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Character
Education
Foundation

Human Resource Policy Manual

Approved By


Chairman / CEO

Date:

01/08/2019



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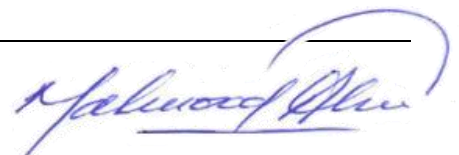
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1. About Organization

CEF - Character Education Foundation is a registered not – for – profit organization under section 42 of companies' ordinance with SECP Government of Pakistan. The aims of CEF are to develop future of Pakistan by developing and uplifting educational standards through inculcating the character building of young minds as well as strengthen the society through education and development.

Our purpose is to develop students socially, ethically and academically by infusing character development into every aspect of life through the development of values, habits, skills, rights, duties and profession.

a. HR Manual Introduction

This HR Manual is in order to familiarize employees with the organization and provide information about Organization structure, employment, working policies and procedures.

It is developed to facilitate the implementation and clearly define Organization's policies on human resource management. The Manual provide what protocol to be followed in the administration of these policies, and assists all the employees in defining each human resource management decision and the correct procedure to be followed accordingly.

While every effort is made to keep the contents of this document updated to current trends, Still Organization reserves the right to modify, suspend, or terminate any of the policies, procedures, and/or benefits described in the manual with or without prior notice to its employees.

Compliance with this policies and procedures is the responsibility of every Organization's employee & associated members.

In Case of Disrespecting or failing to up with organization's standard could lead to according disciplinary action, up to and possibly termination of employment from the organization. Feedbacks, suggestion, improvements in process and procedure are always welcome.

This can be provided via email or through suggestion boxes, comments. These policies and procedures are applicable to all areas of operations within Organization and related entities.

b. Manual Review & Policies Amendments

The Human Resources Manual needs to be revised regularly because the information/processes become outdated very quickly when the organization is exposed to changing and dynamic situation. Therefore, revision of the Manual

is

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recommended initially on yearly basis after the first rollout of this Manual in order to maintain the Manual as a reliable source of information and to keep the revision process manageable.

- HR Committee will review the manual annually or occasionally according to the need of changes.
- CEO will review the revision and then the final approval shall be given by the Board.
- **CEF - HR Policies and Procedures**

Text Amendments

- The table outlines a list of amendments/updates made to the HR Policies and Procedures since -----.
Revisions detailed in this document shall replace those previously mentioned; however, for better understanding, this document shall be read in conjunction with the HR Manual. The changes are listed in order of sequence:

Change Date:	Section	Topic	Art./page.	Description of Change

c. Management Philosophy

This document is to publicize its employees with the management philosophy and objectives.

Organization management philosophy based on responsibility and mutual respect. The mainstay of our strategy is to offer a level of client focus that is superior to that offered by our competitors.

To help in attain objective, Organization lookout to attract highly motivated individuals who have clear understanding about team work and share in the commitment, responsibility, risk taking and discipline required to achieve our vision.

This success in turn, enables Organization to give its employee a better career path, motivation, respect, job security, better pay packages, benefits and perks and incentives

d. Our Vision: پاکستان کے روشن مستقبل کی تعمیر

e. Our Mission قرآن و سنت کی رہنمائی میں نئی نسل کی کردار سازی کے ذریعے فلاحی معاشرے کا قیام:

f. Our Driving Force: رضائے الہی

g. Our Values 1- احساس ذمہ داری ، 2- باہمی تعاون، 3- احسان ، 4- جدت، 5- باہمی تعاون:

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h. Our Committees

In accordance with the powers conferred upon, the Chief Executive Officer (CEO) may constitute committees for smooth and efficient functioning of CEF. The main objective of setting up these committees is to make the management systems more participatory and democratic. As such, each committee is headed by the CEO or nominee and the membership has a cross-section of staff.

Presently following committees are managing the key tasks of CEF:

1. STRATEGIC MANAGEMENT TEAM (SMT):

1.1 Composition:

There will be 07 permanent members of strategic management team which will be a permanent nature committee, every vacant seat of the SMT will be filled with simple majority voting by the exiting members.

1.2 SMT Roles:

CEO consultation forum, strategy development and review, Policies Guidelines, Succession Planning, and Strategic Planning, monthly formal meet ups on 15th of every month.

1.3 Chairperson:

Chief Executive Officer will be the Chairperson of SMT.

1.4 Secretary of SMT:

Company Secretary will be the Secretary of SMT.

1.5 Decision Making

CEO is authority of decision making

2. MANAGEMENT COMMITTEE (MC):

2.1 Composition:

2.1.1 Chairperson

Chief Executive Officer will be the Chairperson of MC.

2.1.2 Members

- Deputy CEO
- Company Secretary
- All Head of Departments will be the members of MC
- Any Nominated member by the CEO.
- Nominated members shall not be more than 50% of HODs.
- Committee Secretary shall be the Head of HR.

2.1.3 MC Role

- a. Monthly plan and progress reviews
- b. Review of CEF's annual budgets, annual work plans, annual operational and security plans and any subsequent revisions therein.
- c. Review of management letter and related discussion to resolve major audit observations.
- d. Review and comments on annual progress/program reports.
- e. Review, discuss and regulate recommendations of Internal Auditors.
- f. Any other business
- g. Quorum for meeting shall be at least 50% of total number of members.

2.2 Meeting Schedule

- a. Members of Management Committee will meet in first week of each month, if not required specially.

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3 PROCUREMENT COMMITTEE (PC):

2.1 Composition:

1. Composition of committee nominated by the Chief Executive Officer annually.

2.1.1 Chairperson

Chief Executive Officer (CEO) or nominee shall be the chairperson of Procurement Committee and all procurements shall be made through tenders or strategic sourcing. Any nominee by CEO, preferably from the senior team members, all procurements as per defined limit and authority as per procurement policy.

2.1.2 Members

- Two permanent members from programs or department other than head of committee
- One technical member from concern program or department
- One external member (if required)

3.1 PC Role

- a. Ensures the implementation of Procurement Policies and Procedures.
- b. Suggests amendments to procurement policies and development of procedural guidelines.
- c. Maintenance of quality, efficiency and cost effectiveness in acquisition of goods and services; and moderate level of arrangements in holding meetings and events.
- d. Acquisition of goods and services on the best terms consistent with the combined needs of high quality, timely delivery and best price and value on merit and competitive basis avoiding favoritism.
- e. Advise new markets for sources of supply.

3.2 Meetings Schedule

- Procurement Committee's (PC) will meet once in a month.
- To deal with any special purpose.

4 HR COMMITTEE (HRC):

3.1 Composition:

1. Composition of committee nominated by the Chief Executive Officer annually.

3.1.1 Chairperson

Chief Executive Officer (CEO) or nominee will be the chairperson of HR Committee

3.1.2 Members

- Maximum 03 Members from Programs/ Departments.
- Head of HR
- Head of Finance
- External expert (If required)

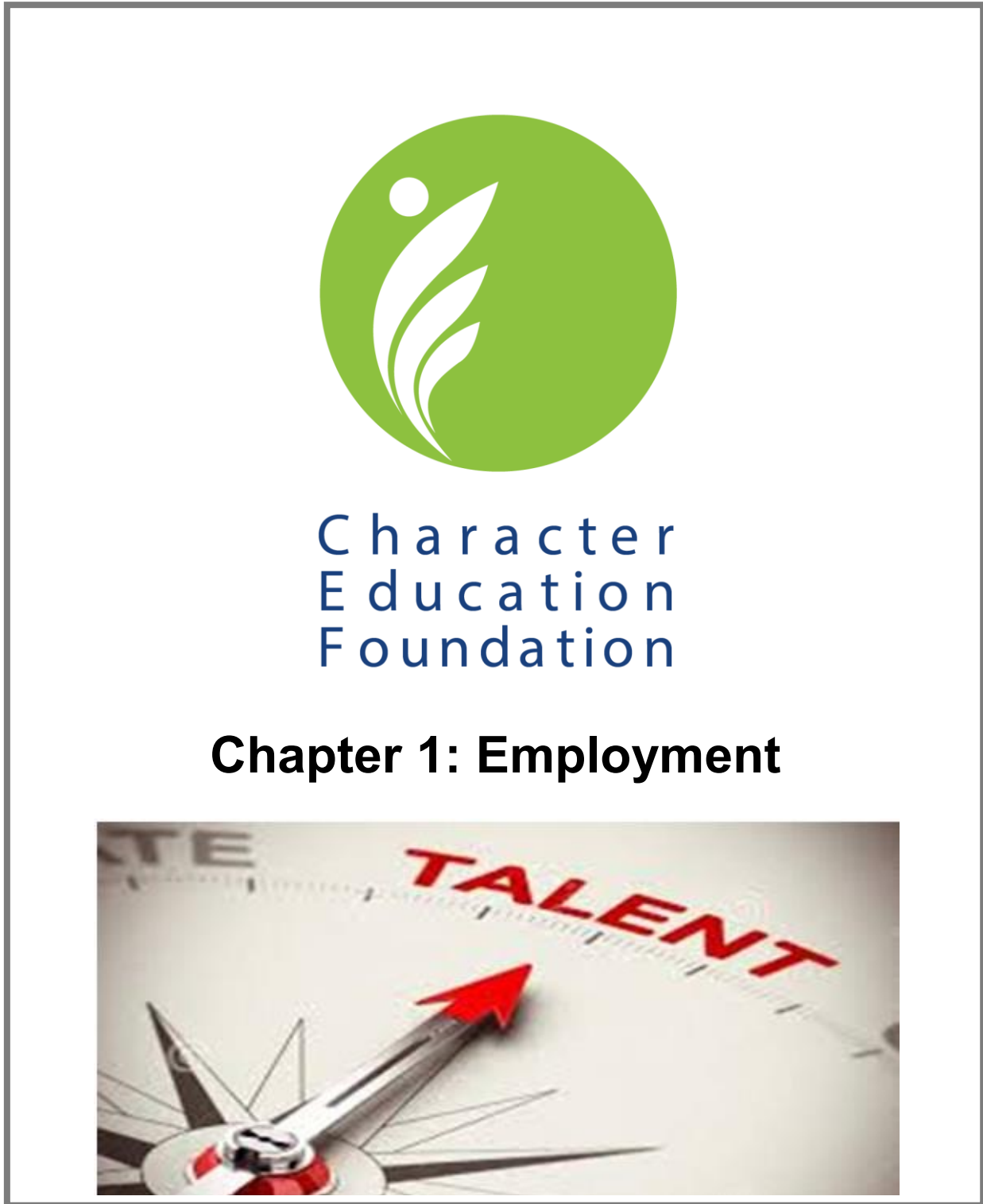
3.2 HR Committee Role

- a. To recommend additional positions in CEF functions with consultation of concern program/department.
- b. To look after annual HR Planning of the organization
- c. To conduct promotions of the positions.
- d. Nominate Selection Committees as per need and level of the positions.
- e. To address unusual issues like staff grievances, harassment etc.
- f. To ensure implementation of Performance management

Meetings Schedule

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- Appraisal meetings will be on quarter/bi annual/ annual basis and recruitment meetings will be on required basis
 - Disposal/ Auction Committee
 - Publication Committee
 - Social Media Committee



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1. Our Employment

Our employment is an agreement which is performed between employer and employee which determines the task, the job role, the way of service and the contribution the employer must provide to the organization. Based on the job role and various other aspects a certain amount of remuneration and facilities is decided by employee which is provided in exchange of his service.

The agreement is done by an official contract which is known as offer letter. The lawful estimation of business is that the official contract marked between the two gatherings named and manager and worker can't be ruptured without either's assent. Breaching of the contract can lead any of the party to legal litigation.

a. Employment at will

Employment with CEF is voluntarily in nature and it is based on "at-will," which means that the employee is free to resign/leave at will at any time, with or without cause. Similarly, Organization Name may terminate the employment relationship at any time, with or without notice or cause, so long as there is no violation of applicable federal or state law.

No one has the authority to make verbal statements that can change the nature of employment, and the relationship cannot be changed or modified for any employee except in a written agreement signed by that employee and the President/ authorized person of the Organization. Policies are not to make an agreement, nor are they to be interpreted to contractual legally binding commitments of any sort or an agreement of work.

These provisions supersede all existing policies and practices and may not be amended or added to without the express written approval of the CEO or person designated by the CEO of Organization.

b. Employee Relations

Organization believes that working conditions, wages, and benefits that it offers to its employees are the competitive.

As per our experience if employees are open and direct with their seniors / supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive.

Organization fulfill its commitment to employees by responding effectively to employee issues. In an effort to protect and maintain direct employer/employee communications, organization will do anything they can to protect the right of employees to speak for them.

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4.1 Human Resources Planning

4.1.1 Purpose

The purpose of the Human Resource Planning are;

- To facilitate all the programs and departments in identifying current and future Human Resources needs to achieve organization goals.
- To enhance the capacity of human resource and ensure their ongoing development.
- To ambled the organization culture and ensure conducive to work environment for all team members.

4.1.2 Scope

This policy is applicable to all positions, unless otherwise specified differently.

4.1.3 Policy

- All decisions made in connection with the CEF’s organization structure will be in line with the organization mission and vision.
- Human Resources Plan should be based on requirements that may arise out of any of the single or combination of the following reasons:
 - Promotions
 - Retirements or service terminations.
 - Visiting and Ad-hoc.
 - Expansion or reduction in the functions affecting manpower requirements.
 - Technological changes.
 - Future development or growth.
- The plan should encompass the optimum level of Human Resources as per required skills. The HR Committee shall annually execute the HR Planning.

4.1.4 Procedure

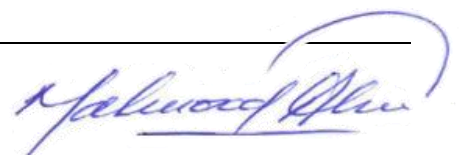
- Every year, from April to June, meetings will be held with the Programs and HODs to develop an annual Human Resources Plan to achieve CEF’s strategic objectives.
- Departments considering above mentioned requirements for HR Planning will submit HR requirements.
- In case of any special requirement (any new project) the HR Committee will sit specially for HR Planning.
- Programs/Department Heads will forward their prepared Human Resources Plans to Human Resources Department which will be finalized in HR Committee.
- Based on the information obtained from the Programs/Department Heads, Human Resources Department will prepare the annual Human Resources Plan stating an approximate cost of the new hiring/turnover according to the Human Resources Plan and will forward it to Finance Department to incorporate this cost in annual budgeting for the

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coming year;

- Finance Department will prepare the budget after incorporating the cost of Human Resources Plan.

- Human Resources Department will receive a copy of the approved Manpower Plan and will update the organization/position hierarchy



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5.1 Recruitment & Selection:

5.1.1 Purpose:

The purpose of this policy is to ensure the hiring of “right person for right job” as per the requirements of the organization. This policy lays down rules and procedure for effective and timely hiring of Human Resources when and where required. Recruitment policy is applicable to all positions In CEF.

5.1.2 Policy:

CEF recruits and selects the most suitable persons for positions available within the organization and upholds merit, personal integrity and commitment to the Islamic principles and Values as the governing Principles of its Recruitment & Selection policy.

Recruitment and selection shall be conducted in a manner that ensures open competition, equal employment opportunity, and rules out discrimination or favoritism.

5.1.3 Procedure:

- Position creation to the budgetary provision can only be approved by the Chief Executive. In case of Additional position the following documents must be attached with
 - **Position Requisition Form (PRF) Annex 03**
 - **Job Analysis Annex 3 (if required)**
 - **Workload Annex 4 (if required)**
 - **Job & person specification of proposed position Annex 5**
- All vacant positions shall be posted / uploaded on CEF Career Portal (Web Site)/ CEF Social media accounts. Applications from existing staff members who fulfill the required qualifications and meet other specified conditions for appointment on these positions would be considered along with other applicants, if any. All short listed applicants by concern department and HR both will be called for interview through written (if time so allows) and verbal (Phone Call) notification by Human Resources Department.
- For internal recruitment the eligible employee can apply for announced positions after approval of the respective HoD and Program Head. If an internal employee selected for a new position, he will not be eligible for another position for one year. The internal person will be given 10% weightage than external if he is meeting the criteria.
- Shortlisting preliminary tests, workshops, interviews will also be conducted by the concerned departments/ programs as per needs for this they will share the screening tools and procedures to HR.
- CEF is committed to the fair employment of qualified persons; any disable person whose disability does not hamper his working can apply and be given opportunity to work for CEF.
- All appointments in CEF shall be made by one of the following methods:
 - Recruitment through external / internal or both.
 - Promotion through selection board (in this case minimum service period at last position is 2 years and availability of position in budget with 70% or above score in Performance appraisal or job fulfilment through open merit competition among internal and external candidates if the position is available in budget.
- All information relating to recruitment, selection and appointment of employees will remain confidential to those involved in the formal process.

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- A candidate for direct appointment must be in good mental and physical health and free from any defect likely to interfere with the discharge of his/her duties;
- In case a job posting yield an insufficient pool of qualified candidates, the Human Resources Department will advise the Chief Executive whether to re-advertise the position or review applications to waive or make substitutions for education and/or experience in favor of the most appropriate candidates. The authorization to do so will be made in writing by the competent authority. However this will not be done in violation of relevant basic criteria of the position.
- Rehiring of Ex-Employees: CEF Ex-employees can only be rehired in case he/she was not terminated or left the organization in accordance with proper organizational policies and procedure. The overage employees as per policy will not be given the employment benefits laid down in benefit policies. The will be given basic salary only.

5.1.3 Appointing Authority:

Table 1.1 Appointment, and removals:

S. No	Description	Approvals
A	Support Staff (G4-G9): Drivers, Attendant, Cook, Security Guard, Program, Project and Dept. Assistants, Field Assistants, Officers (G6-G11): Assistant officer , Officers , Executive etc.	HR Head in consultation with concern program/department Selection Committee: Concern Department Representative , HR Representative, Any 1 member from any department (formed by HR),
B	Managerial (G10- G15) Assistant, Deputy Manager, Sr. Manager , GM, Director	CEO Selection Committee: Selection Committee decided by HR Committee
C	(G16) C-Level , Dy. CEO	CEO Selection Committee: Selection Committee decided by HR committee.
D	Company Secretary, CEO	BOD

5.1.4 Procedure:

The recruitment process will be initiated with Position Requisition Form (PRF) *Annex 03*. The positions can be filled by external or internal candidates through the following process.

- Position Requisition Form – if not budgeted CEO approval will be required by user
- Vacancy Announcements.
- Short listing of the Applications
- Training/Interviews
- Job Offering
- Joining and Induction

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5.1.4.1 Position Requisition:

PRF (Position Requisition Form) *Annex 03*.

The HR Department will ensure to induct the required personnel within 45 days after receiving the approved PRF.

PRF is of Two (02) types as explained below

- **Replacement / Vacant in Budget:**
Replacement PRF is generated for replacing existing position against a pre-approved budget.
- **New / Additional Position:**
New/Additional position is termed as extra budgeted position which has not been included in the annual budget/plan. All PRF for Additional Position along with full position justification and job and person specification will be submitted to HR Committee on recommendation of Committee will be submitted to the Chief Executive Officer.

5.1.4.2 Internal / External Hiring

The hiring could be internally or externally or both through job announcement. If there is need to hire from internal due to the particular requirements. In both cases the hiring will be through the process of recruitment and on merit. While hiring of internally, applicant should apply through proper channel.

5.1.4.3 Vacancy Announcements:

- For announcement of vacant positions, complete Job Advertisement will be prepared by HR Department. The Head HR will review the design, placement of advertisement

and cost in accordance with the approved advertisement budget. Once approved by Head HR, advertisement will be released in print media or Vacancy announcement may be placed in the Human Resources forums, networks and on website of CEF OR sourcing of suitable candidates may also be outsourced to any reliable Head Hunters by HR Department.

5.1.4.4 Short listing of the applications

The received applications/CVs will firstly be reviewed by the HR department and only the relevant & qualified applicants as per the given requirements will be forwarded to the concerned/Departmental/Program Heads for short listing.

The short listing will be made on the basis of following criteria:

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1)

Required qualification and experience

2) required Skill Set

3) Additional experience in reputable institution An applicant may not be shortlisted if he/she;

5.1.4.5 Interviews:

The Human Resources Department, in accordance with clause 5.1.4 will notify a selection board 1) line manager

2) HOD of department

3) HR rep conduct the interviews for the advertised positions. The Shortlisted candidates shall be called for interviews by the HR department through email or telephone calls if the position is required to be filled on urgent basis. The HR Department, for the convenience of the selection board shall prepare a summary of the candidates 'profile and along with CVs of the candidates, Job description (JD)/eligibility criteria, Job advertisement (If any)&Interview Assessment Form (IAF), (Annex 06).shall send to the selection board members at least one day before the date selection board meeting, The members of selection board/committee shall evaluate each of the candidates using the IAF. Once all the candidates are interviewed, the selection board/committee will rank the candidates as 1, 2, 3..., 1 being the first choice for each position.

The candidates getting maximum marks/points will normally be considered for the position.

5.1.4.5.1 Employee Assessment through Demonstration/Tests/Training assessments

The Chairman of Selection Board may appoint a two-member committee to evaluate a candidate for any required position through a presentation/demonstration before the proceeding of the Selection Board. The committee so appointed shall present its report to the Selection Board for assessment of the suitability of the candidate for the specific position.

If required, tests will be conducted for specific positions. Head Human Resources and concerned Departments/ Program Head shall review all written, skills and field testing procedures to ensure that these tests are valid and conducted in a standardized and impartial manner and are job related. This review shall ensure that these tests can be quantitatively scored prior to being administered.

The employment testing will include, developing the interview sheets, assessment questions.

The candidates will demonstrate their presentation skills, public speaking, analytical skills, reasoning, logical understanding and written and verbal communication skills. The HOD or subject specialist will develop such test and will handover to Human Resources Department and result of the tests would be shared with the panel before the final decision.

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5.1.4.6 Documents verification, Reference & Back Ground Check:

Candidate have to provide documents as per Checklist- **Annex 07**, 1 previous employer 1 family / friend 1 professional (minimum two reference). If the candidates not found suitable after documents verification, reference and background check he will not be offered employment.

1. RETENTION OF RECORD

- Recruitment and selection procedures are subject to the provisions of the Right of Access to Information Act, 2017 and Personal DATA Protection Bill 2018. It is therefore important that the decision-making process is clearly documented/recorded, and that all documents relating to the recruitment and selection process are returned to HR.
- One copy of the following Record related to the process should be retained for a period of 12 months.
 - Position Requisition Form – **Appendix PRF**
 - Job Description/Person Specification – **Appendix JD**
 - Advertisement – **Appendix Ad**
 - C.V/ Employee Information Form – **Appendix EIF**
 - Signed and dated Shortlist Assessment forms and rating Criteria;
 - Signed and Dated Interview Assessment Forms and Raring Criteria – **Appendix IAF**
 - Recommendations and Decision of the Interview Panel signed and dated by members.

1.1 MANAGEMENT RIGHTS

Character Education Foundation-CEF retains the exclusive right to hire, direct and schedule the work force; to plan, direct and control operations; to discontinue or reorganize or combine any department or branch of operations with any consequent reduction or other changes in the work force; to hire and terminate employees; to disseminate rules and regulations; to introduce new or improved methods or facilities regardless of whether or not the same causes a reduction in the work force and in all respects to carry out, in addition, the ordinary and customary functions of management. None of these rights shall be exercised in a capricious or arbitrary manner.

1.2 Outside Employment / Business Engagement

Employee cannot hold any type of outside employment / business engagement as long as they are associated with CEF without informing or taking prior permission from the CEO.

2.4 Access to Personnel Files & Data Change

Access to personnel data will be given through access reason request and in presence of HR Officer. It is the responsibility of each employee to promptly notify of any changes in personal data. Personal mailing addresses, telephone numbers and name of the dependents, individuals to be contacted in case of emergency, educational accomplishments, and other such status reports should be accurate and current all the time. If any personal data has changed, notify the [HUMAN RESOURCE DEPARTMENT].

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2.5 Employment Applications

CEF relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentation, falsification, or material omissions in any of these information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

5.1.4.7 Job Offering:

Once the selection decision signed by the committee members HR will send offer letter to selected candidates. If there is a requirement to negotiate on either salary or position offered it will be carried out by Human Resource Officer in the event of non-acceptance of offer from candidate the second most candidates may be considered for employment otherwise the re interviews will be conducted.

5.1.4.8 Joining & Induction:

Joining & Induction process will be completed as follows:

Human Resources Department will complete the Joining process by:

- Obtaining joining report.
- Arranging and compiling documentation of the selected candidate, enter personal information, qualification, experience and approved salary in HR System.
- Notifying the appointment of HOD/Manager & above through HR Reception Desk for the information of all concerned.
- Sending an approved Salary Advice to the finance Department for further processing.
- Obtaining last drawn salary/tax deduction certificate duly verified by the HR or Finance department of the previous employer.
- Issuing appointment letter to the employee duly signed by the Head HR on the same day of joining of employee.

Orientation

Orientation of new employees will include the following:

- 1) Welcoming notification
- 2) Assign someone to receive the new comer
- 3) Ensure that there is a workstation and stationary etc.
- 4) Introduce the employee to other staff including office visit with due protocol.
- 5) Explain salary , payment details and benefits details etc
- 6) Explain the culture of working and introduce few important policies of organization.
- 7) Overview of organization , employee's job title, salary and compensation agreements, work hours, time sheets and other record-keeping methods and pay practices, standards for employee conduct, attendance and punctuality.

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- 8) Describe office practices, requisition for requirements and demands procedure.
- 9) Presentation about organization (PPT / Video)

5.2 Probation:

- 6 All new employees are required to serve a minimum 01 Month to 06 Months probationary period during which employment may be terminated at the discretion of the Lead Person without recourse to the standard procedure for termination specified in our policies. This period may be extended at the discretion of the supervisor. If the immediate supervisor and/or Lead Person/ Reporting head find the probationary employee's work unsatisfactory, this should be indicated to the employee as early as possible in the probationary period. No formal statement of cause is required but an informal explanation would normally be expected.
- 7 Employees do not begin to accrue leave and are not entitled to join the CEF health, dental, long-term disability or pension plans until the successful completion of the probation period. The Lead Person may authorize leave with pay for illness or other emergencies with the understanding that should the employee not continue with CEF after the 180-days probation (or long enough to earn the advanced leave), CEF would reduce the employee's last paycheck by said number of days.

Child Labor

CEF has a policy of not recruiting a person of age below 18 years.

Child below 18 years will not be hired on regular basis however project based assignments / apprenticeship / internship could be given for short period for the development and learning of such youngsters with offer of stipends.

1.8 Employment of Relatives

CEF will not encourage to make any appointment in reporting line of blood relatives / spouse due to which the possibility of favoritism, conflict of interest, or impairment of efficient operations may occur. At the time of selection, an employee must declare his relatives already employee.

1.9 Employment Age

The employment age is 18 to 60 years. In special case it will be on discretion of CEO to give any age relaxation.

7.1 Employment Types

Regular – Full time:

This type of employment starts from job confirmation after successful probation. At least 40 hours per week or as per mentioned in employment letter work is mandatory for this type. The Regular type of employment shall be for undefined period auto renewable annually. Regular employees shall be entitled for all fulltime benefits offered by the organization as per grade and entitlements.

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Regular – Part time:

This type of employment starts from job confirmation after successful probation. At least 20 hours per week or as per mentioned in employment letter work is mandatory for this type. The contract period for regular part time is 12 months of service extendable yearly depends upon the retention of the position. The salary will be all inclusive of benefits.

Contract Employee:

Contract will be for a defined period of time which may extend for a further contract period or categorized as regular employee according to the definition of regular employment based on performance. At least 40 hours per week work is mandatory for contract employees. The contract period will be as per project timeline depends upon the retention of the position and funds. Contract employees will be eligible for EOBI, Health & Life Takaful, eid & marriage gifts, medical as per contract employees policy and will be hired through proper recruitment process.

Advisor/Retainers/ Visiting / Assignment Employees:

Retainer ship employee will also be given special assignments and visiting employment will be as per organization need. The hiring of retainer ship employment will be on CEO directives. Such employment will not be eligible for benefits except honorarium and allowances admissible as per policy.

Consultant:

Any required consultancy will be hired on CEO discretion, the taxes will be applicable as per Govt. Law.

Internship/ apprenticeship / Trainee:

Interns/apprentice/Trainees are fresh graduates / student to get professional experience, interns shall be hired for 3 months (extendable) through competition between at least 3 candidates on discretion of HOD. It is the intent of CEF to clarify the definition of employment classification so that the employee understand their employment status and benefit eligibility.

7.2 End of Employment:

The management of CEF recognizes that employee separation is a normal process for a healthy and growing institution.

7.2.1 Scope:

This policy is applicable to all employees regular full time, part time, project and assignment based, unless otherwise specified differently.

7.2.2 Policy:

Employee separation may be caused due to any number of reasons and these may include the following categories.

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7.2.3 Voluntary separation:

- Resignations
- Retirements or disability

7.2.3.1 Resignation:

Employee has right to leave any time by putting resignation. Employees are required to serve 30 days' notice period otherwise employee has to pay 1 month salary against not serving the notice period or organization has to deduct salary from his payable salary. If employee do not submit 1 month salary then no experience letter shall be issued. Organization will also pay 1 month salary to the going employee if not given him 1 month notice.

7.2.3.2 Retirement:

Retirement Age of Employees will be 60 years
Moreover, in any exceptional case, where the age of an employee will be exceeding from the above specified retirement age, the approval of CEO will be required in order to extend the service period who will be placed as contractual employee.

7.2.4 Involuntary separation:

In volunteer separation shall be on the reasons of following, one notice shall be given or salary in lieu of notice.

- Violation of CEF rules.
- Abandonment of position
- End of a fixed term contract.
- Project Closure before time

Termination on Disciplinary Grounds

On severe disciplinary grounds CEF terminates the employee with immediate effect and will confiscate all organizational belongings, items, and all CEF property. Only earned salary & eligible benefits will be given, notice period serving salary will not be paid. In such cases CEF is not bound to serve any notice period or pay any amount in lieu thereof.

7.2.5 Procedure:

- The HOD will forward the resignation of the employee to the Human Resources Department with the prescribed notice period.
- Human Resources Department will ask the concern Program / Department to process the case and will work out the final settlement and dues, assets/ equipment's of the employees.
- The Employees will return all CEF's belongings, items etc, and obtained clearance from the concerned departments.
- Admin Officers/ Concern Department/ program will send the asset / documents handing taking form to the HR Department at his/her last working days. Clearance Form will also be along with assets handing taking form.
- HR will send the asset handing taking form and clearance certificate to the Finance

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department for final settlement of the employee. Finance will process the final settlement within 15 business days with clearance of all dues, salary, loans etc.

- Clearance form will be filed in the personal file of the concerned employee. Without the clearance, due amount and experience certificate will not be issued and the final settlement cannot be processed until the clearance is audited from Human Resources Department.
- Discontinuation Statement will be prepared by Human Resources Department, after approval from the competent authority, it will be sent to Finance Department and record will be maintained in Human Resources Department.

7.2.5.1.1 Exit Interview:

Human Resources Department will ensure that all the leaving employees should have exit interviews within 15 days of resignation before accepting resignation. If the staff member does not wish to appear in the exit interview he/she can have telephonic interview or he/she can write email to Human Resources Department.

A representative of Human Resources Department will conduct an exit interview session with the employee. However, for senior level positions i.e, HODs/HOPs, manager and above etc. the exit interview will be conducted by the Head HR/ CE.

The exit interview covers questions designed to obtain the employee's opinion about a wide range of work-related situations including the following:

- Compensation levels and benefits.
- Working conditions, work load and career development.
- Suggestions about how operations could be improved to benefit both employees and the organization.
- Any grievance shall be taken in notice of HR Head immediately for grievance redressal if needed.

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Character
Education
Foundation

Chapter 2: Employee Engagement

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EMPLOYEE ENGAGEMENT

3.1 POLICY

CEF aims and believes on Employees engagement. We aim to utilize the collective knowledge, skills, capabilities and experience of all CEF employees in pursuit of organization’s objectives.

- CEF believes that a work environment that represents a consultative and participative approach to engage employees is vital to not only retaining seasoned professionals but is critical to the attraction of younger generations of employees who join the organization with expectation that they will also be consulted and communicated openly on key issues and decisions impacting their career.
- CEF also believes that it is critical to the success of the organization that there is a management culture of engaging employees in designing their future in line with organization strategic priorities.

3.1.1 POLICY STATEMENT

CEF is committed to creating a high-performance work environment characterized by high levels of employee engagement. Where practicable, employee will be consulted over key aspects of the management of their working life and their involvement and feedback will be taken on board and seen as pre-requisite for the successful implementation of initiatives.

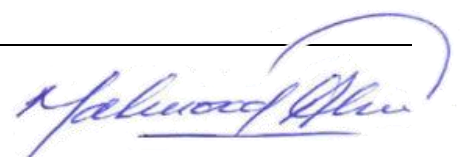
This includes aiming to:

- Provide open and honest communication to employees on both organization and individual performance;
- Seek input from the employees on important initiatives that impact their role and work environment;
- Seek employee views on regular basis;
- Collaborate on the development of organization and individual objectives;
- Carefully consider employee feedback and where appropriate act on suggestions offered and/or concerns raised; and
- Provide mechanisms for the investigation and resolution of grievances

3.1.2 POLICY PURPOSE

This policy sets out the CEF commitment to employee engagement in the workplace.

3.1.3 POLICY SCOPE



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This

policy applies to all CEF employees and may be amended by CEF from time to time.

3.2 PROCEDURE

3.2.1 Compensation and Benefits

Compensation and Benefits includes pay scales & packages, benefits, and perks for employees for their job attraction, compensatory motivation and competitive environment of performance, productivity and retention.

3.2.2 Salary Structure

- CEF maintains salaries at a level, which are at least equal to prevailing rates for comparable position in market.
- In CEF basic salary is offered in accordance with defined pay-scale as per determined Job Grades/Families. CEF grades scale shall be reviewed after every two years by HR Committee and referred to Board of Director for approval, according to given attached annexure **(Appendix Grades & Pay Scale)**.

3.2.3 Salary Day

The pay month is the calendar month. Generally, payments are made by the last day of the current month.

3.2.4 Benefits

In CEF employees are entitled to against their respective grades subject to budgetary provision and availability of funds. (Following allowances & benefits will be given on availability of funds and will come in effect after issuance a notification). Benefits are outlines in tabulation form as follows:

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***Table of Benefits

Grade	Company Car/Conveyance Allowance	Fuel & Maintenance	Driver / Allowance	Communications Facility	Medical Benefits	Health & Life Takaful	Provident Fund/Pension Scheme	EOBI	Performance Base Incentives	Loans	Over-time
G16	√	√	√	√	√	√	√	√	√	√	
G15	√	√	√	√	√	√	√	√	√	√	
G14	√	√	√	√	√	√	√	√	√	√	
G13	√	√		√	√	√	√	√	√	√	
G12	√	√		√	√	√	√	√	√	√	
Grade	Company Car/Conveyance Allowance	Fuel & Maintenance	Driver / Allowance	Communications Facility	Medical Benefits	Health & Life Takaful	Provident Fund/Pension Scheme	EOBI	Performance Base Incentives	Loans	Over-time
G11	√ (FT)*			√	√	√	√	√	√	√	
G10	√ (FT)			√	√	√	√	√	√	√	
G9	√ (FT)			√	√	√	√	√	√	√	
G8	√ (FT)			√	√	√	√	√	√	√	
G7	√ (FT)			√	√	√	√	√	√	√	
G6	√ (FT)			√	√	√	√	√	√	√	
G5					√	√	√	√	√	√	√ (FA)**
G4					√	√	√	√	√	√	√ (FA)

*Field Team **Food Allowance

6.1.1.1.1 Conveyance Entitlements

Vehicle financing sharing model: vehicle models, used vehicle, company own vehicles auction for employees.

Grade	Titles	Entitled Vehicle & Allowances			
		Vehicle Type	Maintenance Allowance	Fuel Allowance	Driver Allowance
G16	Chief Executive	1600 CC Car /Max. 3.0 million	5000 PM	Local = 100 Liters PM Intercity as per actual	Company Driver
G14-G15	C - Level	1300 CC Car /Max. 2.5 million	4000 PM	Local = 75 Litres PM Intercity as per actual	50% of minimum wages if hired
	Director, GMs/Equal		4000 PM	Local = 50 Litres PM Intercity as per actual	50% of minimum wages if hired
G13	Sr. Managers/ Equal	</=1000 CC Car /Max. 2.0 million	3000 PM	Local = 50 Litres PM Intercity as per actual.	-NA-
G12	Managers	</=1000 CC Car / Max. 2.0 million	3000 PM	Local = 50 Litres Intercity as per actual	-NA-
G6-G11	Any other with permission	Motorcycle 125/ 70	1500 PM	As per travel policy	-NA-

6.1.1.1.2 Case 1: Company Entitled Vehicle (Financed) with Allowances:

- Above facility is current available partially while full facility will be on upon availability of funds and will be in effect after circulation of a notification.
- Above allowances are for monthly local use of vehicle while, intercity/ outstation travel expenses will be as per actual. Additional fuel for official use will be subject to the approval of CEO. In case of intercity / long distance Travel plan should be submitted before travel.

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3. Yearly complete checkup and maintenance / required necessary parts change (year 1 (10,000), Year 2 / per vehicle 15,000, Year 3 / per vehicle 20,000 year 4 & 5 and onwards will be given 25,000 / per vehicle preferably through company approved vendor within given limits and as per actual. *Annex 27 Travel Authorization Form, Approval of Allowances, Yearly Maintenance– Annex*
4. New vehicles after 5 years or due to cadre change? Depends the availability of funds. CEO will give approval as per need and term for vehicle change can be extended, moreover the vehicles on entitlements may not be own after availing two times only during service period.
5. Vehicle contribution between Employer and employee will be Employer 35% and employee 65%. If employee purchases higher than entitlement, the employer will pay the %age only according to the purchased price limited to within purchase.
6. Intercity travel will be through as per actual; filled fuel tank by user and get filled fuel tank at the end of travel.

6.1.1.1.3 Case 2: Company Owned Vehicles:

1. On recommendations of HR Committee and approval of CEO, company owned vehicles will be provided to those Programs, Departments, and Regions who need the vehicle according to their work requirements.
2. Such vehicle will be company operated and company owned, driver will be provided and all one time, running expenses will also be borne by the company.
3. The start and end parking of official vehicle is preferable at CEF Office however, keeping consideration of work convenience vehicle authorized official arrange parking on his personal behalf keeping in view the safety measures of the vehicle. The parking other than office will required approval of concern Head.
4. The personal use of company owned vehicle will not be encouraged. In case of need of personal use concern Head permission will be required against 10 rupees per kilometer @ current rate with subject to change of fuel prices. The payment will be paid to admin as per log book. For OFFICIAL or personal use driver will drive the vehicle, if the driver drives vehicle for private time , overtime.
5. A logbook will be maintained properly and regularly by the driver with duly signatures of the authorized official. Company own vehicle will be driven by the official driver in any special occasion if the official driver is not available in such case the driving person must require permission for drive from the concern head subject to his valid driving license. The logbook copy of the month will be submitted to the admin with the running expense claims of the vehicle.
6. Petty Cash/ Fuel card will be issued to the company owned vehicles for running and maintenance as per budget.
7. Official or entitled vehicle only one vehicle at one time will be given.
8. Pool vehicle can also be availed for official duties through the requisition. First come first serve and as per need as advised by admin head basis.
9. Vehicle running SOPs, Asset Damage Policy , Vehicle acquisition policy (Admin Policies) Annex - Local Travel Requisition

6.1.1.1.4 Case 3: Use of Personal Vehicle/ Bike:

Support Staff with permission of HOD will be given a lump sum of 1000/- per month as movement allowances. Intercity use of personal vehicles will be **PKR10 /Km is for use of vehicle for official purpose and PKR 6 /Km for use of Bike when per litre price is up to PKR100/Litre. (Fuel price 100-110 / ltr will Rs 10 / km) The upper side increase in fuel per 10 rupees per litre will be matched with 1 rupee per 10 rupees increase on wards. Travel to outer city fuel/ expenses as per actual will be given on the basis of filled fuel tank by user at travel start and get filled by company at the end of travel, in between required fuel shall be claimed through invoice.

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Annex 27 Travel Authorization Form, 2) Logbook

6.1.1.1.5 Traveling Entitlement

Grade	Titles	Traveling Entitlement				
		Special Title	Local Travel	Intercity	Interprovincial	Abroad
G16	Chief Executive	Executive Management	As per above conveyance entitlement	By AC Bus/ Own/ Rental/ Train Business / Company Car	By Air Eco / Train/ Bus	By Air Eco
G15	DCEO, COO, CPO, CFO, CIO		As per above conveyance entitlement	By AC Bus/ Own/ Rental/ Train Business / Company Car	By Air Eco / Train/ Bus	By Air Eco
G14	Director, GMs/Equal		As per above conveyance entitlement	By AC Bus/ Own/ Rental/ Train Business / Company Car	By Air ECO / Train/ Bus	By Air Eco with CEO Permission
G13	Sr. Managers/ Equal	HOP/ HOD	As per above conveyance entitlement	By AC Bus/ Own/ Rental/ Train Business / Company Car	By Air ECO / Train/ Bus – by Permission	By Air Eco with CE Permission
G12	Managers	HOP/ HOD/RH	As per above conveyance entitlement	By AC Bus/ Own/ Rental/ Train Business / Company Car	By Air ECO / Train/ Bus – by Permission	By Air Eco with CE Permission
G10-G11	AMs, DMs	HOP/ HOD/RH	As per above conveyance entitlement	By AC Bus/ Train AC / company / own car	By Air ECO where necessary / Lower AC Train/ By bus – by Permission	By Air Eco with CE Permission
G4-G9	AMs/ DMs or any team like Fundraising/ Marketing , corporate relations or any other on special permission by CEO		As per above conveyance entitlement Rs 6 or 10/ KM with the permission	By AC Bus/Train AC lower	By Air ECO where necessary / Lower AC Train/ By bus – by Permission	By Air Eco with CE Permission
	All remaining Team		As per decided with respect to need	By AC Bus/ Train AC lower	Lower AC Train / by bus – by Permission Or Those who are not entitled for Air Travel. If they want air travel will pay the difference of fare from his entitlement.	By Air Eco with CE Permission

1. All above traveling is subject to the condition of official traveling and depends upon the approval of competent authority.
2. Local Traveling in case authorized conveyance is not available or due to weather bike cannot be used, public transport, rikshaw, and taxi can be used with the approval of concern HOD.
3. All other types of employee's traveling will be as per Job scales.

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6.1.1.1.6 Accommodations, Meal Substances, Late & Sunday Working

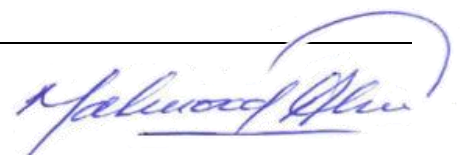
Grade	Titles	Special Title	Accommodations, Meal Substances, Late & Sunday Working				
			Hotel Stay (24 hours)	Personal Stay (24 hours)	Meal & Substances Away from work Place for Overnight, Simple breakfast, lunch, tea, dinner, etc. per 24 hrs	Late working / Sitting entertainment More than 2 hours working after working time (With Permission)	Sunday Working Alternate leave & compensation (With Permission)
G16	Chief Executive	Executive Management	as per actual	NA	as per actual	-NA-	-NA-
G15	DCEO, COO, CPO, CFO, CIO/		3500/-	NA	as per actual	-NA-	-NA-
G14	Director, GMs/Equal		3500/-	NA	as per actual	-NA-	-NA-
G13	Sr. Managers/ Equal	HOP/HOD	3500/-	1000/-	1500/-	-NA-	-NA-
G12	Managers	HOP/HOD/RH	3000/-	1000/-	1500/-	-NA-	NA
G10-G11	AMs, DMs	HOP/HOD/RH	2500/-	1000/-	1000/-		500/-
G4-G9	AMs/ DMs or any team like Fundraising/ Marketing , corporate relations or any other on special permission by CEO	2000/-		1000/-	1000	Below AMs will be given 250 for late sitting	500/-
	All remaining Team			1000/-	1000/-	250/-	500/-

Preferably working will be encouraged on working timing and days only. Only allowed staff to live in offices will be given @ 2500/- food allowance per month. Proposed 4000 per head / Month, support staff lunch allowance 1000/- per month / per head.

Accommodations, Meal Substances, Late & Sunday Working

6.1.1.1.7 Communications Entitlement

Entitlement of Laptop, Computer, Mobile Phone Set, Monthly limit (Full facilitation will be available on availability of funds and will be in effect through circulation of a notification)

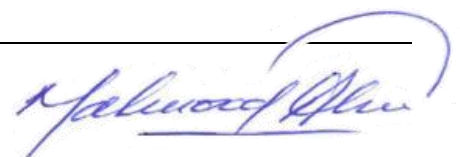


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Grade	Laptop, Computer, Mobile Phone Set, Monthly limit, Landline, Broadband, Visiting Cards, LCD				
	Laptop / Computer	Mobile Phone for every 2 years	Mobile Use per month limit	Broadband EVO / Chargin If needed on permission	LCD
G16 CEO	Core i5/i7 as per IT Recommendations In 150,000 limit	200,000/-	5000/-		
G15 C-Level	Core i5/i7 as per IT Recommendations In 120,000 limit	70,000	3000/- OR as per need		
G14 Directors/ GM					
G13 Sr. Manager	Core i5/i7 as per IT Recommendations In 100000 limit	55000/-	2500/- OR as per need		
G12 Manager					
G11 Dy. Manager	Core i3/ i5 as per IT Committee Recommendations In 80,000 limit	-NA-	2000/- OR as per need		
G10 AMs					
G9 Executives	Core i3/ i5 as per IT Committee Recommendations In 70,000 limit	-NA-	1500/- OR as per need		
G8 Officers		-NA-	1000/- Per Month		
G7	Core i3/ i5 as per IT Committee Recommendations In 70,000 limit Special permission in case special need by CEO	-Nil-	1000/-		
G6		-Nil-	1000/- other 600/-		
G5		-Nil-	1000/- other 600/-		
G4	-NA-	-Nil-	600/- on permission		

1. Laptop will be requested through requisition either by user or his department with approval of HOD/HOP.
2. Laptops / computer system provision and specification will be on recommendations of IT Head.
3. Financing – 2 year installment on employer 60% and employee 40% sharing basis, before 12 months leaver left the machine and claim the paid installment, after 1 year he want to go he will pay the remaining share / installments and get the machine. if someone don't want to get old laptop, he will be given laptop on asset till the year of 3 years.
4. Mobiles sets will only be provided to the authorized team with the period for 02 years, the repair &

Chief Executive Officer



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maintenance of mobile phones will be borne by the entitled team.

5. Monthly limit of phone calls/ sms/ data is as per the table above, if limit cross the upper side of limit will be deducted from the salary of user. Some special cases of upper limit use will be considered upon the approval of concern Department / Program Head. Data Sims/ Broad band will be provided upon the approval of the CE.
6. The mobile phone, limit, EVO etc will be based on the requirements and decision by HR Head
7. Timely office based team & interns below G10 Grade will be given the computer systems instead of laptop however if someone wants laptop on financing he will be give laptops instead of Computer system if the requirement is official. Support team / G4 is not authorized for computer/ lap top.

Requisitions: Entitlement of Laptop, Computer, Mobile Phone Set, Monthly limit, Landline, Broadband, Visiting Cards - Annexures

6.1.1.1.8 Additional Duty Allowance

Additional Duty Allowance is paid to an employee who is assigned with any additional responsibility other than his routine job during normal office hours. The amount of additional duty allowance is purely on the discretion of the management. 40% of salary will be given to the individual who has given additional duty working max. 20 hours per week on regular basis not for a short period. Min of 10 hours will be given 10% of his existing salary. HR will issue the TORs and JDs to the person for additional duty. Category extra hours and job enlargement.

1.1. Other Benefits

This section outlines all the benefits given to CEF's "Character Education Foundation" employees. It also includes the set procedures which the Human Resources Department will be following regarding these benefits. These benefits are designed to facilitate employees of CEF - CHARACTER EDUCATION FOUNDATION during their career with CEF "CHARACTER EDUCATION FOUNDATION". These benefits are categorized as follows:

- Leave Benefit
- Health & Medical
- Cash Award
- Eid Gifts
- Personal Loan, Conveyance loan
- Employee Old Age Benefit (EOBI)
- Marriage Gifts
- Provident Fund
- Crismas and other religious day allowances

1.1.1. Leave Benefit

1.1.1.1. Scope

This policy is applicable to all employees as per types of employment.

1.1.1.1.1 Casual & Annual Leaves

- The leaves are calculated on pro-rata basis from July 1st to June 30th of every year (based on financial Year).

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- During probation no leave is allowed however in case of emergency maximum 01 leave per month can be availed with proper approval of HOD. However, all other type of leaves will be decided on case to case basis with mutual consent of Supervisor & HR Manager.
- CEF provide 10 working days as Annual leaves and 18 Casual leaves & 10 sick leaves to all full time Regular and full time contract employees on pro-rata bases in a business year. Annual Leaves will be planned before 2 months.
- All less than 1 year employee types shall only eligible for Casual & Sick leaves (casual on pro-rata and sick on need basis).
- Casual leaves can be availed maximum 2 leaves per month and always required a prior approval before availing.
- Only earned leaves can be availed i.e employee can avail his/her leave if he has previous balance in his/her leave account one can not avail any future leaves.
- Annual leaves eligibility is conditional to probation completion.
- Only 7 days earned leaves will be carried forward to next year, if not availed carry forward leaves will be lapsed.
- No leave encashment is permissible.

.1.1.1 Emergencies

In case of an emergency, the employee may avail a half/full day leave from his/ her leave account.

This leave shall come into effect after intimation by the employee.

The employee shall be required to present any justification in writing to the HR on their next work day.

13.1.7.10 Sick Leave

13.1.7.10.1 : In case an employee falls ill, s/he may avail a medical leave within following parameters:

13.1.7.10.2 Less than 3 days shall be treated as a casual leave.

13.1.7.10.3 If this leave is prolonged beyond 3 days, formal justifications (prescription and a letter from the consultant/doctor) shall be required.

- I. Total sick leaves are 10 permissible per year.
- II. Up to 3 working days paid medical leave without a doctor's recommendation.
- III. Up to 10 working days paid medical leave, provided a Doctor's Advice (on letter head) and medical reports (as applicable) are submitted to the HR within 4 working days.
- IV. From the 11th working day, in lieu of a Doctor's Advice (on letter head) and medical reports (as applicable) each day of the leave shall be deducted from the employee's Casual leave – in case casual leave quota is depleted, days shall be deducted from other leave accounts respectively.
- V. In case of hospitalization or prolong sickness or extended sickness leave in excess of 10 days shall have been evidenced with a medical certificate signed by a certified medical doctor from organizational approved hospitals as per health takaful. CEF will grant up to 6 months Sick leaves with full salary payment in the 1st three month and half salary payment in the last 03 months.

In case the sickness is prolonged beyond 06 months an exit process or leave without pay will be recommended by HR Committee and approved by CEO. An employee returning to work after an extended sickness leave will be

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guaranteed his / her position. Employee on extended sick leave should submit an updated medical certificate every week during the 1st month of sick leave, every 02 weeks during the next month and monthly thereafter.

11.1.1.2 Matrimonial

- a. An employee at the time of marriage may avail up to 10 days paid leave.

11.1.1.3 Maternity

- a. Expecting female employee shall be required to give a notice of expected delivery along with a letter from her consultant at least 2 months in advance.
- b. Expecting female employee may be granted up to 90 days paid leave. The start date of maternity will be decided based on Dr.'s written recommendation. In case of Medical emergency related to pregnancy maternity leaves can be combined with sick leaves.
- c. Employee may avail more pre/post-delivery leaves in case of any complications; however, a formal letter and prescription from the consultant shall be required

13.1.7.11 Paternal Leaves:

Male members are allowed to avail 10 days paid leaves to take care of their new-borns/s, provided formal application has been made and approved by HR and the CEO.

13.1.7.12 Hajj/Ummarah

- 13.1.7.12.1 Employees may avail 40 days (including weekends), (05 days will be given from Annual Leaves) paid leave for Hajj and 15 days (05 days from Annual Leaves) paid leave for Ummarah- subject to approval from the CEO. Employees may avail the afore-mentioned leaves once in a calendar year. A second Ummarah within the same fiscal year shall not be considered. During service with CEF leaves shall be for one Hajj and for Ummarah leaves shall be for every 3 years.
- 13.1.7.12.2 For HAJJ/UMRAH; copy of visa, letter from the agent and an application shall be required at least 20 days before commencement of such leave.

13.1.7.13 Educational Leave Compensation

Education leaves shall be given on adjustment with alternate time basis. An employee must compensate his/ her time which he/she used for classes in alternate time recommended by HOD and approved by HR.

Employee shall be accommodated for their examination with 2 leaves per exam (a preparatory leave one day before the exam and one exam day leave). Submission of Exam schedule shall be required.

13.1.7.14 Leave Without Pay

Any leave without approval and extra leaves with approval shall be leaves without pay.

13.1.7.15 Absence without Notice (Missing in Action –MIA)

Absence without notice shall be dealt as leave without pay.

Employee shall require to submit Reason for Absence.

The absent employee for 03 consecutive working days shall be suspended from services.

Three (03) show cause notices shall be issued for the termination of Missing in Action until an absent person satisfies with a reasonable explanation about absence to HR.

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NOTE:

- *HR shall approve or reject leaves keeping in view the Leave Policy & respective supervisor's and HOD's recommendations.*
- *Respective supervisors can recommend a maximum of 2 leaves. For more than two leaves (Casual, Sick, Annual, Matrimonial, Paternal & Mourner's) HODs recommendation shall be required by the HR. However, for leaves related to Hajj/ Umarah, Maternity, Education & extended Sick Leaves shall be approved by CEO.*
- *I'tikāf leaves shall be deducted out of annual / casual leaves of an employee.*
- *In any situation, the individual proceeding on leave, shall be required to assign his/her duties to a second in command who shall take charge of his/her position; unless directed otherwise by the respective supervisor.*

1.1.1.2. Compensatory leaves:

- Leave against each off day working will be given with the condition to avail the leave within 1 month.
- Late coming can be adjusted with late sitting with the approval of concern Supervisor.

1.1.1.3. Public Holidays

Government Gazetted holidays will be observed as per government notification issued by HR Department.

1.1.2. EMPLOYEES ATTENDANCE

All admin officers are responsible to maintain record of daily attendance and leaves record. Concern admin officers/office coordinators are responsible to keep update daily attendance of concern employees including their leaves, he will also responsible to send the attendance record to HR department for any deduction on the time of salary preparation.

1.1.2.1. Office Hours:

- i. Office hours of CEF (Head Office and other Offices are:

Monday to Friday	0900 hrs to 1700hrs
Working Break for Lunch & Prayer	60 minutes break between 13:00 – 14:00
Friday Break	12:30 to 02:00

- ii. Field Team working Timings

Monday to Saturday	-	0800 hrs to 1400 hrs
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*Sales/ Field Offices/ Branch may open Saturdays as per need.

- iii. Office hours for office-based Support Staff employees are:

Office working hours for those staff who have been given accommodation in CEF offices have to work 10 hours, after 10-hour duty time they can claim overtime allowance.

Monday to Saturday	0800 hrs to 1800 hrs
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*Ramazan Timing will be announced before Ramazan

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- *All CEF employees shall be required to be on time according to their schedules;*
- *Late arrival is against discipline however, only 15 minutes as grace time can be allowed that should not be habitual late coming. After grace time till 2 hours shall be marked a Short Absence, Late for up to 4 hours shall be marked a half day absence and more than 4 hours shall be marked as full day absence. 03 short and 2 half absences shall be treated 1 day absence. Upon approval such absences shall be counted in leaves if available in balance if not shall be Leave without pay. If fails to give approval of such absences, Leave without pay. Process*
- *Any special late coming or early going is conditional to permission of concerning head and intimation to HR. Such late coming / early going would require to complete his/her working hours within a week.*
- *Full time field / away from office team, time keeping shall be through maintenance of Leaves & Attendance. Field Team / Occasionally away from office team maintain & submit leaves & attendance record.*
- **Overtime & Callouts**
 - *Respective supervisors while assigning tasks shall ensure the assignment can be completed within regular working hours.*
 - *The practice of sitting late hours at the office shall not be encouraged as it is expected that the employees be efficient with their time management.*
 - *Should the respective supervisor determine that the task being assigned to the employee requires a late sitting – the supervisor (RM- in case of Regions and HODs in case of Head Office) shall inform HR of any such engagement through email or through prescribed form to make it official prior to engaging the employee – reimbursement claims shall not be considered in lieu of this intimation.*
 - *Overtime shall only be considered if Supervisor approves the late sitting via “Overtime Form”; any late sitting without such approval shall not be considered as overtime.*
 - *Should it be required of an employee to attend office during a gazetted holiday, the employee shall be entitled to an adjusted holiday on any day other than Monday and Friday – in lieu of such a day off, the employee shall be compensated with according to off day working in below given table.*
 - *Any sitting after one hour of regular office working hours shall be considered as overtime – however, supervisor’s formal approval shall be required for any reimbursement considerations.*
 - *Overtime shall not be allowed (consequently not approved for reimbursement) unless HOD (in case of Head Quarters) and RM (in case of Regional offices) intimates the HR through email*
- **Time/Attendance Sheets**
 - *CEF expects its employees to record their attendance truthfully on the attendance system conveniently placed at receptions.*
 - *Any employee reporting later than 10 minutes after commencement of official workday shall be considered late for that day.*
 - *If an employee anticipates a late arrival, s/he shall inform the respective supervisor or the HRO*
 - *In case of an emergency occurring before the commencement of the work day, the employee may avail half day/full day leave; however, a justification/evidence shall be expected on the following work day.*
 - *Every employee is responsible for the completion of their timesheets/attendance sheet.*

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- *Employees engaged in Projects and Regional Offices, shall submit completed time/attendance sheets duly signed by respective supervisors with the HR.*
- *Failure to submit accurately filled and formally signed time/attendance sheets to respective departments shall be considered a violation and may lead to disciplinary action including termination.*

1.1.3. Health, Life Takaful & Medical Policy

1.1.3.1. Purpose:

The purpose of this policy is to facilitate the employees of the organization by covering in Health & Life Takaful and providing Medical benefits.

1.1.3.2. Scope:

This policy shall apply to all permanent full time, part time, and partially for contractual employees of CEF "Character Education Foundation" and their dependent employees (spouse, children and parents).

1.1.3.3. Policy: Following Medical benefit are applicable half of the amount while full given entitlements will be given upon availability of funds and will be in effect after circulation of a notification.

1.1.3.4. Internal Medical Reimbursement:

Regular employees of CEF are eligible for internal medical reimbursement,

1.1.3.5. OPD for Regular Employees:

Reimbursable limit for OPD for the fiscal year will be Rs 20,000/-.

1.1.3.6. Major Disease / Injury for Regular Employees:

In case of hospitalization or major disease / injury, the company will reimburse up to Rs 30,000/- only for each spouse and each child of Regular employees,

1.1.3.7. Maternity Benefit for Regular Employees:

All female employees and the spouse of CEF's male employees are eligible for maternity expenses including post-natal treatment for the month up to given limits,

- Normal Rs. 20,000/-
- C-Section / Multiple birth Rs. 50,000/-

1.1.3.8. Maternity Benefit for Contractual Employees:

- Normal Rs. 10,000/-
- C-Section / Multiple birth Rs. 25,000/-

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1.1.3.9. Health & Life Takaful:

Health & Life Takaful will be given to employees as per policy and according to best offers from companies according to their requirements and procedures.

1.1.4. Allowances In-Charge, RH, HOD Administrative Roles' Allowances:

Allowances as per titles and eligibility will be given only with the approval of CEO. The eligibility period for acting ship allowances shall be minimum of 1 month. Will be in effect upon availability of funds through a circulation of a notification.

Role	Allowances
C-Level	15,000
HOD	8,000
Regional Head	5,000
In-Charge/ Lead	3,000

1.1.1. Qualification Allowances:

Qualification allowances shall be given if the qualification not requires as basic eligibility for job. Following allowances shall be permissible upon availability of funds and shall be admissible after a circulation of notification.

Course / Degree	Allowance (Per Month)
PhD	20,000
MS / M. Phil (with research)	5,000
Professional Degree / International Certification	5,000

1.1.2. Provident Fund:

Provident fund for permanent employees with equal contribution per month both side from regular employee and employer. The rate of contribution will be according to the formula of

$\frac{2}{3}$ of employee's salary, 8.33% of $\frac{2}{3}$ salary of employee, same contribution from the employer side, the provident will be invested in a suitable/beneficial profit/loss offering institutions of Sharia complained. The provident fund whatever will only be given at the time of departure from organization however in case of any penalty form organization side, the organization has right to deduct or adjusted against the penalty without the consent of employee at the time of departure if there is any outstanding/loans on employee the adjustment form provident fund will be made by organization. Investment option would be taken.

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shall be permissible upon availability of funds and shall be admissible after a circulation of notification.

1.1.3. Eid gifts

Eid gifts shall be permissible upon availability of funds and shall be admissible after a circulation of notification

1.1.3.1. Scope:

This policy is applicable to all employees according to their Grades & nature of employment.

1.1.3.2. Policy:

Eid Gifts will be paid to CEF employees (Muslim & Non-Muslims) on the Holy event of Eid ul Fitr & Eid ul Adha, Christmas/ Easter.

1.1.3.3. Procedure:

Human Resources Department will be forwarded the eid gifts as per grades and nature of employees as per policy to Finance Department for disbursement of Eid gifts to the entitled employees.

1.1.3.4. Tariff: 5000 each across on Eids , Minorities on religious occasion (Crismas , easter , holi and Diwali)

1.1.3.5. Marriage Gift:

Following will be given on the occasion of marriage and will be in effect upon availability of funds through a circulation of a notification. Marriage gifts shall be permissible upon availability of funds and shall be admissible after a circulation of notification

Marriage Gift for Regular employees	Marriage Gift for Contract Project/ Other employees
10000/-	5000/-

a) Loans & Advances

CEF has provision to facilitate its employee(s) with loans and financing to address his/her unavoidable circumstances such as major disease in family, marriage, personal conveyance etc. The funds will be released only with the approval of Chief Executive (CE). Following terms and conditions shall apply to each loan:

Employment Type	Service Period and loan amount	Payback period
Regular	Up to 1 year = 1 Gross Salary 2 years & Above = 2 Gross Salaries	Max 12 Months Period
Contract	Serve more than 6 months = 75% of his/her Gross Salary	Within the remaining service period
Salary Advance	50% of advance salary of current month	Within month

- Loans eligibility period is 06 months service if not probation, the gap period between 02 consecutive loans shall be a 06 months.

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- Every year, CEF will allocate a pool fund in its annual budget, to facilitate the employee(s) with loan and advances.
- Applicant shall apply on prescribed Loan Form (Appendix Loan Application) with recommendation of Lead Person.
- Approval will be made only on first-come-first-serve basis and this would not be considered as matter of right.
- On any loan application HR department will seek recommendation from loan committee comprising relevant HOD, finance and HR head according to need priorities and availability of allocated funds and cash flow of the organization before approval from CEO of any application.
- The recovery will be ensured through the monthly deduction from each month's salary, in case of separation from the service, the remaining balance, if any, will be adjusted in final settlement.

b) Other allowances or entitlements

This section outlines the details of all the benefits which CEF-CHARACTER EDUCATION FOUNDATION employees are entitled to against their respective grades these allowances are categorized as follow:

- Additional Duty Allowance: HR department in consultation or recommendation with concerned lead person will decide about the person's additional task if any. Employee assigned for any additional task might be given additional task allowance according to following formula:
 - $Current\ Gross\ salary\ per\ hour \times additional\ duty\ hours\ e.g.\ Current\ Gross\ salary\ is\ 50,000/30=1667/8=208 \times 1=208$
- Food Allowance: Mess Allowance shall be given to those staff members who are allowed to live in CEF premises due to security reasons or management's late time sitting facilitation for any reason. Following rate of facilitation allowance will apply:
 - Full time PKR4000per person per month
 - Partial stay PKR1,500 per person per month
- Relocation / Transfer Allowance: Relocation/ Transfer allowance shall only be given to those employees who are relocated by CEF for organization purpose and relocated other than appointment place and if the not facilitated accommodation wise by CEF He/she shall be given one time full pay as shifting and disturbance allowance shall be given 15% of his/her salary per month on approval of CEO.

1.1 INCREMENTS

Annual increment means an annual enhancement within the steps of the salary grade of an employee. Following procedure will be adopted for annual increment:

The actual amount of salary increments, if any, shall be based upon following criteria:

- i) Affordability / Budget Availability
- ii) Inflation in the country
- iii) External Equity (CEF vs. Markt)

iv)

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Internal Equity (employee vs. peers)

- v) Performance Annual increments and Incentives may also be given on the recommendations of HR Committee and approval of CEO on annual basis according to the allocated budget.
- New appointments starting between 1 July and 31 December inclusive are paid their first increment on the following 1 July and. New appointments starting between 1 January and 30 June inclusive are paid their first increment on the next of following 1 July.

1.5 Salary Deductions

The following deductions are made from salaries to meet legal and other requirements:

- Income Tax on salaries
- Loan installment
- Bill of Collection
- Any other cost sharing expenses

Note: the HR Department of all positions in consultation and approval of the competent authority shall prepare the salary. (**Appendix – Salary Sheet**)

5.2 Training & Development

CEF has special interest towards the educational and professional growth of its employees. That's why it encourages its employees to avail educational opportunities, professional trainings etc on CE's discretion only for education or trainings within Pakistan and abroad as well. For this purpose Annual Performance Reports and need assessment forms are commonly used to identify the gaps. By focusing on that particular gap CEF conducts various types of training sessions and seminars in order to cope up with the situation of Career Development.

5.2.1 Scope:

The policy is applicable to fulltime regular employees, part timers or contract employee's shall be eligible for in house training/ course of recommended out side by management.

5.2.2 Policy:

- The training, certification or education enhancement will be recommended by Department / program Head, Head Human Resources and approved by Chief Executive.
- Employee has to sign the post qualification Employment Bond as specified.
- The employee will be eligible for only those programs that are offered during off working hours and if program offered during working hours he/she will be considered on leave to attend class/training.
- The employee should not be on probation or under any active investigation for breach of any rule or regulation.

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- He / She have served the organization for the tenure as given below.

Sr. no	Employment Cadre	Relevance with Job Requirements at CEF	Employment Tenure of Employee at CEF
1	Any regular Employee	Relevant	01 years

5.2.2.1 Amount of Assistance ship:

There is one assistance ship for education or training/ certification will be given on CEs approval as per following assistance ship;

Sr. no	Employment Cadre	Relevance with Job Requirements at CEF	Percentage of FA on Course fee
1	Any Employee (self initiative)	Relevant	70 %
2	Any Employee (Organization suggests)	Relevant	100 %

5.2.2.2 Tenure:

Assistance ship will be awarded to the employee for entire duration of training, course, certification or education. Student have to pass final exam if not he will have to pay back all assistance ship amount.

5.2.2.3 Terms of Employment Bond:

Employee shall sign a post qualification employment bond as tabulated below;

Assistance ship Bond Value	Post Employment Bond
More than 50,000 but less than 100,000	01 Year or Bond Value deduction divided in 4 quarters; if lefts after 1 st quarter 75% will be paid by employee, after 2 nd 50% and after 3 rd 25% for 4 th nothing will be paid.
More than 100,001 but less than 300000	02 Years or Bond Value deduction divided in equal quarters of bond time; if lefts after 1 st quarter 75% will be paid by employee, after 2 nd 50% and after 3 rd 25% for 4 th nothing will be paid. Respectively
More than 300001 but less than 500000	03 Years or Bond Value deduction divided in equal quarters of bond time; if lefts after 1 st quarter 75% will be paid by employee, after 2 nd 50% and after 3 rd 25% for 4 th nothing will be paid. Respectively


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- Assistance ship shall be paid to the institution not to the employee. Course/ Training/ education plan shall be agreed between employer and employee may include duty timing, results etc.
- If degree / course not completed, 50% of paid organization share shall be refunded by the beneficiary employee. Organization will pay fee for one time any late charges/ repeat cases/ readmission fee shall not be paid by employee.
- Any training courses/ training / education shall be planned at the time of HR planning as per TNA at the beginning of financial year by HR Committee.
- In case of successful completion of the course, education under this assistance ship scheme the employee cannot claim higher salary, designation or any other type of employment in the organization as a matter of right, however such cases will be regulated as per HR policies.

Incase organization does not need the services of the employee due to any reason and layoff the employee then he/she will not be liable to pay actual amount paid till date by the organization however for next continuation of course he will pay himself if any remaining dues.

5.2.3 Procedure

- Employee has to apply for assistance ship under this scheme on prescribed application form at least two months before the start of admissions of respective program.
- Obtain approval from the head of the department and send the application to the HR department for further processing.
- HR department shall verify the performance of the employee and relevance of degree program to his/her job position at CEF and forward the application to the CE for final approval.
- After the approval from the organization head HR department will intimate the employee and get the employment bond signed from the employee.
- Approved Application and copy of signed employment bond shall be forwarded to the Finance department.
- Original Approved form will be kept in employee personal file and approved copy will be provided to Program Head, HOD & employee.

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1. PERFORMANCE APPRAISAL POLICY

2.1 PURPOSE

In CEF it is the supervisor's continuing responsibility to help improve the employee's work through regular appraisal of performance. Appropriate use of employee performance appraisals should improve employee's performance.

2.2 POLICY SCOPE

Performance appraisal is applicable to all employees of CEF yearly is mandatory but quarterly or bi-annually is preferable for employees to perform the different functions of the organization.


2.3 POLICY STATEMENT

It is the policy of CEF to evaluate its employee's performance and provide feedback at least once a year regardless of their contract or employment nature. The objectives of performance evaluation are as follows:

- To encourage the employee to participate actively in improving operations and the standard of work of the organization;
- To Reward/incentivize employees commensurate to their performance"
- To regulate and monitor the work performances of all employees, and to maintain an efficient level of performance. If the work performance of an employee deteriorates in any way, to bring that to the attention of the employee so that he/ she may be given a chance to improve. The evaluation would recognize and initiate steps to correct work deficiencies, identify areas for development and provide guidance;
- To strengthen the employee-supervisor relationship;
- To identify training and development needs of the employees;
- To encourage and subsequently recognize new ideas and suggestions which eventually would lead to a more efficient office environment;
- To provide a fair assessment of the employee's performance;
- To assist the employee to improve performance;
- To provide a basis for an appropriate level of compensation, and
- To support and provide documentation for personnel actions under approved policies.

Chief Executive

Chairman

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Performance evaluations should be scheduled to ensure that every regular employee is evaluated annually prior to reappointment for the succeeding year. The completed performance evaluation form is a part of the employee's official personnel file, and as such, shall be treated as confidential;

Performance Management includes:

The properly planned performance management cycle helps the employee to align their goals with organizational goals, understand their objectives and construct a roadmap to achieve the objectives.

The performance management cycle is four step procedures which includes :

- 1) Planning**
- 2) Monitoring**
- 3) Reviewing**
- 4.) Rewarding**

Here are these steps are being detailed :

1. Planning:

This is the first step of performance management cycle which is termed as groundwork required for future success. It consists of planning the business strategy, assigning specific objectives to teams and employees, goal development, setting the targets, defining the standard actions and behaviors expected from the employees to achieve the set targets.

The employee should first set his or her own objectives based on a given direction and then approved by line manager of HOD. This is a collaborative process in which employee understands the importance of the task assigned to them and their overall expected contribution to the success of the organization.

It is important that management should verify that employees have required knowledge and skills in order to achieve the set objectives. In cases where the employees does not have the required skills or knowledge, the management roll on an employee development plan. Here the areas in which training is required are identified and the training programs are developed to strengthen the skills of employees.

2. Monitoring:

On quarterly basis the management meets with the employees to check in on the progress of the work and need of change in expectation or addition of role shall be addressed quarterly. The employees are offered the help which is required, assistance is provided to solve work related problems and some adjustment regarding goals is done based on the situation in order to keep the performance plan on track.


This step is also used to understand the ground reality of the goal achievement and to verify that all the employee has understand their responsibilities. The step is crucial to make sure that employee goals are align with the organizational objectives. Here the required action can be taken to help employee achieve the set target in the given time period.

3. Reviewing:

In the reviewing process the employee and management evaluate the final result of the yearly work done by the employee. It is the evaluation about the standard performance expected from the employee and the actual performance of the employee during the financial year. The management and employee together review if the goals were accomplished. What are experience and skills employee gained during the process, how well the tasks were completed by the employee, is there any other way to ensure the goal attainment, anything the management or employee can improve to make the goal accomplishment more easier. Such types of aspects are discussed during the review meeting.

4. Rewarding:

Reward is the final stage of performance management cycle. It is the vital step to keep the employee motivated throughout the year. When employee receives the deserved rewards it improves their

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performance and commitment towards the organization. Management has to work hard to fairly reward the employee and recognizes their efforts in the goal achievement. The reward should be designed based on the merit and performance of the employee. The traditional rewards include bonus, increase in compensation, vacation time, assigning important projects, acknowledgment, a positive review and promotion.

2.4 PROCEDURE

- During April of each year, Head of HR will initiate this process and will issue a time table along with formats and guidelines to each employee and concerned Appraising Authorities;
- The reporting officer shall be the Appraising Authority of the employee concerned;
- The employee and appraising authorities complete the reports personally and forwards it to the Reporting Officer for review, comment and sign. The report is then forwarded to the HR and then HR committee for review and approval.
- At the end the report is forwarded to the HR Head till the mid of May, in a sealed envelope to ensure confidentiality for the purpose of permanent filing in the personnel folder.

2.5 SPECIAL EVALUATION

Special reports would be required by HR Committee to decide the appraisal under the following circumstances:

- Departure, change or transfer of “Reporting Officer” unless a rating was prepared within the preceding three months;
- Transfer/ reassignment or promotion of an employee to another position unless a rating was prepared within three months;
- If an employee’s performance is unsatisfactory than on the recommendation of HOD a Sixty days performance special appraisal will be held.
- Completion of probationary period.


2.6 CONFIDENTIALITY AND DISPOSITION OF FORMS

The completed annual performance Evaluation form for each employee is part of that employee’s official personnel file with HR department and shall be treated as confidential.

2.7 GUIDELINES FOR PERFORMANCE EVALUATION FORMS

The performance evaluation form should provide space for:


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- The date the annual performance period ends;
- The name, title and department of the employee being evaluated;
- A list of “Key Responsibilities” or major elements of the job/objectives/targets. The evaluator may describe each key responsibility by using a word or a brief phrase or sentence to say What, How, and When each task is performed;
- An evaluation which places emphasis on how well each key responsibility/objective/target has been performed. The evaluator should describe performance level which meet, exceed, or fail to meet expected level;
- An overall summary of the performance evaluation, taking into consideration the level of performance on each key responsibility. The overall summary, again using the “Guide for Evaluation” may be very brief or may be more descriptive if needed. Specific targets for improvement should be noted;
- The actual date of the evaluation, name and title of the evaluator who has direct knowledge and supervisory responsibility for the employee. Spaces are also provided for the supervisor to date and initial the form to record when the performance evaluation was discussed with the employee. It is not necessary for the employee to sign or initial the form;
- Management Review. This space is provided for the department head to record comments, including any disagreements with the evaluator’s rating or comments. This space is to be completed with signature and date;

2.8 PERFORMANCE EVALUATION CATEGORIES

Broadly speaking there are five performance rating categories on the personnel evaluation form for employees, namely:

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**Table of performance rating categories:

Rating	Excellent	Exceed Expectations	Meet Expectations	Need Improvement	Poor
Percentage	86% to 100%	71% to 85%	56% to 70%	36% to 55%	1% to 35%
Description	Performance is consistently exceptional in meeting performance criteria demonstrated by providing extraordinary opportunities for organizational success through institutionalized strategies that confirm the employee's expertise and the ability to extract successful results. In this respect an employee's performance against the prescribed Workflow Diagram may also be appreciated and critically examined	Performance is consistently above average in meeting performance criteria demonstrated by going beyond the established standards and instructional practices in achieving all objectives	Performance is consistently adequate in meeting performance standards/ criteria	Work performance does not consistently meet the standards of performance for the position. Serious effort is needed to improve the performance	Work performance is inadequate and inferior to the standards of performance required for the position. Performance at this level is not acceptable to continue

2.9 REPORTING OFFICER

The reporting officer is normally a person who is responsible for the work of, and gives assignments to, the employee. The responsibilities of reporting officer include:


- Making clear to an employee the duties of the position and the requirements for satisfactory performance at the beginning of the rating period;
- Discuss the strengths, weaknesses and ways to improve performance with each employee at the end of the rating period and whenever needed;
- Give recognition to Excellent performance;
- Act to correct an employee's situation whose performance is substandard;

2.10 EMPLOYEE APPEALS

- Appeals are limited to the overall rating in the performance evaluation report. If after discussing the disagreement with the reporting officer, the employee is still dissatisfied the employee submits a written appeal to the Head of Shared Services Department (SSD) within seven calendar days of receipt of copy of the performance evaluation report.
- The appeal should indicate the reason for dissatisfaction with the rating and suggest the remedy. The Head of Shared Services Department (SSD) reviews the case, determines the facts, calls for a meeting of the HR Committee and places the entire case before it.

2.11 REVIEWING OFFICER

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- A review statement is required to ensure thoroughness, objectivity, soundness and to ensure compliance with the evaluation instructions.
- It also ensures whether the employee has received adequate supervision and guidance and whether the rating by the reporting officer appears harsh or lenient. In all it is the prime responsibility of the reviewing officer to ensure the report is formulated in a professional manner and that no one is being discriminated against or treated unfairly.
- The HR in consultation with Head of Shared Services Department (SSD) review the reports, determines the facts, calls for a meeting of the HR Committee and places the entire case before it.
- In cases where the reporting officer is Head of Shared Services and employee submitted any appeal the case will directly places to HR committee in a sealed envelope.

2.12 HR COMMITTEE, REVIEW OF APPEALS

- In CEF HR committee acts as the review panel also. Every year Chief Executive forms the HR committee to lead and supervise with all HR functions of the organization including performance appraisal.
- The HR Committee reviews all performance evaluation reports, which are rated “Un-satisfactory” or in any case of appeal related to his performance rating.
- The Committee will also review employee appeals (see section 2.10) against the overall rating in the performance evaluation.
- The Committee, after reviewing all material and hearing both the employee and the reporting officer, grants or rejects the appeal, and notifies the employee.
- The concerned reporting officer, head of department will not be part of HR Committee in any specific case concerning him/her due to conflict of Interest.
- The decision of the HR Committee is final.
- Any changes in the performance evaluation report are documented and filed in the employee’s personnel folder.

2.13 RECOMMENDATION FOR PROMOTION/ Pay for performance

Promotion is based on performance. It is neither automatic nor based on seniority. However, promotion from within the organization shall be given preference provided high performance candidates with the required skills and experiences are available. Recommendations for promotions, merit awards/ increments and withholding of increments shall be made through the Performance Appraisal process. Promotion shall be concluded by HR Committee and final approval shall be given by the CEO.

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2.14 OFFICIAL SUMMARY

The Performance Appraisal report will be considered an official summary of an employee's performance and will be made a permanent part of the employee's personnel file. (Performance appraisal form is attached as Appendix-A to this manual)

2. TRAINING AND CAREER DEVELOPMENT POLICY

3.1 PURPOSE

To define the types of training admissible to employees, and to inform them, of their benefits, limitations and procedures

3.2 POLICY STATEMENT

It is the policy of CEF to stimulate and encourage employee's self-education and self-development and to enable them for higher efficiency in the performance of official duties by providing opportunities to participate in work-related training, workshops and courses.

3.3 GENERAL

- The introduction of considerable latest technology, techniques and procedures, including computer, latest equipment, frequently creates a need for specialized training of employees.
- CEF promotes in-house training program and approves outside training through well reputed and well ranked institutions and set-ups.

3.4 ELIGIBILITY

The training can be educational, job-related or of a nature that will help employees in increasing their proficiency, ability, skills and effectiveness in the performance of official responsibilities. Those eligible to participate in this Program are full-time and regular employees, who;


- Are not on probation, and
- Have satisfactorily completed at least one-year service with CEF.

Exception to the one-year service requirement may be recommended by the Lead Person, and approved by the CE, but only where project or programmatic requirements necessitate immediate training. However, under no circumstances will a request for training be considered during an employee's probationary period of employment.

3.5 TRAINING CANNOT BE CLAIMED AS MATTER OF RIGHT

Training shall not be claimed as a matter of right. The CE may refuse to grant approved training or cancel

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previously approved training, or change the nature of the training, or recall the employee before expiry of the training program.

3.6 TYPES OF TRAINING

In addition to on-the-job training, CEF may approve short-term training courses at accredited institutions, at its expense.

3.7 PROCEDURE FOR NOMINATION

Each Lead Person shall forward any training material with recommendations of Head of Department to the Head of HR along with the name of the nominated employee. Nominations for training should be submitted at least two weeks prior to the time from which the training is required and preferably before that, particularly for longer-term courses. The HR department will compile the following information regarding the nominated employee, and submit it to the sanctioning authority given below in section 3.8:

- Name of the employee;
- Duration of service at CEF;
- Previous training courses (if any) attended on behalf of CEF;
- Estimated cost of training, including registration fee and travel costs;
- Availability of funds for training.

The Sanctioning Authority will review the nature of training for which the employee is nominated, and shall record his/her decision, which will be implemented by the HR Department. In the event if non-approval of training, the reasons for the same must be recorded.

In cases where the fee for training includes cost of lodging and meals, daily allowance shall not be admissible. Breach of these training rules shall be considered a misconduct on the part of the employee, and in such cases the employee shall be subject to disciplinary action.

3.8 SANCTIONING AUTHORITY

The Sanctioning Authorities for approval of training and the nature of training they can approve are as follows:


<u>NATURE OF TRAINING</u>	<u>SANCTIONING AUTHORITY</u>
Training within country	Deputy CEO
Training overseas	CEO/Chairperson

Employee training and development needs, as identified through their Performance Appraisals, Training Need Assessments, shall be arranged by the Lead Person in consultation with the relevant functional staff, and with the assistance, where needed, of Head of HR

External training attachments/study leave can be short term or long term –

- A short-term attachment/study leave is for a period not exceeding three months.

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- An employee shall be entitled to full salary and benefits during this period.
- A long-term training attachment/study leave is for a period exceeding three months. The following conditions apply to an employee during this period:
 - He/she shall be entitled of his/her salary and Provident Fund;
 - CEF shall only be liable for those expenses, which have been agreed in advance;
 - The employee's leave entitlement shall be reduced in proportion to the period of the study leave;
 - On return, the employee will rejoin his original position;
 - The employee prior to proceeding on training will sign a bond whereby he/she will continue to work for CEF for at least a two-year period after completion of the training. Failure to do so will result in employee refunding costs associated with the training program.

During a long-term attachment/ study leave an employee's financial support can be discontinued by CEF and/ or the employee's services can be terminated without notice or payment of salary in lieu thereof, if he/ she:

- Fails to pass specified examinations;
- Conducts himself in a manner or indulges in activities which are in any way, in the opinion of CEF, damaging to the reputation or interests of CEF;
- Fails to rejoin duty immediately after completing study/attachment/ training.


In respect of the above, an undertaking shall be obtained from the employee to the effect that if he fails to pass the specified examination within an agreed period, other than reasons for ill-health, then CEF shall have the right to terminate his employment with immediate effect. In case such matters arise, which have not been addressed above the same will be decided by CEF as its discretion.

3.9 RESTORATION

Employees will be provided substitute-training opportunities for previously approved and scheduled training program, which have been cancelled due to work requirements. Furthermore, when a training program for which approval is on record is postponed, the approval shall remain in force provided that the new training schedule does not conflict with work requirements.

3.10 RESPONSIBILITIES

It is the responsibility of the Lead Person to ensure that appropriate measures are taken so that each employee is provided with an opportunity to participate in training program. This would be of benefit to both the employee and CEF. Consistent with office requirements, all employees should be provided enough training to ensure they remain updated with the latest developments in their respective field. Training must

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be recommended by the employee's Lead Person in writing and submitted to the Head of HR for completion of procedures as mentioned in Section 3 above.

3.1.1. Sales Incentives Policy

3.1.1.1. Sales Performance Incentive Policy:

The policy is based on targets set for Individual employee. Targets are essentially the qualitative and quantitative guidelines for implementing the business strategy.

A) Scope:


Applicable to Sales & Marketing team of character education foundation.

B) Objectives:

To encourage work culture linked to productivity, conducive to the needs of business thereby motivating and encouraging superior performance.

3.1.1.2. Policy for setting Targets:

- Management committee will set the overall targets of the year in Management Review Meeting and will circulate them to departments and regions. All departments and regions will circulate the concern targets to Marketing and field team. In order to make the incentive policy more meaningful and contributory to the Success of company as well as the individual performance, it is necessary that individual objectives of all employees be finalized with a concept of downward cascading of targets.
- Progress update should take place between the Marketing, Sales and the Regional team throughout the year through formal and informal discussions. This process could help assessment of the actual achievements and make changes, if required, in the action plans to achieve and/or improve annual objectives.
 - The frequency of such assessment shall be revised based on the objective targets and required monitoring for the same in consultation with Head office and involvement of HR for effective

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monitoring of the same. Actual achievements after due review and approval by the reporting Supervisor shall be submitted to the HR team. The approved incentives shall be paid along with the salary process only. No claim would be processed, unless approved by the Reporting Manager.

3.1.1.3. Target for Marketing, Sales Team:

- The current level of target set by management committee based on previous year sales data will be as under.
- Marketing, Sales team will define a territory in his concern allocated area through Geo tagging of schools. The Marketing, Sales team will be responsible for tagging 100% schools in his concern allocated area.
- Marketing, Sales team will be responsible to market the read Quran course and understand Quran course in 100% school in his concern allocated area.
- Marketing, Sales team will be responsible to fill school information form and order forms from schools and enter them on ERP.
- Marketing, Sales team will be responsible for keeping his data up to date and upload all sort of data at every stage (Marketing, Sales, training and after sales) in application and ERP.
- Marketing, Sales team will target at least 100 schools in his concern allocated area for a minimum sale of 10000 books.
- The annual target achievement and incentive calculation will be based on the following criteria;

3.1.1.4. Incentive for Targets Achievement:

Annual increment rate will be decided by the management annually with the percentage of incentives will also be decided with respect to the time.

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3.1.1.5. Loans & Financings:

Narrated by Abu Huraira: The Prophet (P.B.U.H) said, "Whoever takes the money of the people with the intention of repaying it, Allah will repay it on his behalf, and whoever takes it in order to spoil it, then Allah will spoil him."

Character Education Foundation has provision to facilitate its team as per defined criteria in Loans and financing. There will be a Personal & Bike loan and Laptop & Cars Financing as per criteria with defined procedures.

a) Objective:

The objective of this policy is to facilitate the organizational team with loans & financing facility so to support their occasional financial needs, conveyance and asset financings.

b) Scope:

This policy will cover all the CEF team as per criteria

c) Definitions:

3.1.1.5.1. Personal & Conveyance Loan:

This loan is a facility which is to meet personal financial needs and for the arrangement of bike for personal & periodic official use.

3.1.1.5.2. Laptop & Car Financing:

This financing is admissible to the eligible team to meet the personal and official requirements on ultimate asset owning purposes.


3.1.1.5.3. Policy:

3.1.1.5.3.1. Short Term Personal & Bike Loan:

Employment Type	Service Period and loan amount	Payback period	Bike Loan	
			125 CC	70 CC
Permanent	Up to 1 year = 1 gross salary Up to 2 years = 2 gross salaries 3 years and above = 3 gross salaries	Max 12 Months Period	60,000 loan within 36 months on equal installments	30,000 loan within 24 months on equal installments
Contractual	Up to 1 year = 1 Gross salary	Max 12 condition to remaining service months		
Both	Advance Against Salary	Same month		

- CE's approval will be required if one not falls in policy / wants above then entitlement limit. For the time being, Bike loan facility is offer to only field team, however, if any other staff member need to obtained special approval from CE will be required.
- Field based team hiring is conditional to the availability of own conveyance but if in any

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special case bike required the loan will be given on the approval of Program Head.

3. Loan facility of 125 CC Motorbike is only for hard like hilly areas of operation.
4. Theft / damages/Loss will be reported and claimed on prescribed Incident report Form Annex. However, the compensation will be made on the recommendation of the incident inquiry committee and approval of CE.
5. In case of separation from the service, beneficiary (loan and conveyance) will have to refund the balance amount, if any, in final settlement. This may be adjusted in shape of return of motorbike or cash payment.
6. Loan Application can be addressed subject to the availability of funds in the particular month on justified need and first come first serve basis.
7. Eligibility of loan is 06 month service with CEF. After refund of a loan completely next loan can be taken with the gap of 6 Months.
8. Advance against salary can be availed maximum of 50% of running month salary which would be adjusted in upcoming payroll.
9. Long term loan is not admissible for time being.
10. During probation loans cannot be given however bike loan as per job requirements can be given
11. Advance against Salary can not be given in consecutive months.
12. Person loan will be given against monthly loan budgeted amount , which will kept in budget

10.3.1.1 (A) Personal & Bike Loan Annexures.

- 1) – Requisition 2) – Undertaking 3) – Cross Cheque of bike loan amount 4 – Final Settlement & Clearance

3.1.1.5.3.2. Laptop Financing Model:


Grade	Laptop Type*	Up to the value of	Financing Period and payback time
G14- G16	Core i5/i7 or Recommended by Technical Committee	80,000 – 100,000	Life of Laptop usage (organizational) would be considered 03 yrs Loan Refund duration 02 yrs (24 equal installments)
G10- G13	Core i5/i7 or Recommended by Technical Committee	60,000-80,000	Laptop financing available on 65% cost sharing basis
G5-G9	Core i3/i5 or Recommended by Technical Committee	48,000	Life of Laptop usage (organizational) would be considered 03 yrs Loan Refund duration 02 yrs (24 equal installments) Laptop financing available on 50% cost sharing basis for field based staff while office based staff cost share ratio is 65%

*The above specification of a laptop is for the normal usage for skill based or any technical requirement high specs laptop can be given with the special approval of CE.

E Procedure:

- a) Only branded and new with local warranty laptop with bag will be purchased.
- b) User or Concern Department will generate Laptop requisition duly Approved by Department Head and request will be forwarded to Procurement for purchase.

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- c) Payback period is 2 years in 24 equal installments, however, early or lump sum payment will be encourage and appreciated.
- d) Laptop will be for 03 years use condition, after completion of 03 years the laptop will be the property of the employee and he can demand for a new laptop.
- e) Only one facility either entitlement or financing can be availed at one time.
- f) Any damage/ loss/ theft, the repair / new demand will be decided after the incident report and final decision by the CE.
- g) The recovered laptop from a user who left the laptop will be given to another team member on same terms & conditions but the installment will be started from the remaining months till end of laptop balance installments.
- h) Asset Loss/ Damage will be reported and claimed on prescribed **Annex 31 Incident Report Form**. However, the compensation will be made on the recommendation of the incident inquiry committee and approval of CE.
- i) Laptop Financing Payback Model

Service Period	Payback Conditions (In case of resignation)	Payback Conditions (If Organization refuses services)
Up to 11 Months	Will give back laptop with claim of 50% of paid installments	Will give back laptop and can claim paid installments.
12 Months to 36 Months	Total amount – amount paid – Depreciation @16.5% per annum - Organization share = balance amount if any will be deposited to own laptop. If he don't want to own he will be paid his contributed amount.	
2 – 3 Years	Eligible to own laptop on 3 years completion , after 2 years if a person wants to own he can, on CE Approval	

**Remaining installments & actual amount of laptop including Organization share.*

3.1.1.5.3.3. Laptop Financing Annexures:


- 1) – Requisition 2) – Undertaking 3) – Cross Cheque of Laptop financed amount 4) Final Settlement & Clearance 5) Annex 31 Incident Report Form

3.1.1.5.3.4. Car Financing:

Grade	Vehicle Type	Financing Amount	Financing Period and payback percentage
G16	1600 CC Car Suzuki, Honda, Toyota	Up to 1,900,000	3-5 years / Less no of years as agreed 65% employee share
G14,G15	</=1300 CC Car Suzuki, Honda, Toyota	Up to 1,700,000	3-5 years / Less no of years as agreed 65% employee share
G13	</=1000 CC Car Suzuki, or any within limit	Up to 1,300,000	3-5 years / Less no of years as agreed 65% employee share
G12	</=1000 CC Car Suzuki, or any within limit	Up to 1,200,000	3-5 years / Less no of years as agreed 65% employee share

- 1. One can't avail Company owned and financed vehicle at a time
- 2. During Probation employee will not be entitled for vehicle.
- 3. Contractual employee are not eligible for vehicle finance.

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4. Entitled team member will bear 65% share of vehicle both in down payment and principle value installment, while 35% share both in down payment and installment of vehicle will be borne by the organization. Organization will also bear the 1st time registration and token, taxes, insurance, installment and rental till the financed period will also be borne by the organization.
5. In case there is own on a particular vehicle, the entitled team member preferably chose any other vehicle even in lower price / specs or wait for schedule vehicle release without own or will pay the entitled team member.
6. Entitled team member requires to install security system in the vehicle by self.
7. Difference because of higher specification / cost of vehicle will be solely borne by the team member and the difference in registration cost, taxes, tokens, insurance and installments will also be borne by the team member.
8. Financing period is for up to 5 years if the team member wants financing less than 5 years he can do this and the installments / down payment will be accordingly.
9. The interested/ entitled team member or his concern department on his behalf will process a requisition duly recommended by the HR department and approved by the CE will be given to the Finance Department for financing from bank or by organization. Higher specifications / cost / own cases will specially require approval of the CE.
10. Upon completion of installments paid by the beneficiary and clearance the outstanding of bank lease CEF will issue NOC for transfer of vehicle to the beneficent team member for the process of registration on his own name.
11. In case of governmental law violation or some mishap by or with the employee, the company will not bear any liability.
12. An employee can't avail this facility more than two times while serving in the same grade. Special cases will be treated with the approval of competent authority.
13. Fuel reimbursement & vehicle repair/ maintenance shall be according to his entitlement as stipulated in respective policy.
14. Vehicle entitlement is subject to the availability of funds, allocated budget and priority needs on the discretion of CE.
15. The handing over of financed vehicle is subjected to the processing time of internal and bank lease.


3.1.1.5.3.5. Car Financing Annexures:

1) – Requisition 2) – Agreement 3) – Cross Cheque equal to finance amount 4)- Payment schedule 5) – NOC for own name registration

3.1.1.5.3.6. Car Financing Payback Model:

Condition	Payback Model
Not eligible for vehicle retention – In case of resignation / Refusal of services up to 2 years	<p>Resignation Case: Company will refund employee's share less depreciation of each complete year.</p> <p>Company refusal: Company will refund his paid installments, down payment, any other amount paid by him in vehicle.</p>
Eligibility for vehicle retention after 2 years	<p>Resignation Case: Company will charge 100% of expenses excluding entitlement as per policy. Employees will have to pay off remaining balance to company or bank in this case company will not match its share onwards whatever. Company will issue NOC upon clearance of balance dues to the employee. If the employee does not want to retain the vehicle, the market value will be assessed and the already paid installments will be adjusted accordingly in his final settlement.</p> <p>Company refusal: Employee will have to pay the lump sum payment of remaining amount to own vehicle. If the employee does not want</p>

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	to retain the vehicle, company will refund his paid installments, down payment, any other amount paid by him in vehicle.
Transfer of Ownership	Agreements will be made with the leaving employee for transfer of ownership at the maturity of bank lease.
Transfer of Vehicle	The vehicle not retained by the employee will be transferred to another employee on following conditions; The employee will be charged 65% of carrying value of the vehicle in agreed number of installments (max. 36 installments).
Replacement of Vehicle	The replacement of vehicle is allowed after 5 years.
Lump sum Vehicle contribution	35% of entitled limit by organization lump sum with match of 65% by employee. Organization will bear token , taxes , registration etc for 3 years after 3 years vehicle will be own be employee.

3.1.1.5.3.7. Employee old Age Benefit Institution Scheme (EOBI):

i. Scope:

Once an employee reaches the prescribed age he shall be entitled to receive pension from the EOBI.

Gender	Age (Years)
Male	60
Female	55

ii. Policy:

- Upon inducting a new employee, Human Resources Department includes the employee (s) in EOBI list
- Finance Department process EOBI list at the end of each month and the payment is deposited in prescribed bank.
- Human Resources Department submits the updated list online every month for employee's registration card.
- After receiving the EOBI card it is issued to the concerned employee.

iii. Procedure:

Employee of CEF "CHARACTER EDUCATION FOUNDATION" are covered under the following EOBI schemes:


a. Monthly Pension:

One time (Grant) Lump sum amount (Grant) incase if his services are less than five (5) years as per EOBI policy.

b. Old Age Benefit Disability Plan As per EOBI policy:

The CEF "CHARACTER EDUCATION FOUNDATION" shall pay this scheme on monthly basis as follows:

As per Government policy all registered institutions are liable to pay 6% of minimum wage i.e. 1% from employee and 5% by employer.

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13.1.8 Promotions

- 13.1.8.10 Promotions are brought into effect when there is a requirement of higher output from the employee; or when CEF believes the employee can be better utilized in a higher position via performance evaluations; or, as a recognition to an employee's outstanding consistent performance.
- 13.1.8.11 Such promotions are considered after a performance evaluation and cause justification prepared by the respective supervisor.
- 13.1.8.12 Once a performance evaluation is received the HR shall prepare a case file after considerations which are presented to D-CEO and CEO for final verdict.
- 13.1.8.13 Any employee shall be required to serve in a particular position for at least 1.5 years prior to being considered for a promotion.
- 13.1.8.14 Decision taken by the CEO shall stand final.

13.1.9 Compensation

- 13.1.9.10 CEF believes in a fair compensation against services rendered.
- 13.1.9.11 Compensation brackets at CEF are decided and formalized after a committee meeting to ensure CEF's pay structure is highly competitive.
- 13.1.9.12 Compensation shall be transferred on the 1st of every month; should this day be a gazetted holiday/day off, compensation shall be transferred two days earlier to facilitate the employee.
- 13.1.9.13 Responsibility of managing a bank account/informing about any changes to this bank account, shall rest with the employees. In the event of any changes, the employee shall inform the F&A department accordingly.
- 13.1.9.14 Compensation is calculated on actual days of the month and shall be subject to deductions, including leaves without pay, consequential deductions, tax, EOBI and Insurance.
- 13.1.9.15 For concerns regarding compensation calculation and deductions, employees are to consult with the F&A department
- 13.1.9.16 Expenses incurred by an employee during official trips shall be reimbursed on actual costs within reason. If during these official trips there is damage to personal property, CEF may reimburse up to 50% of cost.

OPERATIONAL POLICIES


1. Code of Ethics and Operational Conduct

CEF conducts its activities morally and ethically under the umbrella of applicable laws of the land. CEF aims at providing a professional work environment and there is no tolerance for practices deemed immoral or unethical indulged in by any employee. Policies formulated as follows have been designed to limit such immoral/unethical practices.

1.1 Clauses:

- 1.1.1 All employees shall display professional respect, regard and courtesy towards all members of the organization regardless of their rank.
- 1.1.2 CEF reserves the right to update its policies from time to time as it requires; employees shall observe and abide by these updates as and when they are formulated.
- 1.1.3 It is responsibility of every employee to follow the chain of command and set hierarchy of organization.

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- 1.1.4 Dress code shall be observed by all employees i.e. male: Formal Pent shirt and shoes or shalwar qameez with formal shoes/ sandal. Use of waste coat / dress coat is highly recommended specially for field team of Training, sales & marketing. Female dress code is gown and head covered scarf.
- 1.1.5 Smoking is strictly prohibited in office premises.
- 1.1.6 Punctuality shall be followed by all employees.
- 1.1.7 No funds or assets shall be abused.
- 1.1.8 The protection of confidential work information and operating concepts shall be vital to the interests of CEF; such information includes, but shall not be limited to: Research work, Production and designing work, Donors data; Compensation data; Financial information; Implementation strategies; Projects and Proposals; Processes; Personnel/Payroll records and conversations between any individuals/ meetings associated with CEF.
- 1.1.9 Employees shall not accept any monetary favors from any CEF stakeholders.
- 1.1.10 Should an employee receive any gifts considered lavish; s/he shall submit the item to the HOD – it then shall be the responsibility of the HOD to give the gift to the receiving person or to submit to finance intimation to top management.
- 1.1.11 No personal borrowing shall be allowed from any institution or any individual on behalf of CEF.
- 1.1.12 CEF letter heads, business cards only authorized use shall be permitted.

1.2 Violation and Consequence:

- 1.2.1 Employees are welcome to clear any queries/confusions via their respective Departmental Heads from HR.
- 1.2.2 Violation of this policy shall lead to appropriate disciplinary action which may include termination and/or legal action.

2 Apolitical Policy

CEF is a non-governmental, apolitical, non-profit organization working nationally without regard to political considerations. CEF's apolitical policy is formulated to allow employees to practice their political affiliation within reason to ensure their political orientation does not affect CEF's interests. Affiliation with ban outfits shall not be allowed.

2.1 Clauses


- 2.1.1 Employees may have any political affiliation they chose; however, these associations must not reflect in their operations and time at CEF.
- 2.1.2 Political grouping/lobbying at CEF shall not be permissible.

2.2 Violation and Consequence:

- 2.2.1 Any violation or notification of such violation shall result in a thorough investigation of the case by the HR.
- 2.2.2 Strict disciplinary action shall be taken against employee/group of employees found guilty of the offense.
- 2.2.3 Disciplinary action may include termination and/or legal action.

3 Anti-Harassment & Discrimination Policy

CEF's anti-harassment & discrimination policy is set in place to show high standards of integrity, maintain a cohesive work relationship with co-employees. The policy aims at maintaining interactions within a morally and ethically acceptable bracket.

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3.1 Clauses

- 3.1.1 CEF is committed to providing and maintaining an open, positive work environment which is free from any form of discrimination or harassment.
- 3.1.2 All employees/visitors must be treated with due respect, dignity and courtesy.
- 3.1.3 There shall be no discrimination or harassment against any person on grounds of race, color, religion, nationality, disability, age, gender, marital status or ethnicity.
- 3.1.4 Along with the preceding points in the policy, the foregoing paragraphs under this section shall be covered.

3.1.4. (1). Harassment

Harassment is a behavior that is offensive to individuals including stereotyping, unwelcome epithets, racist or religious slurs, demeaning jokes, gestures, written or graphic material that communicate these concepts and any other conduct that make the working environment hostile or offensive. Threatening / pressurizing

3.1.4. (1.2). Prohibitive Conduct

Specific types of prohibitive conduct include, but are not limited to:

- i. Use of offensive language or demeaning terms.*
- ii. Verbal or physical conduct of sexual nature.*
- iii. Discussion of a person's physical characteristics or attire.*
- iv. Narrating offensive jokes or sexually explicit stories.*
- v. Circulation or posting of offensive material through any medium.*
- vi. Objectionable physical proximity or contact.*
- vii. Spewing rumors or talking to third parties about an individual in a demeaning manner.*

Note: All the above is prohibited through any mode of communication, including in person, over the phone, on voice mail, through pen and paper, e-mails, through chat, text (SMS)/ social media or any form of interpersonal communication.

3.1.4.(2). Discrimination

Discrimination means treating employees differently in any aspect of employment.


3.4.4.(2.1) Clauses

- i. CEF discourages discrimination based on a person's gender, race, caste, community, marital or family status, religion, national origin, ethnicity.*
- ii. CEF forbids retaliation against an employee for filing a charge of discrimination or participating in an investigation or opposing discriminatory practices.*
- iii. Charges of harassment and discrimination are likely to be grounds of termination of employment.*

3.1.4 (3). Harassment

If an employee is encountering harassment, s/he may take the following course of action:

- i. Speak directly to the offender using direct statements like "Please stop that", "I do not appreciate that" or "I find that offensive". However, it is not necessary for an employee to take this action before reporting a complaint to the HR department.*
- ii. If the offensive behavior continues or if the employee feels uncomfortable in confronting the offender, the situation may be brought to the attention of the HR. A thorough investigation of*

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necessary corrective action shall be taken. It shall be ensured that the case is kept confidential both internally as well as externally.

- iii. If an employee hears about or observes a possibly harassment/discrimination or general violation of any policy, the employee is accountable to report the situation to the HR. The employee's identity shall be kept confidential. To maintain confidentiality, employee shall not confer with anyone else at CEF about the situation. All complaints of discrimination or harassment are serious and appropriate investigation of complaints shall be conducted.*
- iv. HR shall spearhead the investigation. Questions asked during an investigation shall be focused on what occurred during the incident, including specifics about what happened before the incident. After all facts have been collected and analyzed, a determination shall be deducted and appropriate corrective action shall be taken where applicable. Corrective action shall depend upon the nature and intensity of the situation and may include counseling, warning or termination of employment.*
- v. After completion of an investigation, the concerned parties shall be informed about the decision taken.*

3.2 Violation and Consequence

- 3.2.1 Any violation or complaint of such violation shall be taken seriously.
- 3.2.2 A thorough investigation shall be conducted.
- 3.2.3 Strict disciplinary actions shall be taken against employee/employees in violation.
- 3.2.4 Disciplinary action may include fine, warning, suspension, termination and/or legal action.

4 Substance Abuse Policy

Substance abuse is the act of consuming judgment/movement/cognition impairing substances (such as drugs, over dose of prescription medicine, alcohol and such) purely for enjoyment/recreation. CEF maintains a work environment free from the harmful effects of such indulgence.

- 4.1.1 This policy does not apply to employees who are prescribed medicines which may have similar effects; however, in such a case, the employee's physician shall be contacted and a formal prescription shall be expected.


6 Grievance Management

CEF has ensured that all employees work in harmony with each other; however, if and when a conflict arises; CEF through this policy has set in place measures to address the concerns professionally.

6.1 Clauses

- 6.1.1 In the event of any grievance, the employee shall submit a written complain to the Respective Departmental Heads, regardless of the rank s/he is lodging a complaint against. If the complaint concerns the Departmental Head, complaint may be forwarded directly to HR. The complainant shall have the option of submitting a written complain directly to HR should s/he be more comfortable with it.
- 6.1.2 After receiving the complaint, HR may call upon the plaintiff to further elaborate the grievance.
- 6.1.3 The complaint shall be investigated by respective HOD/supervisor – or in case sent directly to HR, CEO may also be requested to participate in the investigation as needed.
- 6.1.4 The plaintiff/defendant shall carry out regular duties on schedule during this investigation.
- 6.1.5 After hearing both sides, a conclusion shall be drawn; written intimation shall be passed on to both parties detailing the outcome of the investigation

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- 6.1.6 Should the plaintiff/defendant be unsatisfied by the outcome, s/he may request a personal hearing with HR. The plaintiff/defendant may request hearing in ascending order from CEO, BOD and finally a Legal advisor until a satisfactory resolution is attained.

6.2 Violation and Consequence

- 6.2.1 Employees shall not attempt to resolve conflict that may result in violence (physical or otherwise).
6.2.2 Employee/employees shall be held responsible for any incident harmful for CEF and its employees resulting from their actions.
6.2.3 All complaints shall be channeled through the HR.
6.2.4 Conclusive decisions shall not be taken unless formal complaint has been processed.
6.2.5 Disciplinary action, which may include termination or legal action or a combination of both may be taken against employee/employees in violation.

7 Anti-Bribery Policy

Nature of CEF's operations is such that external elements might attempt to win the favor of an official by giving gifts or treats for their own gains. This policy is set in place to ensure no undue favors/bribes and other unethical practices do not occur.

7.1 Clauses

- 7.1.1 Gifts that may be acceptable shall be of an appropriate value, not exceeding Rs. 5,000. Items exceeding Rs. 5,000 shall not be considered acceptable.
7.1.2 Gifts maybe accepted depending upon the value and nature of the item.
7.1.3 Should an employee be at the risk of offending the individual's customs, s/he is to consult with the respective supervisor or the HR immediately before accepting the gift. If the gift is too lavish to be a professional token of appreciation; the item shall be submitted to the Administration Department.
7.1.4 Shared Services Department with consultation from the CEO decide an appropriate use for the item (in actual form or liquidated) within CEF.
7.1.5 It is the responsibility of the employee to ensure their family (mother, father, brother, sister, spouse, children) do not accept gifts without their approval.
7.1.6 If the family has accepted a gift regardless of the value, the employee is to report the incident immediately to HR via their respective supervisors.
7.1.7 To ensure confidentiality, proceedings of any investigation by the HR shall be limited to SM-HR, GM-HR, CEO, respective HOD/Supervisor and concerned employee.


8.1. a Exception

The only exception to this policy may be considered while paying a facilitation payment where there is a direct risk to an employee's health/life. If a facilitation payment is made in such circumstances, it shall be reported as soon as possible to the HR.

7.2 Violation and Consequence

- 7.2.1 Accepting a gift that is too lavish to be a formal token shall be considered along the lines of a bribe.
7.2.2 Such an incident shall be investigated. During the course of the investigation, concerned employee shall be expected to report for active duty daily as per their schedule – no leaves, absence, resignation shall be accepted until these investigations conclude.
7.2.3 Strict disciplinary measures shall be taken should an employee be determined guilty of accepting a bribe - these might include termination and/or legal action.

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8 Discipline Management

CEF expects high standards of personal and professional conduct from all its employees. For ease and clarity, CEF has established policies targeting discipline management to maintain a professional work environment for co-employees, visitors and guests.

8.1 Clauses

- 8.1.1 Code of professional conduct is compulsory and binding for all employees.
- 8.1.2 Depending on the severity of the offense, correction action shall proceed as follows:
 - 8.1.2.1 **Intimation:** *A verbal caution given in a meeting with HR – warning letters may/may not be given at this stage. However, the offender shall be required to submit a letter explaining his/her actions.*
 - 8.1.2.2 **First Warning:** *Should the employee make another offense, a warning letter for the offence shall be given and attached in their personal file – a meeting may or may not happen at this stage.*
 - 8.1.2.3 **Final Warning:** *Upon another offense committed by the employee, s/he shall be given a final warning letter.*
 - 8.1.2.4 **Termination:** *Should the employee continue to commit another offense, his/her services shall be terminated.*
- 8.1.3 Non-observation or breach of code of conduct shall make the employee liable for disciplinary action leading to imposition of major or minor penalty or with adverse impact on their career including termination.
- 8.1.4 Salient features of the Code of Professional Conduct applicable to CEF employees in addition to Clause 1: Code of Ethics and Operational Conduct are as under:
 - 8.1.4.1 *All employees shall display complete loyalty towards CEF.*
 - 8.1.4.2 *All employees shall follow rules and regulations framed by CEF from time to time.*
 - 8.1.4.3 *All employees shall strictly observe committed working hours.*
 - 8.1.4.4 *All employees shall follow job instructions given to them by their supervisors.*
 - 8.1.4.5 *All employees shall be expected to observe strict moral and ethical standards in their work and personal lives.*
 - 8.1.4.6 *The employees shall not criticize CEF, its policies or SOPs and other operations at any point of time, within or outside the organization. If they have any suggestions/reservations they are welcome to route it through the proper channel to the HR.*
 - 8.1.4.7 *All employees shall be expected to follow organization hierarchy in accepting instructions and passing instructions for work. Refusal to follow instructions of the respective supervisors shall be a serious case of misconduct.*
 - 8.1.4.8 *All the employees shall work in such a way as to ensure complete personal integrity.*
 - 8.1.4.9 *All the employees shall be expected to protect CEF's property and keep its information confidential whenever required.*
 - 8.1.4.10 *No employee shall publish or cause to be published an article/comment/post on any matter relating to the organization which is accusatory; acerbic; demeaning or generally negative in any local, national or international newspaper, journal, social media or any other publication without the written permission of the HR.*
 - 8.1.4.11 *Such permissions may not be necessary for publication of articles that has no bearing on the affairs of the CEF and which do not directly or indirectly affect it and for which no compensation is given.*
 - 8.1.4.12 *No employee shall neither consume nor bring alcohol/narcotic substance inside the office premises/workplace nor shall s/he enter the office premises/workplaces under the influence of such material.*

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8.1.4.13 No employee shall neither consume nor carry any kind of judgment/performance impairing substance inside the premises/workplace. CEF reserves the right to conduct random mandatory blood tests.

8.2 Violation and Consequence

- 8.2.1 CEF shall intimate employee/employees about violations within reason.
- 8.2.2 Continued violation of one or multiple clauses shall generally be taken as misconduct.
- 8.2.3 Strict disciplinary action shall be taken against employee/employees in violation of the clauses mentioned above.
- 8.2.4 Disciplinary action may include termination, legal action or a combination of both.

9.3 Chart of general offenses and consequences:

For ease of understanding, a few offences and associated consequences are as follows:

Offence	1 st Measure	2 nd Measure	3 rd Measure	Eventually
Missing in Action:	Explanation Call/ Warning letter	2 nd Warning letter and ½ days salary deduction	3 rd Warning letter and full day salary deduction	Termination/legal action
Conflict of Interest:	Explanation Call/ Warning letter	2 nd Warning letter	NA	Termination/legal action
Proceeding w/o Permissions/approvals:	Explanation Call/ Warning letter	2 nd Warning letter	3 rd Warning letter	Termination/legal action
Insubordination:	Explanation Call/ Warning letter	2 nd Warning letter	3 rd Warning letter	Termination/legal action
Irregular Attendance/Punctuality:	Explanation Call/ Warning letter	2 nd Warning letter	3 rd Warning letter	Termination/legal action
Bribery and Corruption:	Explanation Call/ Warning letter	NA	NA	Termination/legal action
Hitting/Assaulting employee/guest:	NA	NA	NA	Termination/legal action

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Un-professional/Disrespectful towards employees/guests:	Explanation Call/ Warning letter	NA	NA	Termination/legal action
Document Forgery:	Explanation Call/ Warning letter	NA	NA	Termination/legal action
Steeling and abetting:	Explanation Call/ Warning letter	NA	NA	Termination/legal action
Damaging property willfully:	Explanation Call/ Warning letter	2 nd Warning letter	NA	Termination/legal action
Favoritism:	Explanation Call/ Warning letter	2 nd Warning letter	3 rd Warning letter	Termination/legal action
Dishonesty:	Explanation Call/ Warning letter	2 nd Warning letter	3 rd Warning letter	Termination/legal action

9 Non-Disclosure / Confidentiality


The protection of confidential work information and operating concepts shall be vital to interests and success of CEF. Informed deemed confidential includes, but is not limited to: Donors data; Compensation data; financial information; Implementation strategies; Project and proposals; Processes; Personnel/Payroll records and Conversation between any individuals associated with the CEF.

9.1 Clauses

- 9.1.1 Information regarding CEF or its interests shall be deemed confidential and intended for the particular recipients only.
- 9.1.2 An individual's personal/compensation records are limited to HR and F&A departments only – intruding in an individual's records (personal or employment) shall be considered an offense.
- 9.1.3 Any information an individual is exposed to during employment at CEF shall be considered CEF's property. It shall be the responsibility of the individual to uphold confidentiality of any such information during and after employment with the organization.
- 9.1.4 All members are expected to be vigilant in regards to the confidentiality of information; should an employee suspect any individual's indulgence in unnecessary indulgence shall report the concern to HR via their respective supervisors.

9.2 Violation and Consequence

- 9.2.1 CEF shall take disciplinary action against violators of the policy; consequences may include any or a combination of the following:

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- 9.2.1.1 -2, -4 or -10 marking on the performance evaluation (Bi/Annual) depending on the severity of the offense.
- 9.2.1.2 Termination of employment.
- 9.2.1.3 Legal action.

3.1 ENVIRONMENTAL POLICY

CEF – Character Education Foundation’s environmental policy includes two major components to help minimize our impact on and achieve our objectives around the environment:

As a responsible corporate citizen, CEF – Character Education Foundation is committed for the protection of environment and has made environmental protection a priority through:

CEF offices will be no smoking zones. Continually improving environmental performance of our processes & products and ensuring prevention of pollution at each stage.

Strictly complying with the applicable environmental legislations & standards.

Ensuring effective use of resources in the areas of energy, fuels, oils, paints, chemicals, water, etc.


Use of daylight and necessary lights only instead of unnecessary use of energy resources.

Lights/ ACs/ heating should be off in the office area when leaving the place.

Reducing and recycling waste and packaging materials.

Encouraging the usage of environment-friendly technologies to aid elimination of hazardous materials.

CEF is promoting environmental preservation amongst employees & other stakeholders by inculcating sensitivity to the environmental concerns.

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3.2 SAFETY POLICY

- As a good corporate citizen, CEF is committed to Safety & Health of its employees and concerned persons who may be affected by its operation.
- To achieve this commitment, it is our policy to:
 - Integrate Safety & Health measures in all activities.
 - Filtered water and hygienic food, entertainment to employees will be provided.
 - Neat and clean work place including proper cleanliness system will be provided.
 - Proper exhaust, air ventilations will be available.
 - Cook, serving staff and drivers will be medically fit and health screened periodically. Cook and serving staff will be head covered.
 - Antibacterial measures for water tank cleanliness, sprays of insect, mouse killings will be make sure.
 - Emergency alarms will be alarm for any emergency alert
 - Fire extinguisher will be available in all CEF Offices.
 - First aid kits on basic medication, emergency response will be provided in all offices.
 - Emergency exits will be created, defined, provided in all CEF offices.
 - Comply with all applicable legal and other requirements to which the Organization subscribes.
 - Promote Safety & Health awareness amongst employees, suppliers and contractors, customers and dealers.

3.3 Continually improve the Safety performance through precautions besides participation and training of all employee Media Policy:

CEF – Character Education Foundation SOCIAL MEDIA POLICY is a guideline to use all type of media sources such as print media, electronic media, social media (blogs, wiki’s, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, YouTube, Instagram, etc and new tools as they emerge), microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, official website and other sites and services that permit users to share information with others in a contemporaneous manner.

3.3.1 Objectives:


- To aware about the company’s Media policy, strategy and purpose.
- To know the company policy about use of all types of media.
- To follow the roles and responsibilities within the given scope and limits.
- To adhere with the policies, code of conduct about use of company’s media.

3.3.2 2. Scope:

1. The media policy applies to all directors and employees of CEF – Character Education Foundation including permanent, contractual, visiting, interns, volunteers, wages employees and any other person or company associated with CEF.
2. All types of print & electronic media which covers the press releases, media statements, press conferences, press briefings, interviews, opinions etc.
3. All types of social media i.e (blogs, wikis, social networking sites such as Facebook, LinkedIn, Twitter, Flickr, YouTube, Instagram etc and new tools as they emerge), microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, official

Chief Executive

Chairman


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website and other sites and services that permit users to share information with others in a contemporaneous manner.

3.3.3 Policy:

These guidelines apply to all individuals posting on behalf of the CEF though they may be helpful for anyone posting on social media in any capacity.

1. The media statements, press releases, interviews, press conferences will be issued through Head Office only and with the approval of Chief Executive. CE can designate a media focal person. Media spokes persons will be designate by CE. No one is allowed to give any media statement, press briefing, issues press releases by own. However, any views, opinion, media talk which is unplanned and sudden prevailed from media person / channel can be given by available senior most CEF Employee. Sudden briefings will be given according to the Organization media policy.
2. CEF Logo cannot be used on personal IDs, profiles and documents in any ways and for any purpose by any employee of CEF.
3. There will be only official account of CEF for all social media sites and no one can create any account with the name of CEF in his / her personal capacity.
4. Program Heads will be the responsible for the selection of appropriate Content for media sites including social media and website. No one is allowed to create or select any content for CEF without Program head authorization.
5. Think twice before posting. Privacy does not exist in the world of social media. Consider what could happen if a post becomes widely known and how that may reflect both on the poster and the CEF.
6. When posting, be aware of the copyright and intellectual property rights of others and of the CEF.
7. Check your facts before posting them on social media. Review content for grammatical and spelling errors. This is especially important if posting on behalf of the CEF in any capacity.
8. Be respectful. Understand that content contributed to a social media site could encourage comments or discussion of opposing ideas. Responses should be considered carefully in light of how they would reflect on the poster and/or the CEF and its organizational voice.
9. Consider your audience and its potential reaction to your content. Be aware that a presence in the social media world is or easily can be made available to the public at large.
10. On personal sites, identify your views as your own. No one is allowed to share any post in any form on any social media site/ account on behalf of CEF or in personal capacity.
11. Protect institutional confidential and proprietary information. Do not post confidential or proprietary information about the CEF, its intellectuals, customers, suppliers, donors or any stakeholder.
12. CEF is a neutral, independent, non-political, non-sectarian, non-ethnic country wide organization without having any political affiliation.
13. No one is allowed to take or give any credit in any form to any political, religious or business party for the sake of personal gains.
14. CEF employees are allowed only to vide rage spreading of CEF official content by sharing options only, they are also allowed to likes, subscribes but if they have any suggestion/ opinion through proper channel only.
15. No one is allowed to comment or share a comment that may leads to racial, social, religious, linguistic or sectarian prejudice.
16. Members are allowed to value other's opinions or view point and no one is allowed to criticize on others comment or respond to any negative comment passed by the viewers. Only Program Heads are responsible respond such comments.
17. Official Whatsapp group (s) will only be created with the permission of Program Heads for official messaging, important official information sharing. Irrelevant information including political,

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controversial is not allowed in such groups. Comments will not be accepted on any whatsapp message/ information. Anything which is necessary to ask may be contacted personally. If official event picture sharing required only one good picture may be shared only.

3.3.4 Procedure for use of CEF Media Platforms:

CEF Media platforms can be used by any employee with the following procedures;

1. If any material, content, news, broadcast, information is important to be published on CEF media platform provided that the quality, importance of content is there than it could be send to the concern supervisor with the request for publishing. The concern supervisor will send the content/ material to the Program Head and he will send to the Social media Head if he thinks that the content is strong.
2. Program Heads will send daily at least 1 content to the social media head for publishing.
3. Social Media Head is responsible to post at least 3 quality and CEF branded posts though CEFs various accounts on daily basis. The daily posts sharing will increase in numbers day by day as per the directions of the management.
4. Social Media will be headed by head of social media with a team of content developer & designer, broadcast developer and social media manager.
5. A social media volunteer's team will also be developed for the support of CEF social media.
6. Social media policy orientation will be given to all employees including new joiners.

3.3.5 Social Media Roles:

Social media will be the Headed by Head of Social Media for Character Education Foundation along with social media team of content developer and Designer, video/ broadcast developer, social media manager.

3.3.5.1 Responsibilities:


1. Create, manage, operate, govern social media accounts for CEF
2. Receive / develop/ arrange contents for social media
3. Designs and post social media contents through CEF Accounts
4. Update, monitor, control response the accounts and posts
5. Spread and promote the content of CEF
6. Collects and Record the data of viewers, potential clients
7. Report the social media outcomes and opportunities

3.3.5.2 Responsibility of Program Head:

1. On daily basis content as demanded by Social media head will be provided by Quran Education Program, Character Education Program and Community Education Program.
2. Programs heads will communicate their entire team/ employee to provide content/ activities material/ videos if there is a concern to publish the matter on CEF Media platform.
3. Program Heads will also communicate and keep monitor their entire team for the adherence of policy and media statements managed centrally.

3.3.5.3 Policy Governance:

1. Programme Heads are also be the part of media admin team and they are responsible to compliance of this policy and take corrective actions needed real time.
2. Violation of any clause of the policy or related to media policy which is affecting the company image will be seriously noticed by the Head of HR. HR will issue 2 consecutive warnings to the

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violators even than on occurrence of any violation will be treated through issuance of a show cause notice to violators within 5 business days answering time. In case he is not answering he will be given two consecutive reminders and the expiry of final reminder (s)he will be terminated with immediate effect.

3. In other case if show cause answer is not satisfactory or with falsify than an enquiry committee can be constitute for the further investigation and on the recommendations of enquiry committee and approval of CE the decision of termination or otherwise will be final.

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CONFLICT OF INTEREST

This conflict of interest policy is designed to help directors, officers, and employees of the CEF identify situations that present potential conflicts of interest and to provide them with a procedure to deal it with. In the event there is an inconsistency between the requirements and the procedures prescribed herein and those in Country Law, the law shall control.


1. CONFLICT OF INTEREST DEFINED

In CEF, the following circumstances shall be deemed to create Conflicts of Interest:

1.1 Outside Interests and Activities

- 1.1.1 A Contract or Transaction between CEF and a Responsible Person or Family Member;
- 1.1.2 A Contract or Transaction between CEF and an entity in which a Responsible Person or Family Member has a Material Financial Interest or of which such person is a director, officer, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative;
- 1.1.3 A Responsible Person competing with CEF in the rendering of services or in any other Contract or Transaction with a third party.
- 1.1.4 A Responsible Person's having a Material Financial Interest in; or serving as a director, officer, employee, agent, partner, associate, trustee, personal representative, receiver, guardian, custodian, conservator, or other legal representative of, or consultant to;
- 1.1.5 An entity or individual that competes with CEF in the provision of services or in any other Contract or Transaction with a third party;
- 1.1.6 Employees are conditionally permitted to engage in outside work or to hold other jobs, subject to certain restrictions as outlined below:
 - Activities and conduct away from the job must not compete with, conflict with or compromise the company interests that affect job performance and the ability to fulfill all job responsibilities. Employees are prohibited from performing any services for customers on nonworking time that are normally performed by CEF. This prohibition also extends to the unauthorized use of any company tools or equipment and the unauthorized use or application of any confidential information. In addition, employees are not to solicit or conduct any outside business during paid working time;

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- Employees are cautioned to carefully consider the demands that additional work activity will create before accepting outside employment. Outside employment will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, refusal to travel or refusal to work overtime or different hours. If CEF determines that an employee's outside work interferes with performance, the employee may be asked to terminate the outside engagement;
- Employees who have accepted outside engagement may not use paid sick leave to work on the outside job. Fraudulent use of sick leave will result in disciplinary action up to and including termination.

2. TERMS DEFINITIONS

- 2.1 A "*Conflict of Interest*" is any circumstance described in above paragraph of this Policy.
- 2.2 A "*Responsible Person*" is any person serving as an officer, employee, volunteer or member of the board of directors of CEF.
- 2.3 A "*Family Member*" is a spouse, parent, child, or spouse of a child, brother, sister, or spouse of a brother or sister, of a Responsible Person.
- 2.4 A "*Material Financial Interest*" in an entity is a financial interest of any kind that, in view of all the circumstances, is substantial enough that it would, or reasonably could, affect a Responsible Person's or Family Member's judgment with respect to transactions to which the entity is a party. This includes all forms of compensation. (The board may wish to establish an amount that it would consider to be a "material financial interest.")
- 2.5 A "*Contract or Transaction*" is any agreement or relationship involving the sale or purchase of goods, services, or rights of any kind, the providing or receipt of a loan or grant, the establishment of any other type of monetary relationship or review of a charitable organization by CEF. The making of a gift to CEF is not a Contract or Transaction.


3. POLICY STATEMENT

- 3.1 Board members have legal obligation to conduct themselves without conflict to the interests of CEF. In their capacity as Board members, they must subordinate personal, individual business, third-party and other interest to the welfare and best interests of CEF. The conflict of interest policy is appended herewith for kind perusal and for information.
- 3.2 Employees must avoid any relationship or activity that might impair, or even appear to impair, their ability to make objective and fair decisions when performing their jobs. At times, an employee may be faced with situations in which business actions taken on behalf of CEF may conflict with the employee's own personal interests. Company property, information or business opportunities may not be used for personal gain.
- 3.3 All conflicts of interest are not necessarily prohibited or harmful to CEF. However, full disclosure (Appendix-1) of all actual and potential conflicts is required.

4. POLICY SCOPE

- 4.1 This policy is applicable to all Responsible Persons of CEF including Directors, Officers, Volunteers, Advisors, and Consultants.

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4.2 Each new Responsible Person shall be required to review a copy of this Policy and to acknowledge in writing that he or she has done so.

5. PROCEDURES

- 5.1 Before board or committee action on a Contract or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting.
- 5.2 A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the board or committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- 5.3 A person who has a Conflict of Interest shall not participate in or be permitted to hear the board's or committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- 5.4 A person who has a Conflict of Interest with respect to a Contract or Transaction that will be voted on at a meeting shall not be counted in determining the presence of a quorum for purposes of the vote. The person having a conflict of interest may not vote on the Contract or Transaction and shall not be present in the meeting room when the vote is taken, unless the vote is by secret ballot. Such person's ineligibility to vote shall be reflected in the minutes of the meeting. For purposes of this paragraph, a member of the board of directors of CEF has a Conflict of Interest when he or she stands for election as an officer or for re-election as member of the board of directors.
- 5.5 Responsible Persons who are not members of the board of directors of CEF or who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of board or committee action, shall disclose to the Chair or the Chair's designee any Conflict of Interest that such Responsible Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Responsible Person. The Responsible Person shall refrain from any action that may affect CEF's participation in such Contract or Transaction.
- 5.6 In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to the Chair or the Chair's designee, who shall determine whether there exists a Conflict of Interest that is subject to this policy.
- 5.7 Employees with a Conflict of Interest question should seek advice from management. Before engaging in any activity, transaction or relationship that might give rise to a Conflict of Interest, employees must seek review from their manager or the Human Resource department.
- 5.8 Each new Responsible Person shall annually complete a disclosure from identifying any relationships, positions, or circumstances in which the Responsible Person is involved that he or she believes could contribute to a Conflict of Interest arising. Such relationships, positions, or circumstance might include service as a director of or consultant to a not-for-profit organization, or ownership of a business that might provide goods or services to CEF. Any such information regarding business interests of a Responsible Person or a Family Member shall be treated as confidential and shall generally be made available only to the Chair, the Chief Executive, and any committee appointed to address Conflicts of Interests, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.

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6. CONFIDENTIALITY

Each Responsible Person shall exercise care not to disclose confidential information acquired in connection with such status or information the disclosure of which might be averse to the interests of CEF. Furthermore, a Responsible Person shall not disclose or use information relating to the business of CEF for the personal profit or advantage of the Responsible Person or a Family Member.

Appendix-1
CEF -Character Education Foundation
Conflict of Interest Information Form

Name: _____ Position: _____ Date: _____

Please describe below any relationships, positions, or circumstances in which you are involved that you believe could contribute to a Conflict of Interest (as defined in CEF's Policy on Conflicts of Interest) arising.

Cyber security: IT & Communication Department's guidelines for the use of the computer, internet usage, social media to protect the assets and resources to enhance security shall be followed.

3.3 Internet Usage: The company provides internet to employees basically for business purpose. However, occasionally it can be used for a personal purpose, to the point; it is not obstructing normal job responsibilities of employees. There are points which are to be followed while using the company's internet.

1. Downloading of obscene, offensive material.
2. Sharing of confidential information with others.
3. Interfering with other employee's privacy.
4. Downloading or uploading pirated movies or related material.
5. Surfing of websites which can damage the company's network
6. Doing any illegal action like hacking, fraud etc.


- 3.4 Cell Phone/ Calls: Try to follow short calls over landline, intercom / mobiles only, personal calls be shortest, a medium level voice be adopted. Keep your ring bills simple and low tone.

3.5 Company's Email **Use corporate email id for business purpose**: The use of email for the official purpose can be without any limitation. An employee can go to the company's newsletter and other services required for professional growth.

2. **Use for the personal purpose**: Company's email can be used for the personal purpose as far as it is safe for the company's server. It must not have spasm and an employee should not use it for sending confidential information belonging to corporate.

3. An employee should implement the model code of conduct for use of emails.

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The general expectation regarding the use of email is as follows:

1. No Signing up for illegal websites etc.
2. No Sending of marketing content or email etc.
3. Registering for competitors services unless you are authorized to do it.
4. No Sending of discriminatory messages and content
 - No spamming other employee emails.

3.7

- 3.9 Fair Dealing: One of the examples of the code of ethics is to deal rightly with employees, suppliers, contractors, customers etc. No one is allowed under the code of conduct policy to take unfair advantage of anyone through manipulation, abuse of privileged information, misrepresentation of material facts or any other unfair dealing practice.

3.10 Company assets: Company assets should be used with caution. There must not be any wastage, misuse of company assets as it results in loss of company's profitability. All business assets shall be used only for the legitimate business purpose.


-

3.11 Professionalism: The employees are expected to follow the Professional code of ethics under which they must behave professionally in their work and while dealing with other colleagues, customer, supplier etc. They are also expected to maintain integrity & honesty in all their work. Ethical and legal standards should be maintained in business. Employees must help the company to maintain an open and supportive environment. The employees must also try that there should not be any misrepresentation of facts.

-

- 3.12 Financial information: Financial information is needed in order to make the proper management decision. Many employees working in finance department come across such information. Employees must try not to share such information outside. Also, employees are expected not to disturb financial data. All financial transaction must be recorded accurately in case there is any discrepancy. It must be reported immediately to the manager or supervisor.

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3.14 Harassment : The Company is committed to providing an environment which is free from any kind of discrimination based on religion, caste, creed, marital status etc. Employees are also expected to support the company on the same. However, if an employee comes across any kind of harassment as an act by any customer or supplier the company will provide the affected employee with all the support and will also provide preventive measures on the same.

-
- 3.15 Compliance with Laws and agreement:

All employees shall conduct business in compliance with all applicable laws and regulations of the particular district, state or country.

3.16 Fraud; Any kind of fraud intentionally is subject to strict disciplinary action:

Some examples of Fraud are:

1. Misrepresentation of financial data
2. Submission of false financial report
3. False reporting of any kind of financial transactions
4. Forged cheques


3.17 Bribe; Abiding by the values under “Code of ethics” bribe of any kind is not accepted in the company. There should not be any incidence of offering directly or indirectly any types of gifts, anything of value to the partners, customers, colleagues, etc. to:

1. Get business
2. Affecting business decisions
3. Taking unfair advantage for one’s position.

Transacting with the third party:

The Company tries to be in touch with the government agencies all by itself, however, any situation may arise wherein third party agent is needed to carry on the transaction further. A formal contract must be signed between the company and the third party. Such a relationship should be based on the "Code of ethics”. A copy of the code of conduct must be given to the third party. It is to be ensured that any fee, commission or the remuneration is paid to the third party is reasonable, bonfire and commensurate with the functions and services performed. Such matter must be reflected in the book of accounts.

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3.20 Relationship at work:

Any personal involvement with a colleague, customer, and the supplier can distract the normal working of the team. Any such issue must be discussed with manager or HR and corrective actions can be taken accordingly.

3.21 Lobbying:

Lobbying or any such related activity must be regulated. There should be no representation of the company in any such meeting until unless it is specifically designated by the company to do so.

3.22 Improper opportunity:

To abide by the Code of conduct for employees we should not trade it for employees self-interest and personal benefit. Employees by any means must not compete with the company.

3.23 Records and Audits:

For any company's operation of business it is crucial to have correct records and financial transactions. There are certain standard and laws which are to be followed in managing accounts for the company. It is possible by maintaining proper internal controls and procedures.

3.24 Accounting practice:

It is the policy of the company to fully and fairly disclose the financial condition of the organization according to laws, rules, and regulations. All record of the company must reflect all the transactions made so far.

3. 25 Reporting of unethical or illegal behavior:

It is generally promoted in the company that any kind of unethical or illegal behavior must be reported to the superiors immediately. As the company relies on Company code of conduct in the workplace such matters should be reported to protect the company from any far off damage. In case the employee is not comfortable sharing it with superiors, such matters should be reported to the audit committee. The company does not believe in retaliation of any kind by or on behalf of the company and its employees.


3. 26 Penalties for failure to comply:

All employees in the organization are expected to abide by the code of conduct. Any violation of code will result in disciplinary action against the employee.

Strong disciplinary actions will be taken against the employee found violating the code of conduct.

Corrective action will be taken:

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1. Violation of company's code of conduct, policy or procedure or any applicable law.
2. Guiding others to violate the policy or procedure.
3. Seeing breaching of the code of conduct but not reporting to it.
4. Noncooperation in company's audit and investigation.
5. Skipping training.
6. Revengeful behavior against anybody reporting a concern in good faith.

4. Responsibilities in following the code of conduct

Following the Corporate code of conduct is every employee responsibility. It, however, varies from position to position but responsibilities can be documented:

Employee responsibility:

1. It is employee responsibility to understand the code of conduct well.
2. The Employee must adhere to the guidelines mentioned in the code of conduct to make the decision.

Manager's responsibility:

1. A manager must act as a role model following code in everyday working.
2. Provide motivation to employees in raising concern in case they come across any incidence wherein codes of conduct guidelines are violated.
3. Promotion of Code of conduct within the company.
4. Arranging training programmers for the team to follow the code of conduct in all they do in the company.
5. Responding well to employee concern or issues.

Management responsibility:

Management responsibility lies in proper implementation of policy.


-
-

Problem Resolution

Organization is committed to providing the best possible working conditions to its employees and associated members.

Organization strive to ensure fair and honest treatment of all employees. Head of the department, Managers, employees and other associated members are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism. All problem can be resolved to everyone's total satisfaction but only through mutual understanding and discussion with

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employees and management . This confidence is important for operation of an efficient and harmonious work environment, and helps to ensuring everyone’s job security.

Organization is committed to respect the right of workers to associate in a peaceful manner. Organization also authorize its workers to join any workers association, trade union or establishing any workers committee for representing before the management the amicable solution of their problems and promoting better relations between workers and the management or away the frictions that may arise between the workers and management in day to day work.

4. Suggestion/ Feedback

As employee and associated members of Organization, have the opportunity to contribute to our future success and growth by submitting suggestions for practical work, improvement or cost savings ideas. Submit suggestions in suggestion boxes at the HR Department. After review, they will be forwarded to the Management. All suggestions should contain a description of the problem or condition to be improved, a detailed explanation of the solution or improvement, and the reason why it should be implemented. As soon as possible, you will be notified of the adoption or rejection of your suggestion. Special recognition may be given to the employees who submit a suggestion that is implemented

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Annexures



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Annex 03 Position Requisition Form (PRF):

Department/Program: _____ Location: _____

Department: _____, Requisitioner : _____ Signature: _____

Position Type	Permanent	Contractual	Other
Hiring Reason	New	Replacing	Additional
Posting	Internal	External	Internal & External

Position Title: _____, Replacing (name): _____, Salary Range: _____

Position Reason & Description: _____

Duties: _____

Requirements (ie. Skills, Qualification): _____

Technology & Equipment (ie. furniture, phone, IT Equipment's): _____

Frequent Travel	Conveyance	Conveyance Type	Valid Drivers License	Other

Finance Department Comment: _____

Name: _____ Sign _____ Date: _____

HR Department Comment: _____

Name: _____ Sign _____ Date: _____

Approval

Recommendations Signature (For Replacement Post): _____ Date: _____

HOD/ HOP Signature (For Replacement Post): _____ Date: _____

CE Approval (For New Positions): _____ Date: _____


For HR Use Only

Receiving Date: _____ Posting Type _____ Position Type _____


Job Description Status _____ Job Analysis Status _____ Job Evaluation Status _____

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Annex 06 Interview Assessment Sheet (IAS)

 Character Education Foundation	Interview Assessment Sheet											Page 01 of 01					
	Human Resource Department			Effective Date: 01/01/2018			CEF-HR /XX/R&S-Annex-IAS/005(ii)					Version 00					
Program/Department/Region	Location			Interview Date:			Time:		Venue:								
Eligibility Criteria	Required Qualification		Professional Required Qualification		Required Relavent Experience		Required Technical/ Prof. Skills			Additional Requirements			Conveyance Requirement				
	A	B	C	D	E	F	G	H	I	SUM	Test Score	Interview Score	Total	Conveyance	Salary	Priority	
Rating	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	1 ~ 5	45	25	30	100	Type	Current	Expected
Serial No	Name of candidates	Academic Qualification 70%+ = 5 60%+ = 3-4 45%+ = 1-2	Professional Qualification Degree = 4-5 Diploma = 3 Certi = 1-2	Technical / Professional Skills Expert = 4-5 Inter = 3 Begin = 1-2	Experience >Required=5 =Required=4 < Required = 1 for each yrs	Stability Attitude	Personality	Communication skills	Suitability	Vision Alignment	45	25	30	100	Type	Current	Expected
1																	
2																	
3																	
4																	
5																	
Chaired By:		Signature:		Concern HOD:		Signature:		HR Manager:		Signature:							
Name:				Name:				Name:									

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Annex 07 Documents Checklist:

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Document Check List			
Department Human Resource	Effective Date 01/01/2019	Code CEF/HR/XX/PM/001/F-004	Revision 00

Name _____ Employee ID _____
 Department _____ Date of Joining _____
 Location _____ Designation _____


S.NO	Documents	Yes	No	N/A
1	Copy of Appointment letter			
2	PRF Form/ PRF No.			
3	Joining report			
4	Employee Information Form			
5	Complete CV			
6	Copy of NIC			
7	4 Passport size photographs			
8	Professional Documents			
9	Educational Documents			
10	Experience Certificates			
11	Job Description			
12	Reference Letter			
13	Reference Check			
14	Driving License			
15	Salary Slip (Previous Employer)			
16	Interview evaluation form			
17	Security Clearance from Local Police Station			
18	Job Offer Copy			

HR Department	
Name _____	Designation _____
Date _____	Signature <div style="border: 1px solid black; width: 100px; height: 30px; display: inline-block;"></div>

VERIFICATION HR AUDIT			
Date	Verification	Comments	Signature

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Annex 09 Probation Evaluation Report:



PROBATION EVALUATION REPORT

Name of Employee: _____ Designation _____

Department: _____ Date of Appointment: _____ Supervisor Name: _____

Note: Please supplement your answer in case of rating 1 or 5

Sr. No	Description	Rating (1-5)	Comments
1	Job knowledge/Tech Competencies		
2	Quality of Work		
3	Timelines/ Deadlines		
4	Communication/ Presentation		
5	Personal Appearances		
6	Initiative & Motivation		
7	Adaptability and Flexibility		
8	Punctuality and Dependability		
9	Use of Resources & Loyalty, credibility		
10	Target Achievements		
	TOTAL		

Major Assignments	Rating (1~5)	Comments

Employee Signature _____ Date _____

HOD Recommendations: (without reasons recommendation would not be considered)

Options	Satisfactory (✓)	Unsatisfactory (✗)	Reasons
Probation Feedback			
Recommendations/ Comments			
Recommended Decision	Probation Extension Further ----- Months	Job Confirmation YES NO	Job End YES NO


Supervisor

HOD

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Annex 10 selection decision sheet:


		Selection Approval Sheet											Page 01 of 01						
		Human Resource Department			Effective Date: 01/01/2018		CEF-HR /XX/R&S-Annex-SA/005(iii)						Version 00						
Post: A.R.M,		Program/Department/Region, Islamabad,			Location: Islamabad,		Interview Date:Jan 08, 2018			Time: 10:00AM,		Venue:CEF Head Office							
	Rating	A 1 ~ 5	B 1 ~ 5	C 1 ~ 5	D 1 ~ 5	E 1 ~ 5	F 1 ~ 5	G 1 ~ 5	H 1 ~ 5	I 1 ~ 5	SUM	Test Score	Interview Score	Total	Conveyance	Salary Current	Expected	Priority	
S. No	Name of candidates:	Academic Qualification 70%+= 5 60%+=3-4 45%+=1-2	Professional Qualification Degree =4-5 Diploma= 3 Certi = 1-2	Technical / Professional Skills Expert = 4-5 Inter= 3 Begin = 1-2	Experience >Required=5 =Required=4 < Required = 1 for each yrs	Stability Attitude	Personality	Communication skills	Suitability	Vision Alignment	45	25	30	100	Type				
Recommendations of Selection by Selection Committee													Joining Date: Salary:						
Recommended by:		Designation		Concern HOD:		Designation						Approved by CEO / Chairman							
Name		Signature:		Name:		Signature:													

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Annex 11 Entitlement Reimbursement Claim Form:


	Character Education Foundation							Issue Date: 01/01/2019	
	Title: Entitlement Reimbursement Claim Form							Version # 01	
	Doc. # QSR/ SOP-23/ 01							Revision # 00	
							Page 1 of 1		
Name: _____ Designation: _____ Program/ Department: _____									
Purpose of Traveling: _____									
ENTITLEMENT PORTION									
Grades	Travelling Conveyance			Grades	Accommodation		Meal & subsistence		
	Intercity Travelling Entitlement	Local Traveling Entitlement	Motor Car used for Personal/ Official		Hotel Stay	Personal Stay	Away from work Place from 3-4 hours	Away from work Place for Overnight, Simple break fast, lunch, tea, dinner, etc.	
G-9 to G-16	By Air (Economy Class) Rail AC / Daewoo	Taxi / Personal Car	10/- Per KM	G-13 to G-16	Rs. 3,500/-	Rs. 1,000/-	Rs. 250/-	Rs. 1000/-	
G-4 to G-8	Rail AC / Daewoo	Public Transprot/ Riksha / Taxi	6/- Per KM	G12	Rs. 3,000/-	Rs. 1,000/-	Rs. 250/-	Rs. 1000/-	
				G10/11	Rs. 2,500/-	Rs. 1,000/-	Rs. 250/-	Rs. 1000/-	
				G4/G9	Rs. 2,000/-	Rs. 1,000/-	Rs. 250/-	Rs. 1000/-	
Explanations	Rent a Car & Riksha by other staff members is subject to limitations. Only authorised persons can use then own Car Local traveling is presented in most economical order			The above cost covers 24 hours stay no payment for meal in case of personal stay.		Overtime /Entertainment Allowance			
						Grades			
						All	Rs. 250/- after 10 working hours Per interval		
						Sunday/ Off Day working All Grades	Rs. 500/- Each Day		
CLAIM PORTION (Please attach actual bills, where applicable and mention the traveling "Form _____ To _____" in each box)									
Dates	Traveling and Conveyance			Accommodation		Overtime/ Sunday	Meal & subsistence		
	Intercity Traveling	Local Traveling	Personal conveyance	Hotel Stay	Personal Stay	Claim	Stay from 4-8 hours	Stay for Overnight	
TOTAL									
Misc. Expenses: Photocopy _____ Tel / Mobile: _____ Other (please specify) _____							Grand Total		
Submitted By _____ Approved By HOD: _____							Checked By: _____ Verified By _____		
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	1)SUNDAY/OFF DAY WORKING , 2) OVERTIME, 3) PERSONAL STAY								
NAME: _____				DATE: _____					
DESIGNATION: _____				PROGRAM/DEPARTMENT: _____					
Date From	Date To	Hours From	Hours to	Purpose	Claim Type	Rate	Amount		
Total Claim									
<hr/> Prepared by		<hr/> Checked by		<hr/> Verified By		<hr/> Approved By			

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Annex 12 Trainer Evaluation Form:

Name of Trainer: _____

Date


Training on:

S. No.	Performance Indicators	Grades				
		A	B	C	D	E
1	Relaxed Behaviour					
2	Dealing with Training Situations (including crisis situations)					
3	Ability to Relate to Participants					
4	Equally Attentive to All Participants					
5	Organisation/Facilitation skill					
6	Effective Communication					
7	Time Management					
8	Meaningful Discussions					
9	Innovative Approach					
10	Accommodating and Supportive					

How do you get benefited out of this session, and your general comments on the session:

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Annex 13 Training Assessment Form:

Training Evaluation Form

Please answer the following questions to help us improve future training opportunities.

1. What are the three most important **things you learned** during this training?
 - A.
 - B.
 - C.

2. What are the three **greatest strengths** of this training?
 - A.
 - B.
 - C.


3. What additional assistance, if any, will you need to be able to implement what you've learned at this training? Please be as specific as possible.

4. If you were given the task of revising, adjusting, or redesigning this training, what would you change?

5. Other comments:

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Annex 18 Final Settlement:


Employee Final Settlement & Clearance				Page 01 of 01	
ایچ آر، ایڈمن ڈیپارٹمنٹ		Effective Date: 23-12-2016	CEF/HR/XX/AFAQ/ F-003	Revision 00	
نام _____ نے ڈیپارٹمنٹ _____ میں بطور _____ کام کیا ہے۔ ان کی تقرری تاریخ _____ اور استعفیٰ تاریخ _____ نوٹس _____ دن کے ساتھ ہے۔					
S. No	Department Custodian	Item	Received/status	Outstanding	Signature
1	Admin Officer/ Concern Official	Resignation Letter			
		Employee Card, Visiting card			
		SIM			
		Laptop			
		Multimedia			
		Bag, Harddrive, Bag, EVO			
		Vehicle Bike, Loan (if any)			
2	Supervisor/ HOD				
3	IT Department	email, application login			
4	Sales Department	Outstanding sample/ sales			
5	HR Department	PF, Health & Life Insurance, EOBI, Notice Period			
6	Finance Department	(Loan/Advance Section /Salary), Final settlement			
7	Head of Program				
Admin Officer Head Office			Head of Finance	Head of HR & Admin	

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Annex 22 Medical Claim Form:

	Character Education Foundation	Issue Date: 20/04/2015
	Title: Medical performa	Issue # 02
	Doc. # QSR/ SOP-23/ 03	Revision # 01
		Page 1 Of 1

OPD	Major Disease / Injury	Maternity	
Self / Child / Spouse / Parents		Normal	C-Section

Date : _____ Bill for the month of _____

Name: _____ Designation: _____ Department: _____

Disease Nature: _____ Claim Lodged Rs: _____ Hospital/Clinic/Consultant: _____

OPD: Reimbursable limit for OPD for the fiscal year will be Rs 20,000/- for an employee and his family (wife, children and dependent parents only). (If someone's medical claim is Rs 1,000/-, he will receive Rs 700/- and the total amount will be up to the limit mentioned above).

Major Disease / Injury: Incase of hospitalization or major disease / injury, the company will reimburse up to Rs 30,000/- only for each spouse and each child.

Maternity Benefit: All female employees and the spouse of AFAQ male employees are eligibe for maternity expenses including post-natal treatment for the month up to given limits.

- a. Normal Rs. 20,000/-
- b. C-Section / Multiple birth Rs. 50,000/-

Maternity Benefit For Contractual Employees:

- a. Normal Rs. 10,000/-
- b. C-Section / Multiple birth Rs. 25,000/-

Signature


Total claim Rs. _____ Amount reimbursement (as per Policy) _____

Submitted by : _____ Recommended by HOD: _____ Verified by HR: _____


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Annex 23 Loan Statement/Advance Salary:

 Character Education Foundation			Page 01 of 01
Loans & Financing Form			
Department Human Resource	Effective Date 01/01/2019	Code CEF/HR/XX/PM/001/F-006	Version 01 Revision 00

Name: _____ Designation: _____ Location: _____

Department: _____ Date of Joining: _____ Service Period: _____

Type of Applied Loan / Financing:

Laptop Financing	Advance Salary / Loan	Bike Loan	Vehicle Financing Type /Limit

Type / Amount if taken (Previous): _____ cleared / Balance: _____

Last Loan clearance Date: _____ Present salary: _____ Amount of Loan Requested: _____

Reason for Loan: _____

Supervisor Comments: _____

Signature _____ Date _____

HOD Recommendations:

Laptop Financing	Advance Salary / Loan Amount	Motorcycle Loan	Vehicle Financing

Signature: _____ Date _____

IT & Technical/ Policy Recommendations

Laptop Specs	Advance Salary / Loan Amount (Eligibility)	Motorcycle Loan Eligibility	Vehicle Financing Eligibility

UNDERTAKING

I, _____ S/O _____ CNIC# _____

Resident of _____

Signature: _____

Hereby undertake to declare that refundable loan amounting to Rs. _____ loan for the purpose of _____ from CEF, be recovered from my monthly salary in _____ installments from month _____ to month _____. In case of resignation / discharge from CEF services the residual amount shall be refundable / recoverable in lump sum.

1. If the borrower mentioned above fail to return the loan totally or partially we, the guarantors No. a & b shall be responsible to make up the deficiency.

a. Name _____	b. Name: _____
Designation: _____	Designation _____
I.D. Card No. _____	I.D. Card No _____
Signature: _____	Signature: _____


(Note: please attach the ID card copy of the Guarantors)

Requested by _____ Recommended by _____ Checked by _____ Verified by _____ Approved by _____

Annex 27 Travel Authorization Form:

Chief Executive

Chairman

Human Resource Manual CEF - Character Education Foundation			 Character Education Foundation
Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00



TRAVEL AUTHORIZATION FORM

NAME: _____ DESIGNATION: _____ DEPARTMENT _____

APPLYDATE: _____ PURPOSE: _____

PROPOSED INTINERARY:

DATE FROM	DATE TO	PLACE FROM	PLACE TO	TIME OF DEPART

MODE OF TRAVEL:

(Tick appropriate box)

LONG TRAVEL

AIR

BUS / TRAIN

COMPANY CAR

RENTAL CAR

Details of Travel and Destination: (If any) _____

LODGING:

(Tick appropriate box)

Total Nights

HOTEL

PERSONAL

ADVANCE REQUIRED: if yes, indicate the amount Rs. _____

EMPLOYEE SIGNATURE & DATE

APPROVAL OF COMPETENT AUTHORITY:

Intercity (by bus/train)

HOD/ Regional Head Signature _____

By Company / Rental Car:

HOP Signature: _____

By Air:

CE Signature: _____

REMARKS (If any): _____


FOR OFFICE USE ONLY

Arrangements Made:


(To be filled by Admin Officer)

Chief Executive

Chairman

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Annex 30 Leave Application Form

	Character Education Foundation	Issue Date: 01/01/2019
		Issue # 01
	Title: Leave Application HR Doc. # QSR/SOP-23/11	Version # 01 Revision # 00
		Page 1 of 1

Part-I

Name: _____ Designation: _____

Department: _____ Date: _____
Short / Half Leave Portion

Kinds Of Leaves Short/ Half		Leave Date & Time (From / To)		Total Hours	Remarks
		From	To		
Full Leave Portion					
Balance Leave	Kinds Of Leaves / Type	Leave Period Applied For		Days	Remarks
	Annual	From	To		
	Casual	From	To		
	C.P.L	From	To		Date Against:
	Others	From	To		

Reason for leave: _____ Reliever Sign: _____
Address/ Phone If Going Out of Duty Station: _____

Signature Of Applicant	Recommended / Not Recommended	Approved / Not Approved
	Immediate Superior	HOD/Head

Part-II (Leave Pass)

Mr. _____ Designation: _____


Department: _____ Yours - A/L - C/L - CPL: _____ Days

From: _____ to _____ Has Been Approved /Not Approved.

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Annex 31 Incident Report Form:

		Page 01 of 01	
Incident Report Form			
Department HR	Effective Date 01/01/2019	Code: CEF/HR/XX/IRF/-----	Version 01 Revision 00

a. Incident Report Form

Date: _____

Name: _____ Designation: _____

Department: _____ Region/Office: _____

Asset Name and Description:

Incident Place: _____ Date & Time: _____

Incident detail: _____


Reported to Police (within 24 Hours) if any:

Employee Signature

Admin Officer

Chief Executive

Chairman

Human Resource Manual CEF - Character Education Foundation			 Character Education Foundation
Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00

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Incident Report Form			
Department HR	Effective Date 01/01/2019	Code: CEF/HR/XX/IRF/-----	Version 01 Revision 00

b. Incident Closure Report

Asset Name: _____ Asset Model: _____
 Incident Place: _____ Date & Time: _____

History:	
Last Incidents Date: _____	Last Incident Type: _____
Last Incident Action: _____	Responsible staff Member: _____
Any incident occurred by this staff member in past (Yes/No) if yes then give detail: _____	

Current Incident:

Investigation report with additional documents & Proof: _____

Admin Officer: _____

Comments by Regional Head/ HOD: _____

Signature: _____

Evaluation by Head Admin: _____
Preventive action to be minimize risk: _____
Recommendation by HR Head: _____
Date & Signature: _____


CE Comments: _____


CE Signature: _____

Annex 32 Vehicle Requisition:

Chief Executive

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Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00

	Character Education Foundation						Page 1/1
	Doc: Vehicle Requisition						Version: 00
							Revision: 00
Name: _____		Designation: _____		Department/Program/ Region: _____			
For Official Use	<input type="radio"/>	Vehicle Type		Official	<input type="radio"/>	Date	
For Personal Use	<input type="radio"/>	Reason					
Date from	Date to	Place from	Place to	Reading from ----- Reading to	Kilometers	KM if personal use	Fuel to be filled
For personal use fuel will be filled by the beneficiary as per requirement							
Note: Official vehicle will be given on 1st come 1st serve basis and availability of vehicle							
Comments:							
Requested By (Employee)		Recommended By (HOD)			Confirmed by (Admin Officer)		
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Annex 33 Employee Information Form:

Human Resource Manual CEF - Character Education Foundation



Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00
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	Character Education Foundation	Issue Date: 01/01/2019
		Issue # 01
	Title: Employee Information Form HR Doc. # QSR/SOP-20/03	Revision # 00
		Page 1 of 2

Date:

Please answer each question clearly and completely. The information submitted in this form will be treated by the Company as strictly private and confidential.				AFFIX RECENT PHOTO			
1. Name as per CNIC: (in capitals)		2. C.N.I.C.#: CNIC Issue Date: CNIC Expiry Date:		7. Position applied for: _____			
3. Father's Name:		4. Father Occupation:					
5. Mailing Address: Own / Rent / Parents _____ _____		6. Permanent Address: Own / Rent / Parents _____ _____					
8. Bank Account #:		9. Branch :		12. Minimum Salary Acceptable:		15. Religion:	
10. Telephone No & Mobile No.		11. EOBI No.					
13. Date/Place of Birth:		14. Nationality:		19. Blood Group:			
16. Gender: Male / F. Male	17. Height:	18. Weight Kgs:					
20. Marital Status: Single \ Married		21. Next to Kin Name:		22. Occupation if any:			
23. Name's of Dependents: (including spouse & Children who are dependent on you for support).							
Name	Date of Birth	CNIC No/ B Form Number	Relations hip	Name	Date of Birth	CNIC No/ B Form Number	Relations hip
1.				5.			
2.				6.			
3.				7.			
4.				8.			
24. Have you any relative in this Company? Yes \ No. If "yes" state name & Relationship: _____							
25. Give detail if any major illness / operation. _____							
26. Describe the hobbies extra-curricular activities. _____							
27. If we selected, how soon would you be able to join us. _____							
28. Do you hold a valid Pakistani driving license? Yes \ No							
29. Have you ever been arrested, indicted or summoned into court as defendant in a criminal proceeding, or convicted, fined or imprisoned for the violation of any law. Yes \ No							

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Human Resource Manual CEF - Character Education Foundation



Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00
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	Character Education Foundation	Issue Date: 01/01/2019
		Issue # 01
	Title: Employee Information Form HR Doc. # QSR/SOP-20/03	Revision # 00
		Page 2 of 2
If "Yes" give statement: _____		

30. Education. Give full details i.e. School/College/University/Institution.

Degree/Certificate	Years Attended		Institutions	Grade / Percentage	Main Course Of Study
	From	To			
1.					
2.					
3.					
4.					
5.					

31. Employment Record: (Starting with your present job, list in backward sequence every employment.)

Name of Employer	Nature of Work	Salary	From	To	Reason for Leaving.
1.					
2.					
3.					
4.					
5.					
6.					

32. Have you any objection to our making inquiries from your present Employer? Yes \ No

33. References: List three person not related to you, who are familiar with your character, qualifications and competence whom the company may contact at any time.

Full Name	Full Address & Phone No.	Business or Occupation.
1.		
2.		

34. Affiliation with social and other professional bodies.

Name:	Type of Organization	Since	Projects/Responsibility
1.			
2.			


35. Please describe yourself, your career aspirations, and your goals. _____

36. **Undertaking for Muslim only:** I believe in the absolute & unqualified finality of the Prophet hood of Muhammad (P.B.U.H) the last of the Prophets and that I am not the follower of anyone who claims to be a prophet in any sense of the word of any description whatsoever after Prophet Muhammad (P.B.U.H), and that I do not recognize such a claimant to be prophet or a religious reformer, nor do I belong to the Qadiyani Group or the Lahori Group or call myself an Ahmadi.
Sign _____

37. I certify that the statements made by me in answer to the foregoing questions are true and complete to the best of my knowledge and belief. Permission is given to make such investigations as are necessary on the information given above. I understand that any misrepresentation or material omission made herein or in any other document requested by the company renders an Employee liable to dismissal.

Applicants Signature & Date: _____

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Annex 34 Job Families:

CEF - Character Education Foundation										
Proposed JOB Families										
2017-2018										
S.No.	Grade	Minimum	Maximum	JOB Family 1	JOB Family 2	JOB Family 3	JOB Family 4	JOB Family 5	JOB Family 6	
1	G16	225,000	350,000	Chief Executive						
2	G15	155,000	275,000	CPO/Director			CFO/Director	COO/Director		CIO/Director
2	G14	120,000	180,000	General Manager Program	General Manager R&D/Chief Editor	General Manager Training	General Manager Finance	General Manager Shared Services/General Manager HR/General Manager Supply Chain/General Manager Publication/General Manager Member's care/ Director Corporate Relations	Chief Engineer/ Head of Information & Communication Technology	
3	G13	90,000	140,000	Snr. Manager Program	Snr. Manager R&D/ Snr. Editor	Snr. Manager Training	Snr. Manager, Finance & Accounts	Snr. Manager Admin/ Snr. Manager HR./ Snr. Manager Supply Chain/ Snr. Manager Procurement/Snr. Manager Publications/ Snr. Manager Member's care	Sr. Manager, Sr.MIS or ICT/ Engineer/Sr. Manager Creative Work	
4	G12	75,000	110,000	Program Manager	Manager R&D/Editor	Manager Training	Manager, Finance & Accounts	Manager Admin/ Manager HR/ Manager Supply Chain/Manager Procurement/Manager Publications/Manager Member's care/ Manager Corporate Relations	Manager, MIS or ICT/ Engineer/ Manager Creative Work	
5	G11	60,000	90,000	Deputy Manager Program	Deputy Manager R&D/ Jr. Editor	Deputy Manager Training	Deputy Manager, Finance & Accounts	Dy. Manager Admin/ Dy. Manager HR/ Dy. Manager Supply Chain/Dy. Manager Procurement/Dy. Manager Publications/Dy. Manager Member's care	Dy. Manager, MIS or ICT/ Engineer/ Dy. Manager Creative Work	

Chief Executive

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**Human Resource Manual
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6	G10	50,000	70,000	Assistant Manager Program	Assistant Manger R&D/Assistant Editor	Assistant Manager Training	Assistant Manager, Finance & Accounts/Budgeting/Taxation	AM. Manager Admin/ AM. Manager HR/ AM. Manager Supply Chain/AM. Manager Procurement/AM. Manager Publications/Sr. Executive Corporte Relations	Assistant Manager MIS or ICT/ Assistant Engineer/ Site Engineer/ NLE Editor/ Assistant Manager Creative Work
7	G9	43,000	60,000	Program Executive/ Management Executive/	Snr. R&D Associate	Snr. Lead Trainer	Finance & Accounts Executive/Taxation Executive/Budgeting Executive	Admin Executive/HR Executive/ Supply Chain Executive/ Procurement Executive/ Publications Executive/Member's Care Executive/ Executive Corporate Relations	Snr. Programmer/ Snr. Officer Customer Care (ICT)/ Snr. Officer Data Management/ Technical Analyst/ Site Supervisor/ Snr. Web Developer/ Snr. Officer Creative Work/ Sr. Graphic Designer
8	G8	37,000	52,000	Sr.Program Officer/ Management Associate/ Sr. Regional Coordinator / Sr. Program Coordinator	R&D Associate	Lead Trainer/Lead Marketing & Training	Sr.Finance & Accounts Officer/ Sr. Budgeting Officer/Sr. Taxation Officer	Sr. Admin Officer/Sr. HR Officer/Sr. Supply Chain Officer/Sr. Procurement Officer/Sr. Publication's Officer/Sr. Member's care/ Sr. Officer Corporate Relations	Programmer/Customer Care officer (ICT)/ Site Supervisor/Data Management Officer/ Social Media Officer/ Web Developer/ Officer Creative work/Graphic Designer/ Cameramen
9	G7	30,000	43,000	Program Officer/Regional Coordinator/Program Coordinator	R&D Officer/ Jr. Researcher & Trainer	Jr. Lead Trainer/Training & Marketing Specialist	Finance Officer/ Accounts Officer/ Budgeting Officer/ Taxation Officer	Admin Officer/HR Officer/Supply Chain Officer/Procurement Officer/Publication's Officer/Member's care/ Fleet Officer/ Corporte Relations Officer	Network administrator/ Customer Care Officer/ Data Management Officer/Social Media Officer/ Creative work Officer
10	G6	24,000	35,000	Assistant Program Officer	Assistant Research Officer	Master Trainer/MTO	Assistant Finance Officer/ Assistant Accounts Officer	Assistant Admin Officer/ Assistant Logistic Officer/ Assistant Procurement Officer/Assistant Fleet Officer	Assistant Officer IT/ Composer/ Assistant Designing Officer/Assistant Officer Customer Care/ Assistant Officer Data Management/ Assistant Officer social Media/ Assistant Officer Creative work
11	G5	19,000	28,000	Program Assistant	Research Assistant		Trainee Accountant	Trainee HR, Finance Assistant Admin/Office Assistant/ Receptionist House Keeping Assistant/Snr. Cook/Snr. Driver	Traineeer IT/ Trainee Designer
12	G4	15,000	22,000					Office Attendant House Keeping Attendant/Cook/Driver	

Annex 35 Incentive Claim Form:

Chief Executive

Chairman

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 Character Education Foundation Doc #15: Incentives Claim Form			Page Page 1 of 1
Department HR	Effective Date 1/01/2019	Code CEF-HR /XX/T&I/015	Version 00 Revision 00

INCENTIVE CLAIM FORM

Employee Name: _____ Year _____

Department / Region: _____ Date of Joining: _____

Annual Target: _____

Annual Incentive Eligibility Amount (Based on DOJ): _____

Item wise Target for the Year	Achievement for the Year	% of Achievement	Achievement to be considered for incentives	% of incentive to be paid	Eligible Amount of incentive for the Year

(Employee Name): _____ Signature: _____

Recommended By HOD/Regional Head _____


Checked by (HR): _____

Approved By HOP, CE: _____

Annex 36 Job Description Form:

Chief Executive

Chairman

Human Resource Manual CEF - Character Education Foundation			 Character Education Foundation
Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00

Job Description Form			Page 1 of 1
Human Resource Department	Effective Date 01/01/2019	Code: CEF/HR/XX/PM/001/F-011	Version 00 Revision 00
Job Title:		Department /Location:	
Report to:		Immediate Subordinate:	

1. Purpose of the Job (What are the objectives or end results of this position?)

To lead Human Resources department with modern HR practices that will provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a superior workforce.

2. Job Specifications

Factors	Requirements
a. Min. formal qualification/ education	
b. Min. job related experience required	
c. Any Specific Job-Related Skills Required	
d. Knowledge	

3. Roles and Responsibilities

4. Additional Responsibilities

Any duty assigned by the Administrator within the scope of this job

5. Authorities


6. Required Trainings/Courses

Prepared by HR Department	Date:
Reviewed by	Date:
Approved by	Date:

Annex 37 Joining Report Performa:

Chief Executive

Chairman

Human Resource Manual CEF - Character Education Foundation			 Character Education Foundation
Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00

Joining Report Performa			Page 01 of 01
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JOINING REPORT

Having accepted the terms and conditions as contained in appointment letter No. _____ dated _____ I, _____ hereby join _____ today on _____ as _____ in _____ Department /Program _____ Location _____

On monthly pay of Rs _____ /-

I have read organizational profile, rules and regulation, SOP's carefully and also a briefing about ethical/Islamic values of the organization have been give to me by the HR Department. I agreed to all employment terms and conditions and will follow all the SOP's and ethical/Islamic values of organization strictly.

Supervisor /HOD
Signature

Date: _____

Employee Signature

Date: _____

HR
Signature

Date: _____


Head HR
Signature


Date: _____

Annex 38 Undertaking:

Chief Executive

Chairman

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Department Human Resource	Effective Date 01/08/2019	Code CEF/HR/XX/PM/001	Version 01 Revision 00

 Undertaking			Page 01 of 01
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I, _____ hereby solemnly affirm that I shall abide by the CEF Mission Statement, reproduced below in letter & spirit and shall also make individual & as well as collective efforts to promote this noble cause.

“Mission Statement”

Dress coat & scarf not only boost up the Islamic values but also beautify personality of the woman.

Further I declare on oath that the information, documents and material, whatsoever, come to my knowledge, possession & access during the course of my duties or stay in the CEF, I shall not disclose, transform, communicate, and transfer in any way to any person or agency in & outside Pakistan except with the prior permission, in writing, of the Chairman.

Violation to above commitments shall disqualify the defaulter for employment in the CEF without any notice in addition to make up the losses in terms of repute, material & monetary loss etc.

Signature: _____
 Name: _____
 Designation: _____
 Date: _____

Countersigned By
Chief Executive

Chief Executive

Chairman