

# HUMAN RESOURCE POLICY

## Pakistan Stone Development Company

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**SECTION # 1****DOCUMENT CONTROL**

Name of Document	Human Resources Policy Manual
Recommended By	HR Committee
Approved By	Board of Directors
Responsible Manager	Head HR Department
Prepared By	DGM HR & Training
Last Revision Date	June 22, 2022 [Approved by Board]
Distribution	Board, CEO, CIA and HR Department

**Note:**

- This document may be reviewed by the HR Committee/BOD as and when deemed necessary.”
- No rule in this policy will be in violation of Law of land / labour laws”

## **SECTION # 2**

### **CHANGES IN POLICIES MANUAL**

Policy Manual supersedes all previous manual and/or memos that may have been issued from time to time on subjects covered in this manual.

PASDEC reserves the right to interpret, change, suspend, cancel, without notice all or any part of its policies and benefits at any time. The organisation will notify all employees of these changes. All superseded policies will be null and void.

No individual, supervisor or manager has the authority to change any of the policies at any time.

### **HUMAN RESOURCE POLICY**

This Policy is designed to acquaint the employees with PASDEC and provide information about working conditions, benefits, and policies affecting their employment.

The information contained in this policy applies to all employees of PASDEC. Compliance of this policy is considered a condition of employment. However, nothing in this policy alters an employee's status. The contents of this policy shall not constitute nor be construed as a promise of employment or as a contract between the Company and any of its employees.

Employees are responsible for reading, understanding, and complying with the provisions of this policy. The objective is to provide employees with a work environment that is constructive to both personal and professional growth.

**SECTION # 3****DEFINITIONS:**

<b>AGM</b>	Annual General meeting
<b>Annual Calendar</b>	See Financial and Administration Policy Manual
<b>Base Hourly Wage</b>	Is the calculated hourly rate for non professional employees based on the monthly wage ( monthly gross salary x12 / 365 / 8.5)
<b>Blue Collar Staff</b>	All employees who are not Professional employees.
<b>Casual Leave</b>	compassionate leave
<b>Close Family</b>	Means spouse, children.
<b>Controlled Document</b>	A document which must have details of version number, revision dates authorities for revision and approval.
<b>PASDEC</b>	Is the common name for Pakistan Stone Development Company
<b>Executive Committee</b>	CEO,GMs, DGMs/ Company Secretary
<b>Executive Managers</b>	CEO, GM(s)
<b>Professional Employees</b>	All employees who are employed in professional positions are deemed 'professional employees' It would generally be expected that these employees would have a recognised qualification at degree level or above.
<b>Professional Positions</b>	CEO, GMs, CFO, CIA, Company Secretary, Project officers, HR Managers, Marketing Manager. Finance Manager
<b>Financial Year</b>	from 1 <sup>st</sup> July to 30 <sup>th</sup> June
<b>Management Staff</b>	Professional Employees, white collar workers
<b>Memorandum</b>	Memorandum and Articles of Association
<b>PASDEC</b>	Is the acronym for Pakistan Stone Development Company
<b>SECP</b>	Securities Exchange Commission of Pakistan
<b>Sector</b>	refers to all activities from Quarry to Market
<b>Stakeholders</b>	refers to all persons and organisations in the Dimensional stone sector including Quarry owners, processors, buyers, service providers and relevant government and NGO bodies directly involved in the sector.

**PASDEC Employee**

All positions will be duly approved by the Board except the daily wage employees

**DEFINITIONS:**

**Contractual Employee:** An employee hired for a specific period on contract basis. These employees will be eligible for all perks privileges/ fringe benefits as discussed in this policy. Their contracts are extendable for further period subject to mutual consent of employer and employee.

**Contingent paid staff:** Company may hire a person in case of emergency on casual basis for period of three months. In exceptional cases such employees may be retained for longer period, subject to need of the company/project. Such employee will be entitled for lump sum salary only.

**Daily Wage Employee:** Company and projects may hire employee on daily wage basis for maximum period of 75 days.

**Retainer ship basis/Part Time:** In this category company may avail the services of professionals on need basis at agreed lump sum amount, that may be on monthly basis or case to case basis

## **SECTION # 4**

### **4.1 VISION**

Become globally competitive and socially responsible dimensional stone industry.

### **4.2 MISSION**

“Development of models that foster scientific operation through use of appropriate technology and highly skilled / trained human resource throughout the value chain of dimensional stone sector”

## **SECTION # 5**

### **CULTURE & VALUES**

PASDEC will encourage cooperate culture where high end results are expected from employees and team working is given prime importance. All the employees are expected to respect their colleagues and refrain from all kind of religious biases, creating ethnic or gender issues.

#### **5.1 CONTINUOUS IMPROVEMENT**

PASDEC fosters a culture of Continuous Improvement. Employees are encouraged to take a positive approach and continuously seek / create better ways to undertake their work optimally.

#### **5.2 INITIATIVE**

Employees are encouraged to take initiative and to express their ideas and opinions to ensure that the best outcomes are achieved.

#### **5.3 HONESTY AND INTEGRITY**

Employees are expected to always maintain the highest standards of honesty and integrity.

#### **5.4 PUNCTUALITY**

Employees are expected to be punctual in arriving at work, in attending meetings and pulling strenuous and dedicated efforts to meet their deadlines.

Employees should establish clear objectives and personal goals to ensure that work is carried out as quickly as possible and the agreed deadlines are met.

#### **5.5 DEALING WITH OTHER ORGANIZATIONS**

Employees are expected to maintain trust building relationship with all stake holders. This applies to stakeholders, members of the relevant departments & organization and business community and all other people who are in contact with the Company.

#### **5.6 RESPECTS FOR DIVERSITY**

The Company recognizes and accepts different personal styles, values diverse perspectives and is empathetic towards other people's views and limitations - considering diversity as strength rather than a weakness of the organization.



## **5.7NON DISCREMINATION**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at PASDEC will be based on merit, qualifications, and abilities. PASDEC does not discriminate in employment opportunities or practices.

## **5.8NON-DISCLOSURE**

The protection of confidential information is vital to the interests of PASDEC. Such confidential information includes, but is not limited to, the following examples:

- a) Financial information,
- b) Pending projects and proposals/ Projects under planning.
- c) HR/Payroll records
- d) Conversations between any persons associated with the organisation.

Employees who improperly use or disclose secrets or confidential information will be subject to disciplinary action, including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

## SECTION # 6

### EMPLOYEES CODE OF CONDUCT

- 6.1 All employees will duly come to the office, dressed neatly and properly and will ensure adherence to office discipline.
- 6.2 Employees are expected to be hard working, punctual and conscientious.
- 6.3 Employees are expected to arrive at work and attend meetings on time and to notify their HODs in case of sickness or any other reason for absence. Habitual absence without permission, late attendance and continuous negligence of work constitutes misconduct at PASDEC and may warrant disciplinary action by the Management.
- 6.4 During office hours, personal visitors will be kept to a minimum. After office hours or on holidays, visitors will only be allowed in the reception area. Personal visitors are not allowed to use computers or workstations under any circumstances. Employees can use another employee's workstation only with prior permission of the employee or HR department.
- 6.5 No employee will make any personal/professional commitment, which may be detrimental to the interest of PASDEC.
- 6.6 No employee will divulge confidential information, likely to affect PASDEC adversely, to any unauthorized person/organization.
- 6.7 No employee in any capacity will issue false, scandalous or incorrect Press or Public statement against PASDEC or its management, which may damage the goodwill and public image of the company.
- 6.8 No employee will smoke on the premises of PASDEC during office hours, except at designated places.
- 6.9 No employee will do private or personal work on PASDEC's premises without the permission of the Management.
- 6.10 No employee will misuse any amenity provided by the Management in his / her or another employee's favor.
- 6.11 All employees in the presence of clients will behave in such a manner so as to enhance the goodwill and image of PASDEC.
- 6.12 No employee will accept presents/gifts of any sort from any person/party connected in any way with PASDEC's business, which are in excess of Rs. 1,000 in value excluding promotional giveaways.
- 6.13 Employees will submit details of personal / business expenses duly approved by respective General Manager / HoD, whenever such details are required under any PASDEC policy or procedures.
- 6.14 Employees are expected to manage subordinates peers and colleagues in a fair and reasonable manner and encourage harmony and co-operation in the workplace.
- 6.15 Every employee is bound to follow proper channel to approach the CEO.

**SECTION # 7****HIRING OF EMPLOYEES****RECRUITMENT AUTHORITY**

<b>Sr.</b>	<b>Authority</b>	<b>Position</b>
1	BoD	CEO, CIA, CFO, Company Secretary
2	HR Committee	GM, DGM, Manager
3	CEO	Deputy Manager and Below

**7.1 GENERAL PRINCIPLES**

- PASDEC will appoint the qualified candidate on all positions whether the applicant is internal or external.
- For new positions, the existing employees of the company will be given preference subject to fulfilment of qualification & experience required for the post.
- PASDEC pays will be consistent with market rates to curtail employment turnover.
- Annual increases in salary will be based on employee's performance evaluation and company's financial position.
- All employees will be hired under an individual employment contract.
- Any vacant post will be initially circulated among the existing PASDEC employees subject to approval of recruitment authority. After approval internal memo will be circulated describing the proposed position and required criteria. Internal employees meeting the requisite criteria will be given at least 15 days for submission of application.

**7.2 POSITION DESCRIPTIONS**

- All Positions shall be covered by a Position Description which clearly states the responsibilities, duties and reporting structure.

**7.3 ADVERTISING OF POSITIONS**

- All vacant or new positions shall be advertised.
- In general positions for professional employees shall be advertised in at least one national English language newspaper and may also be placed on the web.
- Alternatively for professional employees a head hunting institution may be used.

## **7.4 REFERENCES**

Before offering any candidate a position at least two previous employers may be contacted verbally to check the professional background and reputation of the applicant. If this is not possible then other reputable referees may be contacted.

## **7.5 PROBATIONARY PERIODS**

All contractual appointments will undergo probationary period of 03 months. During this time either party may decide to terminate employment without notice or penalty. Upon successful completion of Probationary Period, the employee will be entitled to the benefits offered as per company policy.

## **7.6 INDUCTION PROGRAM**

All the employees will undergo an induction program within one week of commencing work in the company. This induction program will include Basic Orientation, elements of the Strategic Plan and the Human Resource Policy manual of the company.

## **7.7 EMPLOYMENT CONTRACT**

Every employee shall have an individual fixed term employment contract which states the terms and conditions of employment. This contract is to be signed by the employee and by the CEO.

The employment contract shall include the following:

- Position Description
- Term of employment contract, other than for the position of CEO, will be one to two years initially; extendable for further period subject to mutual consent of employer and employee. The term of employment contract of CEO will be decided by the Board as per applicable statutory provisions.
- Monthly salary with break-up and
- Other customised details

## **7.8 PROCEDURE FOR RENEWAL/EXTENSION OF CONTRACT EMPLOYMENT**

15 working days prior to the completion of employment contract, HR department will initiate case of employee to CEO through concerned departmental head for renewal or extension of contract employment contract or otherwise.

## **7.9 OFFICE TIMINGS**

- 1) BoD has authorized Chief Executive Officer to determine office timing of PASDEC.
- 2) Short/Half/Day Leave: In case any employee needs to leave office during working hours (other than break timing), or attend office late for more than one hour he/she shall get prior approval of short /half day leave on prescribed form [Annexure VII & Annexure VIII] and submit the approved leave with HR Department. The short leave can be granted for time span up to two (02) hours,

while half day leave can be granted for time span up to three and half (3.5) hours. Full day leave will be submitted for time more than three and half (3.5) hours [Annexure IX]. One day casual leave will be charged against four short leaves in a month. Similarly, two half day leaves in a month will be charged as one day casual leave in a month.

In case any employee fails to submit his/her approved short/half/day leave, as required above, his salary of that day will be withheld.

3) Late Arrival; One day salary/wage will be deducted on three consecutive late arrivals of an employee without approved short/half/-leave thereof.. Further, disciplinary action may be initiated against habitual late comers under the provision of misconduct.

Explanation: Habitual late comer means an employee who attends office late for ten (10) or more working days in a month.

## 7.10 OVERTIME

Overtime is applicable only to employees of level SL-II & SL-III. Overtime will be started on completion of one hour after the notified working hours. Overtime will be worked out on gross salary basis as per the following formula;

$$\frac{\text{Gross salary x 12 months}}{8 \text{ hours x 365 days}} \times \text{Hours entitled for overtime}$$

The rate of overtime will be one and half times on weekend and gazetted holidays. Employees working in other employment levels will not be entitled for overtime. Further, overtime will not be admissible in case of outstation travelling which entitles an employee to receive TA/DA.

In case of late sitting of staff after 8:00 pm and attending office on weekend/holidays (duly approved by HoD), either pick & drop or travel cost (as per section 14.1), along with official meal may be provided by the Company.

## 7.11 OFFICE TIMINGS OF JANITORIAL STAFF

The official timings For Janitorial staff will be from 8:00 AM to 4:30 PM. The over time Janitorial staff will start after 5:30 PM. Rest of terms & conditions for over time will remain the same.

## 7.12 PAYMENT OF WAGES AND SALARIES

- Payment of wages and salaries will be credited to a bank account and will be paid by the 5<sup>th</sup> of the succeeding month, preferably.
- All employees should maintain an account in bank.
- Detailed break up:
 

Basic Salary	.....
House Rent Allowance	45% of Basic Salary
Utility Allowance	10% of Basic Salary
Medical Allowance	10 % of Basic Salary
Gross Salary	.....

### **7.13 ADMISSIBILITY OF GRATUITY**

All contractual employees shall be entitled to gratuity @ one (01) Basic Pay per annum. Minimum length of continuous service for admissibility of gratuity is 02 years. Gratuity will be paid at the time of leaving the job if other than on account of misconduct and it will be calculated on the basis of last or highest pay drawn.

### **7.14 PERFORMANCE AND SALARY REVIEWS**

PASDEC shall provide employees with a clear idea of what is expected of them in their job. This will be achieved by providing Position Descriptions and written objectives by concerned departmental Heads. All employees will have their performance reviewed on a formal basis at the end of financial year.

### **7.15 DATES FOR IMPLEMENTATION**

Evaluation / appraisal process will be completed till June 30 and Salary increments will take effect from July 1<sup>st</sup> every year.

### **7.16 SALARY REVIEWS**

Salary Reviews shall take place in July each year.

### **7.17 PERSONNEL RECORDS**

The HR officer shall maintain an up to date record of all employees. The records shall include where applicable;

- Job Application
- Copy of Advertisement
- CV
- The current and any past employment contracts in the same organization
- Copy of letter of appointment
- Medical certificate(s)
- Current address, contact numbers and next of kin.
- Objectives (current and previous)
- Performance reviews
- Service Record
- Disciplinary records (if any)
- Salary Reviews (confidential)
- Education Records (*Duly attested and verified by HEC*)
- Attested Experience Certificates

### **7.18 CHANGE OF DETAILS**

If the address or contact details of the employee change at any time the Admin/ HR manager must be notified accordingly.

### **7.19 CONFIDENTIALITY OF FILES**

- Employee's personal files will be kept strictly confidential. HR Dep't and General Manager concerned are permitted to access the files.

## **7.20 TRAINING AND DEVELOPMENT**

PASDEC will take all possible steps for professional development and training of its employees in the areas related to their jobs. Support may be provided in the form of:

- Cost of courses and materials.
- Provision of in-house training

All such support shall be at the discretion of the company. HR deptt will recommend trainings of employees where deems necessary for approval of the CEO to attend the Training Programs.

Training support for GMs / will be approved by CEO, while for CEO approval of the Board is required.

## **7.21 TRANSFER & POSTING**

An employee may be posted anywhere in Pakistan or transferred in the interest of the company from one place to another with recommendation of HR department and Concerned HOD for approval of the Competent Authority.

## **SECTION # 8**

### **CONFIDENTIALITY POLICY**

#### **8.1 CONFIDENTIALITY**

Some of the information to which PASDEC has access is confidential. Employees should avoid sending confidential information over the Internet. Employees should also verify electronic-mail addresses before transmitting any message.

#### **8.2 PASSWORD**

Every employee is expected to keep his/her password on the computer in his /her use and shall be responsible of their password in case of any misuse. However when the employee is taking leave for more than one day, he/ she must disclose password to In charge (admin).



## SECTION # 9

### TERMINATION OF EMPLOYMENT & RETIRMENT

#### 9.1 MISCONDUCT

Misconduct shall include but shall not be limited to the following.

- a) Wilful insubordination or disobedience, whether alone or in combination with others, to any lawful and reasonable order of a superior;
- b) Theft, fraud, or dishonesty in connection with the employer's business or property;
- c) Wilful damage to or loss of employer's goods or property;
- d) Taking or giving bribes or any illegal gratification;
- e) Habitual absence without leave or absence without leave for more than ten days;
- f) Habitual late attendance;
- g) Habitual breach of any law applicable to the organization;
- h) Riotous or disorderly behaviour during working hours at the establishment or any act subversive of discipline;
- i) Habitual negligence or neglect of work;
- j) Striking work or inciting others to strike in contravention of the provisions of any law, or rule having the force of law.
- k) Not joining duties at assigned place and time.

Misconduct can lead to immediate termination/ dismissal.

The CEO PASDEC is authorized to withhold gratuity leave encashment and notice period salary of employee in case of misconduct.

#### 9.2 TERMINATION DUE TO PERFORMANCE

An employee may be terminated due to unsatisfactory performance. The following procedures will be followed.

##### 9.2.1 FIRST WARNING

An employee will be given written warning following any case of undesired performance. The immediate supervisor must discuss the issue with the employee and with the HR Head. The supervisor or HR Head must place a note on the employees file with respect to the warning.

##### 9.2.2 SECOND WARNING

Following the first warning, if the performance continues to be unsatisfactory, the employee must be given a warning in writing which clearly states what the expectations of the employee are and how the employee has not met those expectations. A meeting between the employee, the immediate supervisor and / or the supervisor the next level up and the HR Head will also take place. The employee will be given the opportunity to

improve his/her performance within a set time period. After a second warning the employee is effectively deemed to be on probation.

### **9.2.3 TERMINATION**

If the performance continues to be unsatisfactory then the employee may be terminated/dismitted. This must be authorised by CEO or the **BoD**, according to the level of employee.

### **9.3 RETIREMENT:**

Retirement age is superannuation i.e., 60 Years for PASDEC Employees in this regard next senior employee may be promoted to fill the position of retiring employee, or fresh hiring will be made.

### **9.4 EXIT INTERVIEW:**

Exit interview will be conducted by the Head HR Department.

## **SECTION # 10**

### **LEAVE POLICY**

#### **10.1 NATIONAL PUBLIC HOLIDAYS**

Employees are entitled to the gazetted national holidays.

#### **10.2 ANNUAL LEAVE**

Annual leave is provided to enable an employee to have a break from his/her work and in general it is expected that this leave will be taken in the year that it is due, that too in parts.

- The employees are entitled to a total of 24 working days paid annual leave per year. However to avail the leave, a permission must be solicited from the HoD or CEO, who may allow the employee to avail their leave in total or advise the employee to avail leave in parts.
- Annual leave may not be taken in the first 12 months after commencing work with the company unless authorised as a special case by the CEO / on the recommendation of concerned General Manager/Departmental Head.
- A maximum of 48 days annual leave can be accumulated.
- Annual leave must be approved by a HOD or CEO.
- The HR officer shall maintain an up to date record of each employees leave records and shall intimate the employee about the status for filling in the leave application form.

#### **10.3 ANNUAL LEAVE ENCASHMENT**

The employees are entitled to a total of 24 days paid annual leave per year. PASDEC employees are encouraged to avail their annual leave. It is mandatory for every employee to avail 12 days Annual Leave in a year. At time of leaving the job, retirement, resignation, death, contract conclusion termination other than due to misconduct, accumulated earned leaves will be encashed with maximum ceiling of 48 days in service tenure.

#### **10.4 SICK LEAVE**

- Paid sick leave is made available to meet genuine cases of sickness.
- A maximum of 12 working days per year of paid sick leave may be taken.
- Sick leave cannot be 'en-cashed' or accumulated.
- If an employee is absent for more than three days on sick leave an approved doctor's certificate should be presented to avoid penalty.

#### **10.5 COMPASSIONATE AND SPECIAL LEAVE (CASUAL LEAVE)**

- Up to 12 working days per year compassionate or casual leave may be allowed in each financial year in cases of bereavement or serious illness of family members.
- Compassionate and special leave cannot be accumulated or en-cashed.

#### **10.6 LEAVE WITHOUT PAY**

- Any leave without pay must be authorised by the /CEO.

- Limit to Leave Without pay is four months or expiry of contract employment. Which comes earlier.
- In general leave without pay will be discouraged and will only be approved in exceptional circumstances.

### **10.7 MATERNITY LEAVE**

- Leave of up to 12 weeks is allowed upon presentation of doctor's report. Approving authority is CEO.

### **10.8 SPECIAL/ ACCIDENTAL LEAVE**

Special /Accident Leave shall be admissible to the employees suffering from T.B., Cancer, Paralysis, Mental illness, Cardiac disease, renal diseases, other complicated/high risk diseases, surgery and serious accident, disabling injuries resulting in complete bed rest for a period of six months or till contract expiry whichever comes earlier with full pay on the recommendations of the Medical Officer/ in charge once in the entire period of service, if the annual leave and sick leave of the employee concerned has been fully exhausted. This leave can be granted at one stretch or in instalments depending on the nature and seriousness of illness and incorporated by medical advice. Management / CEO have full right to verify the medical certificate.

### **10.9 COMPENSATORY LEAVE**

If an employee attends the duties on holiday(s) he/she will be entitled to compensatory leave in lieu thereof. The approval of compensatory leave(s) balance against such day(s) served must be solicited from the CEO with recommendation of department head within a period of one week, which will be credited to the Casual Leave balance of such employee.

## **SECTION # 11**

### **MEDICAL POLICY & INSURANCE POLICY**

Employees will be entitled for medical allowance @ 10% of the running Basic Pay, out of which 5% will be paid against premium of health insurance and the remaining 5% will be included in gross monthly salary as medical allowance.

## **SECTION # 12**

### **ENTERTAINMENT POLICY**

- Entertainment costs must fall within the budgeted level in any financial year.
- Only the CEO is authorised to entertain guests at the Company's expense.
- He may authorise HODs to entertain guests in special circumstances.
- Financial limits on entertainment are included in Financial Policies.
- Re-imburement of entertainment expenses will be made against a completed claim form with supporting documents.

## SECTION # 13

### TRAVEL POLICY

#### 13.1 GENERAL

The company will meet all reasonable travel costs where an employee has to travel as part of undertaking company business.

#### 13.2 AUTHORISATION FOR TRAVEL

- All international travel must be approved in writing in advance by the CEO
- The site incharges of project/regional offices are authorized to approve outstation travelling of their staff. However, the site incharge will immediately inform the head office regarding the approval he accorded to his staff;
- The staff of head office including department heads, staff of regional offices and site incharges must obtain their prior approval for outstation travelling from CEO, PASDEC;
- The claim of expenses incurred during the authorized outstation travelling will be processed as per defined Authorization Levels for approval of expenses in PASDEC Finance & Admin, Policy. A 'visit report' should also be submitted along with such outstation travel claim, if found necessary; and
- Any unauthorized outstation travelling of PASDEC staff will be considered as unauthorized absence from office; which may be subject to his/her salary deduction for such period.

#### 13.3 AIR TRAVEL

Details of the travel for different levels of employee are given in Annexure-II.

#### 13.4 ACCOMMODATION, MEALS AND INCIDENTAL EXPENSES

- **ACCOMMODATION**

The company will make bookings for hotels and in general will use nominated hotels where a business rate has been negotiated. Administration will maintain a list of approved hotels which may be used for each level of employee or will arrange an equivalent hotel where a listed hotel is not available. Level of employment is given in Annexure I and entitlement to hotel category in Annexure II.

An employee who travels minimum 100 Km for official purpose will be eligible for TADA.

- **MEALS AND INCIDENTAL EXPENSES ALLOWANCE**

Daily M & IE allowances will be paid to meet the costs of meals and incidental expenses such as taxis local transport etc. as per company rules.

## SECTION # 14

### VEHICLE POLICY

#### 14.1 COMPANY VEHICLES AS PART OF REMUNERATION PACKAGE

The company shall provide a vehicle as part of the remuneration package for the positions of CEO, and General Managers.

The approved vehicles will be:

- For the position of CEO, a company maintained car 1300 cc or as approved/authorized by the BoD
- GMs 1300 cc car or as approved/authorized by the BoD.
- The company shall meet the costs of insurance, registration, maintenance of the vehicle.
- The vehicle may only be driven by nominated driver or by the concerned employee.
- The company will not be responsible for any fines incurred.
- The company will reimburse @Rs 15/ (Rs Fifteen) per kilo meter where an employee has to use their own vehicle for official use.

#### 14.2 FUEL ALLOWANCE

Fuel allowance as per organization hierarchy is mentioned in Annexure III.

## SECTION # 15

### POOL CAR POLICY

#### 15.1 OBJECTIVE

To facilitate the mobility of;

1. Official guests for business purposes.
2. Employees on urgent business needs/emergency basis.
3. Will be used for drop of the female staff and those who were asked remain in the office after office hours to accomplish emergency tasks.

#### 15.2 ENTITLEMENT AND USAGE

1. Pool cars will only be driven by drivers only, unless otherwise approved by CEO.
2. To use pool car facility advance notice must be given to the HR & Administration department.
3. The Vehicle Requisition Form for Official Duty should be filled out and signed by the HoD or CEO.
4. If the pool car is urgently required and is not available, then rented vehicles can be used with the approval of CEO.
5. For routine administrative work.

## **SECTION # 16**

### **PHONE POLICY**

#### **16.1 GENERAL**

- Employees will be permitted to make local and national calls for work purposes.
- Only the CEO are authorised to make international calls for work purposes, prior approval of CEO required for GMs.
- Where an employee wishes to make a personal call which is national or international then this must be arranged through the operator and costs for such calls will be deducted from his/her salary.

#### **16.2 MOBILE PHONES**

Only the CEO is allowed to use mobile at the cost of the company on actual billing. However permission may be granted by CEO to any official for the use of mobile phone for official use where it is deemed necessary.

## **SECTION # 17**

### **VISITOR POLICY**

- All visitors must sign in at main reception and provide their full name, Visitors Company and person they wish to meet with.
- As a general principle, visitors will not be permitted in the office areas and meetings will be held in meeting rooms.

## **SECTION # 18**

### **SMOKING POLICY**

- All office buildings are designated as “Smoke Free” environment.
- Smoking may only take place in designated areas.

## **SECTION # 19**

### **GENDER POLICY**

The rationale for integrating a gender perspective in the activities of organization lies in the organization mandate - to prevent and alleviate human suffering without discrimination. Gender equality ensures that there is no sex-based discrimination in the allocation of resources or benefits, or in access to services. The purpose of this policy is to define the main approach of organization as how to address gender issues in civil society sector.

## **Section # 20**

### **GRIEVANCE SETTLEMENT POLICY**

Organization is committed to maintaining and enhancing fair, equitable and safe work practices. Organization states that all members of staff are expected to perform their duties with efficiency, fairness, impartiality, integrity, honesty and compassion.

The distinctive feature of the Grievance Procedure for Staff aims to ensure that work-related grievances are addressed in a timely and confidential manner at the lowest appropriate management level, in order to prevent minor problems or grievances from escalating.

In case an employee has any work-related grievance he may submit the same in writing with Grievance redressal Committee , which may decide the case.

## **SECTION # 21**

### **CONFLICT OF INTREST POLICY**

PASDEC is adhering to the conflict of interest policy duly approved by the board

## **SECTION # 22**

### **INCREMNETS**

Increments would approve by the BOD and will be disbursed at the discretion of CEO.

## **SECTION # 23**

### **TRANSFERS & POSTINGS**

#### **PROCEDURE:**

An employee of the company may be posted anywhere in or outside Pakistan or transferred in the interest of the company from one place to another by the CEO.

The posting or transfers of level L-II,L-III Officers will be carried out by Head HR & Training Deptt after obtaining approval of CEO.

The posting or transfers of Executive & Support Level Employees outside the Region will be carried out by Head HR & Training Deptt in consultation with respective Regional Chief/Manager. Support Level Staff may be transferred within Region at discretion of respective Regional Chief/Manager under intimation to Head HR & Training on the prescribed Performa attached as Annexure V.



Applications of employees requesting for transfer from one place to Another or one region to another on compassionate grounds will be submitted through normal channels to Regional Managers (of the station of posting) who will forward the same to Head HR & Training Deptt for necessary action. The Head HR & Training will issue posting orders after obtaining consent from Regional Managers of Station of transfer.

When an employee is transferred to another station, he/she will be entitled to receive settling in allowance (Transfer Expenses) to the extent of one month basic salary. This allowance shall be paid against claim on account of transfer expenses. The transfer expenses shall not be admissible, if an employee is either posted from one project/office to another project/office within the municipal limits of the same city. This allowance shall be paid against claim on account of transfer expenses add, “irrespective of the fact whether an employee moves his family to the new station of posting or otherwise. This allowance will be granted with approval of CEO

Travelling expenses from the station of posting to the place of transfer for self & family by an acceptable route, shall be paid in accordance with entitlement laid down in TA/DA Rules for each level of employee.

Employee transferred on his/her personal request will not be entitled to any transfer allowance and benefit.

### **23.1 TRANSPORTATION CHARGES**

Transportation of household effects from the residence at station of posting up to the residence at place of transfer by an acceptable route shall be claimed duly supported by original receipts at actual subject to the ceiling laid down below:

By Road	Two Truck Loads
By Goods Train/Passenger Train	120 Mounds

The claims for expenses incurred in connection with transfer of an individual should normally be submitted within a period of one month from the joining date at the new station.

The transportation of personal car by train will be reimbursed at actual on production of railway receipt.

### **23.2 JOINING PERIOD**

An employee on transfer from one city to another shall be eligible for a maximum of 7 days joining time excluding travelling period. Joining time shall include holidays in case an employee does not wish to avail the joining time of 7 days.

## SECTION # 24

### PROMOTION POLICY

#### A. PERFORMANCE APPRAISALS (PA)

##### OBJECTIVE:

Performance Management System (PMS) has been designed to encourage career development to enhance the working standards in the company. (PA) would be done once a year before August 15th.

The Performance Management System (PMS) is based on the following underlying objectives:

- (i) To provide specific performance standards based upon the employee's current job description to ensure that employees know what is expected of them.
- (ii) To encourage supervisors and employees to have face-to-face discussions and provide employees feedback about their job performance.
- (iii) To express appreciation for outstanding contributions and performances, to discuss performance areas where improvement is possible or needed and to outline plans for improving performance.

##### PROCEDURE FOR PERFORMANCE APPRAISAL:

- (i) All employees on a contract with the company are eligible for PA.
- (ii) PA of each employee will be done in accordance with prescribed forms.
- (iii) Minimum service requirement for eligibility of PA is 6 months.
- (iv) PAs are to be done by respective line managers and Head of Departments for the employees concerned, countersigned by the CEO.
- (v) HR department will only process those performance appraisal forms that are duly signed by the employee concerned, line manager and Head of Department of the concerned department.
- (vi) Bell curve formula will be used for performance evaluation i.e., Poor performers 10%, Average & Good performers 60%, Very good & outstanding performers 30%.
- (vii) Employees can be rated in Outstanding/Very Good/Good/Average/ Poor according to the marks obtained respectively. Based on marks obtained by an employee in annual performance appraisal, an increment in salary may be given.
- (viii) Performance appraisal will be initiated by the immediate supervisor, which will be recommended by the Line Manager/ HoD. Finally the CEO or the Board will approve the performance evaluation of the employee accordingly
- (ix) In case of any grievance expressed by the appraised employee, the next level of reporting line will re-examine the case.

**B. ELIGIBILITY CRITERIA:**

Promotions may be given to employees, while taking into account following prerequisites/eligibility criteria. Fulfilment of these criteria, however, will not render promotion to be a vested right of any employee and the sole discretion of the BoD.

- (i) Availability of vacant positions at each level as defined/approved by PASDEC Board of Directors (BOD)/ and detailed in the HR Policy.
- (ii) Completion of minimum tenure required for promotion and rating of performance evaluation to next level, as per table below:
- (iii) Preference shall be given to candidate who has obtained the additional education/ degree/diploma in their field.

Sr #	Position/Level	Minimum Tenure	Rating
1	Deputy Management Associate SL-II to Management Associate SL-I	05 Years	5 PAs must be rated good or above in SL-II.
2	Management Associate SL-I to Assistant Manager EL-III	05 Years	5 PAs must be rated good or above in SL-I.
3	Assistant Manager EL-III to Deputy Manager EL-II	05 Years	5 PAs must be rated good or above in EL-III.
4	Deputy Manager EL-II to Manager EL-I	05 Years	5 PAs must be rated good or above in EL-II.
5	Manager EL-I to Deputy General Manager L-III	05 Years	5 PAs must be rated good or above in EL-I.
6	Deputy General Manager L-III to General Manager L-II	05 Years	5 PAs must be rated good or above in L-III.

- (iv) Fulfilment of minimum requirement of educational, prescribed for a certain position/level.
- (v) Seniority within a certain level, calculated from the date of recruitment/promotion/ re designation.
- (vi) Marks secured in Annual Performance Appraisals since last promotion/appointment.
- (vii) The vacant posts available shall be allocated for promotion keeping in view, approved strength, organizational requirement and recommendation of the CEO.

**POMOTION COMMITTEE:****1. HR COMMITTEE:**

The HR Committee of the PASDEC Board will evaluate and decide promotion cases, for the position of Deputy General Manager(s) L-III and General Manager(s) L-II: upon the recommendations of the CEO PASDEC unless the HR committee and BoD decide otherwise.

2. The CEO PASDEC will evaluate and decide promotions for EL-I and below,

The HR Department will provide necessary support services to the HR committee and the CEO.

## SECTION # 25

### HARASSMENT POLICY

PASDEC Policy on Harassment recognises that harassment is unacceptable behaviour. The policy seeks to enhance access, participation and positive outcomes for its members consistent with equal opportunity and affirmative action principles. The policy accepts its legal obligations to ensure that staff is not subjected to harassment, which may include vicarious liability for harassment of others by its employees.

#### 25.1 CODE OF CONDUCT FOR PROTECTION AGAINST HARASSMENT OF WOMEN AT THE WORKPLACE

Whereas it is expedient to make the Code of Conduct at the Workplace etc to provide protection and safety to women against harassment it is hereby provided as under: (i) The Policy provides a guideline for behaviour of all employees of the company to ensure a work environment free of harassment and intimidation; (ii) "Harassment" means any unwelcome sexual advance, request for sexual favours or other verbal or written communication or physical conduct of a sexual nature, or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment; The above is unacceptable behaviour in the company and at the workplace, including in any interaction or situation that is linked to official work or official activity outside the office.

**Explanation:** There are three significant manifestations of harassment in the work environment:

##### a) ABUSE OF AUTHORITY

A demand by a person in authority, such as a supervisor, for sexual favours in order for the complainant to keep or obtain certain job benefits, be it a wage increase, a promotion, training opportunity, a transfer or the job itself.

##### b) CREATING A HOSTILE ENVIRONMENT

Any unwelcome sexual advance, request for sexual favours or other verbal or physical conduct of a sexual nature, which interferes with an individual's work performance or creates an intimidating, hostile, abusive or offensive work environment. The typical "hostile environment" claim, in general, requires finding of a pattern of offensive conduct, however, in cases where the harassment is particularly severe, such as in cases involving physical contact, a single offensive incident will constitute a violation.

##### C) RETALIATION:

The refusal to grant a sexual favour can result in retaliation, which may include limiting the employee's options for future promotions or training, distorting the evaluation reports, generating gossip against the employee or other ways of limiting access to his/her rights. Such behaviour is also a part of the harassment. (iii) An informal approach to resolve a complaint of harassment may be through mediation between the parties involved and by providing advice and counselling on a strictly confidential basis; (iv) A complainant or a staff member designated by the complainant for the purpose may report an incident of harassment informally to her supervisor, or a member of the Inquiry Committee, in which case the supervisor or the

Committee member may address the issue at her discretion in the spirit of this policy. The request may be made orally or in writing; (v) If the case is taken up for investigation at an informal level, a senior manager from the project office or the head office will conduct the investigation in a confidential manner. The alleged accused will be approached with the intention of resolving the matter in a confidential manner; (vi) If the incident or the case reported does constitute harassment of a higher degree and the officer or a member reviewing the case feels that it needs to be pursued formally for a disciplinary action, with the consent of the complainant, the case can be taken as a formal complaint; (vii) A complainant does not necessarily have to take a complaint of harassment through the informal channel. She can launch a formal complaint at any time; (viii) The complainant may make formal complaint through her in charge, supervisor, as the case may be, or directly to any member of the Inquiry Committee. The Committee member approached is obligated to initiate the process of investigation. The supervisor shall facilitate the process and is obligated not to cover up or obstruct the inquiry; (ix) Assistance in the inquiry procedure can be sought from any employee of the company who should be contacted to assist in such a case; (x) The CEO shall do its best to temporarily make adjustments so that the accused and the complainant do not have to interact for official purposes during the investigation period. This would include temporarily changing the department, In case both sit in one office, or taking away any extra charge (over and above their contract) which may give one party excessive powers over the other's job conditions. The employer can also decide to send the accused on leave, or suspend the accused in accordance with the applicable procedures for dealing with the cases of misconduct, if required; (xi) Retaliation from either party should be strictly monitored. During the process of the investigation work, evaluation, daily duties, reporting structure and any parallel inquiries initiated should be strictly monitored to avoid any retaliation from either side; (xii) The harassment usually occurs between colleagues when they are alone, therefore usually it is difficult to produce evidence. It is strongly recommended that staff should report an offensive behaviour immediately to someone they trust, even if they do not wish to make a formal complaint at the time. Although not reporting immediately shall not affect the merits of the case; and (xiii) The policy lays down the minimum standards of behaviour regarding protection of women from harassment at workplace etc but will not affect any better arrangement that the company may have developed nor will it bar the grant of protection that employees working in an institute may secure from their employers through negotiation in consultation with prevailing laws of the land in this regard.

## **SECTION # 26**

### **26.1 ADVANCE AGAINST SALARY**

In order to meet urgent and immediate needs, PASDEC employees are entitled to avail an advance against salary.

Salary advance will be granted to the contractual employees upon the recommendation of HOD and Head HR. The maximum limit of advance against salary will be equivalent to one month Gross Salary, which will be recovered in three equal instalments.

Chief Executive Officer is authorized for approval of advance against salary of the contractual employees of PASDEC.

Advance against salary of the CEO shall be approved by the BoD.

### **26.2 ADVANCE AGAINST GRATUITY**

Advance against gratuity will be granted to the contractual employees upon the recommendation of HOD and Head-HR. An employee who has completed at least 3 years of service will be entitled to avail advance against gratuity up to maximum 80% of his/ her accumulated gratuity which will be recoverable in 12 equal instalments.

Chief Executive Officer is authorized for approval of advance against gratuity of the contractual employees of PASDEC.

Advance against gratuity of the CEO shall be approved by the BoD.

Employee will be entitled to avail one advance at a time i.e. either advance against salary or advance against gratuity. Both advances will not be granted simultaneously.

## **SECTION # 27**

### **APPELLATE AUTHORITY:**

The appellate authority will be one step ahead then the hiring and firing authority that differs from level to level.

# Annexure

## Annexure-I

### **A. Position to be filled as per Qualification and Experience Guidelines of the SECP**

CEO	<p>I. Possess a post graduate degree from HEC recognized institute or such other professional qualification in Management Sciences business administration or public administration or finance or commerce or marketing or Engineering or equivalent; and a graduate degree in the relevant field</p> <p>II. Be a recognized businessman or professional with a postgraduate degree. Must possess demonstrated experience of not less than 20 years.</p>
CIA	<p>No person shall be appointed as the Chief internal Auditor of the PASDEC unless, S/he has 05 years of relevant audit experience and is a,</p> <p>(a) Member of a recognized body of professional accountants ; or</p> <p>(b) Certified internal auditor; or</p> <p>(c) Certified fraud examiner; or</p> <p>(d) Certified internal control auditor; or</p> <p>(e) Person holding a master degree in finance from a university recognized by the Higher Education Commission.</p>
CFO	<p>No person shall be appointed as the chief financial officer of the PASDEC unless S/he is ;</p> <p>(a) A member of a recognized body of professional accountants with at least five years relevant experience, in case of public sector companies having total assets of five billion rupees or more; or</p> <p>(b) A person holding master degree in finance from a university recognized by the Higher Education Commission with at least ten years relevant experience, in case of other public sector companies.</p>
Company Secretary	<p>No person shall be appointed as the company secretary of the PASDEC unless S/he is a,</p> <p>(a) Member of a recognized body of professional accountants; or</p> <p>(b) Member of recognized body of corporate or chartered secretaries; or</p> <p>(c) Person holding a master degree in business administration or commerce or being a law graduate from a university recognized by the Higher Education Commission with at least five years relevant experience.</p>



**B. Qualification and Experience guidelines for rest of the positions:**

Sr. No	Position	Level	Minimum Qualification and Experience required for hiring
1	GM	L-II	Masters Degree duly recognized by the HEC in Management Sciences or Engineering or Financial Management with 12 years' or graduation with 15 years' post qualification relevant experience.
2	Deputy General Manager	L-III	Masters Degree duly recognized by the HEC in Management Sciences or Engineering, Financial Management with minimum 10 years or graduation with 12 years' post qualification, relevant experience
3	Manager	EL-I	Masters Degree duly recognized by the HEC in Management Sciences or Engineering or Financial Management with 08 years' or graduation with 10 years' post qualification relevant experience
4	Deputy Manager	EL-II	Masters Degree duly recognized by the HEC with minimum 05 years or graduation with 8 years' post qualification relevant experience.
5	Assistant Manager	EL-III	Masters Degree duly recognized by the HEC in relevant discipline with minimum 03 years or graduation with 6 years' post qualification relevant experience.
6	Management Associate	SL-I	Master degree duly recognized by HEC with 01 year experience or Graduation Degree duly recognized by the HEC with minimum 02 year post qualification relevant experience.
7	Deputy Management Associate	SL-II	Fresh Graduate Degree or equivalent qualification duly recognized by the HEC.
8	Drivers/ Office Boys/ Attendants/ Security Guards, Helpers, Janitorial Workers	SL-III	Middle, literate with 01 year experience. Valid Driving license for Drivers

**Annexure -II****(TADA)**

	<b>Hotel class</b>	<b>Room Rent Limit</b> (Other than Specified Stations)	<b>Special Room Rent Limit for Specified Stations</b>	<b>If own arrangement</b>	<b>DA/ incidental Allowance to cover meals taxis laundry phone etc</b>	<b>Travelling Class</b>
L-I	Executive Room	Actual	Actual	6000	3000	Air /Eco+
L-II	(Standard Room)	Actual	Actual	3000	2000	Air Economy
L-III, EL-I		5000	8000	2500	1500	Air Econ/FC train
EL- II, EL-III		4000	6400	2000	1200	FC train/ AC bus
SL-I		3000	4800	1500	1000	FC train/ AC bus
SL-II, SL-III		1500	2400	500	500	FC train/ bus

**Notes:**

- The stations for Special room rent limit are Hyderabad, Karachi, Sukkur, Bahawalpur, DG Khan, Multan, Quetta, Sargodha, Sialkot, Lahore, Gujranwala, Rawalpindi, Islamabad, Faisalabad, Peshawar, Northern Areas, Muzaffarabad and Mirpur AJ&K.
- In special circumstances, a prior approval for air travel may be granted for level EL-II,III and SL-I by the CEO
- DA will be paid on the basis of spending more than 8 and a half hour or overnight stay
- Any employee availing own arrangement facility will also be entitled for full daily allowance

**Annexure-III**  
**(International Travelling)**

<b>Position</b>	<b>B/L(accommodation on meal (US \$) For International travels</b>	<b>Inter/ Intra city Conveyance (US\$)</b>	<b>Air Ticket</b>
<b>CEO</b>	<b>350 Fixed amount</b>	20 or actual whichever is more	<b>Economy plus</b>
<b>GM</b>	<b>200 Fixed amount</b>	20 or actual whichever is more	<b>Economy</b>
<b>Employees in level L-III</b>	<b>150 Fixed amount</b>	20 or actual whichever is more	<b>Economy</b>
<b>Professional</b>	<b>150 Fixed amount</b>	20 or actual whichever is more	<b>Economy</b>

- International travel insurance will be bear by the company.
- Only the Board can authorize the foreign travel on company expense.
- The travel allowance includes lodging, laundry expenses, personal phone calls etc (official calls will be reimbursed at actual).
- This entitlement will be for overnight spent on international travel. Allowance for international travel will be paid for each overnight spent after disembarkation.
- Official communications expense (telephone/fax/e-mail/postage) will be reimbursed at actual.

**Annexure-IV****(Car Entitlement)**

ORG. LEVEL	Designation	ENGINE RATING (CC)	MODEL	FUEL LIMIT / MONTH (In Litres)
L-I	CEO	1300	AC	300
L-II	GM	1300	AC	250

**Note:**

The Board of Directors may review the Engine Capacity of allocated vehicles

**Annexure-V**  
**(Transfer Order)**

<b>Present Place of Posting</b>	Name:-
	Designation:-
	Level:-
	Gross Salary:-
<b>New Place of Posting</b>	
	Name:-
	Designation:-
	Level:-
	Gross Salary:-
	Joining Date:-
<b>Remarks:</b>	



## Annexure –VII

**PASDEC****Pakistan Stone Development Company****LEAVE APPLICATION FORM**

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

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

Department: \_\_\_\_\_ Nature of Leave  Casual  Sick  Annual Leave

No of Leaves: \_\_\_\_\_ From: \_\_\_\_\_ to \_\_\_\_\_

Reasons:

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Contact No During Leave: \_\_\_\_\_

Current Leave Balance Available:

\_\_\_\_\_  
 (To be filled by HR. Dept.)      Signature (HR. Dept.)

\_\_\_\_\_  
**Signature of Applicant**

\_\_\_\_\_  
**Recommended by**

\_\_\_\_\_  
**Approved By**

During his/her absence the duties are assigned to: \_\_\_\_\_

## Annexure –VIII

## PAKISTAN STONE DEVELOPMENT COMPANY

## HALF DAY LEAVE APPLICATION FORM



NAME: \_\_\_\_\_ HALF LEAVE DATE: \_\_\_\_\_

DESIGNATION: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

HALF LEAVE OBTAINED FORM (TIME): (\_\_:\_\_ hrs) to (\_\_:\_\_ hrs)

REASON:

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**EMPLOYEE SIGNATURE**

Application date: \_\_\_\_\_

**APPROVING AUTHORITY**

Copy to HR Department



## Annexure –IX

## PAKISTAN STONE DEVELOPMENT COMPANY

## SHORT DAY LEAVE APPLICATION FORM



NAME: \_\_\_\_\_ SHORT LEAVE DATE: \_\_\_\_\_

DESIGNATION: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

SHORT LEAVE OBTAINED FORM (TIME): (\_\_:\_\_ hrs) to (\_\_:\_\_ hrs)

REASON:  
  
\_\_\_\_\_  
  
\_\_\_\_\_  
  
\_\_\_\_\_**EMPLOYEE SIGNATURE**

Application date: \_\_\_\_\_

**APPROVING AUTHORITY**

Copy to HR Department;