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HUMAN RESOURCE MANUAL

**KHYBER PAKHTUNKHWA PUBLIC
PROCUREMENT REGULATORY
AUTHORITY (KPPRA)**

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LIST OF ABBREVIATIONS

ABBREVIATION	DESCRIPTION
ADMIN	ADMINISTRATION
BOD	BOARD OF DIRECTOR S
CA	COMPETENT AUTHORITY
F&A	FINANCE & ACCOUNTS
HR	HUMAN RESOURCE
HRD	HUMAN RESOURCE DEPARTMENT
IT	INFORMATION TECHNOLOGY
KPI	KEY PERFORMANCE INDICATORS
KPPRA	KHYBER PAKHTUNKHWA PUBLIC PROCUREMENT REGULATORY AUTHORITY
MD	MANAGING DIRECTOR
MIS	MANAGEMENT INFORMATION SYSTEM
M&E	MONITORING & EVALUATION
MT	MECHANICAL TRANSPORT
NOK	NEXT OF KIN
PPRA	PUBLIC PROCUREMENT REGULATORY AUTHORITY
T&D	TRAINING & DEVELOPMENT
TOT	TRAINING OF TRAINERS

CHAPTER-1: GENERAL

1.1 Short Title

These regulations shall be called the Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA) Human Resource (HR) Manual, i.e. KPPRA HR Manual as approved by the Board of Directors (BoD).

1.2 Commencement and Application

This HR Manual shall be deemed to have come into force with effect from the date of its approval by the BoD. Subsequent additions / deletions / amendments shall be effective from the date of approval by the BoD.

1.3 Definitions

In these regulations, unless there is anything repugnant to subject or context:

- ❖ "Act" means Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act, 2012.
- ❖ "Absence" means being absent from duty without obtaining prior sanction of leave.
- ❖ "Allowances" mean monetary compensation other than salary.
- ❖ "Board" means the Board of Directors of the KPPRA appointed by Government of Khyber Pukhtunkhwa.
- ❖ "Authority" means Khyber Pakhtunkhwa Public Procurement Regulatory Authority (KPPRA).
- ❖ "Competent Authority" means such authority as may be determined by the Board from time to time.
- ❖ "Contractual" means a person hired on contract basis to render his / her specialized services to assist or expedite the functional activities of KPPRA for fixed time and on predetermined financial terms for a specified period.

The total salary package of such employees will be mentioned in their contract.

- ❖ "Candidate" means an applicant for a post;
- ❖ "Close Relative" is defined as spouse, domestic partner, parents, mother-in-law, father-in-law, step-parent, child, son-in-law, daughter-in-law, step-child, brother, step-brother, brother-in-law, sister, stepsister, sister-in-law, grandchild, aunt, uncle, nephew, niece and first cousin.
- ❖ "Dependents" mean the employee's spouse, children up to the age of 23 in the case of boys and till marriage in case of daughters and parents wholly dependent on him /her.
- ❖ "Employee" means full time employee in any grade of KPPRA.
- ❖ "Family" means parents, spouse and children up to the age of 23 in the case of boys and till marriage in case of daughters.
- ❖ "Grievance" means a formal, written statement from an eligible employee concerning actions taken by the organization on one of the following items: loss of pay, written reprimand, suspension, and termination. An employee may not grieve demotions, re-classifications, transfers and reassignments unless they are a direct consequence of a disciplinary action to that employee. Performance reviews and promotions cannot be treated as grievance.
- ❖ "HR" means Human Resource while "HRD" means Human Resource Department.
- ❖ "Harassment" Any behavior that creates a hostile work environment through unwelcome words, actions or physical contact.
- ❖ "Hostile environment" applies to harassment on the basis of race, religion, sex, sexual orientation, gender identity, color, ancestry, serious medical condition, national origin, age, or disability.
- ❖ "Induction" initiation: a formal entry into the organisation or position or office;

- ❖ “Leave” means leave availed with prior approval of the sanctioning Authority.
- ❖ “Misconduct” means conduct prejudicial to service discipline or code of conduct of KPPRA or practices against polices defined in this manual.
- ❖ “Nepotism” means favouritism on the basis of family relationship or friendship;
- ❖ "Probationer" means a person employed on probation against a substantive vacancy.
- ❖ “Recruitment” means the activities undertaken in the human resource management in order to attract sufficient and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the Authority in achieving its objectives;
- ❖ “Reference check” means the gathering of information about a candidate’s past history from people with whom such candidate has been associated;
- ❖ “Retirement” means separation from KPPRA services when an employee reaches at superannuation age (60 years) or earlier on medical grounds.
- ❖ “Service” means and includes the period during which an employee is on duty as well as on leave duly authorized by the Competent Authority, but does not include any period during which an employee is absent from duty without permission or overstays his leave unless specifically permitted by the Competent Authority.
- ❖ "Selection Committee" means a committee constituted by the Competent Authority for selection of suitable candidates for appointment to any post.
- ❖ “Salary” means the net amount paid, besides specified allowances, to the employees on monthly basis against the services rendered by them for KPPRA.
- ❖ “Selection” means the process of making decisions about the matching of candidates taking into account individual differences and the requirements of the job.
- ❖ “Supervisor” means the manager of an employee to whom he/she reports

and who initiates his/her performance evaluation.

- ❖ “Transfer” means the movement of an employee, from one department/location of KPPRA to another under orders of the Competent Authority.
- ❖ “Travelling Allowance” means an allowance granted to the employee to cover expenses that would incur while travelling (domestic or international) for official purposes.

1.4 Purpose of this Manual

This Manual establishes human resource policies, procedures and service rules applicable on all categories of employees/staff and consultants of KPPRA. The purpose of this Manual is to establish Human Resource policies and practices to govern relations between KPPRA and its employees. This Manual does not constitute an employment contract. This Manual is to be interpreted as a whole rather than by individual sections or sentences in isolation and out of context.

1.5 Issuance and Control of this Manual

This manual is the property of KPPRA. It is distributed to the job positions/designated officials only. Director HR/ Admin & Finance is responsible for the distribution of this manual to Departmental heads. It is their responsibility to safeguard the material and keep the manual current. Although every attempt has been made to anticipate all situations requiring formalized policies, circumstances may arise which are not covered in the manual or a situation may warrant deviations from the stated policy. In such case, the provincial laws/ rules shall prevail.

1.6 Commencement and Application

- ❖ These policies shall apply to all employees of the KPPRA in all categories. Employees from other services/ deputationists, other entity, provinces will also be governed by Rules of KPPRA as long as they serve this Authority.
- ❖ The BoD reserve the rights to modify, cancel or amend all or any of these policies in whole or part, or subsequent rules issued in connection with these rules from time to time.
- ❖ All amendments and additions/deletions to these policies shall be notified by means of circular by the HRD.
- ❖ The authorized executives of organisation shall issue necessary orders, instructions and directives from time to time with the purpose to conduct the organisation business and maintenance of its efficiency and discipline.
- ❖ Any difficulty faced due to any conflicting or ambiguous implications during or after implementation of these policies shall be referred to the Director HR/ Admin & Finance for issuing clarifications or ruling.
- ❖ MD is the final authority for the interpretation of the rules contained herein and decisions made by him shall be final and binding on all employees of KPPRA.

CHAPTER 2: INTRODUCTION

2.1 Background

Public procurements have become a specialized undertaking in the contemporary world. There is a strong relationship between transparent public procurements and economic development. Developed countries have already reformed their public procurement procedures, while transitional economies are going through the reform process. Similarly Pakistan is striving to strengthen its public procurement systems. A massive public procurement reform initiative has been launched by the Federal Government in 2002 that resulted in the formation of the Federal Public Procurement Regulatory Authority (PPRA), which was followed by the establishment of Provincial authorities in Sindh and Punjab. In Khyber Pakhtunkhwa, KPPRA has been established on 20 Sep 2012 with commencement of Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act, 2012 with its headquarters at Peshawar.

2.2 Powers & Functions of KPPRA

(As per Section 5 of Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act, 2012)

- ❖ Hear and dispose of appeals against the orders of procuring entity;
- ❖ Formulate standard bidding documents, separately for procurement of Goods, Works and services, for all procuring entities to emulate as the format for bid solicitation documents for submission of proposals and bids by the bidders in a public procurement process;
- ❖ Shall assist the major procuring entities to engineer/re-engineer their business procedures and design their Procurement Manuals in compliance with the Act;

- ❖ Ensure that all the procuring entities organize and maintain a system for the publication of or posting on departmental official website of data on Public Procurement opportunities, awards and any other relevant information;
- ❖ Ensure that all procuring entities organize and manage database and web site which shall warehouse information and publications on public procurement;
- ❖ Organize and manage capacity-building of procurement personnel in all the procuring entities in the Province;
- ❖ Conduct research and take measures to further principles of public procurement enunciated in the Act;
- ❖ Recommend to the Government, measures necessary to improve the quality of public procurement in the Province;
- ❖ Recommend to the Government, measures necessary to enhance transparency and ensure accountability in the public procurement process in the Province;
- ❖ Advise Government on all matters pertaining to public procurement; and
- ❖ Perform such other functions and exercise such powers as may be necessary to further objectives of the Act and perform such other functions as assigned by the Government from time to time.

2.3 Management

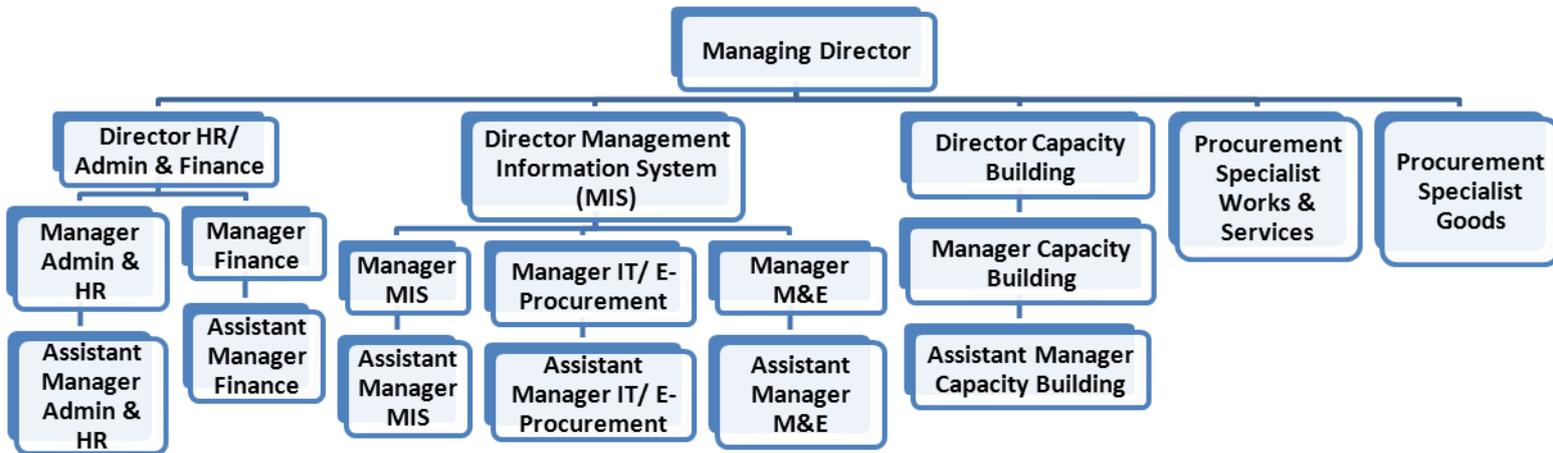
The general management and administration of KPPRA and its affairs shall vest in the Board, which shall exercise all powers and do all acts, which may be exercised or done by the Authority, in accordance with the provisions of the Act.

2.4 Board of Directors

Board of Directors, constituted by the Government of Khyber Pukhtunkhwa, for the management and administration of the Authority consists of:

- ❖ Secretary to the Government, Chairperson.
Finance Department;
- ❖ Secretary to the Government, Member.
Planning & Development Department
or his nominee not below the rank of an
Additional Secretary;
- ❖ Secretary to the Government, Member.
Works and Services Department or his
nominee not below the rank of an
Additional Secretary;
- ❖ Secretary to the Government, Member.
Irrigation Department
or his nominee not below the rank
of an Additional Secretary;
- ❖ Secretary to the Government of Public Member
Health Engineering Department or
his nominee not below the rank of an
Additional Secretary;
- ❖ Secretary to the Government, Member.
Health Department or his nominee
not below the rank of an
Additional Secretary;
- ❖ Three persons (appointed by Government of Khyber Pukhtunkhwa) from
the private sector Members.
i.e. from trade and industry,
academia, civil society and
professional associates;
- ❖ Managing Director of the Authority; Member/Secretary.

2.5 Organizational Structure



2.5.1 Functions of Human Resource Department

Human Resource Department will perform the following functions:

HR Functions

- ❖ Manpower Planning
- ❖ Job analysis and Job description
- ❖ Determining wages and salaries
- ❖ Recruitment and Selection
- ❖ Performance Appraisal
- ❖ Posting/ Transfers
- ❖ Promotion
- ❖ Training and Development
- ❖ Employee welfare and motivation
- ❖ Addressing employees grievances
- ❖ Implementing organizational policies
- ❖ Dismissal and redundancy

Admin/ Finance Functions

❖ General Office Management and Running provides services, which include:

- Provision of offices for all staff.
- Provision of all office equipment for use by staff e.g. Computers.
- Ensuring a clean and secure office environment.
- Ensuring availability of adequate lighting, water, telecommunication, email, fax, computers etc.
- Providing, where possible, designated parking for vehicles.
- Ensuring availability of stationery.
- Ensuring availability of adequate photocopying services/facilities.
- Setting of internal operating rules.

❖ Transport Management

- The department is responsible for the acquisition of transport.
- It provides fuel for all vehicles.
- It is in charge of repairing and Maintenance of all vehicles.

❖ Registry Management

- All incoming and outgoing mails must go through the registry.
- The registry must have in place good and efficient record filing and trucking systems for all the records i.e. all mail must be recorded in a mail book, filed and the file sent to the addressee for action. The registry shall maintain a file movement book for tracking all station files.

❖ Assets Management This includes;

- Acquisition of assets
- Management of assets (engraving, locating, checking/counting etc)
- Recommending disposal of assets

❖ **Property Management**

- Management of all the property of includes buildings installations, land etc.

❖ **Security and Safety**

- Security is supposed to be provided at all sites.
- Security should be for all assets and property.
- Users must ensure safety of assets in their possession.

❖ **Finance & Accounts functions include:**

- Administer staff salaries, wages and allowances and ensure their promptly payment.
- Formulate, develop, compile and manage the recurrent and development budgets.
- Produce and submit financial statements and informative financial periodic reports to relevant authorities,
- Maintain proper books of accounts in accordance with the current financial regulations.
- Institute and apply internal financial control measures.
- Manage and account for the KPPRA's finances and other resources.
- Document and provide safe custody for the financial records of KPPRA.

CHAPTER-3: CODE OF CONDUCT

This chapter specifies and helps the continued implementation of the KPPRA operating principles by establishing certain minimum standards of behaviour in key areas. The nature of this code is not meant to cover all possible situations that may occur. It is designed to provide a frame of reference against which to measure any activities. Employees should seek guidance when they are in doubt about the proper course of action in a given situation, as it is the ultimate responsibility of each employee to “do the right thing”, a responsibility that cannot be delegated. Employees should always be guided by the following basic principles:

- ❖ Avoid any conduct that could damage or risk KPPRA or its reputation;
- ❖ Act legally and honestly;
- ❖ Put the KPPRA’s interests ahead of personal or other interests.

3.1 Compliance with Laws, Rules and Regulations

KPPRA and its employees are bound by the law. Compliance with all applicable laws and regulations must never be compromised. Additionally, employees shall adhere to internal rules and regulations as they apply in a given situation. Those internal rules are specific to the KPPRA and may go beyond what is required by the law. Senior Management will ensure that:

All employees are aware of this Code;

No employee will be asked to do anything that would contravene this Code;

Queries and concerns arising under this Code will be dealt with properly and may be addressed to the HRD.

3.2 Conflicts of Interest

Employees will always act in the best interests of KPPRA. A Conflict of Interest occurs when personal interests of an employee or the interests of a third party compete with the interests of KPPRA. In such a situation, it can be difficult for the employee to act in the best interests of KPPRA. Employees shall avoid Conflicts of Interest whenever possible. If a Conflict of Interest situation has occurred or if an employee faces a situation that may involve or lead to a Conflict of Interest, the employee shall disclose it to his or her Line Manager and/or the Human Resource Department (HRD) or the Legal or Compliance Function to resolve the situation in a fair and transparent manner.

Procedure to Disclose. The general rule is that disclosure should be made at the time the conflict first arises, or it is recognised that a conflict might be perceived, to the Head of Department. When in doubt, employee should always disclose an interest in advance. If the Head of Department has an interest in the matter to be discussed, the disclosure shall be made to the Director HR/ Admin & Finance.

Many situations will require nothing more than a declaration of the interest and/or activity and subsequent authorisation by the Head of Department. Some instances will, however, need to be dealt with by agreeing how the conflict can be managed. The approach adopted should be documented and copies provided to the relevant parties with a copy to HR. It is the responsibility of those affected to comply with the approach that has been agreed

Any unresolved matter shall be referred to MD. In cases of particular difficulty, resolution may be sought through the employee grievance procedure.

3.3 Families and Relatives

Hiring and career development decisions will be fair and objective. Immediate family members and partners of employees may be hired as employees or consultants only if the appointment is based on qualifications, performance, skills

and experience and provided that there is no direct or indirect reporting relationship between the employee and his or her relative or partner. In case of a relative, any member of selection committee may be barred to be a part of selection process. These principles of fair employment will apply to all aspects of the employment, including compensation, promotions and transfers, as well as in case that the relationship develops after the respective employee has joined the Authority.

3.4 Equal Opportunity

KPPRA will ensure that its employment-related decisions are based on relevant qualifications, merit, performance and other job-related factors. KPPRA will not tolerate unlawful discrimination relating to employment. Hiring, evaluation, promotion, training, development, discipline, compensation and termination decisions shall be based on qualifications and merit only. KPPRA does not discriminate on the basis of race, colour, religion, age, gender, marital status, disability and ethnic origin.

3.5 Bribery and Corruption

Bribery occurs when someone offers, pays, seeks or accepts a payment, gift or favour to influence an official outcome improperly. Bribery and corruption can be direct or indirect through third parties. Employees of KPPRA:

- ❖ Must not offer, pay, make, seek or accept a personal payment, gift or favour in return for favourable treatment or to gain any business advantage.
- ❖ Must follow the anti-bribery and corruption laws that KPPRA is subject to.
- ❖ Will be liable to disciplinary action, dismissal, legal proceedings and possibly imprisonment if found involved in bribery and corruption.
- ❖ Inform the management of KPPRA, if they suspect or know of corruption in KPPRA or in any party (authority or individual) KPPRA does business with.

3.6 Confidential Information

Confidential information consists of any information that is not or not yet public information. KPPRA unless required by law or authorized by their management, employees shall not disclose confidential information or allow such disclosure. This obligation continues beyond the termination of employment.

Furthermore, employees must use best efforts to avoid unintentional disclosure by applying special care when storing or transmitting confidential information. KPPRA respects that third parties have a similar interest in protecting their confidential information. In case that third parties, share with KPPRA confidential information, such information shall be treated with the same care as if it was KPPRA's confidential information. In that same spirit, employees shall protect confidential information that they have obtained in the course of their prior employment.

3.7 Fraud, Protection of Authority's Assets, Accounting

Employees must never engage in fraudulent or any other dishonest conduct involving the property or assets or the financial reporting and accounting of KPPRA or any third party. This may not only entail disciplinary sanctions but can also result in criminal charges. KPPRA's financial records are the basis for managing the authority's business and fulfilling its obligations to various stakeholders. Therefore, any financial record must be accurate and in line with KPPRA's accounting standards. Employees shall safeguard and make proper and efficient use of KPPRA's property. All employees shall seek to protect KPPRA's property from loss, damage, misuse, theft, fraud, embezzlement and destruction. These obligations cover both tangible and intangible assets, including trademarks, know-how, confidential or proprietary information and information systems. To the extent permitted under applicable law, the Authority reserves the right to monitor and inspect how its assets are used by employees, including inspection of all e-mail, data and files kept on Authority's network terminals.

3.8 Gifts, Meals, Entertainment

Employees shall not be influenced by receiving favours nor shall they try to improperly influence others by providing favours. Employees may only offer or accept reasonable meals and symbolic gifts which are appropriate under the circumstances, and they shall not accept or offer gifts, meals, or entertainment if such behaviour could create the impression of improperly influencing the respective business relationship. When assessing the situation in light of the above, employees shall consult the policy applicable in their area. If no such policy is available, they shall apply the most restrictive local practice in order to avoid even the appearance of improper dealings. When in doubt, the employee shall seek guidance from his or her Line Manager or the Legal or Compliance Function. No employee shall offer to or accept from any third party gifts taking the form of any of the following, whatever the value involved:

- ❖ Money
- ❖ Loans
- ❖ Kickbacks
- ❖ Similar Monetary Advantages.

In case any gift etc is given, the employee may immediately submit it to HR Manager or Line Manager.

3.9 Discrimination and Harassment

KPPRA respects the personal dignity, privacy and personal rights of every employee and is committed to maintaining a workplace free from discrimination and harassment. Therefore, employees must not discriminate on the basis of origin, nationality, religion, race, gender, age, political loyalty or engage in any kind of verbal or physical harassment based on any of the above or any other reason. Employees who feel that their workplace does not comply with the above principles are encouraged to raise their concerns with the HRD. Employees should be particularly sensitive to actions or behaviours that may be acceptable

in one culture but not in another. They should treat others with respect and avoid situations that may be perceived as inappropriate. Harassment can result in disciplinary action and may lead to dismissal.

3.10 Political Activities

No employee of the Authority shall contribute or lend money or items of any value to any of the political candidates or parties. This also includes using KPPRA's facilities, equipment, personnel etc. for the purpose. In case of an employee considering assuming any public office, specific information with all related reasons must be provided to the Authority for approval.

3.11 Anti-Smoking Policy

To protect and enhance our indoor air quality and to contribute to the health and well-being of all employees, KPPRA shall be entirely smoke free. Additionally, the use of all tobacco products, including chewing tobacco, is banned from the KPPRA workplace, except as designated in this policy. Smoking is prohibited in all of the enclosed areas within the KPPRA worksites, without exception. This includes common work areas, conference and meeting rooms, private offices, hallways, the lunchrooms, stairs, restrooms, employer owned or leased vehicles, and all other enclosed facilities. Additionally, employees may smoke in their personal vehicles, but the smoke and tobacco products must be completely contained within the vehicle. It is not acceptable that either smoking or non-smoking employees are subjected to smoke that they must walk through to reach their vehicle or any other destination on the KPPRA premises.

3.12 Breaches and Disciplinary Action

Contraventions / violations of this Code will be dealt with in accordance with this manual as amended from time to time.

CHAPTER-4: RECRUITMENT & SELECTION

4.1 Introduction

The staffing policy and its implementation will be fundamentally aimed at matching the human resource with the strategic and operational needs of the KPPRA and ensuring the full utilisation and continued development of employees. All aspects of the recruitment and selection of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions.

4.2 Scope

The recruitment policy shall be applicable to all positions at all levels in the KPPRA both regular and contractual based unless otherwise specified.

4.3 Objectives

This policy is further based on the principles set out below. Human resource management in the KPPRA must –

- ❖ Be characterised by a high standard of professional ethics;
- ❖ Promote the efficient, economic and effective utilisation of employees;
- ❖ Be conducted in an accountable manner;
- ❖ Be transparent;
- ❖ Promote good human resource management and career development practices, to maximise human potential; and
- ❖ Ensure that the KPPRA's administration is broadly representative of the people, with human resource management practices based on ability, objectivity and fairness.

4.4 Sources of Recruitment

The potential candidates shall be identified through the following recruitment sources or by any other mean as identified by the management.

- ❖ Advertisement in leading newspaper.
- ❖ Advertisement on the KPPRA's Web site.

4.5 General Elements of Recruitment

4.5.1 HR Budget

All recruitment within KPPRA shall be against approved budget and sanctioned posts. Replacement for employees who are availing leave for more than a year shall also be provided. Vacancies so created shall be filled by Regular / Contractual employment as per procedure. Employees returning from long leave cannot demand the same position as a matter of right. However, availability of position may be checked and he/ she will be absorbed if the position is available within KPPRA which is not guaranteed.

Any recruitment done against available budget of yet to be opened branches/units/offices may temporarily be posted in the existing branches/units/offices by keeping a separate headcount and track record.

4.5.2 Job Description Document

The Job Description Document including Person Specification shall set the criterion for selection. These documents shall be used to set out the duties of the job and the skills needed to fill it for advertisement purposes. For all replacement posts existing job description (HR#1) and person specification (HR#2) document shall be used. For all newly created posts, these documents shall be prepared and made available by the HRD in consultation with the concerned departments before recruitment process is initiated.

4.5.3 Recruitment Advertisement

All vacancies at KPPRA will be advertised. HR budget & job description/ specification documents shall form the basis for the advertisement and all advertisements shall clearly state:

- ❖ The name and location of KPPRA.
- ❖ A statement that the Authority subscribes to the principles of employment equity.
- ❖ The designation of the position that is advertised.
- ❖ The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- ❖ A summary of the key performance areas/primary duties of the position.
- ❖ A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
- ❖ A statement that canvassing will disqualify any candidate from being considered for appointment.
- ❖ An indication of the remuneration offered.
- ❖ The format and content of applications.
- ❖ The address where, and person to whom, applications must be delivered.
- ❖ The closing date for the submission of applications (15 days from the date of publication of ad).
- ❖ A statement that applications received after the closing date will not be accepted or considered.

4.5.4 Non-Eligibility

Following people shall not be eligible for employment at KPPRA:-

- ❖ Those who have been previously terminated or dismissed because of fraud and forgery from any organization.
- ❖ Those who have been convicted for major offences by the law enforcing agencies or have any criminal record.

The employees shall sign an undertaking in this respect. Mis-statement in this respect shall be subject to disciplinary action leading to termination of services.

4.5.5 Nationality

Only Pakistani Nationals will be eligible for employment against all positions in KPPRA.

4.5.6 Nepotism

It is the policy of KPPRA to seek competent applicants for positions and to further the careers of those employed regardless of whether they have close relatives already employed at KPPRA. The basic criteria for appointment and retention are appropriate qualifications, experience and performance as set out in the policies of the Authority. Family relationships shall constitute neither an advantage nor a deterrent to appointment and retention at the Authority provided the individual meets and fulfils the appropriate appointment standards.

Subject to adherence to the following provisions hereunder, there is to be no discrimination against the employment or continued employment of any person because of his/her relationship to a member of KPPRA staff:

- ❖ "Close relatives" may not be employed in positions where such employment will result in the existence of a supervisor/subordinate relationship;
- ❖ "Close relatives" may not be employed in positions where one will have responsibility for reviewing and approving financial/budget/purchase transactions or in recommendations and/or decision making in any matter concerning appointment, promotion, salary, retention or termination of employment of a "close relative".

4.5.7 Age Limit

KPPRA shall not hire any person below the age of 18. Superannuation age shall be 60 years for all employees.

4.5.8 Health & Fitness

All employments within the Authority shall be hired subject to submission of Medical Fitness Report by a Physician from Police Service hospital.

4.5.9 Verification of References, Antecedents & Documents

All employments shall be subject to a satisfactory report from at least two References mentioned by the candidate. Any adverse report shall be viewed seriously and may affect the recruitment decision. The employment will be subject to satisfactory verification of antecedents. The educational documents submitted by the employee shall be verified by HRD from concerned boards and universities. The antecedents of experienced candidates shall be verified from the previous employers.

4.5.10 Compensation Negotiations

All decisions on salary for contractual employment/ consultants shall be negotiated / made by HRD. Qualification, experience, specialized skills, market value of the skills as well as position, existing salary of the candidate and prevailing salary levels within the Authority shall be the determining factors for deciding the salary of potential employee. Selected Candidates would be offered the appointment letter as per basic salary approved by the appointing authority.

4.5.11 Physically Disabled & Handicap Persons

KPPRA shall give adequate preference to disabled candidates by relaxing the minimum selection criteria. KPPRA shall make efforts to recruit disabled and handicapped candidates and meet the regulatory requirements to fill the 2% quota for disabled and handicapped persons and as a social responsibility of the Authority. The disability should nonetheless, allow the candidate to work and will be approved by the Head of HRD.

4.5.12 Re-Employment in KPPRA

KPPRA may re-employ former staff members keeping in view the needs and requirements of the Authority. KPPRA shall not re-hire under any circumstances those ex-employees who were terminated / discharged / dismissed / asked to submit forced resignations due to Disciplinary action. Re-employment may be discouraged if at all unavoidable insert limitations & strict modalities (Need assessment, time period, compensation towards lower side).

4.5.13 Probation Period & Confirmation of Service

All KPPRA employees are hired on probation for a period of one year. The performance of all new employees will be monitored and evaluated twice during this period i.e. after six months each. Relevant Department head is required to forward the “Probationary Evaluation Report (HR#3)”, along with his recommendations, of all the employees on probation before the expiry of six months’ time after the joining of the employee.

On satisfactory completion of probationary period the employee concerned shall be confirmed in service.

4.5.14 Appointing Authority

The appointments in KPPRA will be approved as under: -

a.	Managing Director	-	Board of Directors
b.	Management Grades (BPS-17 & Above)	-	Managing Director
c.	Non-management Grades (BPS-16 & Below)	-	Director HR/ Admin & Finance

4.5.15 Recruitment Committee

The recruitment committee/team shall be headed by Director HR/ Admin & Finance while respective heads of Department/ Section will be members of the committee.

4.6 Recruitment Process

4.6.1 Timelines

The following timescale is included as a guide for each stage of the recruitment process:

Activity	Timescale
Pre-recruitment stage	1 – 2 weeks
Position Requisition From submission for advertising	1 – 2 weeks
Advertising period	1 – 4 weeks
Acknowledgement of applications	Within 24 hours
Short Listing	1 – 2 weeks
From short listing to interview date	1 – 2 weeks
Selection Process	1 – 2 weeks
Reference checks	Up to 10 days
Recommendation to Appoint	2 – 5 days
Receipt of Recommendation to Appoint to issuing letter of offer	3 days
Candidate acceptance of offer	Up to 2 weeks
Total (from start to acceptance)	Minimum 6 – 8 weeks Maximum 12 – 20 weeks

4.6.2 Requisition of a Position

Recruitment process starts with requirement of staff received from branches/head office departments through annual HR budget which is presented to the BoD through MD by HR for approval. A requirement for recruitment shall arise in order to fill a position which may have become vacant due to departure of an existing employee or budget of additional staff requirement. It is the responsibility of the concerned department head to ensure that the Position Requisition Form (HR#4) is completed and sent to HR Department as soon as possible.

4.6.3 Applications-Short listing

Efforts shall be made to fill the vacant positions internally. If the vacant position cannot be filled internally then HRD shall search for potential staff from other sources as narrated in above in this policy. HRD shall make efforts to collect sufficient applications with relevant qualification and experience. All applications will be collected through KPPRA Job Application Form available on KPPRA's website <http://www.KPPRA.gov.pk>. Screening and short listing shall be done by HRD from stock of the applications which have already been held in record with HRD, through employee referrals, advertisement in the newspaper or advertisement on the KPPRA's Website.

4.6.4 Written Tests

All entry-level staff for appointment in KPPRA may be required to appear in the test to be conducted by HRD. The minimum passing marks for clearing the test shall be determined by the Management from time to time.

4.6.5 Calls for Interview

All short listed candidates will be informed through all means of communication i.e. letters/ telephone calls and via E-mail at least two days prior to the date of interview by the HR Department.

4.6.6 Files for Selection Board

The HR Department will be responsible for preparation of files for the members of selection board which will contain the following:-

- ❖ Profile of shortlisted candidates enlisting name, education, institution and experience details.
- ❖ Interview Assessment Sheet (HR#5)
- ❖ Job application form
- ❖ These files should reach all the board members one day prior to the date of interview.

4.6.7 Interviews

At least two individual / panel interview (s) shall be conducted for every vacant position within the Authority. For all senior level positions, at least three candidates shall be short listed for consideration of appointing authority. Interviews shall be conducted by at least two executives of KPPRA one of which should be Director HR/ Admin & Finance. Recruitment Committee will evaluate each candidate against the selection criteria and will record its assessment on Interview Assessment Sheet. As a result of above exercise, the Recruitment Committee will finalize a list of most suitable candidate along with at least two other potential candidates as reserves for each vacancy / post. Approval of competent authority will be taken.

4.6.8 Reference Checks

References are a critical part of the selection process. HRD should conduct reference checks for only the most competitive candidates and before a recommendation is made to the appointing authority.

Reports may be obtained using the Referee Report Pro-forma (HR#6), in writing (via e-mail or in hard copy) or orally. Information gathered from all referees is included as part of the selection decision.

4.6.9 Appointment

After approval of the Appointing Authority, the selected candidate will be issued an Appointment Letter (HR#7) stipulating basic terms of employment, salary and benefits and any other relevant information. This letter will be issued by the Director HR/ Admin & Finance. A copy of appointment letter will be send to Finance & Accounts for salary purposes, and administration for benefits and other administrative arrangements, and relevant Departments for placement / adjustment.

The candidate will be given 07 working days to review and accept the offer. In case of non-acceptance or no response within the specified period, the Director HR/ Admin & Finance will be authorized to issue the same offer to next suitable candidate placed in reserves list. The candidate will be given 15 days as joining time from the date of formal acceptance of the offer.

4.6.10 Medical Check-up

All appointments are subject to medical fitness of the candidates. The selected candidates must undergo a medical check-up at the certified lab and go through formal examination under a designated medical practitioner. The selected candidates will be required to submit tests reports before joining. If the candidate is found medically unfit as per KPPRA's requirements, the offer will be considered as cancelled.

4.6.11 Documentation

All employees will submit the following documents on the first day of joining to HR department:-

- ❖ Three photographs
- ❖ Photocopy of CNIC
- ❖ Attested Copies of Educational & Experience Certificates
- ❖ Bank Information i.e A/C No., Bank Name, Branch Name, Code, and Address

4.7 Orientation

All new employees, according to their Grades, will be given orientation. This will cover the following areas:-

- ❖ Overview of the Organization
- ❖ Organization's Mission, Vision and Department's Objectives
- ❖ HR Policies and Benefits
- ❖ Departmental Working Procedures
- ❖ Duties of the Individual

HR department & respective Department will be responsible for development and coordination of the orientation program.

4.8 Commencement of Job

The new individual will be required to submit a joining report to the Department Head. Concerned Department will forward Joining Report & Job Description of the new employee to HR department.

4.9 Classification of Employees

The employment in the Authority will be classified as follows:

4.9.1 Managing Director

The Managing Director (MD) shall be appointed by the Board of Directors. MD shall receive such as the Board of Directors may fix.

4.9.2 Permanent/Regular Employment

The employment in this category will be considered on permanent basis. The employees in the permanent/regular employment will be eligible to salary and benefits as described in this Manual and their service will continue till attaining the age of superannuation i.e 60 years of age.

4.9.3 Contractual Employment

The employment in this category will be considered on a contract basis. The contract will be limited by period or a project. Hence the employee in this category will cease to work upon the expiry of the contract period or the completion of the project. All contractual employees will be hired on a contract of two years initially (extendable). The terms of employment will be defined in the contract. Standard format for contracts is shown at HR#8.

4.9.4 Deputationists

Employees who are deputed to KPPRA, or their services are seconded to KPPRA for a specified period from any related government institution. These employees will be considered as full time employees and will be given all benefits as per Grades and designation during their stay at KPPRA. In case any deputationist is promoted by the parent organization, KPPRA will not be liable to promote the person rather he will be sent back to the parent organization.

4.9.5 Consultancy Contract

Consultancy contracts are executed with individuals or firms hired for their expertise in a specialized field/ project/ task. . It has to be assignment specific & time bound & should be preferred only when it is considered value effective to hire services of consultant compared to developing in-house expertise. They are not entitled for any kind of benefits.

4.10 Personnel Records

Human Resource Department will maintain an updated record of service for all staff. Separate files shall be maintained for each employee containing the following information:

- a. Name
- b. Father's Name
- c. Date of Birth

- d. Place of Birth, (District of permanent residence with the name of the Province.)
- e. Qualification
- f. Present Address
- g. Date of Appointment
- h. Date of Joining Service
- i. Promotions - dates and grades
- j. Number of dependents and their relationship to employee
- k. Copy of Job Description
- l. Performance Evaluation Report
- m. Copy of National Identity Card
- n. Employment History (Experience Details)
- o. Emergency Contact Person with Phone No and address (if any)
- p. Legal Heir, for settlement of claims in case of employee's death.

Each employee shall notify his or her immediate supervisor and Human Resource Department of any changes, which may affect his or her employment or benefit status. Examples of changes in personal status include, but are not limited to:

- a. Marital status
- b. Dependent status
- c. Legal name change
- d. Physical limitation
- e. Additional educations, training or certification
- f. Revocation of license, permit certification, or credentials required for the job
- g. Changes of address or telephone number

4.10.1 Personnel Records Retention

KPPRA will retain official personnel records for at least five years after the retirement or leaving services by its employee.

CHAPTER-5: PROMOTION

5.1 Introduction

KPPRA recognizes human resources as its most significant asset. One of the most important tools of incentives in this regard is the objective criteria for promotions to higher pedestals. The re-assignment of personnel to a job of higher rank and responsibility entails more demands on the individual.

The selection of individuals for promotion is closely related to performance appraisal, recommendations of line manager(s), potential etc. A complete service record is maintained at HRD having information about education, experience, abilities and achievements of an individual, with special mention of previous training courses/seminars attended and formal appraisal by senior's along with their confidential remarks.

5.2 Scope

This policy is applicable to all regular staff whose service in KPPRA is confirmed.

5.3 Right of Promotion

All promotions shall be made on merit and at the sole discretion of the management. No employee can claim promotion to any particular designation/grade by virtue of seniority or qualification as a right.

5.4 Criteria for Promotions

The criteria for promotion in KPPRA are based, inter alia, on the following factors:

BPS-19	12 years in BPS-17 & Above
BPS-20	17 years in BPS-17 & Above
BPS-21	22 years in BPS-17 & Above

5.4.5 Availability of positions

Availability of a duly budgeted position in higher grade shall be one of the conditions for a promotion. Promotion can be considered where existing position is upgraded due to increase in responsibilities and volume of work.

5.5 Procedure

Whenever a vacancy in any promotion Grade occurs, the HR Department will arrange a meeting, within 15 days of the occurrence of the vacancy, of the Promotion Committee constituted as under:

For BPS-17 and Above

- ❖ MD KPPRA
- ❖ Relevant Director
- ❖ Director HR/ Admin & Finance

For BP-1 to 16

- ❖ Director HR/ Admin & Finance
- ❖ Relevant Director
- ❖ Manager HR

- ❖ Employee's performance will be the first and the foremost determinant for promotions amongst the eligible employees.
- ❖ In case more than one eligible employee is equally good in the performance, then the senior will be preferred upon the junior.
- ❖ If an employee has passed all the promotion stages in a particular band and still has the potential/willingness for promotion, he/she will have to improve

his professional qualification as per requirement of that induction Grade so that he/she could be inducted in the next band through open competition whenever a vacancy occurs. Hence, direct promotion in the next band is not possible in any case.

- ❖ Promotion Committee will review all promotion cases twice an year.
- ❖ All grievances regarding the decisions of Promotion Committee will be reviewed and finalized by MD.
- ❖ If the promotion involves transfer within the Department to a new location, transfer policy will be followed.
- ❖ As employees will not be promoted automatically on completion of the required number of years' service in each grade, therefore, promotions cannot be claimed as a matter of right.
- ❖ Record of all promotions will be kept by the HR department.

5.6 Promotion of Government Servants and Contractual Staff

- ❖ Promotion of employees on deputation is the responsibility of parent department.
- ❖ In case an employees on deputation is promoted by the parent organization while his stay in KPPRA, he will be sent back to his parent department.
- ❖ Contractual employees will not be considered for promotions before completing one year of KPPRA Service.
- ❖ If a contractual employee fulfils the criteria for a vacancy in next higher Grade, he/she will be considered/ selected by the Promotion/ Selection Committee.
- ❖ If any contractual employee is selected for any other post, he/she will resign from his current post and will be re-hired under a revised contract specifying new responsibilities and salary package.

5.7 Seniority Criteria

- ❖ The seniority of all employees working in the same trade will be maintained on Grade-wise basis.
- ❖ Seniority of an employee in existing Grade will take effect from the date of the appointment in that particular Grade.
- ❖ If two or more employees are appointed in same Grade on the same date, then their seniority will be determined on the basis of their appointment in KPPRA and if the date of employment is also same, then the date of birth of the employees will be the factor for determining their seniority.

- ❖ Seniority of every employee, confirmed after completing his/her probation period, will be counted from the date of his/her initial appointment in KPPRA.

5.8 Promotion Approving Authorities

The promotions in KPPRA shall be approved by the following authorities:

BPS-17 & Above	Board of Directors
BPS-16 & Below	Managing Director

CHAPTER-6: COMPENSATION & BENEFITS

6.1 Introduction

KPPRA pursues a compensation policy of establishing and maintaining consistency and equity within the organization as well as aligning its overall remuneration policies with the marketplace. It believes in attracting and retaining talent through a combination of monetary and non-monetary rewards and incentives.

6.2 Scope

This policy shall be applicable to the permanent/ regular staff only unless specified. Pay and allowances of contractual staff shall be outlined in their Contract.

6.3 Salary Structure

Gross salary of an employee shall comprise of three (3) components, Basic Salary, House Rent Allowance and Utility Allowance. In addition to the above, the employees will be reimbursed Medical Allowance and Fuel/Conveyance Allowance as per entitlement, with monthly salary.

Net Salary of an employee will be arrived at by deducting, income tax, loans installments, and any other statutory deductions from Gross salary.

Various components of salary shall be as follows:

6.3.1 Basic Salary

- ❖ Basic salary of an employee shall be determined by the respective grade.
- ❖ On promotion to a higher grade, salary shall be fixed by giving appropriate increase in the basic salary, as per grade.
- ❖ The annual increment will be on the basis of percentage of the basic salary which will vary as per performance rating of the employee and as approved by the competent authority.

- ❖ An increment cannot be claimed as a matter of right but it depends at the discretion of the Competent Authority. The Competent Authority may allow additional increment on the basis of performance.

6.3.2 House Rent Allowance

An employee shall be entitled to receive from the KPPRA a house rent allowance @ 45% of the Basic salary.

6.3.3 Utilities Allowance

The utilities allowance for monthly gas, electricity and water charges (Residential) etc shall be admissible to all employees @ 10% of Basic Salary.

6.4 Benefits

6.4.1 Pick and Drop

Subject to feasibility/availability of vehicles and security conditions, all KPPRA employees may be provided transportation from home to office and back. Managers who are provided a vehicle will not be provided a driver except where required due to security or any unavoidable situation with prior approval of MD.

6.4.2 Overtime

- ❖ It is the responsibility of supervisors to plan and schedule work so it can be performed within the regularly scheduled hours. Mandatory overtime is discouraged.
- ❖ Employees will not be expected to work overtime except when it is necessary as determined by supervisor.
- ❖ Lowest tier (BPS 1 to 5) employees, with supervisory permission, are eligible for overtime for hours worked in excess of the daily scheduled shift, but will be limited to a maximum of 3 hours per day and/or 12 hours per week.
- ❖ Overtime be paid in cash to lowest tier of employees (BPS 1 - 5) within the same calendar month, and at double the regular hourly rate.

- ❖ Overtime, will not be worked unless authorized in advance by Competent Authority.

6.4.2.1 Overtime for employees of BPS-6 and above

BPS-6 and above employees will not be entitled to any overtime.

6.4.3 Mobile Phone/Black Berry Facility

- ❖ Executives in BPS-18 & above will be provided with Blackberry facility for official use of mobile phone. The MD shall determine maximum limits for the cost of mobile phone set and monthly bills.
- ❖ Guidelines for the cost of mobile phone set alongwith monthly usage limit shall be prepared by HRD for review/approval of the MD periodically.
- ❖ Minimum replacement life of mobile phone set will be 3 years after which new mobile phone will be provided to the executive concerned and old mobile will be retained by him/her.
- ❖ If an executive leaves the KPPRA for reason other than retirement/death and before completion of 02 years' service after the availing date of mobile phone set, the same will be charged back on prorata basis and set will be retained by the leaving employee.
- ❖ The mobile phone cost shall be expensed out in the year of its purchase.
- ❖ In case of retirement/ death the mobile phone set shall be handed over free of cost to the employee or his/her legal heir, whichever the case may be.
- ❖ In case the mobile phone set is totally damaged or lost before completion of two years of its useful life, the same shall be replaced with the approval of competent authority.
- ❖ Prior approval of the MD shall be required to avail international roaming facility while on official visit abroad.
- ❖ The monthly mobile ceilings for management cadre are as per following entitlement;

Grade	Monthly limit
BPS-20 & Above	Rs 6,000
BPS-19	Rs 3,000
BPS-18	Rs 2,000
BPS-17	Rs 1,500

- ❖ KPPRA provides this facility to some selected employees of lower Grades as well, depending entirely upon the nature and requirement of their job, for effective communication and to facilitate operations.
- ❖ Monthly ceiling of employees up to Grade 16 will be recommended by the relevant Department head and approved by Director HR/ Admin & Finance within a bracket of Rs. 500/- to Rs. 1,000/- keeping in view the nature and requirement of their job. In all such cases only prepaid cards will be provided by the Admin Department at the beginning of every month.
- ❖ Employees of Grades 1 to 10 will also be provided with mobile phone sets, depending upon the nature and requirement of their job, subject to approval of Director HR/ Admin & Finance.
- ❖ Post-paid connections will be provided to all employees of Grade 17 and above and bills of their both (mobile and landline/ wireless) connections up to the extent of their authorised ceiling will only be paid by the Admin Department. Excessive amounts of their bills will be deducted from their salaries.
- ❖ Mobile phone connections are provided to improve communication. It is, therefore, necessary to keep the phone on for 24 hours, 7 days a week. In case of non-compliance, the facility might be withdrawn from the individual.

6.4.4 Welfare Loan

6.4.4.1 Objective

The objective of this policy is to financially help the employees of KPPRA by providing them welfare loan subject to availability of sufficient funds.

6.4.4.2 Policy

In order to regulate the loan facility subject to availability of sufficient funds under the head in line with criterion as follow.

Service period more than one year but less than three years	Equal to one months' salary at the maximum
Beyond three years but less than 5 years	Equal to two months' salary at the maximum
Beyond 5 years	Equal to three months' salary at the maximum

Eligibility for second or onward advances shall be six month gap after the clearance of previous loan. Loan so granted shall be recoverable in 10 installments or otherwise as determined by the competent authority.

6.4.4.3 Procedure

- ❖ The employee needing welfare loan shall apply for the purpose through proper channel in the prescribed Loan Application Form (HR#9) duly recommended by the department head.

- ❖ HR department after vetting the applications shall seek approval of the MD once a month or otherwise on special grounds & shall convey sanction to the F&A department.
- ❖ Finance Manager shall arrange payment for the sanctioned loan to the concerned employee.
- ❖ Finance department shall update the HR Department regarding recovery of loan installments & over all funds position at the end of each month by the last date of each month.

CHAPTER-7: LEAVES AND HOLIDAYS

It is the policy of KPPRA to provide its staff time to rest and reinvigorate. The purpose of this policy is to create provisions for employees to attend their recreational needs, health related issues and personal/domestic urgencies etc. However, Leave shall Not be claimed as a matter of right when the exigencies of service so require, the leave sanctioning authority may refuse the grant of leave already granted or change the nature of leave or re-call an employee before expiry of his leave period. All leaves should be applied on Leave Application Form (HR#10).

KPPRA has following categories of leaves:

- ❖ National Holidays;
- ❖ Annual Leave;
- ❖ Casual Leave;
- ❖ Sick Leave;
- ❖ Maternity Leave;
- ❖ Leave of absence/Leave Without Pay;
- ❖ Paternity Leave;
- ❖ Study Leave.

7.1 National Holidays

KPPRA issues Holiday Schedules for the staff at the beginning of each calendar year that is in accordance with official government holidays. There is no carryover of national holidays.

7.2 Annual Leave

Annual leave is paid leave. KPPRA grants annual leaves to its employees at the following accrued rates:

- ❖ Although an employee accrues annual leave from the date of hire, the employee is not permitted to take annual leave until the probationary period is over. Requests for annual leave must be requested in advance, with a minimum of two weeks' notice, and approved by the employee's supervisor.
- ❖ Employees are expected to use their annual leave within the calendar year. Annual leave cannot be taken in a period of less than ½ day.
- ❖ Employees hired between the first and fifteenth of the month will accrue annual leave for the whole month whereas employee hired after fifteenth of the month will begin accruing their leaves from the first day of next month.
- ❖ When an employee is terminated, his/her annual leaves will be accrued for the entire month during which termination took place.
- ❖ An employee is entitled for 21 annual leaves during a calendar year.

7.3 Casual Leave

Employees will be granted casual leave with full pay that does not exceed 10 working days during one year. Leave is granted at the discretion of the supervisor and a copy of the approved application form is maintained in employee's personnel file.

7.4 Sick Leave

- ❖ When an employee is sick he/she must inform his/her immediate supervisor that he/she will be unable to come to work that particular day.
- ❖ It is the employee's responsibility to get the leave approved the day the employee returns back to work.
- ❖ All employees are entitled to 10 days Sick Leave per calendar year with full

remuneration.

- ❖ Sick Leave cannot be accumulated or encashed and/or combined with annual leaves.
- ❖ Sick leave may not be used by the employee in connection with the care of a family member or to obtain medical examination or treatment for family members.
- ❖ Every employee will report sick leave in writing so that appropriate charge of sick leave is made.
- ❖ An absence of more than two consecutive workdays on grounds of sickness must be supported by certified physician's certificate.
- ❖ Advancement of sick leave is not permitted beyond what an employee is entitled to each year.

7.5 Maternity Leave

All regular full time female employees, who have completed six (6) months of service with KPPRA, are eligible for maternity leave on the presentation of an application duly supported by a medical certificate.

- ❖ Maternity leave will be given for a maximum of three months.
- ❖ Maternity leave with pay can be availed only twice during the whole period of service. However employees can take leave without pay in case of more pregnancies.
- ❖ While on maternity leave, the employee will continue to receive full salary and allowances, except conveyance allowance.
- ❖ Maternity leave cannot be granted in continuation or in combination of annual, sick or casual leaves in any case.

7.6 Leave of Absence/Leave without Pay

All regular full time employees with more than six months of service are eligible to apply for leave of absence (leave without pay). The employee must submit an application on the format to his or her supervisor, outlining the reasons for and the duration of the leave. Leave of absence must be requested at least ten (10)

days in advance using a Leave Request Form, recommended by supervisor and must be approved by MD in consultation with HR department.

- ❖ All leave of absence will be unpaid. Such leave will only be given to an employee once his all paid time leave balances are over (annual leave);
- ❖ Failure to return to work upon completion of a leave of absence for more than 5 days, without approval, will constitute the employee's voluntary resignation from employment with KPPRA;
- ❖ An unpaid leave of absence should be less than three (3) months;
- ❖ Other leaves will not accrue during an Unpaid Leave of Absence. KPPRA will continue to contribute to the employee's medical benefits during the unpaid leave.

7.7 Paternity Leave

Male employees will be permitted up to 12 days of paternity leave with pay for the first two children born to their spouses, ideally 4 days before and 8 days after the delivery of the child. Birth shall be notified to KPPRA within 7 days. This privilege may be availed only after completion of a minimum of one-year service at KPPRA, for a maximum of two births.

7.8 Study Leave

On completion of a minimum of three consecutive years of service at KPPRA, an employee may apply for study leave to improve his/her academic qualifications. All such cases will be brought before the MD to determine the duration and terms of leave, prior to grant of study leave on a case by case basis. Study leave can be granted up to maximum of five years and only once in entire service. Study leave is allowed on without pay basis.

CHAPTER-8: POLICY TO DEAL WITH DISCRIMINATION & HARRASSMENT POLICY

8.1 Introduction

The KPPRA does not tolerate any form of discrimination on the basis of race, religion, gender, color, ancestry, serious medical condition, ethnicity, age, or disability, in KPPRA employment, KPPRA operated programs, services or facilities.

KPPRA believes that all employees are entitled to a workplace free of harassment and expects employees to treat each other and our clients with courtesy and respect. Conduct which violates this policy includes, but is not limited to foul language, dirty jokes or comments pertaining to race, religion, sex, gender identify, color, national origin, age, or disability, regardless of whether the conduct was intended to offend or intimidate or not.

8.2 Discriminatory Practices

Discriminatory practices are prohibited in KPPRA. Following are some of the examples of such practices:

- ❖ Sexual harassment includes: requests for sexual favors, unwelcome sexual advances and other non-verbal, verbal or physical conduct of a sexual nature that creates a hostile environment for persons of either gender.
- ❖ A hostile environment is a result of severe or pervasive harassment that substantially interferes with an individual's work performance. The harassment must have been unwelcome and offensive to the victim and of a nature that would be offensive to the reasonable person. The hostile environment standard applies to harassment on the basis of race, religion, sex, color, national origin, age, or disability. Examples of harassing conduct include, but are not limited to:

- ◆ Sexual harassment: requests for sexual favors, sex oriented verbal kidding, teasing, jokes, comments, display of sexually suggestive objects or pictures, physical contact such as hugging, patting, or brushing up against another's body.
 - ◆ Gender or sex harassment: gender based jokes or comments;
 - ◆ Race or national origin harassment: epithets, slurs, or negative stereotypical comments, jokes or cartoons;
 - ◆ Age harassment: stray remarks or jokes relating to a person's age.
 - ◆ Disability harassment: Disparaging remarks, slurs or jokes relating to a person's physical or mental disability.
 - ◆ Religious harassment: Coercion of employee participation in religious activities, verbal attacks or religious slurs.
- ❖ Employment decisions based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain gender, race, religion, or ethnic group, or individuals with disabilities.
 - ❖ Denying employment opportunities to a person because of marriage to, or association with, an individual of a particular race, religion, national origin, or an individual with a disability.
 - ❖ Retaliation to an employee who takes one of the following actions: filing a complaint of discrimination, participating in a discrimination investigation, opposing discriminatory practices. The KPPRA will not tolerate employment-based retaliation and any violation should be reported immediately.

Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during KPPRA business trips, KPPRA business meetings, conducting KPPRA related business and KPPRA business-related social events.

If an investigation determines that discrimination, harassment or retaliation indeed occurred, the offender would be subject to corrective action and/or disciplinary action up to and including termination.

8.3 Procedures

An employee who feels that he/she has been a victim of discrimination, threat, sexual harassment, harassment, bullying etc may make a complaint, without fear of retaliation, according to the following procedures:

8.3.1 Complaint Procedures: Informal Stage

The first stage of the Complaints Procedure is an informal one, designed to provide the opportunity of resolving as quickly as possible the problems of bullying or harassment within the workplace prior to activating the formal procedure. In particular, the purpose of the action is to give the bully or harasser the opportunity to stop (if directly approached), or managers the opportunity to resolve any problems without the employee having to use the formal procedures. It must be noted that if an employee feels unable to take informal action, or the situation is so serious as to warrant it inappropriate, then it is possible to go straight to the Formal Procedure.

An employee who is subject to bullying or harassment should in the first instance take two steps.

- ❖ Firstly record all details of any discrimination, threat, sexual harassment, harassment, bullying i.e. date, time, nature of incident and the names of witnesses.
- ❖ Secondly, request that the person responsible for the behaviour stops it and makes it clear that the behaviour is unacceptable and unwanted.

It is appreciated that the second step is a difficult one and the victim may need assistance, counseling, advice and support in order to undertake it. Such assistance can be obtained, via the HR Manager. It is preferable for all concerned

that complaints of bullying/harassment are dealt with internally and informally wherever possible. This is likely to produce solutions which are speedy, effective and minimise embarrassment.

8.3.2 Complaint Procedure- Formal Stage

Formal procedures will be necessary where the informal route proves ineffective, for more serious instances of bullying/harassment and when an individual chooses to go straight to the formal procedure as under:

- ❖ Within (15) business days of the alleged discriminatory incident, the complainant, at his/her discretion, shall make a complaint to any one of the following designated officials: Any KPPRA supervisor or department head, the KPPRA Director HR/ Admin & Finance, the KPPRA MD.
- ❖ The complainant shall make contact with one of the above-designated officials in order to properly bring forward a complaint.
- ❖ The complainant may use the KPPRA's Discrimination Complaint Form (HR#11) to file a complaint. Other formats such as memorandums, handwritten statements, e-mail messages etc may also be acceptable. The designated official shall convert verbal complaints into a written format as soon as possible but no later than 2 days of the lodging of complaint. The designated official will forward the complaint to the KPPRA Director HR/ Admin & Finance within (24) twenty-four hours of receipt. Complaints that are submitted anonymously may not be accepted.
- ❖ An employee who believes that he/she is a victim of discrimination, harassment and/or retaliation in the workplace has an affirmative duty to report such conduct.
- ❖ Supervisors have a duty to pro-actively address workplace issues that deal with discrimination and harassment. A supervisor who fails to take appropriate action under this section will be subject to disciplinary action. To the extent possible, the confidentiality of the person making the complaint and that of the respondent will maintained.

- ❖ Information contained in the report of inquiry may be used in disciplinary actions resulting from the investigation.
- ❖ Investigation Officer investigative reports are deemed confidential unless otherwise directed by a competent court of jurisdiction or by order of the MD.
- ❖ Therefore, the employee will be provided a summary of the investigation.
- ❖ Investigation documentation shall not be photocopied or disseminated beyond the MD's Office and Human Resource Department. "Relevant documentation" for purposes of any resulting Appeal shall consist of a summary of the findings.
- ❖ Within (5) five business days from the receipt of the complaint, an individual designated by the MD, shall begin an investigation of the complaint.
- ❖ KPPRA employees shall cooperate with an investigation and be truthful with the investigator. Failure to cooperate and to be truthful may result in disciplinary action.
- ❖ Within (25) forty five-business days from the beginning of the investigation, the KPPRA investigating officer or designated individual, shall submit a confidential written report of inquiry to the MD.
- ❖ The KPPRA Attorney or his/her designee shall have (14) fourteen business days to review the report and to issue a written determination on whether a discriminatory practice has occurred.
- ❖ Within (5) five-business days of receipt of the determination, the MD or his/her designee shall review the determination and report. The MD will forward the determination to the respondent's department Director for appropriate action, if necessary. Disciplinary action shall be consistent with KPPRA policy and procedures. The MD shall forward a copy of the determination, along with the report to the KPPRA investigating officer.

Notification

- ❖ The KPPRA officer shall notify the complainant of the determination.
- ❖ The Department Director shall notify the respondent of the determination.

CHAPTER-9: GRIEVANCE RESOLUTION

9.1 Objective

The objective of this policy is to provide a method for employees to express any grievance they may have and approach different levels of authority in the organization to address the grievance.

9.2 Policy

The employee is first advised to try and settle the grievance with his/her immediate supervisor. If, however this not possible or does not resolve the grievance, then he/she should contract the next level up which is the department Head or the Region Head. The supervisor or the departmental head then attempts to resolve the grievance. If the above channels cannot resolve the matter, the final step for the employee is to put his/her grievance in writing to HRD. The HR department representative or Manager HR himself mediates in an attempt to arrive at a satisfactory solution, and confirms any decision/proposed action to the employee.

9.3 Grievances and Complaints

It is the policy of the KPPRA to treat all employees fairly in matters affecting their employment. Every eligible employee shall have an opportunity to resolve matters, which affect his/her employment. Every eligible employee with a grievance shall have the right to present the grievance in accordance with the following procedures without fear of reprisal.

9.4 Grievance Procedure

9.4.1 *Informal Stage*

Before an employee files a formal written grievance, the employee and his/her immediate supervisor must make a good faith effort to resolve the issue

informally except in situations where a special hearing officer was appointed to conduct the Appeal Hearing. A good faith effort shall consist of a face-to-face meeting between the employee and his/her immediate supervisor to discuss the issue and resolution. The filing of a formal, written grievance shall not preclude continuing a good faith effort to resolve the grievance. The good faith effort does not extend the time limit(s) included in the grievance procedure.

9.4.2 Formal Stage

- ❖ Within (7) seven business days following the event, on which the grievance is based, an eligible employee may file a formal written grievance with the Department Director.
- ❖ The grievance must be filed on forms developed by the Human Resource Department. The grievance must be specific and refer to an issue that can be acted upon. The contents of a formal written grievance and settlement desired cannot be changed after it is submitted.
- ❖ A copy of the grievance shall be immediately forwarded by the Department Director to the Director HR/ Admin & Finance and the immediate supervisor of the employee.
- ❖ Within (7) seven business days after receipt of the formal grievance and after reviewing all the facts pertaining to the grievance, the Department Director or his/her designee shall provide a written response to the employee who filed the grievance.
- ❖ If the Department Director does not respond to the employee grievance within (7) seven business days, the grievance will be automatically appealed to the Head Office/MD.
- ❖ If the decision of the Department Director is not satisfactory to the employee who has filed a grievance, the employee may, within (7) seven business days of receipt of this decision, appeal that decision in writing to the MD.

- ❖ The employee's written appeal to the MD shall be filed with the MD. The MD will not be part of the grievance procedure at any stage except the Appeal, at which stage he or she will appoint an Appeals Committee to hear the final proceedings.
- ❖ The appeal to the MD and his or her appointed Appeals Committee must include a copy of the original KPPRA Employee Grievance Form HR#12 (and all pertinent attachments provided by grieving party and/or Department Head).
- ❖ The appeal must not contain any changes, deletions or addendum's to the initial grievance, settlement desired and/or replies.
- ❖ Should the HOD's response to the Grieving Party indicate that the issue cannot be grieved under KPPRA procedures and the Grieving Party nonetheless can file an appeal.

9.4.3 Appeals

The appeal against the decision will be forwarded to the Appeals Committee Chairperson or his/her designee for review. Within (15) fifteen business days, the Chairperson will issue a decision as to whether the Appeals Committee will accept the appeal for a hearing. The decision of the Chairperson or his/her designee shall be based on the provisions outlined in this section. An affirmative decision will allow the appeal to proceed. A denial will end the internal administrative remedies.

9.4.3.1 Appeal Hearing

Within (15) fifteen business days from the filing of the employee's appeal, the Appeals Committee with the concurrence of the MD, shall schedule a hearing on the grievance before the Appeals Committee. Human Resource shall prepare posting of the notice at least (7) seven days prior to the hearing. The notice shall also be distributed to the complainant, Chairperson of the Appeals Committee and Board members, the immediate supervisor of the complainant, his/her department Director, the Director HR/ Admin & Finance, and MD. The following

shall constitute the conditions of representation during a hearing before the Appeals Committee:

- ❖ The employee who has filed a grievance will represent himself/herself before the Appeals Committee. The Grieving Party may have (1) one observer of his/her choice present at the hearing.
- ❖ The immediate supervisor of the employee who has filed a grievance will represent the KPPRA in grievance hearings before the Appeals Committee. One (1) next level supervisor may serve as an observer during the hearing.
- ❖ Observers for the aggrieved and the KPPRA will not participate in any manner during the hearing before the Appeals Committee. Failure to adhere to this requirement and/or for being disruptive, may force the exclusion of the observer(s) from the hearing. The Appeals Committee shall make the determination on excluding an observer. The aggrieved employee and the immediate supervisor are responsible for providing the observer(s) with any information and documents. The observer(s) shall be identified and his/her name(s) provided to the Appeals Committee (7) seven business days prior to the hearing.
- ❖ If the aggrieved employee is the KPPRA Attorney, or a staff Attorney, the KPPRA will be represented by an attorney of its choice. If the Grieving Party is a Department Director, the MD will represent the KPPRA.

9.4.3.2 General Principles

Neither the KPPRA, nor the aggrieved employee, nor their observer(s) shall have any direct contact either orally or in writing with any member of the Appeals Committee prior to the hearing, and after the hearing, until the written decision of the Board is made public.

- ❖ It shall be the responsibility of the KPPRA designee to schedule or reschedule a hearing, accept the witness list and name(s) of observer(s).

- ❖ It shall be the responsibility of the aggrieved employee and the KPPRA to provide any other information, documentation or copies requested by the Chairperson of the Appeals Committee.
- ❖ All pertinent documents shall be provided to the KPPRA designee at least (7) seven business days prior to the scheduled hearing.
- ❖ The Appeals Committee shall use its discretion as to whether to accept a document(s) not submitted in a timely manner.
- ❖ The KPPRA shall provide an employee who will make an audio recording of the proceedings. A grieving party desiring a complete verbatim transcript shall provide for such a report at his/her expense.

9.4.3.3 Authority of the Appeals Committee

The Appeals Committee shall have authority to call for the attendance of a reasonable number of pertinent witnesses and the production of documents, to administer oath from witnesses, to examine witnesses, including the employee and his/her supervisor, and to hear all evidence properly brought before it.

- ❖ All pertinent witness lists shall be provided to the MD or designated person by him at least (7) seven business days prior to the scheduled hearing.
- ❖ The Appeals Committee shall use its discretion as to whether to accept a witness (es) whose name was not submitted in a timely manner.

9.4.3.4 Witnesses to the Grievance Procedure

Any KPPRA employee who is called as a witness before the Appeals Committee is required to attend the hearing. Failure to appear after receiving a written notice may result in disciplinary action.

The Director HR/ Admin & Finance, KPPRA Attorney and their respective staff shall be exempt from being called as a witness for either the Grieving Party or the KPPRA except by direct order of the MD.

9.4.3.5 Limitations

- ❖ The Appeals Committee shall have no authority to modify job classifications or related wage rates, nor shall it have the authority to change the intent of any personnel policy or grievance procedure.
- ❖ The Appeals Committee shall have no authority to grant back pay to any employee for any period prior to the date of the event upon which the grievance is based.
- ❖ A decision or recommendation of the Appeals Committee in any particular case shall not affect retroactively, or in the future, any other employee grievance.
- ❖ The decision or recommendation of the Appeals Committee shall be based upon the evidence presented at the hearing. Furthermore, the decision or recommendation shall be specific and pertinent to the grievance issue.

9.4.3.6 Closure

Within (15) fifteen business days from the date of the hearing, the Appeals Committee through its Chairperson or his/her designee shall, at an open meeting, render its decision or recommendation which may then be publicly posted. .

Should the Appeals Committee want to comment on issues that were not contained in the grieving party's grievance appeal, but were discovered during the hearing, it may do so by submitting a supplemental comment report to the MD for his/her review. The supplemental comment report is not considered as or made a part of the grievance decision or recommendation.

The Appeals Committee shall immediately send a copy of the decision/recommendation to the MD, the department Director concerned the Director HR/ Admin & Finance, and the grieving party.

The MD must approve or reject, in writing, the recommendation of the Appeals Committee, which deals with the termination of an employee. A grievance recommendation relating to a termination that is rejected by the MD shall end the internal administrative remedies.

9.4.3.7 Decisions of the Appeals Committee

Decisions rendered by the Appeals Committee on the grievance issues of loss of pay, written reprimand, suspension OR demotions, reclassifications, transfers, reassignments and changes in shift rotations resulting from a disciplinary action shall be final and binding on all parties.

Any grievance not filed pursuant to the provisions of this procedure within (7) seven business days of the event on which such a grievance is based, shall be deemed to have been waived and no relief shall be granted thereon.

CHAPTER-10: TRANSFER, ROTATION & CAREER PLANNING

10.1 Introduction

Career planning / job rotation is an organized approach used to match employee goals with the business needs of the Authority in support of employee development initiatives. Career planning / job rotation brings benefits to the Authority and to staff members, encouraging the broadening of the skills and experience of staff, avoiding the potential of their being locked into positions. Benefits from Career planning / job rotation include acquisition and enhancement of skills, knowledge and expertise, personal and professional development and enhanced prospects for advancement.

Career planning / job rotation also improves organizational flexibility, interrelationships between different areas, career growth and progression opportunities. Through multi-skilling it can assist to ensure continuity of output by making provision for staff on leave.

10.2 Objective

The purpose of Career Planning / Job Rotation is to:

- ❖ To create an ongoing supply of well trained, broadly experienced, well-motivated employees who are ready to step into key positions as needed.
- ❖ To enable a flow of staff members through various departments with the view of developing them into the culture and processes of KPPRA.
- ❖ To align the future staffing needs of the Authority with the availability of appropriate resources.
- ❖ To define employee career path, which will help KPPRA to train and retain a pool of suitably qualified employees.

- ❖ To accelerate the career development of employees with outstanding performances.
- ❖ To sustain productivity, enhance internal control and minimize chances of internal frauds.
- ❖ To minimize the effects of job poaching and job hopping by creating a work environment in which employees are aware that there are prospects for advancement.

10.3 Scope

This policy is applicable to all employees of KPPRA.

10.4 General

The Career Planning / Job Rotation Policy for KPPRA staff aims to provide staff with developmental opportunities, consistent with the staff performance management goals of the Authority. Career planning / business exigencies may necessitate rotation / transfer of the employee from one location to another or from one position to another.

10.5 Duration of Posting

As a principle, all staff members must not stay on a specific area of assignment for more than three years (or a time as determined by the MD) unless due to exigencies of service rotation is not possible, for which the Line Manager must have a justification. An approval to this effect must be obtained for a definite period of time, after which the approval shall again be sought from MD.

This period shall be determined from the date of joining of an incumbent in any grade in that position but must not include a period of leave without pay.

10.6 Types of Rotation / Transfer

Transfer / rotation may take any of the following two forms:

10.6.1 *Intradepartmental Rotation*

The first Line Manager of the employee may rotate an employee within his/her department with / without the employee's consent, but must intimate the employee in advance. Such job rotation shall be effected in line with the general career plan of the employee in each category. Job rotation may also involve more than one employee where interchange of assignments is to be made.

10.6.2 *Interdepartmental / Unit / Office/Region Transfers*

Any transfer of an employee entirely into a new set up shall be executed strictly in accordance to the guidelines mentioned herein. All such transfers shall be against pre-approved positions that are unoccupied due to any reason (new position, resignation/transfer/dismissal/death of the previous incumbent etc.). The transfers may be voluntary or involuntary.

10.6.3 *Voluntary Transfer*

All those employees who wish to be rotated in future may submit their requests to HRD through proper channel against internally advertised positions. Employees completing certain number of years in a particular department / position (three years or as announced by the management from time to time) may also opt for voluntary transfers into other relevant areas through proper channel subject to the available budget / requirement at the new location.

Mutual transfer between two staff members of any department where employees (Manager Grade & Below) in both departments agree to switch on genuine need basis in similar functions / related experience, is also possible and allowed subject to the condition that consent of all concerned Line Managers is held on record.

No TA/DA, travel grant or relocation allowance shall be admissible in case of transfer upon employee(s) own request(s).

10.6.4 Need-based Transfer

The Management may make arrangements for initiating transfer(s) as deemed necessary keeping in view the nature of assignment and preferred management consent of the concerned Line Managers of both locations shall be obtained and held on record.

TA/DA, Relocation Allowance and Travel Grant shall be admissible as per KPPRA Policy for cases where change of residence is to be undertaken and as stated by the competent authority other than cases which does not justify award of such allowance / grant due to insignificant costs. The change of residence shall mean to involve a reasonable distance between the employee current location and the proposed location where same day travel to / from is not possible.

10.7 Responsibility

The line managers of the staff shall be responsible for implementation of this policy within their office / unit.

Staff members shall not be transferred more than once during the year. Any transfer affected more than once shall be fully justified by the recommending / approving authorities.

Once the transfer has been approved, the immediate Line Manager of the transferee shall ensure that the incumbent must be transferred out immediately but not later than 15 days from the date of approval / issuance of the letter, unless specified otherwise in the transfer letter. The handing / taking over formalities shall be completed as per procedure.

An employee who is to be rotated under terms of this policy will be expected to attend training programs as may be required for effective performance of the duties.

10.8 Competent Authority

All cases of transfers / intradepartmental rotations shall be approved by the MD or an executive authorized by the MD. All job rotations / transfers within the same department / unit / office shall be authorized by the respective Branch Manager / Unit / Senior most Executive at the respective office under intimation to all concerned and HRD.

Any interpretation to and the deviations / relaxations / waivers in the above policy matters shall be granted by the MD.

CHAPTER-11: TERMINATION OF SERVICES

11.1 Superannuation & Retirement

This policy covers the discharge of employees by normal retirement or end of contract. This option is available to employees. Retirements are classified in two major categories:

a. *Compulsory Retirement*

All employees will be retired on attaining the age of 60 years.

b. *Optional / Voluntary Retirement*

Employees will have the option for retirement on personal reasons after completion of 20 years of services or on the basis of medical grounds.

Employees opting for voluntary retirement for personal reasons would serve at least three months' notice (in writing) to the HR Department, prior to the date of requested retirement.

The HR Department will review the request in consultation with the relevant Department head and will forward the recommendations to the Director HR/ Admin & Finance in cases of Grade 1 to 14 and the MD in case of higher Grades for final approval. This entire process should not exceed 45 days. If, for any reasons, no decision can be taken during this period, the application of the employee will be considered as approved.

The voluntarily retirement may not be considered as a matter of right and will be subjected to review and approval of competent authority as mentioned above.

Employees on deputation will be sent back to their parent organization at least 3 months prior to date of retirement. If, for any reasons, they cannot be sent back to their parent organizations, they will not be paid any retiring benefits by KPPRA.

The HR Department will notify the retirement of an employee at least before 45 days of his retirement date. The process of final settlement of his account should commence accordingly.

The retiring employee will be paid accrued vacation days. No payment will be made for unused periodic absence days, excused absence for compelling reasons or optional holidays.

11.2 Benefits

On retirement from KPPRA service, the employee shall be entitled to the following benefits:

- ❖ Amount of Gratuity will be calculated as under:

Number of complete service years X Last Gross Salary

(A period of more than six months will be considered as a complete year in the last year of service)

- ❖ Three months gross salary in order to facilitate his relocation / settlement.
- ❖ KPPRA will also arrange transport to the employee if he/she requires move to any other city from his station of posting. This clause will not be applicable to those employees who will be opting for optional retirement.
- ❖ Payments for accrued leaves in accordance with Leave Policy

11.3 Recording date of Separation and Accrued Leave

Employee not on leave

The termination report of an employee not on leave, shall state the separation date as the last day the employee worked and shall include any amounts to be paid for accrued leave.

Employee on leave

Employee on leave with pay: The termination report of an employee on leave with pay shall state the termination date as the last day that the employee was on paid leave.

Employee on leave without pay: The termination report of an employee on leave without pay who fails to return to KPPRA shall state the termination date as the last day of leave without pay.

11.4 Resignation

- ❖ Resignation is a voluntary separation of employment from KPPRA with written notice given by the employee. Employees shall give at least one month advance notice in writing.
- ❖ The concerned manager should confirm the receipt of resignation in writing to the employee.
- ❖ Upon receipt of the resignation notice, the concerned Departmental Head will forward the same to HR Department and will discuss the resignation case with the human resources Department to decide the future action such as acceptance/ non- acceptance of the resignation, renegotiation or termination with immediate effect with notice pay.
- ❖ The Departmental Head will be responsible for handing/taking over schedule, nomination of successor or forwarding recruitment requisition for provision of replacement.
- ❖ In case, an employee may wish to revoke the notice of resignation. Revocation of the resignation notice will be treated on case-to-case basis. Relevant Department Head in consultation with the HR Department will decide whether to accept or reject the application. Acceptance of the application does not necessarily mean that the applicant will be reinstated on the same position.

11.5 Dismissal

11.5.1 *Dismissal Due to Death during Employment*

When an employee dies while working with KPPRA, procedures relating to the policy on Retirement shall be followed. The relevant Manager will require to notifying HR Department at the earliest so that appropriate notification and actions would be taken by the Finance & Accounts Department.

The HR Department will make final settlement and make arrangements for the return of keys and all other KPPRA property.

11.5.2 *Dismissal Due to Absenteeism*

- ❖ Employees who remain absent unexpectedly from work are required to notify their supervisors promptly with the reason for the absence. Employees are considered quitting the job if they are absent for 7 consecutive working days or more, without notice.
- ❖ The supervisor must take immediate steps to contact the employee. If attempts to reach the employee are unsuccessful, the supervisor must consult immediately with the HR Department.
- ❖ HR will formally write a letter to the employee asking for explanation.
- ❖ In case employee or his NoK (Next of Kin) responds to the letter, the matter will be referred back to the supervisor who will initiate appropriate action including disciplinary action.
- ❖ In case of no response to the notice within 10 days of the issuance of the same, the HR Department will request Media Department for publishing of a show cause/explanatory notice.
- ❖ In case of no response received from the employee within 08 days of issue of advertisement, the employee will be considered quitting the job.
- ❖ Employees who remain absent will be treated as resigned without serving the notice period w.e.f. their last working day.

11.5.3 Dismissal during Probationary period

During probation period, an employee can be dismissed from service without giving any notice.

11.5.4 Dismissal on Account of Poor Performance

- ❖ Termination of employment for poor work performance is a serious matter which requires careful evaluation and the approval of Director HR/ Admin & Finance for the Grade 14 and below while for Grade 15 and above MD will take decision.
- ❖ An employee will be considered liable for job termination on poor performance if three consecutive Performance Appraisals rank the employee in the Below Average performer category.
- ❖ A warning letter by the HR Department will be issued to the employee on second poor performance ranking asking him to improve his performance otherwise it might result in termination.
- ❖ The HR Department as well as relevant Department head can initiate termination/enquiry process against poor performers after third poor appraisal.

11.5.5 Dismissal Due to Misconduct

- ❖ Termination of employment for failure to comply with KPPRA policy (misconduct/cause) is a serious matter which requires careful evaluation and the approval of MD in all cases, regard less of the Grade of the employee.
- ❖ Misconduct or breach of discipline which includes, but is not limited to, violence or the threat of violence in the workplace, Theft / Fraud, Misappropriation of funds / embezzlement, refusal to perform work / insubordination, acts of discrimination, etc (See Code of Conduct Policy).
- ❖ Failure to comply with departmental or KPPRA policies or regulations also includes, but is not limited to, chronic or recurring disregard for

workplace rules, habitual breach of KPPRA policies, habitual late coming, or failure to meet work-related reporting requirements.

- ❖ The supervisor through departmental head will report the act of misconduct to the HR Department immediately following the action.
- ❖ In any case, Department head cannot terminate an employee at his own discretion.
- ❖ An employee once dismissed from the KPPRA's service because of misconduct will not be eligible for re-employment.

11.6 Suspension

- ❖ An employee against whom disciplinary action is pending or proposed to be taken or he has been removed from the work by the Department head, may be placed under suspension by Director HR/ Admin & Finance for Grade 14 and below and by MD for Grade 15 and above.
- ❖ The period of suspension should not exceed 03 months. It would, however, be extended further at the discretion of the MD.
- ❖ An employee who will be under suspension will receive a subsistence allowance equal to half of his net salary plus house rent and conveyance allowance only. While under suspension, he/she shall not leave place of duty without the written permission of the Competent Authority.
- ❖ When an employee is restored in service after suspension, he/she shall be entitled to payment as follows :
 - ◆ If the employee was found "not guilty" of the charges, the full pay, less the amount already paid to him/her as subsistence allowance, would be paid.
 - ◆ If the employee is found "guilty", he/she will not be entitled to receive any pay for the period of his/her suspension, except what was already drawn in the shape of subsistence allowance. (Legal advice should also be obtained)

11.7 Right-sizing or Re-structuring

- ❖ Elimination of positions will occur when there is a lack of available funding for work; re-organisation or re-structuring of KPPRA would occur.
- ❖ Before a decision is made to eliminate a position(s), department Heads will thoroughly assess the unit's work and staffing needs and, if a layoff is anticipated, must seek approval of the MD.
- ❖ List of surplus employees will be made purely on the basis of performance and length of service with KPPRA. Employees' last five years performance will be considered for this purpose. In case performance of two employees is equally good then the junior will have to go first. (Age principle can also be followed in case date of joining is same.)
- ❖ Surplus employees will be adjusted against the vacancies relevant to their experience and Grade in all other locations. Decision for termination of surplus employees will be the last option.
- ❖ Once the decision of termination has been made, HR Department in coordination of relevant HOD will develop a Plan that provides an outline of activities for staff whose positions will be eliminated.
- ❖ In all such cases, affected employees are given a two months' notice, or pay in lieu of notice.
- ❖ Employees being terminated under this clause will be entitled for a gratuity calculated a rate double than calculated in case of retirement, but no other retiring benefits will be offered to such employees.

11.8 Clearance & Final Settlement of Accounts

- ❖ In case of any of the above termination, HR will obtain Accounts Clearance Form (HR#13) from all the departments prior to the payment of any dues.
- ❖ The release of service certificate and dues are subject to the clearance.
- ❖ All receivables, known as a result of the clearance process, will be adjusted against final payment of dues. In case amount of receivables exceeds the amount of payables, employee will be requested to deposit the difference

for smooth completion of the settlement process otherwise legal action may also be taken with the prior approval of MD.

11.9 Settlement

After having financial clearance HR Department will initiate the final accounts clearance that will include:

- ❖ Pay
- ❖ Gratuity
- ❖ Medical Certificate / Insurance for continuing Medical facility for all Retired employees.
- ❖ Accrued Leave encashment
- ❖ Any financial implications due to clearance

11.10 Service Certificate

- ❖ All employees terminated in any of the above stated cases, have the right to obtain Experience Certificate. HR Department will issue the Experience Certificate to the terminated employee with the payment or receipt of final dues, as the case may be.
- ❖ The HR Department will release Experience Certificate. This certificate will contain the details about tenure of the employee on various designations held by him during his stay with KPPRA and a statement say that he has cleared all his dues and nothing is due from him.

11.11 Exit Interview

Exit interviews will only take place when the employee resigns voluntarily from the services of KPPRA. The HR Department will arrange an exit interview on the last day of service. Exit interview will be conducted to ascertain the cause of the resignation and feedback about the working conditions in KPPRA.

The outcomes of the interview will be recorded on Exit Interview Form (HR#14) and will be forwarded to Director HR/ Admin & Finance for review and appropriate action.

CHAPTER-12: HEALTH, SAFETY & ENVIRONMENT

12.1 Introduction

In order to improve job satisfaction of the workforce, ensuring a safe and secure environment for employees is always considered important for any organization. To improve the safety and health conditions on an on-going basis, it is necessary to continuously monitor the health and safety issues in the environment and update the current procedures accordingly.

Commonsense and basic good housekeeping are the predominant factors influencing the maintenance of high standards of health and safety in offices and staff should always be conscious of dangers to themselves and their colleagues, presented by their working environment and activities.

Any unsafe conditions, e.g. faulty lifts, faulty fire doors, missing fire extinguishers, missing Fire Notices, defective equipment (particularly defective gas connections), poor lighting, damaged floor coverings, unsafe furniture and so on, should be reported at once to immediate supervisor, admin officer or safety officer so that necessary remedial action can be taken.

Recognizing the importance of employee health and safety, KPPRA is committed to ensure that employees must know and follow all health and safety requirements of their specific job requirement.

The following items are considered for incorporation in the “policy statement”:

- Health and safety are to be given equal consideration with all other business functions.
- Health and safety are everyone’s responsibility. Employees shall actively participate in all elements of the Health & Safety program.
- The organization is committed to comply with all corporate policies, procedures and applicable legislation.

- Health and safety are among our highest values and a key indicator of organizational excellence.
- All work-related injuries and illness are preventable by identifying and controlling risks.
- Hazard identification, risk assessment and risk control represent the foundation of a successful Health & Safety management system.
- Our Health & Safety management system is based on continuous improvement.

12.2 Potential Hazards in the Workplace

Following are the potential hazards in the KPPRA's premises: -

- Portable and fixed electrical appliances
- Office equipments, computers etc.
- Trailing cables
- Stairs, stairways & lifts
- Congested walkways and corridors
- Access and egress
- Seating, workstations including furniture & fixtures
- Heating and ventilation
- Lighting levels (low/insufficient)
- Cleanliness and waste materials
- Sanitary conveniences
- Dusts, powders, chemicals/lubricants & fumigation

- Working alone
- Damaged building or substandard construction, false ceiling, and work under progress areas.
- Workplace violence (physical or verbal)

12.3 People Affected By Hazards

People affected by above mentioned hazard could be any of the followings:-

- KPPRA Employees
- Visitors/customers
- Contractors & maintenance staff

This document covers following policy & procedures: -

1. Health, Safety & Environment Policy
2. Safety Precautions & Procedure
3. First Aid Procedure

12.4 POLICY

12.4.1 General

1. It is the policy of KPPRA to ensure that all activities carried out on its offices or undertaken by its employees are managed in such a manner so as to avoid, reduce, or control, through proper implementation of all relevant safety procedure's all foreseeable risks to the health & safety of any person(s) who may be affected by such activities to a tolerable level.

2. It is also the policy of the KPPRA that these procedures are communicated to all employees, visitors, customers, and those who are impacted by their implementation.

3. It is the policy of KPPRA to ensure provision of:

- A safe place in which to work with safe means of access;
- Suitable and sufficient information, instruction, training and supervision to enable all employees to comply with the KPPRA's Health, Safety & Environment Policy;
- Appropriate management procedures and consultative arrangements to monitor and audit compliance with KPPRA's Health, Safety & Environment Policy;
- Appropriate arrangements to access and control the risks associated with work activities undertaken at the KPPRA or by our employees.

4. All members of staff will receive a copy of this policy and will be required to acknowledge to state that they have read and understood it. New members of staff will be required to read and sign a copy of this policy before they start work and their manager will familiarize, explain and assist them to begin work in a safe manner.

5. All workplace incidents/accidents must be reported to the Operations Department through Area/Regional Office with complete details and action taken as soon as possible on prescribed Form (HR#15).

6. All expenses on medical treatment, rehabilitation etc of employees who were injured in a workplace incident, while on duty, shall be borne by KPPRA.

12.4.2 Fire Safety

- ❖ The KPPRA will provide the necessary fire fighting equipment at all locations of its operation. It is the policy of the KPPRA to over rather than under provide such facilities.
- ❖ All employees are required to familiarize themselves with the fire drill procedure as mentioned in this policy. Exercises will be arranged at regular intervals (at least twice in a year).
- ❖ Existing fire fighting equipment will be inspected and its health recorded by a safety officer or by the employee responsible for general administration of the office (e.g. branch/operation manager, administration officer etc to be referred hereinafter as safety officer) on quarterly basis and by the head office representative (to be nominated by Director HR/ Admin & Finance on an annual basis who will issue its fitness certificate.
- ❖ Fire & smoke detection alarms will be installed at all locations and tested by safety officer on regular basis.
- ❖ Fire extinguishers should only be removed from their wall brackets in an emergency. The removal of fire extinguishers in other cases without good reason will be considered as misconduct.
- ❖ Fire exits will be provided at all locations/buildings, wherever required. Red color signs board indicating fire “exits” will be visibly placed. Fire exits must be kept clear at all times.
- ❖ All premises of KPPRA will be no smoking areas. No smoking signs will be placed prominently. Smoking in all the premises will be considered as misconduct.
- ❖ Emergency phone numbers of police, fire brigade, hospitals etc shall be displayed at the notice board of each location.
- ❖ A signboard with a map of all exits to the premises and necessary evacuation instructions will be prominently displayed at all premises.

12.4.3 Electrical/Mechanical Safety

- ❖ Changes to the electrical system (including new plugs) will only be undertaken by competent persons who have been hired for such work.
- ❖ Work on 3 phase electrical systems will never be undertaken by unqualified personnel. Only trained personnel will handle the electrical and mechanical equipments.
- ❖ Protective clothing/accessories will be provided to all staff working on electrical/mechanical equipment such as gloves, helmet etc. Protective clothing's must be worn before commencing any hazardous activity. Failure to do so will be considered as misconduct.

12.4.4 First Aid & First Aid Box

- ❖ The KPPRA will provide first aid facility at its all locations. The nominated first aiders (preferably nominated safety officers) will be published on the notice board of each premise.
- ❖ First aid box containing necessary items shall be provided at each location.

12.4.5 General Safety

- ❖ Since good housekeeping in all areas is an essential feature of safety and the prevention of accidents, KPPRA will ensure proper maintenance of office premises to ensure clean and safe environment.
- ❖ KPPRA will also ensure to control the use, disposal and transportation of all waste/hazardous materials including sanitary, garbage etc. This shall normally be done after regular working hours.
- ❖ Fumigation of office premises shall be carried out regularly. Fumigation will only be carried out on weekends or after office hours when all the employees have left the premises.
- ❖ KPPRA will ensure supply of clean and safe drinking water, free of any contamination at its all location either by installing water filters or purchasing mineral water.

12.4.6 Training

- ❖ Two branch employees, one of them preferably officer grade, will attend a training course on Health & Safety duties and responsibilities, including instructions on applying first aid and use of fire fighting equipment, prior to their appointment as Safety Officer/staff for the branch/office.
- ❖ KPPRA will arrange for the in house or external training, after certain interval, to all nominated safety officers/first aiders from professional body/person.
- ❖ Whenever possible, all new employees will be given short briefing during basic level training course at the training academy.

12.5 SCOPE

This health, safety & environment policy is applicable to all employees, customers, as well as any external visitors including service/maintenance contractors.

12.6 Responsibilities

It will be responsibility of EVERY employee to ensure proper implementation of Health, Safety & Environment policy, however, prime responsibility rest with the following:-

12.6.1 Director HR/ Admin & Finance

It shall be the responsibility of the Director HR/ Admin & Finance to:

- ❖ Device strategy and plan to implement this policy throughout the KPPRA on annual basis.
- ❖ Ensure implementation and monitoring of this policy.
- ❖ Audit the health, safety and environment performance of the KPPRA and prepare annual report for review of the management.
- ❖ Investigate accident and take appropriate action on the findings.

- ❖ Nominate and update, as and when required, the list of safety officers.

12.6.2 Safety Officer/ Any officer designated by Director HR/ Admin & Finance

It shall be the responsibility of the Safety Officer/ Any officer designated by Director HR/ Admin & Finance to:

- ❖ Participate in courses on fire safety, first aid etc being organized by HRD from time to time.
- ❖ Ensure proper implementation of this policy in their premises.
- ❖ Ensure that new employee understands the content of this policy by giving them short briefing.
- ❖ Carry out the risk assessment prior to any work activity to be undertaken.

12.6.3 Employees

It shall be responsibility of all the employees of the KPPRA to:

- ❖ Read, understand and adhere to all health, safety & environment related risks, procedures mentioned in this policy and keep them abreast with the latest information being issued from Head Office.
- ❖ Participate in regular fire drill being held at their office.
- ❖ Understand the location of fire alarm, fire extinguishers, first aid box, emergency exits and important emergency telephone number.
- ❖ In case of emergency evacuation of the premises, ensure safety of important office documents, without endangering their life.
- ❖ Switch off all the electrical, mechanical and electronic equipment under their use while leaving the office.

12.6.4 Human Resource Division

It shall be responsibility of Human Resource Division (HRD) to:

- ❖ Review and update this policy, on regular basis, in line with the recommendations of Director HR/ Admin & Finance and with the KPPRA's overall strategy on Health, Safety & Environment.
- ❖ Conduct regular courses for safety officers/ officers designated by Director HR/ Admin & Finance on fire fighting and first aid in coordination with Director HR/ Admin & Finance.

12.7 ENVIRONMENT

KPPRA main business operation is to provide quality services to its customers and hence does not undertake any activity that can damage the environment in which it is operating. However, the general environmental duty requires all the employees to take reasonable steps to prevent or minimise any environmental harm their actions may cause.

KPPRA will continue to improve its image as socially responsible corporate citizen by sponsoring/financing projects (subject to other terms and conditions as per KPPRA policy) such as development of parks, roundabouts, tree plantations, tourism, festivals etc. Furthermore, KPPRA will continue to work with NGO's working for the improvement of environment of the society.

Every effort will be made by the KPPRA to ensure that potential hazards to the environment, its consequences and remedial actions are considered while funding any project that can possibly have any environmental risk.

12.8 KPPRA Health & Safety Strategy

Director HR/ Admin & Finance shall have overall responsibility for implementation of this policy. He will prepare the strategy/action plan for

implementation of this policy for review and approval of MD. Strategy should also ensure that adequate resources are allocated to allow the implementation of this policy in the KPPRA. They will also prepare an annual report and would regularly advise the KPPRA on health, safety & environment matters. The report will review progress against the strategy, report on major accidents reported and action taken to prevent such accidents in future. This report will allow KPPRA to monitor and review other key health & safety performance indicators. The terms of reference for Director HR/ Admin & Finance for smooth implementation of above strategy, are:

- ❖ To advise the KPPRA & employees on the Health, Safety and Environment Policy;
- ❖ To act as the consultative body of the KPPRA on health, safety and environmental issues;
- ❖ To investigate accident & incident and take appropriate action on the findings;
- ❖ To audit the health, safety and environmental performance of the KPPRA;
- ❖ To provide assurance that the KPPRA is meeting its obligations in matters of health, safety and environment.
- ❖ To co-ordinate and review the KPPRA's Health, Safety and Environment Management systems;
- ❖ To facilitate the implementation of the KPPRA's Health, Safety and Environment Plans;
- ❖ To prepare annual report on Health, Safety and Environment;
- ❖ To monitor and administer actions arising from the Health, Safety and Environment policy and strategy;
- ❖ To liaise with external authorities on matters of Health, Safety and Environment.

12.9 PROCEDURE

12.9.1 Fire Safety

Safety Officer for Head Office will be nominated by Director HR/ Admin & Finance while safety officers for each premise will be nominated by Director HR/ Admin & Finance in-consultation with regional/ relevant area head. List of safety officers will be maintained at Head Office and updated on annual basis or as and when required.

12.9.2 General Fire Prevention

Fire is probably the most serious danger which most KPPRA personnel will ever have to face. It can break out almost anywhere and can affect everyone. Two types of fire can break out in the premises of the KPPRA 1) Electrical fire and 2) general fire due to wooden items, paper and other combustible material.

Regular fire prevention routines are one of the simplest and most efficient means of preventing fire. The value of the nightly routine of switching off and unplugging electrical equipment (unless the equipment concerned is designed to run continuously), checking that gas fires and gas taps are turned off, and closing the doors to all rooms and staircase enclosures, cannot be over-stressed.

12.9.2.1 Fire Routine Procedure

Safety Officer must ensure that all members of staff are instructed in the action to be taken should a fire break out. This is most conveniently done by giving each member of staff written instructions in the form of a Fire Routine Procedure which will be developed by safety officer under the guidance of Director HR/ Admin & Finance

12.9.2.2 On Discovering a Fire

If you discover a fire:

- ❖ Operate the nearest fire alarm. If no fire alarm is provided, shout "Fire".
- ❖ On hearing the fire alarm, calmly leave the building immediately by the nearest available exit. If time permits without endangering your life, secure important documents, cash, shut down system etc.
- ❖ Lifts must **NOT** be used. Help any injured, aged, disabled person to evacuate the premises.
- ❖ Assemble at a safe place for headcount/attendance.
- ❖ Ensure that the emergency department such as fire brigade, police, hospitals etc. has been informed of the location of the fire. Also inform security officer about the incident.

12.9.2.3 Means of Escape (Fire Exits)

It is essential that the means of escape from a building should function efficiently. Exit doors should be fastened so that they can be easily and immediately opened from the inside without the use of keys. Exit routes must not be obstructed or used as storage areas.

12.9.2.4 Fire Fighting Equipment

Generally, two to four types of fire extinguishers are provided in KPPRA premises. Each has a specific range of use and each is located adjacent to the related fire risk. The extinguishing media used are: water, carbon dioxide, vaporizing liquid and dry powder. The external appearance of each type of extinguisher may be different and each carries its own instructions for use. In certain buildings, hose reels are also provided. Fire blankets are provided in many locations and should be used for smothering fires involving flammable liquids or burning clothing.

KPPRA's personnel are well advised to know the location of the firefighting equipment in their area of work, to know on what type of fire each piece of equipment can be used and how each should be used. Instructions for the use of fire extinguishers can be obtained from the KPPRA Safety Officer.

Whenever firefighting equipment has been used, an immediate report must be made to the Safety Officer, so that the equipment may be recharged or replaced.

12.9.2.5 Fire Fighting

In all buildings protection of human life must take priority over fighting fires. The person discovering a fire must promptly initiate the emergency procedures listed above, unless they are entirely confident that they can extinguish the fire immediately, using an appropriate fire extinguisher, fire blanket, etc. Delay can be fatal as, once a fire is out of control, it can spread rapidly and cut off escape routes.

If possible, and without endangering personal safety, attempts can be made to contain and control a fire until the Fire Brigade arrives. Make sure that you use the correct type of fire extinguisher. The wrong choice can turn a minor incident into a major event. Always remember to take a position between the fire and the exit so that your escape route cannot be cut off. Be aware of what is happening in the surrounding area and take account of your own limitations. If possible, always make sure that someone else knows that you are tackling the fire.

12.9.2.6 After a Fire

Even if a fire appears to have been successfully extinguished it will still be necessary to ask the Fire Brigade to check that the fire has not unknowingly spread, and that materials or the building fabric cannot reignite.

Headcount of all the employees should be carried out by safety officer to ascertain any missing personnel. For this purpose all employees should gather at a nearby location (already identified by safety officer) and attendance should be carried out to match with office attendance log.

Safety Officer must ensure that all fires within the building are recorded and reported to the Head Office through proper channel.

12.9.2.7 Fire Drills

It is essential that the fire alarm system and a pre-arranged plan specific for the evacuation of each building should be tested regularly. Safety Officer must ensure that fire drills are held at each location, at least on half yearly basis.

As soon as you hear the fire alarm, prepare to evacuate the premises.

12.9.3 First Aid

12.9.3.1 First Aid General

The guidance given in this section is the simplest instruction in First Aid. If you have not learned basic First Aid measures, or have not been trained in First Aid, you must familiarize yourself with the name(s) and location(s) of your nearest qualified First Aider(s)/ Safety Officer. It will be too late to try to find this information once an accident has happened.

Notices giving the names, telephone numbers and locations of persons qualified in First Aid and the location of the nearest First Aid equipment must be prominently displayed in the building.

12.9.3.2 Principles of First Aid

First Aid is the skilled provision of treatment for a casualty or any person suddenly taken ill, using the facilities and materials available at the time, to save life and to prevent any deterioration in the condition of that person while awaiting the arrival of qualified medical assistance (usually an ambulance). First Aid boxes are provided in each area or building and these boxes should be placed at a prominent place.

12.9.3.3 First Aid Immediate Action

If an accident occurs, you should do the following: -

Check your own safety! You are of no use if you become a second casualty. Use protective clothing and equipment where necessary. Identify the cause, nature of injury and respond accordingly. Casualties should be seated or reclined when being treated, as appropriate.

- Keep calm - assess the situation - reassure the casualty

Speaking calmly to the casualty establishes consciousness and may provide useful information about the accident and assist in eliminating continuing danger. If immediate danger threatens, remove the casualty carefully to a safe place without endangering yourself. If the person's clothing is on fire, roll the casualty on the ground in a coat or fire blanket, etc.

Get help at once if the injuries appear serious by calling a qualified First Aider. Delegate a person nearby to call an ambulance, if one is required.

12.9.3.4 First Aid First Priorities

a. Breathing & Heart Beating:

- ❖ If the casualty is not breathing, start mouth-to-mouth respiration at once (see method below).
- ❖ If the casualty heart is not working, start CPR as per method below. Remember, the first minutes are vital.

b. Bleeding:

- ❖ If bleeding is severe, apply firm direct pressure on the wound to stop the bleeding, using hands, pads, dressings, etc. Maintain pressure until professional help is available.
- ❖ If the bleeding is from a limb, elevate it 10" to 12" to reduce the blood flow.

- ❖ Do **NOT** use a tourniquet.

c. Trauma or Fluid Loss:

- ❖ Keep the casualty quiet, reassured and comfortable.
- ❖ Keep the casualty warm by a light covering but do not overheat.
- ❖ Do **NOT** give anything to eat or drink to the casualty as this may cause complications if medical attention is required.

d. First Aid Electric Shock

- ❖ Do **NOT** touch the casualty until the current is switched off. If the current cannot be switched off, stand on some dry insulating material and use a wooden or plastic implement to free the casualty from the electrical source.
- ❖ If breathing has stopped, start mouth-to-mouth respiration and continue until the casualty starts to breathe or until medical help arrives.

e. Mouth-to-Mouth Respiration/CPR

CPR is most successful when administered as quickly as possible, but you must first determine if it's necessary. It should only be performed when a person isn't breathing or circulating blood adequately.

Quickly evaluate whether the person is responsive. Look for things like eye opening, sounds from the mouth, or other signs of life like movement of the arms and legs. In infants and younger children, rubbing the chest (over the breastbone) can help determine if there is any level of responsiveness. In older children and adults, this can also be done by gently shaking the shoulders and asking if they're all right.

The next step is to check if the victim is breathing. You can determine this by watching the person's chest for the rise and fall of breaths and listening for the sound of air going in and out of the lungs. If you can't determine whether

someone is breathing, you should begin CPR as mentioned below and continue until help arrives.

- ❖ Lay the casualty flat if possible.
- ❖ Ensure no obstructions are in the mouth (remove dentures, etc.).
- ❖ Ease constrictions at the neck, chest and waist.
- ❖ Place a rolled jacket or pad under the shoulders to arch the neck.
- ❖ Pinch the casualty's nostrils and draw the chin forward to open the mouth.
- ❖ Take a moderately deep breath and breathe steadily into the casualty's mouth (chest will rise).
- ❖ Lift your own head and allow the casualty to exhale (see chest deflate).
- ❖ Repeat this cycle at a rate of 6 to 8 per minute.
- ❖ Continue until the casualty resumes breathing unaided or until qualified medical services take over, however long this takes.
- ❖ In case casualty's heart beat is stopped, you should give two rescue breaths followed immediately by cycles of 30 chest compressions and 2 rescue breaths. This procedure involves pushing on the chest to help circulate blood and maintain blood flow to major organs.
- ❖ If breathing resumes, place the casualty in the Open Airway (Recovery) Position and treat as an unconscious casualty.

Open Airway (Recovery) Position



f. Burns and Scalds

Burns and scalds, however large or small and from whatever cause (including chemicals) should be cooled by flushing with copious amounts of cold water for at least 10 - 15 minutes (longer if necessary). The affected area should then be covered with a dry sterile dressing.

Never apply any lotions, ointments or anything similar to a burn or scald. COLD WATER ONLY.

Do **NOT** burst blisters or attempt to remove charred materials from a burn. Always obtain medical attention.

g. Eyes

Foreign bodies (including chemicals) in the eye should be flushed out using clean cool water for at least 10 - 15 minutes. Sterile eye wash bottles of the sealed cap type may be used if tap water is not immediately available. Casualties with eye injuries should always be sent to the hospital with the eye covered by a pad.

12.9.3.5 First Aid Box Requirement

First aid box with following minimum requirement should be provided at each premise:

- ❖ Guidance Card: noting the most important emergency procedures.
- ❖ Wrapped Sterile Adhesive Dressings (Assorted sizes): for protecting small cuts or other breaks in the skin.
- ❖ Sterile Eye Pads: sterile pad with a bandage attached to it to use over the eye following eye injuries.
- ❖ Individually Wrapped Triangular Bandages (preferably sterile): can be used as a pad to stop bleeding, as a sterile covering for large injuries such as burns, as a bandage, or to make a sling.
- ❖ Safety Pins: may be necessary to secure bandages.

- ❖ Medium Wound Dressings: a sterile unmedicated dressing pad with a bandage attached to it.
- ❖ Disposable Gloves: gloves to be worn at all times when dealing with blood or body fluids.
- ❖ Plastic Disposable Bags: to be used for disposal. This waste should be incinerated where possible, or sealed and disposed of in the normal way.

Tablets or other medication must **NOT** be kept in the First Aid box. It is advisable to have small boxes at various sites instead of one large one.

12.10 Risk Assessment

Risk assessment exercise will be carried out by Safety Officer prior to any work activity to be undertaken. The assessment must be carried out in consultation with those who will undertake the work. A written statement of the assessment identifying any significant hazards must be completed and provided to those undertaking the work. The assessment should describe the preventative and protective measures required to avoid, eliminate, reduce or control the risks identified to a tolerable level.

12.11 Conclusion

A safe and healthy environment in the KPPRA can only be possible if we understand the importance of it and act together to make KPPRA a safer place to work. Good housekeeping can prevent most of the accident from happening. Prevention is always better than cure.

CHAPTER-13: TRAINING AND DEVELOPMENT

13.1 Training Need Assessment

KPPRA recognizes the responsibility to enhance employee's opportunity to develop skills and abilities for performance maximization within the position and for career advancement within KPPRA.

Both the concerned department and the HRD have a responsibility to assist in the professional development of staff / employees.

HRD will assist in professional development process by evaluating the recommendations of departments as well as overall KPPRA needs. HRD will also assist departments by developing and presenting training courses.

The aim and objectives of staff development is to assist the development of each individual and thereby enhance the overall KPPRA's performance through improved organizational efficiency and effectiveness.

- ❖ Preparation of employees to deal with new technological and other developments.
- ❖ Development of additional work capabilities.
- ❖ Increasing the employee's level of competence.
- ❖ Increasing the employee's opportunities for promotion within the organization.
- ❖ Increasing efficiency and productivity.
- ❖ Aligning the performance, efficiency and effectiveness of individuals with the overall performance and development of organization.

The following training is mandatory for the designated group(s) of staff employees:

- ❖ All new employees shall attend new employee orientation within three (3) days after their first date of employment.
- ❖ All newly hired or promoted supervisory employees shall complete a supervisory training program.
- ❖ All employees with supervisor responsibilities shall complete coaching, feedback, and performance appraisal of managerial competency skills.

13.2 Needs Assessment Procedure

- ❖ It is the responsibility of the immediate supervisor to define the Job Descriptions or Key Performance Indicators (KPIs) and at the end of the year Evaluate the individual on the basis of KPIs and decide the area where performance of the employee is lacking, so that the employee can be trained in that particular deficient area.
- ❖ At the end of each year, HRD will compile Performance Review Appraisals for all employees. While assessing the performance, supervisors will also be asked to rate the employees in key competencies required to perform the job effectively.
- ❖ Any gap between the targeted level of competencies and employee's current capabilities will be identified as a future training need.
- ❖ The competency framework will cover job related requirements, skills, managerial effectiveness (for Grade 16 and above) and any other relevant skills as identified by the supervisor.
- ❖ Supervisors will also be given the opportunity to identify any training need that they deem necessary, relevance to the employee's role in the organization, impact on performance improvement, targeted outcome and method for evaluation of effectiveness.
- ❖ HR Department will arrange a meeting of Department Heads and Area Heads to review training program. This forum will also be used to identify group and area level training needs that may arise because of changing

business circumstances, strategic planning, change in policies and working methodologies, technology up-gradation and strategic re-organization.

- ❖ HRD will formulate policy for the need assessment process for the branches. Execution / Implementation will be done by each branch/ area, through the submission of training plans to the HRD.
- ❖ The finalised version of training program will be approved by branch/ area Head and will be sent to Director HR/ Admin & Finance for integration with the organization level training plans.
- ❖ Department heads may recommend any training and development activity, which would benefit the department or the staff employee. Department and division heads are also encouraged to develop departmental or divisional staff development programs peculiar to the needs of the department or division.

13.3 Local Trainings

Scheduled training programs for employees will be intimated by HRD through memos distributed to all department heads, web sites and other KPPRA publications.

- ❖ After approval by the department head, a staff / employee may attend a training program conducted by HRD or other institution.
- ❖ A staff / employee may request the nomination/registration for announced training programs.
- ❖ A staff / employee nominated for training may attend during working time, after approval of the department head.
- ❖ An employee who registers for training for personal objectives may attend on personal expense at the department head's discretion.
- ❖ If a department's training needs cannot be met by HRD, a referral of the request may be made to HRD for their advice and direction.
- ❖ Training at KPPRA expense will be regulated through a Bond.

13.4 Foreign Trainings

- ❖ Deputationist and contract employees shall not be considered for any foreign trainings. Similarly, employees whose employment period with KPPRA is ending within six months, at the time of training need assessment, will also not be considered.
- ❖ Should the employee resign / seek discharge before time-frame specified in the Bond, he / she will have to reimburse KPPRA expenses incurred on training on a pro rata basis; reducing every year proportionately.
- ❖ In case of foreign trainings or trainings for which the expenses incurred on the training exceeds Rs. 50, 000/- required an employee to sign a surety bond for a certain period of time, which will be decided as per the training and its expense.

13.5 Training Schedule

- ❖ Annual Training Plan (HR#16) will be developed after considering the best available options for different trainings services providers.
- ❖ A database shall be established by the HRD including the details of trainers (Internal, external), training areas and date of trainings both in case of internal and external training institutes.
- ❖ The HR Department will identify the trainer, training date and training mode.

13.6 Training Budget

- ❖ HR Department will calculate the approximate cost for all trainings required for the current year. The training cost will depend on the mode of training, training arrangements, course material, or participation fee, in case of external training.
- ❖ The training budget for next year will be prepared and forwarded to F & A department for approval. In case where the approved budget is less than

the proposed budget the HR Department will review the training schedule to keep the cost within approved budget.

- ❖ The final training schedule will be communicated through memos distributed to all department heads and/ or in KPPRA's internal publications.

13.7 Management of Training

To finalize the training schedule, decision will be obtained from HDR on the following arrangements:-

- ❖ Location
- ❖ Facilities
- ❖ Accessibility
- ❖ Comfort
- ❖ Equipment
- ❖ Timings
- ❖ Finances

Careful attention to the above operational details will contribute towards the success of the training program.

HRD and branch/ area head shall also take decision on the following areas to establish an effective training program:-

- ❖ Define training objectives
- ❖ Define training outcomes
- ❖ Develop training methods
- ❖ Decide the trainer
- ❖ Decide trainees for training
- ❖ Method of training evaluation

13.8 Training Resources

13.8.1 In-house Training

In-house training resources will include a pool of Resource Persons / internal trainers. The HR Department is responsible to establish a list of Resource Persons / internal trainers and their areas of expertise which will be updated every year after completion of performance appraisal cycle.

HR Department will also establish an approved list of external trainers available to conduct in-house trainings, when required, for KPPRA.

13.8.2 External Training

External resources will include all of the following:-

- ❖ List of training Institutes and their training schedules and fees.
- ❖ Upcoming trainings (Local / Abroad)

HRD will be responsible to collect information regarding the above mentioned resource.

This list will be established and up dated every year before finalising the year training schedule.

13.9 In-house Training Methodology

In-house training opportunities will be provided to all employees using various methods including on-job training, class room training (workshops, lectures, seminars) etc.

On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistant-ships, job rotation and coaching.

A Training Plan shall be developed by the HRD in consultation with supervisor indicating the trainer name, time allocated for the training each week and the total period of training.

Regardless of the type and method of the training, all trainers will be required to develop a formal outline and content of the training program. The training content may include, but not limited to, the following;

- ❖ Course Manual/Handouts
- ❖ Training Presentation
- ❖ Exercises
- ❖ Brief Outline

13.10 Trainer Identification and Course Allocation

13.10.1 Internal Trainer / Resource Person

- ❖ HRD will establish Trainers' Competency Criteria. This will include the description of knowledge, skills and abilities necessary to impart effective trainings.
- ❖ A list of potential trainers with their training capabilities will be established with the help of information provided by the department heads.
- ❖ Employees who wish to accept trainer's role voluntarily, will also be encouraged for any specified training.
- ❖ All potential trainers will be evaluated against the established criteria and the gap will be addressed in their T&D program. All potential trainers will be required to successfully complete Training of Trainers (ToT) programs to be organized by HR Department using internal or external resources.
- ❖ After successful completion of Training of Trainer (ToT) program, potential trainers will be listed in the Internal Trainers / resource Person List.
- ❖ The trainer's list will be reviewed on a two year cycle. Necessary changes/ updation will be made on the recommendation of Director HR/ Admin & Finance.

13.10.2 External Trainers

- ❖ There are many outside training sources, including consultants, technical and vocational institutes, educational institutions and experts etc.
- ❖ The selection of external training sources will be based on expertise in specified area/subject, market reputation; trainer's profile, facilities and fees. MD will review the credentials of the external training sources and will approve them for inclusion in the approved list of training providers.
- ❖ HRD can also obtain training resources outside the above pool on need basis, However, the selection will be based on the evaluation of the MB.

13.11 Training Evaluation

13.11.1 Trainer's Evaluation Report of trainees

All internal trainers shall furnish Trainee's Evaluation Form (HR#17) based on trainers' evaluation of all participants in the following areas:-

- ❖ Active participation in training
- ❖ Results of pre and or post training course evaluation
- ❖ Trainee's ability to grasp and apply the knowledge
- ❖ Ability to further disseminate the acquired knowledge in the fellow team members.

13.11.2 Trainee's Evaluation of Trainer

- ❖ All participants will be given a Training Evaluation Form required to be filled at the end of training session.
- ❖ Incase of external or foreign training HR Department will ask the employee to fill the form immediately after the training.
- ❖ The trainee's feedback will be reviewed to monitor the performance of the trainers/training services providers and will used to determine relevance,

utility and effectiveness of the trainer/training program. This review will be used to update the trainer's / training services provider's pool.

13.11.3 Supervisor's Evaluation of Trainee

The supervisor will be responsible to discuss and agree with the expected area of improvement with the employee before sending him on the training.

The supervisor shall review the performance of the employee after one month of the date of training received by the employee. In this review the performance against expected outcome will be discussed and the result will be reported on the Training Evaluation Form.

CHAPTER-14: TRAVELLING

14.1 Traveling within Country

An employee traveling inside the country on official duty or on transfer from one station to another shall be entitled to such allowance to meet his expenses for traveling and stay, and for transportation of household effects on permanent transfer, as defined in the under mentioned TA/DA Rules.

14.2 General Regulations

- ❖ Travel, on official duty must be undertaken with the approval of the competent authority who will be MD or a person authorized by him for the purpose. CA, when giving permission, will be guided by the usefulness to the institution of the proposed travel.
- ❖ Families accompanying officers traveling on official duty will not be paid for by the KPPRA, unless accompanying on transfer.
- ❖ Duration of stay at a station should be limited to the authorized period. Any stay beyond the authorized period must be approved by the CA, else it will be at the expense of the individual.
- ❖ Only such expenses as are incidental to the official stay would be permitted. Personal or unjustified expenses e.g. personal entertainment etc. shall not be included in the bill.
- ❖ Official entertainment during the tour should be paid for and claimed separately and would require the approval of the competent authority.

14.3 Entitlement on Transfer

Following are the rates of Transfer Grant, Travel Allowance and Daily Allowance etc. admissible to the Employees of the KPPRA:-

14.3.1 Transfer Grant (Luggage)

<u>BPS-19 & Above</u>	<u>BPS-17 & 18</u>	<u>BPS-16 & Below</u>
Two 5-ton Civilian Trucks Or one Railway wagon 'C'	One 5-ton Civilian Truck one Railway wagon 'C'	100 mds.

Reimbursement will be made provided the claim is supported by Truck Receipt/Rail Receipt/Airway Bill/ Packer & Mover's bill as applicable.

14.3.2 Travel Grant

On transfer, the staff will be entitled to tickets on KPPRA account for self, spouse and dependent children, as per their entitlement and would be paid half gross salary to compensate for relocation, not exceeding the following:-

	Married	Unmarried
BPS-19 & Above	Rs 15,000.00	Rs 10,000.00
BPS-17 & 18	Rs 10,000.00	Rs 5,000.00
BPS-16 & Below	Rs 5,000.00	Rs 3,000.00

14.3.3 Transportation of personal Motor-Car/Motor-Cycle

Transportation of personal motor car/ motor cycle shall be allowed for actual expenses.

14.3.4 *Joining Time*

On transfer, an employee will be allowed joining time, not exceeding 7 days or as per the instruction of the competent authority, excluding Sundays and gazetted holidays.

14.3.5 *Entitlement at the time of joining*

Tickets & other transportation expenses for self/family to be provided to newly appointed employee who is joining the KPPRA at a location different from his/her last working location at his previous organization subject to approval by MD at the time of appointment.

14.4 *Entitlements on Local Travel*

14.4.1 *Class of the mode of Travel*

Officers shall be allowed to travel by Air or A.C. by train while on official duty/transfer as under:

BPS-19 & Above	:	First Class
BPS-18	:	Economy Class

Officers in BPS-17 will be entitled to travel by train in A.C. and Air, if exigencies of service so necessitate and in case where the traveling distance is more than 200 kms, the officers shall be allowed to travel by air, with the prior approval of the Competent Authority.

14.4.2 *Mileage Allowance*

Mileage Allowance for Officers on official duty, if he/she uses his own transport shall be paid following allowance:

By Car	:	Rs.10.00 per k.m.
By Motor-Cycle/Scooter	:	Rs. 6.00 per k.m

For BPS-16 & Below

Public transport:-

By Taxi : Rs.5.00 per k.m./Actual

By Wagon : Rs.2.00 per k.m. or actual (single seat basis) whichever is lower.

14.4.3 Accommodation While On Tour

The Officers and other employees of the KPPRA will be entitled to the following accommodation/charges in major cities within Pakistan: -

- ❖ BPS-19 & Above - Five Star Hotel
(Executive / Business Floor)
- ❖ BPS-18 - 3,500/- per night or 4 Star Hotel
(Standard Floor)
- ❖ BPS-17 - 3,000/- per night or 3 Star Hotel
- ❖ BPS-16 & Below - Hotel where room-and-board is not more than Rs 2,500 per day.

If any employee does not use Hotel/Accommodation, he will be paid four D.As (one normal plus three extra) in lieu of hotel expenses while in travel within Pakistan.

The Hotel expenses shall be admissible on production of Hotel bills and receipts submitted along with T.A. bills on prescribed TA/DA Form (HR#18) of KPPRA. The Hotel Expenses will include Room Rent/Taxes/Food (three meals a day not exceeding Rs 2,000/- for BPS-17 & Above and Rs 1,000/- for BPS-16 & below) and Laundry.

14.5 Reimbursement of Expenses

An employee of the KPPRA may claim reimbursement of the following expenses per day, (a day means calendar day beginning at midnight and ending at the next midnight)

❖ **Fare**

Fare includes the cost actually incurred for reserving accommodation by air, rail or bus as per entitlement.

❖ **Traveling Expenses**

Traveling expenses means an expense given to meet the cost of a particular journey calculated according to the distance traveled.

❖ **Hotel Expenses**

Means an expense given to meet the hotel expenses for stay at out station, which includes Room Rent, Government Taxes, food and Laundry, if any.

❖ **Conveyance Expenses**

Conveyance expenses cover the expenses of transport from residence up to the place from where the journey will commence i.e. bus stand, railway station, or airport and back, at permanent location and from railway station or bus stand and airport whatever the case may be up to the place of duty and back at the station of temporary duty.

14.6 Daily Allowance

❖ Daily allowance means a payment to an employee as per rules in force for any day during which he is absent from permanent station on duty undertaken with the approval of the Competent Authority, to cover the ordinary expenses incurred by him in consequence of such absence.

❖ The daily allowance in the case of temporary duty to station other than where permanently posted, should be regulated by exigencies of services but at least six hours continuous absence from regular place or one day will be necessary to become entitled to daily allowance.

- ❖ Daily Allowance for each calendar day will be admissible for the period of absence from Head Office/area office (including time spent in transit). Not more than one daily allowance will be admissible on any calendar day. A fraction of a calendar day will be considered as a full calendar day for all purposes.
- ❖ The period of forced delay in transit will be treated as a part of the total transit period. Daily Allowance shall be admissible on Sunday and other public holidays falling during the period of an employee's temporary duty at an outstation.
- ❖ If an employee takes Casual Leave at any stage of the tour he shall not be entitled to any Daily Allowance including the hotel room rent for the period of such leave.
- ❖ Following Daily Allowance to Officers & other employees of the KPPRA will be admissible to cover conveyance, and out of pocket, (out station) expenses, while on official duty: -

◆ BPS-19 & Above	Rs.500/- per day
◆ BPS-18	Rs.400/- per day
◆ BPS-17	Rs.300/- per day
◆ BPS-16 & Below	Rs.200/- per day

14.7 Traveling Abroad

- ❖ The entitlement for stay during overseas visit will be as under:

◆ BPS-19 & Above	Five Star
◆ BPS-18	Four Star
◆ BPS-17	Three Star
- ❖ Daily allowance while on travel abroad to cover out of pocket expenses shall be as under:

◆ BPS-19 & Above	-	US \$ 200.00
◆ BPS-18	-	US \$ 150.00
◆ BPS-17	-	US \$ 100.00

CHAPTER-15: PERFORMANCE MANAGEMENT SYSTEM

15.1 Establishment of Goals

Individual objectives are identified in one to one meetings of the concerned Department Heads with the subordinates. In this process last year's objectives, strategic goals and employee's performance are considered to help establish objectives for the next year, after having agreement with the employee.

Departmental Heads will identify key performance indicators (KPIs) against each objective. This will facilitate measurement of employee's performance against agreed individual objectives. Agreed objective and KPIs will be documented and will be forwarded to Department head, Employee and HRD for reference.

15.2 Performance Review System

Performance reviews are a critical component of performance management system of KPPRA and are most successful when managers and supervisors clearly define job performance expectations, recognize individual accomplishments, and identify specific areas for development.

The performance appraisal system will only be used for the employee of BPS-6 and above.

For employees in BPS-5 and below increments will be given on the recommendations of immediate supervisor with approval of competent authority.

KPPRA Performance Appraisal Form is attached as HR#19.

15.3 Procedure

The formal performance appraisal procedure has been established for reviewing the performance of employees against the personal and organizational objectives

and his/her own competencies. This process will be performed at the following occasions

- ❖ By the end of the probationary period of new employee.
- ❖ For all other employees once in the year before the end of December.

The performance review is performed during the year by the immediate supervisor or department head. This also helps in providing feedback for the current year and provides an opportunity to jointly set performance goals for the coming year.

The performance evaluation starts with employee's own feedback on his/her technical and professional achievements during the last performance period. This provides them an opportunity to highlight their own performance in relation to their assigned tasks/targets.

In the second step, supervisor or head of the department reviews the performance goals of that particular employee along with the knowledge, skills and abilities necessary to achieve defined objectives. It is required that the assessment should be objective, job specific and meaningful and cover the entire time of the review.

The evaluation process covers the following areas;

- ❖ General Ability
- ❖ Character
- ❖ Performance
- ❖ Technical Ability
- ❖ Administrative Skills/Compliance
- ❖ Performance Objectives

The appraiser will be required to arrange a one-to-one discussion session with the appraisee. The appraiser will discuss the appraisal form with the employee and will explain reasons for the assigned rating. In case of any disagreement

between appraiser and appraisee, the appraiser will be required to clarify his understanding and provide appropriate justification to the employee. Same should be recorded in the comments section.

The Appraiser in consultation with the appraisee will set the performance objectives for the next year/period which will be documented in Section 9. The Appraiser will also identify Key Performance Indicators (KPI) for each objective. Any training and development requirement that is essential to perform the job effectively or to help the individual in achieving his/her objectives will be identified and recorded in section 10.

Both the parties, i-e appraiser and appraisee, will sign the Evaluation Form as a proof of their agreement. In case an appraisee is not in agreement with the outcome of his evaluation, he will record his point of view in remarks section before signing the form.

An overall Cumulative Performance Rating is obtained by combining the total score of Competencies' ratings (section 1-5) and average score on objectives rating (Section 6).

At the end of evaluation and upon agreement on the rating, the overall comments are documented on the Performance Evaluation Form.

15.4 Definitions of Terms / Elements Contained in Appraisal Form

Intelligence & Mental Alertness

Intelligence is an umbrella term used to describe a property of the mind that encompasses many related abilities, such as the capacities to reason, to plan, to solve problems, to think abstractly, to comprehend ideas, to use language, and to learn. There are several ways to define intelligence. In some cases, intelligence may also include traits such as creativity, personality, character, knowledge, or wisdom.

Knowledge of Work

Knowledge is defined variously as (i) expertise, and skills acquired by a person through experience or education; the theoretical or practical understanding of work or profession, (ii) what is known in a particular field or in total; facts and information or (iii) awareness or familiarity gained by experience of a fact or situation.

Judgment

In non-legal contexts, a judgment is a balanced weighing up of evidence preparatory to making a decision following a formal process of evaluation. A judgment is usually the outcome of an evaluation of alternatives. The formal process of evaluation can sometimes be described as a set of conditions and criteria that must be satisfied in order for a judgment to be made.

Communication Skills

Communication is the sharing or exchange of thought by oral, written, or nonverbal means. To function effectively, managers need to know and be able to apply strategically a variety of communication skills that match varying managerial tasks. These tasks might call for nonverbal, presentational, or written skills as the manager meets others, speaks at meetings, or prepares reports to be read by clients or those higher on the organizational ladder. To work effectively, managers also need to know sources of information. Finally, managers need to understand the different communication channels available.

Attitude

Attitude refers to the 'feel' part of your work. It relates to how one feels about his work and his approach towards work. Hence, work attitude behavior is intangible. It defines an individual's feelings for his work in terms of pride, value and beliefs.

Integrity & Financial Integrity

Integrity is the basing of one's actions on an internally consistent framework of principles. One is said to have integrity to the extent that everything one does is derived from the same core set of values. While those values may change, it is their consistency with each other and with the person's actions that determine the person's integrity. Thus in professional environment Integrity refers to steadfast adherence to a strict moral or ethical and legal code.

Financial Integrity is often referred to as honesty. In professional environment, financial integrity means that a person, while exercising his financial powers or handling organizations funds, follows strict moral and ethical values and legal code, remains free of corruption, avoids misuse of financial powers, does not involve himself in misappropriation of funds and does not accept bribery or others favors that may bias his financial decision.

Initiative

An individual's ability to take introductory measures or actions that can positively affect his own performance or performance of the group he belongs to, or even the performance of the organization in larger context. The power or ability to begin or to follow through energetically with a plan or task; enterprise and determination.

Leadership

The ability to affect human behavior so as to accomplish a mission designated by the leader. Leadership is a quality an individual may possess. One can categorize the exercise of leadership as either actual or potential:

- ❖ actual - giving guidance or direction
- ❖ potential - the capacity or ability to lead

One of the differentiating factors between management and leadership is the ability or even necessity to inspire. A leader may be defined as one who can instill passion and direction to an individual or group of individuals and will be using

psychology to affect that group either consciously or subconsciously. The leadership is often conceived as a set of behaviors that helps a group perform a task, reach their goal, or perform their function. In this model, effective leaders encourage functional behaviors and discourage dysfunctional ones.

Honesty (also see financial integrity)

Honesty is the human quality of communicating and acting truthfully related to truth as a value. Superficially, honesty means simply stating facts and views as best one truly believes them to be. It includes both honesty to others, and to oneself and about one's own motives and inner reality.

Honesty implies a refusal to lie, steal, or deceive in any way, suggests an active or anxious regard for the standards of one's profession, calling, or position, implies trustworthiness and incorruptibility to a degree that one is incapable of being false to a trust, responsibility, or pledge.

Decisiveness

Decisiveness means determining or having the power to determine an outcome of the process. Exercises good judgment by making sound and well-informed decisions. Perceives the impact and implications of decisions. Makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences. Is proactive and achievement oriented.

Truthfulness

Ability to speak the truth or present the fact in the correct form without any prejudice to any party.

Hardwork

Putting best of the efforts to perform any duty or accomplish any task within the due timeline and with the required quality of output.

Loyalty

In general, Loyalty is used to describe the employee's willingness to engage in the long-term relationship with the organization. It is also considered as a moral attitude where an individual keeps the organization he works for on the first priority in all of his professional and work related actions and decisions. Loyalty at times also refers to the faithfulness where a person is supposed to safeguard the interest of the organization at all times.

Output & Quality of Work

Output refers to the quantity where an individual is expected to achieve all the tasks and targets that were identified for him. The output also refers to the value added in terms of an individual's contribution to the success of his team and his organization.

Quality of work gives the second dimension. This refers to the accuracy and correctness of the tasks performed by an individual, logically organized and neatly presented.

Reliability

In general, reliability is the ability of a person to perform and maintain its functions in routine circumstances, as well as hostile or unexpected circumstances. It is the probability that a person will correctly perform some activity during a given time period without performing any extraneous and/or erroneous activity.

Readiness to Accept Responsibility

A personality attribute where an individual is willing to accept responsibility of the actions (his own or his team) and guide the process of accomplishing the targets.

Degree of Interest in Work

The extent to which a person pays attention to the details of the tasks he performs and feels concerned for the quality and output. Being meticulous in undertaking the requirements of his job effects the output quality.

Time Management

Time management can refer to all of the practices that individuals follow to make better use of their time. It refers to principles and systems that individuals use to make conscious decisions about the activities that occupy their time. In the business context, time management means using the work hours effectively to accomplish various tasks that routine and special and are part of one's job.

Theoretical Knowledge

Refers to the basic knowledge of the requirement of the job acquired through various knowledge resources. The theoretical knowledge is often gained through academic institutions. Theoretical knowledge also refers to the basic understanding of the processes and procedures that are used to perform any particular task.

Practical Ability/Experience

Knowledge that is derived from experiment and observation rather than theory. Experience as a general concept comprises knowledge of or skill in or observation of a job gained through involvement in or exposure to that job itself. Experience is gained while employed in a particular job.

Punctuality

Punctuality is the characteristic of being able to complete a required task or fulfill an obligation before or at a previously-designated time. In administrative terms, Punctuality also means observing the standard hours of work, strictly observant of an appointed or regular time; not late; being prompt.

Discipline

Being disciplined means the ability of a person to follow a particular code of conduct, or to adhere to a certain procedure. Discipline pertains to improving employee performance through a process of assisting the employee (at least at first) to learn the basic norms and procedures so he or she can perform more effectively.

Discipline in the workplace is the means by which supervisory personnel correct behavioral deficiencies and ensure adherence to established authority rules. The purpose of discipline is correct behaviour. It is not designed to punish or embarrass an employee.

Dress Code

Dress Code is the guideline for establishing norms for acceptable dressing /attire for the individuals in a work place in order to promote professionalism and decency.

Response to orders

Adhering to the orders given by the supervisors and complying with them with the best of your ability.

Poor / Below Average

Performance does not meet even minimum acceptable standards in most instances. Assignments are generally submitted late and/or are incomplete. Does not demonstrate ownership of responsibility or any signs of improvement in related fields.

Average

Performs most duties in adequate manner that meets most standards. However, some improvements may be required. Occasionally fails to complete assignments on time and/or comprehensively. Requires direction and review of major parts of

assignments. May hesitate to undertake work outside his defined area of responsibility. Understands most duties and overall objectives of the job. The employee is beyond the learning phase and is making measurable contributions within his/her limitations.

Good

Performs all duties and responsibilities in a comprehensive manner. Some duties are carried out in a superior manner with very few areas for improvement to be considered. Fully adequate for the job. May not complete some assignments on schedule on occasional basis. Considered highly knowledgeable by supervisors, peers and sub-ordinates. Generally works independently and contributions to the overall effectiveness of the department.

Very Good

All duties and responsibilities are conducted in a thoughtful and astute manner with little or no need for direction, resulting in outstanding contribution on continuous basis. Typically accurate, timely, decisive and comprehensive in carrying out assignments and/or making recommendations.

Outstanding

Recognised as an expert in his/her profession and frequently sought out for advice, guidance and direction. Aggressively seeks to expand scope of activities and assumes additional responsibilities.

15.5 Reporting Bad Performance

Unsatisfactory work performance may result from a variety of behaviours which include, but are not limited to, disobedience, failure to complete work assignments or correct errors in a reasonable amount of time, inability or unwillingness to learn new tasks or skills, or to work collaboratively.

As soon as such patterns are identified, the supervisory officer must communicate with the employee to take corrective action, which may include coaching for improved performance. Supervisory officer should consult with the Human Resources Department as early as possible about the employee's poor performance.

The supervisory officer should give the employee a formal description of the unsatisfactory work performance, standards and expectations that must be attained, an explanation of the period of evaluation, and a statement that unless the level of improvements are made and sustained, termination of employment will occur.

At the end of formal period of evaluation, the supervisory officer will determine if the work performance meets the established standards. If there are significant signs of improvement, the supervisory officer will give the employee written feedback together with a clear statement of expectations for the future.

The supervisory officer is not required to provide the employee with another period of evaluation if the performance does not meet established standards unless there are changes in the circumstances.

In case of continuous poor performance, the supervisory should confer with the Human Resources Department about termination of the individual's employment.

15.6 Action of Departments and HR Department

Department heads will review the evaluation in order to assure that the evaluation process has been properly completed in a fair and objective manner. Information derived from the performance appraisals may be considered when making decisions affecting training, pay, promotion, transfer and special assignments.

In case of any disagreement between the appraiser and appraisee on the assigned ratings or if the employee feels that he/she has not been rated

fairly/appropriately, he/she has a right to file an official appeal for review to the Director HR/ Admin & Finance. The Director HR/ Admin & Finance will arrange official hearing of the viewpoint of both the parties. The Official Hearing will be presided by Director HR/ Admin & Finance for BPS 1-15 and MD for BPS-16 and above. The Committee will include concerned Head, Manager HR and Director HR/ Admin & Finance for BPS-1 to 15 hearing and MD, concerned Head, Manager HR and Director HR/ Admin & Finance for BPS-16 & above hearing. MD will give the final decision on the outcome of the appraisal and thereafter employee's rating will not be challenged at any other forum.

CHAPTER-16: MEDICAL POLICY

KPPRA's employees shall be allowed reimbursement of medical expenses as per following rules.

16.1 Basis of Entitlement

Expenses shall be reimbursed for medical treatment of all the employees of KPPRA and their dependents, which include spouse, dependent children, and parents, Son up to the age of 23 years and daughter up to their marriage shall be entitled to medical treatment. Those dependents of the employee concerned that are entitled to free medical treatment by virtue of their previous/present employment shall not be entitled to claim medical. Parents / in laws of married female staff shall not be eligible for hospitalization facility.

All employees shall be required to furnish an undertaking to the above affect as specified by KPPRA.

Employees/their dependents shall be entitled to avail treatment from any hospital/clinic of their choice.

16.2 Entitlement for Illness

Employees/their dependents shall be entitled to hospitalization for surgery and serious illness requiring indoor hospitalized treatment. Employees shall be entitled to claim maternity related expenses two times in the entire service not exceeding one basic salary during a calendar year. In this respect expenses, such as normal / C-section delivery of child, abortion and DNC, shall be included and considered as maternity related expenses.

16.3 Nature of Expenses

All expenses in hospital including room rent, laboratory tests, surgeon fee, medicines, any other relevant charges, shall be covered in hospitalization expenses.

16.4 Entitlement Amount

Regular Employees/their dependents shall be entitled to reimbursement of medical expenses on presentation of original bills along with Discharge Slip and a summary of treatment given at the hospital/clinic, subject to following maximum limits:

- | | |
|------------------|---|
| • BPS-17 & Above | Up to 3 basic salaries in a calendar year |
| • BPS-1 to 16 | Up to 4 basic salaries in a calendar year |

Within the above entitlement maternity related expenses shall be limited up to one basic salary in a calendar year.

In case, medical expense exceeds the available limit, 50% of the expenses over and above the limit shall be reimbursed by KPPRA while remaining expenses exceeding the entitled amount will be borne by the employee concerned. However, reimbursement cases of fatal diseases shall be considered subject to the approval of Competent Authority.

16.5 Non-cashable / Non-Accumulation

The medical entitlement shall be a facility, and not a benefit. Hence, it shall neither be cashable nor be accumulated and shall lapse at the year-end.

16.6 Sanctioning Authority

The MD or any other authorized executive shall be the Competent Authority to approve the expenses for medical treatment as per above policy.

16.7 Punishment on Misuse of Facility

In case an employee is found to have misused the hospitalization facility by way of submitting any claim for non-entitled dependents, OR through forged bills, he/she shall be subject to disciplinary action, which may result in termination from KPPRA service.

CHAPTER-17: DISCIPLINARY MEASURES FOR MISCONDUCT

17.1 Offences Require Disciplinary Action

Disciplinary action may be taken when, in the opinion of the relevant Department Head, an employee is:

a) Guilty of misconduct, i.e. conduct prejudicial to good order or service discipline or contrary to rules of good conduct, or unbecoming of an officer of KPPRA because of :-

- i. Insubordination.
- ii. Repeated neglect of duties.
- iii. Habitual absence from duty without intimation.
- iv. Violation or contempt of KPPRA's Policies.
- v. Leaking confidential information regarding affairs of KPPRA without authority.
- vi. Misuse of KPPRA facilities.
- vii. Engagement in private trade, business or work.
- viii. Conviction for a criminal offence under the law.

b) Corrupt or may reasonably be considered corrupt because:-

- He/she is dishonest or is involved in embezzlement.
- He/she or any of his/her family member is in possession of pecuniary resources or property disproportionate to his known sources of income.

- He/she has been found guilty of deliberately misusing KPPRA facilities.

c) Engaged or reasonably suspected of being engaged in illegal politics or subversive activities, or is reasonably suspected of being associated with others engaged in subversive activities and his/her retention in service is considered detrimental to the maintenance of services with which KPPRA entrusted him/her.

d) Violation of any section of any Part of Chapter 3 (Code of Conduct).

17.2 Enquiry Procedure

On receipt of a written complaint by the relevant Department Head against an employee, the HR Department will frame a charge and communicate it to the accused together with statement of the allegations explaining the charge and of any other relevant circumstances which are proposed to be taken into consideration.

The employee will be charge-sheeted, giving the date, place and the nature of the alleged misconduct, and will be required to give his explanation in writing within 7 days. If the explanation to the charge sheet is found unsatisfactory, an enquiry will be instituted. He/she would also be asked to state whether he/she would like to be heard in person, and/or produce any evidence in his/her defence.

An Enquiry Officer / Committee shall be appointed, amongst the enquiry panel, to conduct the proceedings.

The total number of panellists will not be more than 5 and they will be nominated by Director HR/ Admin & Finance with approval of MD.

The Enquiry Officer/Enquiry Committee shall enquire into the charges, examine any documentary evidence and question witnesses, if any. The employee under enquiry is entitled to cross-examine the witnesses against him.

The case will be heard on a day to day basis and no adjournment is admissible. An adjournment would be allowed only in case a written appeal is made to the concerned Head stating cogent reasons for requesting an adjournment. An adjournment cannot exceed one week.

If the Enquiry Officer/Committee is convinced that the employee under enquiry is hampering or attempting to hamper the progress of the enquiry, the process would be completed in a just manner at the discretion of the Enquiry Officer/Committee.

The Inquiry Officer/ Committee shall, within 10 days of the conclusion of the proceedings or within the period stipulated by the respective Head, submit the Findings and the Recommendations to the Director HR/ Admin & Finance.

17.3 Powers of Inquiry Officer / Committee

For the purpose of an inquiry under these rules, the inquiry officer/inquiry Committee shall have the following powers:-

- a. Summoning of any person and examine him on oath;
- b. Receiving evidence on affidavits;
- c. Requiring the discovery and production of documents;
- d. Issuing commissions for the examination of witness or documents.

17.4 Penalties

If there are adequate grounds, any of the following minor or major penalties can be imposed:

17.4.1 Minor Penalties

- a) Censure
- b) Recovery from remuneration of the whole or any part of the pecuniary loss causes to KPPRA by negligence or breach of order.

17.4.2 Major Penalties

- a) Withholding of increment and/or promotion for a period of one year.
- b) Demotion in post or reduction to a lower Grade.
- c) Compulsory premature retirement
- d) Dismissal from service.

17.5 Suspension

An employee against whom disciplinary action is pending or proposed to be taken may be placed under suspension, if, in the opinion of the respective Head suspension is necessary or expedient.

17.7 Review of Petition

Employee who feels victimized by an order of punishment has a right to file a petition in writing to review the orders to his/her appointing authority, mentioning any additional grounds that he/she may have in support of his/her defence. Such petition shall be made within 30 days of the date of orders of punishment.

17.8 Punishing and Appellate Authority

BPS	Enquiry Committee	Approving Authority	Appellate Authority
17 & Above	MD/Director HR/ Admin & Finance/Relevant Head	MD	Board of Directors
BPS-16 & below	Manager HR/Relevant Head	Director HR/ Admin & Finance	MD

CHAPTER-18: VEHICLE ENTITLEMENTS POLICY

18.1 Scope & Applicability

The following vehicles policy outlines the matters related to use of KPPRA vehicles allocated to KPPRA entitled employees for their usage to perform official duties without any mobility problem.

KPPRA vehicles are for the execution of KPPRA work and represent the considerable capital expenditure. In light of this, vehicles should be treated with care at all times by having standard and professional handling.

18.2 Objectives

Main objectives of this policy are to:

- ❖ Provide a comprehensive mechanism for vehicle management.
- ❖ Develop clarity and uniformity for proper vehicle allocation within the authority.
- ❖ Define responsibilities of departments engaged in vehicle allocation and administration.
- ❖ Provide guidance to the users for different unforeseen situations.

18.3 Policy Administration

This policy is subject to review after every two years. However the management has the right to issue any amendment in this policy to deal with any issue.

All efforts will be made to ensure that this policy is implemented in letter and spirit. The policy will be administered by the HR and Administration Departments and all the clarification and interpretation as explained by HR Department will be treated as final.

Financial expenses incurred in pursuing and following this policy will be monitored and recoded by the Finance Department. Finance Department will keep a complete record of all expenses incurred under various heads of transport on the monthly basis so that quarterly, six monthly or yearly record of expenses may easily be obtained as and when required.

18.4 Entitlements

BPS	Power	Make	Fuel	Driver
MD	1800 cc	Toyota or Honda	650 lit	Yes
BPS-19	1300 cc	Toyota Corolla GLI or Honda City upgraded model	300 lit	Yes
BPS-18	1000 cc	Suzuki Cultus	200 lit	No

18.5 Provision of Vehicles (Condition)

The cars can be provided from the available fleet but preference will be made to provide brand new vehicles. However only those fleet vehicles can be considered for allocations which are not more than three years old or driven not more than 50,000 kms.

18.6 Fixing of Accessories

Fixing of following accessories (if not provided by manufacturer) is allowed for which the Admin departments will ensure accessories are being fitted in the vehicle. Following limits are mentioned as maximum limits and any arrangement less than that will be a cost saving. Floor mats and seat covers can be changed once in a year with the prior approval from Director HR/ Admin & Finance department.

BPS	Seat /steering cover	Floor Mats	Tyres (upon 40000 km) with spare
MD	Rs 4,000/-	Rs 800/-	Rs 30,000/-
BPS-19	Rs 3,500/-	Rs 800/-	Rs 25,000/-
BPS-18	Rs 3,000/-	Rs 600/-	Rs 20,000/-

18.7 Duplicate Keys

A set of duplicate keys of the vehicle will be kept with user of vehicle. At the same time the Administration department must keep a third pair of keys made from the market for use in extreme emergency.

18.8 Maintenance and Servicing

All vehicles assigned to officers will be treated as fully maintained by KPPPR which means all repairs, rectifications of faults, different types of services will be managed by the administration department.

18.9 Safety and Security

It will be the responsibility of the users to ensure the safety and security of their vehicles. However administration department will ensure installation of security system in all the vehicles.

All vehicles should be parked at designated parking places or secured places. Vehicles will only be allowed to be parked outside office compounds where the officer can ensure the safety and security of the vehicle. While parking, vehicles should be properly locked. During field visits drivers have to find a parking place where they think vehicles are safe.

18.10 Provision of Fuel

The fuel expenses will be reimbursed as per limits defined above on monthly basis. Administration department is responsible to provide vehicles in perfect running condition.

18.11 Registration & Tax

All KPPRA vehicles will be registered in KPPRA's name. Administration department will issue a certificate / authority letter in favor of the officer who is using the car.

It is the responsibility of administration department to ensure that a vehicle has been registered by KPPRA. All taxes, renewal of registration book, radio licenses and any other document of the vehicle is kept up to date and complete on annual, bi-annual basis. In this regard the user of vehicle is also responsible to ensure that he/she always possesses complete, correct and up to date records and documents as required by the traffic laws.

18.12 Insurance

All vehicles will be comprehensively insured by KPPRA before allotment to the officer and before being moved from car showroom. The Administration department will ensure that a request for renewals of vehicles insurance is initiated minimum 20 days in advance of its expiry. Any difference in workshop invoice and insurance company reimbursement will be paid by KPPRA provided such case is not subject to negligence or reckless driving.

18.13 Fire Extinguishers

All vehicles are provided with Fire Extinguishers. It is the responsibility of Maintenance Supervisor to ensure and refill all the fire extinguishers in coordination with the drivers.

18.14 Provision of Alternative Vehicles / Pick and Drop

In case of non-availability or delay in purchase/lease, officers will be provided a vehicle from car fleet by Administration Department.

18.15 Vehicle Usage

18.15.1 Use of Vehicles

Driving by drivers employed personally by the officer or provided by KPPRA, and family members of the officer who are valid license holders is permitted. It will be the responsibility of Officers to ensure that the concerned driver or his/ her family member is properly briefed to follow traffic rules and to drive with care to avoid any unpleasant occurrence/accidents. Administration department will keep a register of all staff/family members whom KPPRA approves to drive. Staff/family members with less than one year's driving experience should not be authorized to drive.

Staff/family members are not allowed to learn to drive on KPPRA vehicle. Any Officer/driver who is authorized to drive should not drive after having consumed alcohol.

The Officer will also provide a list of the family members who are valid license holders and may drive the official vehicle, along with a copy of their driving license and copy of NIC for the record of the Admin Department.

18.15.2 Out of City Travel of Official/Personal Business

KPPRA vehicles are permitted to be used outstation for personal and official uses. For any Officer(s) requiring a pool vehicle for official work out of city needs to;

- ❖ Present approved travel authority, signed by his/her line manager and/or concerned authority, to the Admin.

- ❖ Inform Admin about the program and timings at least three days before so that administration can make arrangements for travel.
- ❖ Avoid making last moment or late requests or driver's requirement at own choice.
- ❖ Fully understand and try not to engage the drivers in the field after office timings.
- ❖ Ensure that the driver must have sufficient rest time before long drive.
- ❖ Any officer visiting other city for official reason can use his personal or official car assigned to him/her and can claim Rs. 8 per km distance travelled.

18.15.3 Challans

Any challans levied by the traffic police / magistrate for the incomplete documentation will be paid by the user of the vehicle. The KPPRA will not bear any loss at all on this account. Challans due to violation of traffic laws will be paid by the user and/or driver himself. It will not be reimbursed by KPPRA.

The legal speed limits must be adhered to all the times on the roads. In case of violation of any traffic rules, the management may take it as negligence and would start disciplinary action process directly.

1815.4 Theft

In case of theft, the user/Administration department will lodge FIR with the Police and get final report from Police Department. The Administration department will then arrange relevant papers for insurance claim etc. An alternate vehicle will be provided to the official as a temporary replacement till realization of insurance claim and purchase/lease of new vehicle, subject to availability.

18.15.5 Accident

In case of an accident of vehicle following steps will be taken:-

- ❖ Rush the casualties to nearby hospital. Immediately inform the KPPRA's office.
- ❖ All efforts will be made to try to solve the problem amicably with other party.
- ❖ If necessary the person driving the vehicle is responsible to ensure that an FIR has been lodged with police department.
- ❖ Administration Department along with the driver of the vehicle will move the vehicle to workshop, fill insurance claim. A blank claim form will always be kept in the car.
- ❖ Administration Department will ensure repairs of the vehicle and perusal of insurance claims.
- ❖ In case of an accident to the KPPRA car due to negligence or carelessness on the part of an employee or due to consistent pattern of reported accidents, KPPRA may require him to pay the bills and /or the Insurance deductible portion of the car repair bill.

18.15.6 Payment for the Repair after the Accident

KPPRA has comprehensive insurance so when a vehicle is badly damaged there is need to have assessment by Insurance Company.

A caution will be given to a driver on first accident but on happening of further accident disciplinary procedures will be applied. If it is found that driver was at fault even it was a first accident, this would instigate disciplinary action.

18.16 Maintenance of Records

Following documents must be kept in Administration record.

- ❖ Photo copy of purchase invoice
- ❖ Original registration Papers
- ❖ Photocopy of Tax Papers
- ❖ Original insurance documents
- ❖ Photocopy of permission letter from the KPPRA
- ❖ Original Handing / taking certificate
- ❖ Warranty Book

18.16.1 Documents in the Vehicle

- ❖ Highway Code Book
- ❖ Photocopy of Registration Papers
- ❖ Original Tax Papers
- ❖ Photocopy of Insurance Documents
- ❖ Original Permission Letter from KPPRA
- ❖ Accident Form
- ❖ Original Tax Token
- ❖ Vehicle Log Book
- ❖ User Manual

18.17 Receive and Drop Of Guests

KPPRA would provide vehicle to declared official visitors.

18.19 Disposal of the Vehicle

Maximum age of the vehicle is 5 years after which it will be replaced with a new vehicle of same capacity. Such old vehicles may be included in MT pool or put for auction.