Recruitment Plane (please fill tentative schedule)

Recruitment Activity	Tentative Date (filled by Line Manager)	Actual Date (filled by HR)
Advertisement date		
Closing date		
Short listing date		
Interview date		
Joining date		

Requested
By

Signature

Date

Signature

Date

Reviewed By

(Department Head)

4. Verified by Finance (Budget Availability)

Signature

Date

Verified By

5. HR Comments (Job Description & Job Specification attached)

Verified By _____

Signature _____

Date _____

6. **Approval**

Name		Signature		Date	
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Annex B

SAMPLE FOR JOB DESCRIPTION

The following table provides sample JDs for some focal positions for which hiring is done for any project. These are provided as a sample and can be adapted as per requirement and need.

JD for Program Coordinator	 PC-JD for partners Ver 26092013.docx
JD for Finance Manager	 JD-FM.docx
JD for Finance Officer	 JD-FO.docx
JD for Hygiene Promoter	 JD HP.Final.docx
JD for Social Organizer	 SO-JD for partners Ver 26092013.docx
JD for Field Engineer	 Field Engineer-ERMS-WA'

PEACE BY YOUTH – PY

EMPLOYMENT OPPORTUNITIES

PY with the support of Donor Name is going to implement a project on Nutrition & WASH in Taluka and District Jacobabad – Sindh (Pakistan) and looking for energetic and motivated professional for the following positions:

S #	POSITION	No. of Positions	Qualification & Experience required
1	Project Manager	1	- Post graduate/Master degree in social science (Humanitarian/ Development studies, Sociology, political science, International relations, other relevant discipline). - Minimum 3 year experience in programme management (including humanitarian and development programmes). - Experience in Nutrition and WASH related projects are desirable.
2	Admin & Finance Manager	1	- MBA /M.Com/MSc in finance or commerce or in related discipline. - Minimum 3 years of sound administration & Finance experience in relevant field, preferably within the NGO sector.
3	Logistic Officer	1	- Graduation - Minimum 2 years of sound experience in relevant field, preferably within the NGO sector.
4	Monitoring & Evaluation Officer- WASH and Nutrition	2	- Master degree preferably in social sciences (Development Studies, Sociology or Anthropology etc.). - Minimum 2 years' experience of M&E within NGO sector working both in development as well as emergency context. - M&E experience of Nutrition related projects is desirable.
5	Nutrition Assistant-Female	12	- LHV, Mid wife, Nursing or any other health related certificate/ degree. - Minimum 1 Years of experience in CMAM Projects.
6	SFP Assistant	12	- Graduation, health related certificate/ degree are added advantage. - Minimum 2 Years of experience in CMAM Projects.
7	Community Mobilizer-Male	12	- Graduation. - Minimum 1 years' experience in community mobilization. - Working in nutrition project will be an added value.
8	IYCF Councilor-Female	12	- Graduation, Medical relevant degrees are plus. - Minimum 1 years' experience in community mobilization. - Working in nutrition project (IYCF) will be an added value.
9	MIS Assistant-Male	2	- Higher Secondary Education with Certificate/ Diploma in Computer. - Minimum 1 years of Experience. Experience of NIS is essential.
10	Engineer-Male	1	- Minimum qualifications: B.Sc/B.E/B-Tech in discipline related or civil engineering. - Minimum 3 years of experience/knowledge of WASH and other Community Physical Infrastructures.
11	Sub Engineer-Male	2	- Diploma in Associate Engineer - Minimum 1 years of experience/knowledge of WASH and other Community Physical Infrastructures.
12	Hygiene Promoter Male and Female	12	- Graduation. - Minimum 1 Years experience in WASH and Nutrition related Projects.
13	Cash Transfer Officer	1	- Graduation. Preferably in finance related field. - Minimum 1 year experience on cash for work related projects.
14	Office Boy (Helper)	1	- Middle, but applicant with higher qualification will be preferred. - Minimum 1 years of experience preferably with NGO/Multinational.
15	Security guards	4	- Middle, but applicant with higher qualification will be preferred. - Minimum 1 years of experience preferably with NGO/Multinational.

- Only short listed candidates will be called for written test/ interview and organization reserves the right to cancel one/all the advertised post(s).
- Local candidates are encouraged to apply and No TA/DA is admissible to candidates shortlisted for test/interview.
- We are equal opportunity employer, Females, Minorities and physically challenged candidates are encouraged to apply.
- Interested candidates with relevant qualification and experience can send hard copies of CVs to hr@py.org.pk on or before 1st October, 2022 5:00 pm. Mark the envelop clearly the post applied for.

INTERVIEW EVALUATION FORM

Name of Candidate:	Interview Panel: •
Position:	
Date:	
1st or 2nd Interview:	

Please note that the asking of discriminatory questions may lead to candidates instigating legal proceedings against PY. It is important that all questions are directly related to the job to be performed. For the purpose of Equality, it is essential to avoid any questions relating to: Marital Status; Family Status; Age; Sexual Orientation; Religion; Disability; Race or Membership of the travelling community

Interview Structure:

1. Introduction	5. Candidate questions
2. Interview format	6. Outline benefits
3. CV brief overview	7. Next Stage
4. Questions to Candidate	8. Close

Specific Interview Questions:

Q.1 Motivation:

Q. 2 Change Management:

Q. 3 Managing yourself:

Q. 4 Communicating and working with others:

Q. 5 Creativity and Innovations:

Q. 6 CoC/P4:

Q. 7 Technical:

Q 8 Technical:

Q. 9 Technical:

Q. 10 Technical:

Career Ambitions: _____

Fit with Organisation Culture and existing team: _____

Overall Evaluation	Excellent 5	V. Good 4	Good 3	Fair 2	Poor 1
Motivation					
Change Management					
Managing yourself					
Communication and Working with others					
Creativity and innovations					
CoC/P4					

Technical					
Technical					
Technical					
Technical					
Total					

General comments:_____

Availability:_____

Salary Expectations:_____

Recommendations:

Regret _____

Hold _____

2nd Interview _____

Hire _____

Interviewers signature: _____

Date:_____

COMPARATIVE STATEMENT

Name of The Organization Results of Interviews for the post of ABC-Jacobabad Date of Interview:						
Sr #	Names of Applicants	Panel Member A	Panel Member B	Panel Member C	Total Marks	Remarks
1						
2						Second Priority
3						
4						Recommended
Final Comments and Recommendations As per the above rating Mr./Ms. ABC has attained highest marks collectively in overall assessment and qualified for the position. Mr./Ms. ABC has appropriately responded to all the questions, S/he has relevant experience especially in Reporting, Research, Gender and DRR related programmes. Interview panel feels that S/he would blend in quite well in the team keeping in view his/her interpersonal skills and expertise in the required field. We believe that S/he has performed better than others in the interview and deserves to be selected for the current position. Therefore based on the results of interviews, committee proposes that the vacancy of ABC may be offered to Mr./Ms. ABC on salary.						
Name 		Name 		Name 		
Designation		Designation		Designation		
Approved By:		Name 		Name 		
		Designation				

SAMPLE FOR CONTRACT

Employment Contract

1. Name:	2. Job Title:
3. NIC No:	4. Location/Base:
5. Phone:	6. Current post start date:
7. Address:	8. Date originally employed:
9. Employee Code:	10. Grade – Level:
11. Ref No:	12. Term of Employment: Fixed Term
13. Date:	14. Project:

Dear Name,

Organization , Pakistan is pleased to offer your employment contract as details mentioned above, subject to the following terms and conditions.

I. Appointment & Attendance:

1. This is a Fixed Term contract valid until **End Date** and effective from the date mentioned above. The continuation of this Fixed Term contract is subject to a number of variables including staffing requirements; performance; continuation of Organization's activities in Pakistan; Organization's Memorandum of Understanding (MoU) with the Government of Pakistan; and the availability of.
2. Unless otherwise notified, you shall be required to work 40 hours a week from Monday to Friday except on national Public holidays. In remote field locations, arrangements can be negotiated according to the need of the project.

II. Remuneration

A. Salary.

1. Your Gross monthly salary for your services to Organization will be **PKR 000/-**
2. Organization is authorized to make any tax deduction from your salary as required by law according to the applicable income tax rates as advised by the Income Tax Department of Pakistan. However, ultimately ensuring that you have fulfilled your income tax liabilities (Income Tax Return, etc) with the Tax authorities of Pakistan is your responsibility.

B. Benefits.

1. On pro rata basis, you shall be entitled to a maximum of eight (8) days uncertified sick leave in a twelve month period. The employee must submit an appropriate official medical certificate to cover the period from the 3rd day (inclusive) of their absence from work due to illness; otherwise such an absence is treated as Leave Without Pay(LWP).
2. In accordance with the laws of Pakistan, on pro rata basis, you shall be entitled to leave with full salary as follows:

In total, employees are entitled to 24 days leave annually, comprising 14 Annual Leave days and 10 Casual Leave days.

3. In accordance with the laws of Pakistan and as notified by the Government, you shall be entitled to Federal Gazette Public holidays.

III. Laws, Rules & Regulations:

Your appointment shall be governed by all the applicable laws of Pakistan and by Organization's rules and regulations as set out in the Human Resource Manual for Organization. From time to time, the applicable Human Resource Manual will be updated by Organization.

You shall be granted leave only upon your following the prescribed procedure for seeking leave. In the case of casual leave you must inform the office or your line manager before 9:30 am.

IV. Place of work:

Your place of work shall originally be as mentioned above.

However, should the need arise, Organization reserve the right to transfer you or your position to any other place or station in Pakistan.

V. General Responsibilities:

You agree to:

- 1) give your whole time and attention to the business affairs of Organization during working hours;
- 2) conduct your duties and carry out all instructions and directives given to you by the management diligently and faithfully;
- 3) not accept any other employment or receive fees or payments from others for services rendered without the knowledge and written consent of Organization.

You will receive separately a copy of your Job Description, which specifies the details of your duties and responsibilities with Organization. Your Job Description may be subject to change according to the specific needs of the Programme.

VI. Cessation of Employment

Both you and Organization have the right to terminate your employment, for reasons other than misconduct, by giving the other party one (1) week's written notice.

VII. Confidentiality:

You agree not to divulge either directly or indirectly to any person or company at any time during or after the termination of your employment, except by the authorization of Organization, any knowledge or information you may have acquired during the course of your employment with PY Organizing the affairs or property of Organization or any business, property or transactions in which Organization may be, or may have been, involved or interested.

VIII. In the Event of Dispute

In the event of any grievance or dispute regarding your employment contract, the procedures which you and Organization should follow in order to resolve such dispute fairly, are detailed in the Human Resources Manual for the Organization.

If the above offer is acceptable to you, please sign below, retain a complete copy for your records, and return the original of this employment contract to the HR Department of the Organization office to acknowledge your acceptance of the terms and conditions of your employment.

For and on behalf of Organization: _____

Name: _____ Name _____

Designation: _____ Head of Organization _____

Date: _____

15. Acceptance

I, _____ s/o, d/o, w/o _____,

hereby declare that I understand the terms and conditions of my employment as set out above in this Employment Contract, of which this is a true copy. By my signature hereunder, I confirm that I fully accept without reservation the above terms and conditions.

Signature of employee: _____

Address: _____

National Identity Card Number: _____

Date: _____

SAMPLE FOR HR CHECKLIST

Name of Employee _____ Designation _____

Location _____ Employee Code _____

Documents	Check (Available) Yes/No/NA	Remarks
Staff requisition form		
Signed Job Description/ TOR		
Job Advertisement		
Application Forms/ CV		
Written test/ Interview/ selection notes		
Reference Check forms		
Transfer letter from other project (if applicable)		
Joining report		
Signed Contract/ Letter of Appointment		
Copies of all relevant educational degrees		
Relevant experience certificates		
Copy of CNIC		
One passport size picture		
Signed copy of Code of Conduct and associated policies (Signing sheet)		
Driving License (required for drivers only)		
Any other supporting document		

Reference Form

Name of candidate:	
Job applied for:	
Referee name:	
Referee job title:	
Referee phone:	
Referee email:	
Did you manage the candidate directly? YE ☐ N ☐	

1. How long have you known the candidate and in what capacity?

2. For how long and when did you work together?

3. Please state his/her job title and primary responsibilities

4. Did the candidate deliver the key expectations/objectives of his/her role?

5. During employment, were there any issues around the performance of this candidate?

6. During employment, was this candidate ever subject of a disciplinary action?

7. During employment, were there any donors regarding this candidate's behaviour, in particular involving issues related to the welfare of vulnerable groups, including women and/or children?

--

8. Why did the candidate leave the role OR why is s/he leaving the role?

--

9. To the best of your ability, could you please comment on the candidate's ability or behaviour in the following areas:

Ability to achieve results	
Interpersonal skills with managers, colleagues and direct reports	
Ability to work in a team	
Ability to manage workload and prioritise effectively	
Honesty & reliability	

10. Were there any issues regarding punctuality or persistent and/or frequent absence from work?

--

11. Donor works with vulnerable groups including at risk women and children. Are you completely satisfied about the candidate's suitability to work in such an environment? If not, please specify your donors and the reasons why this may make him/her unsuitable. Alternatively, let us know and we will contact you in confidence.

--

12. Please provide any general comments relating to your overall impression of the candidate.

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13. Would you re-employ the candidate? If 'no', please state why.

--

I confirm this reference is an accurate and factual account and does not contain any misstatement or omission.

Any information you have provided will be treated confidentially and in accordance with relevant legislation.

Signature:

Date:

Print name:

***Position in
organization:***

FOR HR USE ONLY

***Date references received
and checked:***

Print name:

Date:

Job title:

Sample for Time Sheet

Staff Timesheet/Attendance sheet
ORGANIZATION NAME
LOCATION

Month	
Name:	
Staff Joining Date to Project:	
Designation:	
Employee Code:	

Date	Day	Start Time	Finish Time	* Number Break Hours	Signature
1	Mon	09:00	18:15	0	
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
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28					
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30					
31					

The signatures on this time sheet attests to the fact that the percentage allocation to grant agreements is a reasonable and true estimation of the time and effort dedicated to each project for the period being reported.

Employee Signature _____

Supervisor Signature _____



Peace by Youth – PY

PY is struggling to make Pakistan the most prosperous and peaceful country in world since 2011. We make it possible through Participation, Empowerment and Association of Change Enablers (PEACE).

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