
INITIATIVE FOR PEOPLE IN NEED (IPN)



STAFF RECRUITMENT POLICY MANUAL 2014

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

HIRING & RECRUITMENT POLICY

Purpose:

The aim of this policy is to outline fair and consistent methods of recruitment and selection for IPN Pakistan.

Scope:

This policy applies to staff, management and supervisors leading the recruitment and selection undertaken for all the categories of employment i.e. regular/permanent contract, part-time, interns, volunteers, daily wages and short term consultants. This policy also covers all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Policy Statement

IPN Pakistan is an equal opportunity employer. IPN Pakistan does not allow any discrimination in the work place made on the basis of race, color, sex, age, family status, political opinion, national extraction or social origin, which has the effect of nullifying or impairing an equality of opportunity or treatment in employment or occupation. Harassment of employees in all its forms and kinds is also a form of discrimination and is therefore prohibited within the organization.

Procedural guidelines:

- Applicant must meet the job qualifications and have demonstrated the required competencies, skills and abilities to do the job function.
- Internal candidates will be given first preference only if they meet the job requirements and in cases where both external and internal candidate score the same marks against the selection criteria.
- IPN Pakistan will not hire any person below the age of 18.
- Employees serving their probation period are not allowed to apply as internal candidate for any position
- Selection criteria will be as per the Job Descriptions and other job skills and competencies related information, where available.
- Any employment offer is subject to the candidate going through a pre-employment physical examination and satisfactory reference checks
- No physical or mental condition will automatically prevent a person from being employed with IPN Pakistan unless such disability prevents the individual from performing the essential functions of the job.
- **Diversity:** IPN Pakistan is committed to developing a diverse work-force by promoting diversity throughout the organization to bring richness of differences to its ministry

Staff recruitment & Selection Process

Purpose:

The purpose of this policy is to describe and ensure a consistent, transparent, equitable and standard recruitment process adopted across all IPN Pakistan offices.

Scope:

This policy applies to all P & C staff and supervisors in all the field offices and the head office involved in recruitment and selection for national & international positions.

Policy Statement:

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

Procedure

Vacancy Creation

The recruitment process shall be initiated with the request of the line manager using an Employee Request Form. Approval from the Chief Executive Officer must be sought prior to the recruitment process. The concerned Hiring manager must provide the relevant job Description (JD) for the requested position together with the Employee Request Form for the approval of the position to the Chief Executive Officer. Creation of the new position will have to be justified by the concerned line manager in the light of present load of work, present staffing structure and the forthcoming challenges as well as the difference the new position holder shall make. This justification should come forward from the line manager in written form on the employee request form to the Chief Executive Officer. *(Refer to the employee request form at the end of this document)*

Job Description

The job description of the position should be prepared by the line managers in consultation with the HR Department. Job description shall be prepared while keeping in view the rules, principles and policies and procedures of the organization in this connection. The Chief Executive Officer while in consultation with the line Manager and HR Manager shall look at the need and see if there is availability of internal promotion or the vacancy should be otherwise advertised for external recruitment.

Job Advertisement/Announcement

Depending upon the Position requirement, all the approved vacancies will be advertised internally (through email or notice) & externally (through job portals or print media).

The job advertisement shall include

- Organization overview.
- Brief job description

- Desired qualification and minimum required amount of experience

Short listing

HR Department will be responsible to gather CVs and application for the advertised positions. HR Manager will perform the initial short listing and prepare the list of the short listed candidates. Then will forward to the initial shortlisted CVs and the list to the relevant hiring manager for further short- listing. The final list of CVs will be reviewed and approved from the Chief Executive Officer.

IPN is an equal opportunity employer. No applicant is discriminated against on the basis of race, age, philosophy of life or religion, political conviction, gender, sexual orientation, marital status and disability.

An open position may be filled by internal candidates. The benefits of selecting internal candidates include prior understanding of the candidate's strengths and weaknesses. Internal candidates may also be more committed to the organization and an increase in moral and such candidates may also require less orientation and job training.

Written test

The relevant hiring manager, upon finalizing the shortlist of applicants, will draft a written test with answer key and will take approval from the Chief Executive Officer. The HR Department will prepare a test and interview schedule .HR Department will arrange the test with the candidates who have been shortlisted. The HR department will assign the code number to the candidates and will ensure the unbiased marking of test.

Interview

HR Department will be responsible for the formation of Interview Panel, which will include the concerned Hiring manager, HR representative, CEO and a technical person (If necessary).

An approved interview questionnaire will be used for the interview.

Salary scale

Salary may also be negotiated together with possible dates of joining; Program Manager is responsible to determine the appropriate salary based on the latest approved salary scale and their respective Program budget.

Reference Check

Prior to issuing an appointment letter, the HR Department will conduct reference checks on the selected candidate. The reference checks are intended to identify and confirm the applicant's prior working experience together with feedback regarding the applicant's previous job performance.

Job Offer

Depending upon the budget, HR Department shall be responsible to negotiate terms of employment and salary with the candidate. They should refer to the approved salary scale/grades, .Once the employment terms and conditions are agreed. Then job offer letter should be issued to the selected candidates. Only CEO or designate can sign the offer letter.

Completion of Hiring Process

On the acceptance of offer letter, the hr department will prepare the employment contract to be signed by the employee and the. ED or designate..

The HR Department will compile a personal file of the candidate and will maintain all the relevant documents.

Joining and orientation

New employees joining IPN are required to report to the HR department, HR Department will receive the new employee on the first day and introduce him/her to other staff members. On commencing date, following procedures shall be followed:

The Department will provide a brief orientation regarding the organization's profile, staff regulations and role of other staff members. Finance and logistic departments may also provide a basic orientation to the appropriate process and procedures. The respective program manager will provide their Project Overview.

HR Department will provide the new employee with a copy of IPN code of conduct. and orientation of the HR Manual.

HR Department should provide information regarding:

- the official office hours and system of recording attendance
- procedure for payment of salary and benefits
- Explanation of leaves and other benefits applicable under the contract.
- Outline of the job function within the department/project.

Commencement of Duty

Upon completion of the orientation by the Human Resource Department, the new employee will be referred to the concerned line manager. He in turn shall brief him/her regarding his/her job responsibilities, Probationary period and performance Reports etc.

All employment contracts are subject to a maximum 60 days probationary period. All new employees must be clearly informed of the fact that their employment contract can be terminated with immediate effect during the probationary period. This termination may be due to reasons such as unsatisfactory performance, misconduct or inappropriate behavior. The respective line manager should submit probation review form to hr department which will be approved by the CEO.

The CEO or designate must inform the respective employee of their decision to either terminate, extend for further period or confirm the new employee's contract within the two weeks of completion of probation. Otherwise, the employment contract is deemed confirmed.

IPN may extend the probationary period through written intimation to the respective employee. It may be extended up to 60 days.

During the probationary period, the respective employee may be terminated the contract given one week notice.

Confirmation

New employees are confirmed in the jobs provided their performance during the probation period is satisfactory. A brief probation review shall be done by the line manager in presence of the respective program manager and a representative from HR on a prescribed form. Employee must be provided with the opportunity for an open feedback on the points for attention. Probationary evaluation form must be signed by both employee and manager. Both manager and employee will formalize their comments on the form. The completed probation review form will be handed over to HR Department for implementation of the decisions and issuance of job confirmation letter.

Emergency Appointment

In the cases of emergency the committee of CEO and program manager & HR will decide and documents which steps of the recruitment process will be followed?

Employment Categories

I. Regular Contract (RC) Status

a. This category of staff is employed on a long term position, which will exist over the foreseeable future (positions that are covered in OOC, SCOST or defined in donor approved grants). The duration of employment contract in this category can be of 2 years (maximum) to the time defined in project; such staffs are normally referred to as regular or permanent staff. The regular contract will contain the probation period clause of three months, which is extendable to an additional three months in certain cases (please refer to probation policy).

b. After confirmation, the employee will be eligible to all accrual benefits. The initial date of joining IPN employment shall be effective for all purposes of calculating the tenure of employment in the organization. However the calculation of Provident fund will be effective from the date of confirmation of the employee.

c. The contract may be terminated by either party upon a notice period of one month.

2. Emergency Contract

- a. This category of staff will be hired during emergency (as defined by IPN). The initial contract of employment in this case can be from 1 to 6 months (and can be extended to another 3 months only after the consent of the SMT). The emergency contract will contain the probation clause of 1 to 3 months (please refer to probation policy). Staff under this category will be entitled to terms of employment specified in their letter of appointment and will be subject to the Policies and Procedures in force.
- b. The staff with emergency contract will be eligible for all type of leaves other than annual leaves.
- c. The contract may be terminated by either party upon a notice of one month.

3. Short Term Contract (STC) Status

National staff or international staff appointed for a short-term period not exceeding nine months for temporary but specified task bound and not for an established position unless it is temporary replacement.

- a. Staff will be recruited locally or from abroad with a specified period of contract, which will be indicated in their letter of appointment.
- b. Staff on contractual terms will be entitled to terms of employment specified in their letter of appointment and will be subject to the Policies and Procedures in force.
- c. Decision to renew a contract shall be based on organizational requirements and performance and will be approved by the appropriate manager in compliance with approved ceilings.

4. Temporary Hiring

Whenever necessary, staff will be recruited on purely temporary basis to accomplish certain specific tasks.

- a. Such hiring refers to casual workers who are employed for unskilled work and whose wages are calculated with reference to a day or part thereof and are paid per day worked or on responsibility basis.
- b. The approving authority will be the Concerned manager in consultation with the Line Manager or Supervisor (here the approval is around eligibility of the position falling under temporary hiring).
- c. Such hiring will be on hourly, weekly or on piece rate basis. Employees hired under Temporary Category are not entitled to benefits those provided to Regular Contract Employees and are strictly governed by the contract.
- d. Casual employment will be terminated at the specified period and will not exceed 15 days and in line with the Pakistan Labor laws.
- e. Engagement of temporary staff will be based on contracts duly signed by two parties.

5. Non- Staff Categories

IPN may engage the services of consultants, volunteers, interns, retainers and fellows who are categorized as non-staff. They are not eligible for any long-term benefits

1. **Interns:** Interns are those who are either fresh graduates or who join the organization for an internship during his/her research work. Such persons shall be facilitated by the organization at all levels. The organization shall take care of food and lodging of the internees.

2. Volunteers

Volunteer Policy

IPN encourages Volunteerism as opportunity to contribute to its goals. A volunteer provides skills and services to the organization on a voluntary basis.

a. The line manager/supervisor in consultation with the HR DEPARTMENT manager will decide when to involve a volunteer and what type of work he/she will perform for not more than a month.

b. Volunteer will be paid a sum of Rs.3, 500/- per month as lump sum amount to chip in on his/her transportation expense.

c. The request for volunteer will be generated from the respective unit with clear TORs.

d. In order to keep gender equality, HR DEPARTMENT will ensure that equal level of participation takes place.

e. The time limit will be flexible since volunteer is someone who is a willing worker however the pattern of timing should be decided before the commencement of work.

f. The unit acquiring the services of a volunteer must inform HR DEPARTMENT well in time about a week before commencement of work.

g. The volunteers' commencement and completion of work report has to be submitted to the line manager and HR DEPARTMENT.

3. Retainers

Retainers are individuals retained by IPN for a specific purpose or role and are paid an honorarium/ consolidated fees as has been agreed as per the terms of the contract. This arrangement is for a specified period of time where IPN requires the individual to be available to the organization on priority e.g. Legal Advisors.

Employee Records/ Completion of Personnel File

Purpose:

The aim of this policy is to maintain consistent information required about employees legal and administrative status. This policy describes the documents required for staff personnel files.

Scope:

This policy applies to all national and International staff of World Vision Pakistan.

Policy:

It is the requirement by law that the organization maintains employee data. Job-related and necessary personnel information is managed by the organization in an official Employee Personal Record file maintained by the designated HR Representative. This file contains job-related information. It also contains necessary personal information including mailing address, telephone number and the person to contact in an emergency. Employment details such as joining date, division, level, function, etc. are also maintained.

The contents of the Personnel file are confidential and are used for official purposes only. These files will not be removed from the HR department, except to provide supporting evidence and /or assist the Immediate Supervisor for processing Appraisals, Transfers, confirmation of probation or disciplinary actions etc.

Employee may access his/her personal file in the presence of HR Representative. Employees can request to place documents in his/her file through HR Representative. All files will be maintained for 3 years after the date of termination of contract.

The files will be kept updated with any changes in staff circumstances such as change in address, contact number, health insurance information, changes in employment status etc. Staff personnel files will be kept under lock and key and only authorized staff in HR department will have access to the files.

Procedure:

- ☐ Personnel information has to be maintained in hardcopy in the Employee Personal file.
- ☐ Employees inform designated HR Representative through email, or hardcopy, regarding any changes in their personal information. , for example, change in permanent address, change in marital status or additional educational qualifications.
- ☐ Employees can request to get access to their personal files to be reviewed only in presence of a HR staff member.
- ☐ HR Department is responsible for safe and secure disposal of files older than 3 years.
- ☐ HR Manager is responsible for conducting an audit of staff personal files through external/ internal auditors.
- ☐ All original documents should be kept in Islamabad office.
- ☐ HR Officer will keep the following documents and forms in staff personal file:
 - ✓ Recruitment documents: Personnel requisition form
 - ✓ Short listing notes, Interview notes, Reference checks, Background check etc
 - ✓ Copy of National ID card
 - ✓ Copy of Education testimonials
 - ✓ Copy of passport (in case of international staff)
 - ✓ Two recent (not older than 3 years) passport size photographs
 - ✓ Job Description copy – signed
 - ✓ Policy receipt form – signed
 - ✓ Confidentiality agreement – signed, if applicable

Probation and Confirmation

Purpose:

The aim of this policy is to ensure that all new permanent employees and employer are able to evaluate each other during the initial employment period.

Scope:

This policy applies to all IPN local/national staff in possession of agreement letter. However this policy does not apply to interns, daily wagers, consultants and part time workers.

Policy Statement:

All new employees will undergo a trial/probation period to determine if they are suited for the job. The duration of this period will be 3 months for one year contract. During the probation the employment contract can be terminated by either party on one day notice in line with the employment contract.

Procedure:

☐ The Administrative supervisor is responsible to initiate the evaluation of performance on the completion of probationary period of their staff and submit the report to HR department within five working days before the completion of probation. It is the responsibility of the line manager to discuss the probation decision with the 2nd line supervisor before initiating the discussion with the staff.

☐ In case of matrix reporting line, the administrative supervisor will initiate the evaluation and consult the technical supervisor, for him/her to add comments. The Administrative supervisor in turn will submit the final evaluation to HR after discussing it with the staff member. The HR department is responsible for getting the CEO's approval on the probation evaluation report and notifies the employee of the status of employment within 3 working days after receipt of evaluation report by the technical or administrative supervisor.

☐ In case the Administrative supervisor fail to submit the report within 10 working days after the completion of probationary period despite minimum two reminders sent by HR in writing (email), the staff will automatically be confirmed.

☐ If the employee does not meet the standards of efficiency or actions required during the trial period, s/he will be so informed by the administrative supervisor. A copy of the discussion and its results will be placed in the employees personnel file.

☐ The employee normally will be given an opportunity to improve, and every practical means will be used to assist the employee to do so.

☐ Probation period can be extended to a minimum of another two or maximum of another three months based on end-of-probation evaluation by the direct supervisor. If standards of efficiency and actions continue to be unsatisfactory, the employee will be dismissed with one day notice. In case of termination, the designated HR Representative prepares the termination letter and gets it signed by the CEO; one copy of the termination letter will be filed in the employee file while the other copy will be sent to the Accounts Department for clearance.

☐ The decision of termination from service will be communicated by the supervisor by holding a formal meeting with the employee in which the grounds for termination will be explained to the employee.

☐ If dismissed for reasons which, if known at the time of hiring would have prevented appointment (for example: criminal background, false identity, false education credentials, etc) the employee is immediately discharged.

☐ Satisfactory completion of probation will lead to confirmation of the employee. If the CEO approves upon satisfactory probation period performance of the employee, the designated HR Representative will prepare confirmation letter, get it signed from CEO, issues it to employee and files one copy in employee's file. Prerequisites for extension of probation/recommendation for termination: The supervisor must provide the following documents to HR in support of their recommendation for extension of probation or termination upon unsatisfactory performance of their staff during the probation period: A copy of updated Job Description signed by employee. A performance agreement signed between the supervisor and the employee. This agreement must state clearly the work related targets with indicators set for the employee for the first three months of the employment. The supervisor is also required to explain to the staff the performance expectations and the criteria against which employee's performance, attitude and behavior will be evaluated at the completion of probation period. This discussion held between the supervisor and the employee should be communicated to HR through an email. In absence of the above stated documents, no recommendation of probation extension or termination will be approved by the CEO. The same documentation as stated above is highly recommended for confirmation of employment upon successful completion of probation period. Length of probationary period for different lengths of contracts For various contract lengths, the probation period will be calculated as follows;

Length of Agreement	Duration of Probation Period
For less than 3 months	1.5 month
Equal and more than 3 months	3 months
Daily labor contracts/ Interns/ part time employment	Not applicable

Procedure for Termination (based on unsatisfactory work performance)

- i. The services of an employee may be ceased by the employer through termination under the provision(s) defined in the Letter of Appointment/Contract.
- ii. An employee can be terminated for unsatisfactory attitude, behavior, conduct or failure to perform according to the job description, or failure to follow IPN Pakistan procedures and work and behavioral standards.
- iii. Technical/Administrative supervisors can request the separation of an employee based on unsatisfactory work performance
- iv. Such a request must be supported by written documentation (individual performance agreement, performance development plan, performance appraisals, warnings, etc) that gives evidence that the performance management and corrective action procedures were thoroughly followed. (refer to relevant sections in Policy Manual)

- v. The employer must serve a notice to the employee, formally in writing, stating the reason(s) which have led to this decision and indicating the last day of work, if applicable, as per provisions(s) defined in the Letter of Appointment.
- vi. The notice of termination must be approved and signed by the CEO or his/her designee.

NOTE: In case of breach of any of the terms of Letter of Appointment and IPN Pakistan rules and regulations, or any fraudulent activity which may constitute a gross misconduct on employees part, the services of an employee are liable to immediate termination (without any notice). HR Department will inform the employee about a termination decision.

Benefits due to employee terminated include:

- i. 1 month notice or cash-in-lieu.
- ii. payment for unused annual leave
- iii. Severance pay, as per severance policy of IPN Pakistan.
- iv. Provident Fund

Notice Period for Termination:

☐ Notice period for terminations / resignation for either party (Organization or Employee) will be as per provision(s) defined in Letter /Contract of Appointment.

☐ Where either party decides to terminate / resign without serving the required notice period, shall pay to the other party salary-in-lieu of such a notice period (un-served) based on the last drawn gross salary.

☐ The working day on which the notice of termination / resignation is served shall be included in the notice period.

☐ In case of gross misconduct or serious performance concerns, the services of an employee may be terminated with immediate effect or on one (1) day notice, by assigning proper reasons and evidence; No Compensation shall be claimed by employee in such case.

Other Terms & Conditions for Resignation/Termination:

☐ In the event of termination of employee from service due to gross misconduct, the employee will not be entitled to any notice period or salary in lieu thereof.

☐ In case a contract / temporary employee is offered a permanent employment, and the service contract is terminated as a result thereof, no compensation against notice shall be admissible. In such a case the condition of probation period for a permanent employment may be exempted by the Management.

☐ An employee who has resigned or been terminated, has to serve the organization properly till the date mutually agreed. Non-compliance of this clause shall make employee liable to pay the loss/damages caused to the organization.

Continued disciplinary actions/immediate discharge or dismissal

IPN Pakistan may terminate employee at any time for continued disciplinary action or gross misconduct. For disciplinary actions see Corrective and Disciplinary action policy. Gross misconduct includes, but is not limited to: fighting or threatening violence, theft or

misappropriation of IPN employees property, accepting or making bribes, falsification of records, embezzlement of IPN Pakistan funds or property, lying and cheating, criminal acts, fraud, insubordination, violation of IPN policies, harassment, violation of Child Protection etc. Immediate discharge or dismissal should be based on well-documented reasons and does not require any advance notice.

Like all involuntary separations, immediate discharge or dismissal needs to be properly documented and approved by the next level of management and HR department.

Following benefits are due to employees that are terminated for continued disciplinary action or immediately discharged on account of gross misconduct:

1. Salary up to last day worked.
2. Payment for unused annual leave.
3. Provident Fund
3. No severance pay (in case of financial embezzlement).
4. No Festival Bonus

Lay off:

The reason for lay off can include the following:

- ✓ Lack of program funding
- ✓ Program closure due to end of program, natural disaster or insecurity
- ✓ Organizational, program or departmental restructuring.

Benefits due to employees who are laid off include:

1. Salary up to last day worked.
2. Payment for unused annual leave.
3. Severance pay, as per severance policy of IPN Pakistan.
4. Festival Bonus on pro rata basis
5. Provident Fund

Job Abandonment

Job abandonment occurs when an employee fails to attend work or notify employer regarding an absence for a period of 3 consecutive working days. IPN has the right to terminate employee immediately based on job abandonment.

Benefits due to employees that are terminated, given an immediate discharge or dismissed or abandon their job include:

1. Salary up to last day worked.
2. Payment for unused annual leave.
3. Severance pay.
4. Provident Fund Revised People & Culture Policy & Procedures Manual 2013 Page 36

End of Contract

Employment ceases at the end date of the employment contract.

Contracts may be extended by mutual agreement of both the employer and the employee. Extension must be in writing and must be completed 2 weeks prior to expiration of the contract.

In case either party chooses not to renew the employment contract, the employee will be entitled to the following benefits:

1. Salary up to last day worked.
2. Payment for unused leave.
3. Severance pay, as per severance policy of IPN Pakistan.
4. Provident Fund
5. Festival bonus

Death

In the event that a current employee dies, his/her family is entitled to receive the employee life insurance benefits. (Refer to Benefit section). The staff family member will also be entitled to receive salary for the period/ employee has worked and the balanced annual leave besides Severance Pay, Provident fund benefits and Festival Bonus as per the policy.

Exit interviews Policy

When an employee terminates work with IPN Pakistan for whatever reason(s), the HR department may conduct an exit interview. This opportunity provides a confidential forum for the employee to share reasons for termination; and for the employer to obtain information that may be helpful in improving IPN Pakistan policies and working conditions.

Procedure for exit interview

☐ An authorized representative from HR Department will facilitate the staff in filling out the exit interview.

☐ The exit interview can take place in the last week of employment.

☐ HR department will review the information provided in exit interview every six months and share important information with the CEO.

☐ Based on the feedback HR Manager will make recommendations

For HR use: Documentation to fill in case of separation:

- ✓ Separation Checklist
- ✓ Exit Interview
- ✓ Exit Clearance Form
- ✓ Final Settlement Form
- ✓ Certificate of Service

Settlement of Accounts on End of Service

Purpose:

This policy describes the procedure for settlement of accounts on End of Service.

Scope:

This policy applies to all local/national staff separating from IPN Pakistan under different provisions of separation.

Policy Statement:

Upon receipt of all the required documents (approved resignation or termination letter, End of Service Clearance Form, Exit Interview & any claims for reimbursable expenses etc) by the employee, HR Department prepares the settlement of accounts showing all the amounts payable to and receivable from the employee.

Procedure:

☐ HR Department in Islamabad after receiving all the relevant documents will prepare the final settlement of account within 7 work days.

☐ Field HR will receive all the required documents, prepare the final settlement of accounts and forward all the documents to HR Officer in Islamabad within 7 work days after staff has been separated or submit the clearance form.

☐ The final settlement of account details after review by the respective officer in Islamabad will be forwarded to Finance department for review.

☐ HR Department will work closely to clarify any discrepancies, and obtain approval from the HR Manager or his/her designee on cases reviewed by Finance.

☐ HR Department will then send again the original settlement of account to the Finance department for preparation of cheque.

☐ All the payments will be made through a cross cheque issued in the name of employee.

☐ Cheques will be received by the HR Department on behalf of the employee, and forwarded within 1 day to the concerned field office.

☐ Field HR office will hand over the cheque to the staff after getting a receiving on photocopy of the cheque and by getting the settlement waiver form by the employee.

☐ The original settlement waiver form, and photocopy receiving will be returned within 5 working days to Islamabad office where that will be placed in the closed file.

☐ Field HR Officers will keep a copy of the settlement waiver for the shadow file.

☐ On request by the staff, the amount may be electronically transferred to their given account number. The deposit receipt will be kept with HR Department as a proof of payment made. However the employee will still be required to send by email a confirmation of funds transfer together with the signed and scanned copy of the settlement waiver form.

☐ The cheque not received or presented to the bank by the employees within one month from the date of cheque will be cancelled (if not informed by the staff).

☐ If the final settlement amount which was due to an employee is not sufficient to recover the dues in the form of notice pay, loss/damages then the remaining amount may be recovered from him/her in cash.

The final settlement of an employee's account on separation is calculated as follows:

- ☐ Gross salary up to the last – day worked, and including:
 - Pay and allowances (if applicable)
 - Severance Pay
 - Provident Fund
- ☐ Reimbursement of any pending claims (for example, medical OPD) and;
- ☐ Deductions for any amounts outstanding such as gross salary and allowances in lieu of notice where the employee has not given sufficient notice, advance or excess payments in respect of gross salary or any other amounts which remain outstanding will either be recovered in cash or deducted from his/her payments.

Approved by: Members Board of Directors and CEO