

BENAZIR INCOME SUPPORT PROGRAMME (BISP)

BISP Employee's Service Regulations, 2012

In exercise of the powers conferred by virtue of Section 23 of the Benazir Income Support Programme Act 2010 (No XVIII of 2010), the Board is pleased to make the following Regulations:

Part I GENERAL

Recruitment & Selection- Policy & Procedures

POLICY: It is the policy of Benazir Income Support Programme to use a uniform and thorough selection process to promote equal employment opportunities in the hiring of qualified employees. **The Policy aims to get the best available people having the relevant qualification and attributes.**

General Principles and Objectives

The recruitment process will:

- a. Ensure that all vacant positions are advertised
- b. The process is fair and transparent
- c. Equality of opportunity within the overall constitutional and legal guarantees is ensured

Scope: To cover all appointments both for permanent, contractual and deputation employees

Preamble: Whereas it is expedient to regulate by regulations, the appointment of persons to, and the terms and conditions of service of persons, in the service of Benazir Income Support Programme, and to provide for matters connected therewith or ancillary thereto; it is hereby notified as follows:

1.1 **Short Title, commencement and applicability**

- a) These regulations shall be known as the Benazir Income Support Programme Service Regulations, 2012.
- b) They shall come into force with effect from Twenty Eighth Day of June, 2012.

1.2 **Definitions** - In these regulations unless there is anything repugnant to the subject or context.

- 1) "Act" means the Benazir Income Support Programme Act, 2010 (Act No: XVIII OF 2010);
- 2) "Regulations" shall mean all regulations made and/or approved by the Board pursuant to Section 23 of the Act, as amended and or modified by the Board or with authority of the Board delegated from time to time in accordance with Section 6 (2) of the Act;
- 3) "Manuals" shall mean the Benazir Income Support Programme Operation Manuals, all annexures thereto, all sub annexures thereto and all other Manuals approved, amended and/or modified by the Board or with the authority of the Board delegated from time to time in accordance with Section 6 (2) of the Act;

- 4) "Instruments" means Board approved Regulations made pursuant to the Act and Board approved Manuals made pursuant to the prevailing Regulations as amended and or modified by the Board or with authority of the Board delegated from time to time in accordance with Section 6 (2) of the Act;
- 5) "Programme" means the Benazir Income Support Programme ("BISP") established by Section 3 of the Act;
- 6) "Board" means the Board established under Section 5 of the Benazir Income Support Programme Act, 2010;
- 7) "Chairperson of the Board" means the person appointed as Chairperson of BISP pursuant to Section 5 (3) of the Act;
- 8) "Council" means the Council of the Programme constituted under Section 8 of the Act;
- 9) "Secretary" means the Secretary appointed to the Programme by the Federal Government as per Section 5 (5) of the Act;
- 10) "Management" means the Secretary and the BISP employees in the Management Cadre;
- 11) "Employee" means a person appointed to the Programme under these regulations, and includes, regular, contractual and deputationist employees.
- 12) "HR Section" means the Human Resource Department of the Programme
- 13) "Initial Appointment" means an appointment made otherwise than by promotion, deputation or by transfer as prescribed.

- 14) "Penalty" means a penalty prescribed under these Regulations.
- 15) "Departmental Promotion Committee" means committee constituted by the Management for the purpose of promotion from one grade to the next grade etc.
- 16) "Departmental Selection Committee" means a committee constituted by the Management for the purpose of making selection for initial appointment.
- 17) "Deputationist" means a civil servant or an employee of the Federal/Provincial/AJK/GB Government, its attached departments or any body created by or under the control thereof, appointed through requisition of his services for a specific period, by the Programme, on terms and conditions mutually agreed between the Programme and the lending department.
- 18) "Prescribed" means prescribed by or under these Regulations;
- 19) "Probation" means the period of one year or such period as may be extended by the Programme from the date of joining for which an employee is placed on trial basis in a vacancy on initial appointment.
- 20) "Department" means operational sub division of the Programme and includes corresponding regional units;
- 21) The singular shall include the plural;
- 22) The masculine shall include the feminine.

Part II

RECRUITMENT

2.0 Organizational Commitment

- 2.0.1 Benazir Income Support Programme fully supports employment equality, which offers job opportunities, training and career advancement based on merit, abilities, qualifications and job performance in consonance with the applicable law.
- 2.0.2 Benazir Income Support Programme is an equal opportunity employer i.e. employment will be offered irrespective of caste, creed, religion, ethnicity, gender or disability.
- 2.0.3 When a physical disability may affect the individual's ability to perform essential job functions, the Management shall be responsible for considering what reasonable accommodations may be made.
- 2.0.4 No person under the age of Eighteen (18) or over Sixty (60) years shall be considered for regular employment. Candidates over 60 years can be hired on contract basis only if the skills/expertise they possess are difficult to find.
- 2.0.5 No employment shall be made below minimum wage requirement as per existing law.
- 2.0.6 The Candidate profile and job specifications shall be served as the minimum criteria for hiring, which may be amended from time to time by the Board.
- 2.0.7 In case of engaging the services of a consultant or a consulting firm for any specific service/project, approval of the Management shall be required.

2.1 CADRES:

There shall be following four cadres of employees, each having its separate appointment requirements, promotion criteria and compensation packages etc.

- a. Management
(Band 1) *[Formerly SPS 20/21]*
- b. Executive
(Band 2, 3, 4, 5) *[Formerly SPS 19 – 18 – 17 - 16]*
- c. Senior Support Staff
(Band 6, 7, 8, 9, 10) *[Formerly SPS 15/14 - 13/12 - 11/10 - 9/8 - 7/6/5]*
- d. Junior Support Staff
(Band 11 and 12) *[Formerly SPS 4/3 - 2/1]*

Candidates Profiles and Job Descriptions shall be approved by the Management from to time.

2.2 Responsibilities

HR Department shall be responsible for all the hiring for Benazir Income Support Programme.

2.3 Initiation and Approval of Hiring Request

Vacancies can be of five types:

1. Initial
2. Promotion
3. Transfer
4. Contract
5. Deputation

For all types of vacancies the HR Department shall initiate a hiring request. For Initial new positions, Management's approval shall be enough for proceeding with hiring. For all new positions whose title and job responsibilities are different from the existing titles and roles, the HR Department shall conduct proper job analysis with the help of the Department concerned. Subsequently, Candidates Profile and Job Description for that position shall be determined along with its compensation and benefits with the approval of the Board.

2.4 Processing of Hiring Request

Internal Hiring

2.4.1 In order to motivate and utilize employees to the best of their potential, HR Department shall inform the existing employees about the vacant positions. Internal Advertisement will be displayed on notice boards.

2.4.2 All internal candidates must obtain a No Objection Certificate from their Departmental Head before applying for a vacancy within the Program.

External Hiring

2.4.3 HR Department will draft an appropriate advertisement to be published in the newspaper/s. Approval of Advertisement from the Director General (Admin and HR) will be required for processing.

2.4.4 The advertisement will then be sent to the Media Department.

2.4.5 Head Hunting/Recruitment Agencies can also be hired for certain positions.

2.5 Selection of Candidates

HR Department shall screen out the applications received in response to the advertisement according to job specification criteria, and will send the initially short-listed applications to the relevant Departmental Selection Committee, particulars whereof are set out hereinbelow, for further processing:

Departmental Selection Committees

No	Committee	Composition	Dealing with
1	DSC – I	a. Secretary b. DG (Admin & HR) c. DG concerned d. One expert in the relevant field <i>(Nominated by CP)</i>	a. Management Cadre b. Executive Cadre
2	DSC – II	a. DG (Admin & HR) b. DG Concerned c. Director (HR)	Senior Support Staff Cadre
3	DSC – II	a. Director concerned b. Deputy Director (Admin) c. Deputy Director (HR)	Junior Support Staff Cadre

2.6 Interview Arrangements

Written test, group discussion or any other selection tools will be used on the recommendation of the relevant DSC. HR Department will send the interview call letters (through mail/telephone, phone call/e-mail to the short listed candidates. HR Department shall update all candidates about their status. HR shall also maintain a list of rejected and blacklisted candidates. A candidate once blacklisted shall not be allowed to apply for any other position in BISP. HR Department shall maintain entire record of the selection process and candidates for audit purposes. The relevant DSC shall recommend the suitable Candidates for appointment to the relevant appointing Authority.

2.7 Appointing Authorities

Appointing Authorities in respect of various posts are set out hereinafter:

- | | | | |
|----|--|------|---|
| a. | Management, Executive and Senior Support Staff | ---- | Secretary |
| b. | Junior Support Staff | ---- | DG (Admin & HR)
<i>(For Head Office)</i>

Regional Directors General
<i>(For Regions)</i> |

2.8 Joining

The date of joining will be decided by HR Department with the consent of the Department concerned. HR Department will open personal file of the employee and allocate him a regular employee code number. HR Department shall sign employment contract letters for all positions. The personal file shall be handed over to the Director General (Inspection and Training) for orientation.

2.9 Orientation Program

All new employees shall go through an orientation program designed by the Inspection and Training Department. Orientation program will introduce new employees to the vision, culture and objectives of Benazir Income Support Program and will cover the organization's structure and key policies.

2.10 Appointment by Deputation

2.10.1 Procedure for appointment by Deputation

Appointments on deputation to any post in the Programme shall be made by the Management in the best interests of the Programme. Endeavors shall be made to make direct hiring in the Programme. Only where, despite such endeavors, direct recruitment is not possible, appointments shall be made by way of Deputation.

Civil servants, officers and staff of the Armed Forces, employees of Federal, Provincial or local governments, and employees of the corporations and autonomous and semi autonomous bodies set up, managed and funded by the Federal, provincial or local government, may with the consent of the respective government authority of body concerned, be appointed by the Management on deputation to appropriated posts in the Program, on terms and conditions mutually agreed between the Programme and the lending authority.

All cases of appointment of Deputationists shall be placed by the HR Department before the relevant Departmental Selection Committee, which shall process the same like any other appointment in the Programme.

2.11 Appointment on contract

2.11.1 General guidelines

Appointments may be made on contract basis for hiring temporary employees for an activity that is not permanent in nature. Their conditions of service shall be governed by the clauses of the said contract. Hiring of all employees shall be authorized by the Management. Necessary devolution for hiring on contract may be done through sub regulations to be made anytime, to the Regional and Divisional heads for non-officer grades.

2.11.2 Procedure

Appointment on contract shall be made with the approval of the Management in the following cases:

- a) Against vacancies - in special circumstances, where it is not possible to fill the vacancy in the prescribed manner or necessary in the interest of the Program to do so.
- b) As consultant in case of any specialized job, not covered by posts sanctioned, the appointment of consultant on contract basis may be made for that specified job, and at appropriate remuneration, with the approval of the Management.
- c) Conditions of appointment: appointment on contract may be made on specific terms and conditions, which shall be accepted by the person being so appointed.

All cases of appointments on contract shall be placed by the HR Department before the relevant Departmental Selection Committee, which shall process the same like any other appointment in the Programme.

Part III
PROMOTION/TRAINING

3.0 Appointment by Promotion

3.0.1 Posts for promotion

All employees of the Program are eligible for selection to posts on the basis of promotion, provided they fulfill the relevant criteria, approved by the Board, from time to time, and provided further that all such promotion is done on the basis of merit. The eligibility criteria for promotion to posts in Executive, Management, Senior Support Staff and Junior Support Staff shall be approved by the Management from time to time.

3.0.2 Procedure for promotion

In case of a vacancy to be filled by promotion, the HR Department shall place the names of all eligible employees meeting the stipulated criteria, before the Departmental Promotion Committees, particulars whereof set out hereinafter:

Departmental Promotion Committees

No	Committee	Composition	Dealing with
1	DPC – I	a. Secretary b. DG (Admin & HR) c. DG concerned d. One expert in the relevant field (<i>Nominated by CP</i>)	a. Management Cadre b. Executive Cadre
2	DPC – II	a. DG (Admin & HR) b. DG Concerned c. Director (HR)	Senior Support Staff Cadre
3	DPC – III	a. Director concerned b. Deputy Director (Admin) c. Deputy Director (HR)	Junior Support Staff Cadre

While considering the promotion cases, the relevant DPC shall take into account the performance appraisal/assessment of the employee, potential to discharge higher responsibilities, skills commensurating the job profile of the post to which promotion is to be made.

3.1 **TRAINING**

PURPOSE - The main objective of training is to help employees develop key competencies, which enable individuals to perform current or future job successfully. Inspection and Training Department shall coordinate with other Department s to assess training needs. In this regard, all training programs organized by the Inspection and Training Department will be geared towards the following objectives:

- Strengthening the job skills/knowledge of employees;
- Improving operational efficiency and productivity; and or
- Developing the potential of employees for maximizing mutual benefit to individuals and BISP.

3.2 **Mandatory Training Required for Promotion**

DG (Inspection & Training) shall develop mandatory training courses in consultation with the Department Heads, passage whereof shall be prerequisite for being eligible to be considered for promotion to higher level. The Mandatory Courses may be either run in-house or held in collaboration with Universities, Professional Bodies or reputable Training Institutes.

3.3 **Need Based Trainings:**

The immediate supervisor of an employee shall assess his performance on bi-annually basis. In the said assessment, the supervisor shall ascertain the specific areas where the employee requires training and recommend the same to DG (Inspection and Training), who shall arrange for such training for the employee as soon as possible but not later than the next assessment. DG (Inspection and Training) shall through out the year continually be in touch with the Department heads and tailor various short-term trainings in various areas either in house or in collaboration with Universities, professional bodies or training institutes. With the approval of Secretary, employees may be recommended by Department Head to attend trainings organized by national and international training institutes, professional bodies and universities in Pakistan or abroad. All such cases shall be submitted to Secretary through DG (Inspection and Training).

Part IV

POSTINGS/TRANSFERS

4.0. Postings / Transfers

Due to operational requirements, the Management may at times transfer or rotate any employee from his present position or change the type of work performed by the employee. Such transfers are regarded as positive, both for the employee as well as the Programme and shall be encouraged by the Management as a method of development for mutual benefit. These transfers will be based on the Programme's needs and the employee's area of residence will be considered, where possible, while making such decisions. Department Heads concerned shall communicate the need of a transfer to HR Department, which shall initiate the transfer process after consulting with the Management. In case of employee posted in regions, the Regional DGs shall also be consulted.

HR Department will inform respective Departments of this change after updating the employee database. No transfer will be considered official unless a notification is issued by the HR Department to effect thereof. All employees shall accept the transfer orders as per the appointment letter. Failure to comply with transfer orders may result in disciplinary action.

Part V

PERFORMANCE EVALUATION

5.0 PERFORMANCE EVALUATION

5.0.1 Scope

This policy applies to all BISP employees including those on deputation.

5.0.2 Principles

Performance management is a two-way process between Management and employees negotiated between both parties and focused on the achievement of agreed goals. The Management will ensure that performance management processes are in place and operating effectively. Employees will be involved in performance management processes that enable them to be effective and efficient in their work. They will have access to appropriate information and opportunities for knowledge and skill development. This will provide support to meet outcomes that have been negotiated and agreed within the context of department and organization goals. Agreed outcomes will be recognized through the provision of balanced, objective feedback about performance.

The HR Department will make work expectations clear to employees and establish procedures that actively and effectively enable the development of each employee's performance.

Active and constructive participation in performance management will be encouraged by the department recognizing and valuing all contributions, ensuring fair and consistent treatment of employees seeking feedback on performance management process.

5.1 PERFORMANCE APPRAISAL SYSTEM

There shall be a four-phase performance appraisal system for assessing performance of the employees, including those on deputation.

Phase 1 - Planning Your Employee Performance Appraisal System

At the beginning of the year, the immediate supervisor meets with each person for discussion on the planning piece of the employee performance appraisal process. In this session they discuss the "how" and the "what" of the job:

- How the person will do the job (the behaviors and competencies expected of the company's members), and
- What results the person will achieve over the next twelve months (the key responsibilities of the person's job and the goals and projects the person will work on).

They also discuss the individual's development plans. The outcome of this discussion shall be to agree upon in writing and develop Key Performance Index (KPI) for the employee against which the performance shall be assessed.

Phase 2 - Executing the Performance Appraisal System

Over the course of the year, employee performance review should be focused on achieving the goals, objectives and key responsibilities of the job as set out in the agreed KPIs.

The supervisor shall provide coaching and feedback to the individual to increase the probability of success and shall create the conditions that motivate and resolve any performance problems that arise. Midway through the year - even more frequently, if required - they meet to review the individual's progress toward the plans and goals discussed in the employee performance planning meeting. The supervisor shall check if the employee is heading in the right direction in pursuit of the agreed KPIs. In case of any shortcomings, the supervisor shall suggest steps to overcome the same.

Phase 3 - Employee Performance Assessment

As the time for the formal employee performance appraisal system approaches, the supervisor reflects on how well the subordinate has performed over the course of the year, assembles the various forms and paperwork that the HR Department shall prepare and provide to make this assessment, and fills them out. The supervisor may also recommend a change in the individual's compensation based on the quality of the individual's work. The assessment made by the supervisor shall then be submitted to his immediate boss who shall review the completed assessment form before discussing it with the assessed employee.

Phase 4 - Employee Performance Review

The supervisor and the subordinate shall formally meet. The employee performance appraisal form is reviewed with the self-appraisal that the individual created assessing his own performance. The supervisor and employee talk candidly about how well he performed over the past twelve months: Strengths, weaknesses, successes and areas needing improvement. The supervisor shall also recommend appropriate training in the weaker areas of the employee to DG (Inspection and Training) through Department Head. At the end of the review meeting they set a date to meet again to hold an employee performance planning discussion for the upcoming twelve months, starting the process anew.

This four-phase performance appraisal system shall not only transform employee performance management from an annual event to an on-going cycle, it will also tightly link the performance of each employee with the zeal, spirit and values of BISP as a whole.

Part VI

COMPENSATION AND BENEFITS

6.0 Compensation and Benefits

6.1 Policy

BISP considers its employees not as a cost but a vital resource in which the organization has invested from which it expects valuable returns. Working for BISP is not just an everyday job for its employees. The contentment of playing a pivotal role towards the welfare of the poorest of the poor and downtrodden segment of the society cannot be quantified in terms of money. Nevertheless, BISP, in order to attract and retain the best talent, shall endeavor to keep the compensation packages attractive vis-à-vis its competition/similar organizations.

Every two years, the Management shall carry out survey of compensation packages for its employees prevailing in BISP's competition/similar organizations. The salaries/compensation packages shall be adjusted appropriately. The Management may however, enhance the compensation package or make such additions therein as deemed appropriate keeping in view the specialized nature of professional skills, exceptional qualification or experience and demand of such professional in the job market. The employees on deputation shall have the option to either stick to their pay scales as prevalent in their parent organization along with deputation allowance or to opt for the BISP compensation packages applicable to the scale they have been appointed.

Part VII

SEVERANCE AND TERMINATION

7.0 Severance and Termination

7.1 Scope

This policy applies to all employees working in Benazir Income Support Programme.

7.2 Objectives

Benazir Income Support Program values all its employees and believes in having a mutually beneficial long-term relationship with its employees. However, it recognizes that the same may require separation under certain circumstances, including reaching the age of superannuation, resignation, termination of services, and retrenchment. It has therefore devised regulations and procedures to deal with such like situations, which are mentioned below.

7.3 Resignation

If an employee wishes to resign and leave the services of the Benazir Income Support Programme, the employee must inform his Department Head of his intention, which will be forwarded by Department Head to HR Department for necessary consideration and further action. The Benazir Income Support Programme requires three month's notice from all full-time employees. The Head of the Department/HR Department will endorse appropriate comments and pass the letter to the Management for final decision. HR Department will ensure to seize all the benefits (whichever applies to the respective employee) and inform Finance Department for final settlement. Finance Department will ensure that all the relevant Department Heads have signed the Final Settlement Form for clearance before making the final payment. Final settlement payment must be made through cheques only. No cash payment will be given as final settlement.

7.4 Retrenchment

Services of an employee shall be dispensed with in the event of budgetary constraints or abolition of the particular post. The employee will be entitled to the prescribed terminal benefits. In case of retrenchment the Management shall set up a committee under Director General (Admin and HR)/Director General (Finance) to make recommendations after making financial costs and assessments, the same shall be put before the Board, and if approved, the identified posts shall be retrenched, along with people serving against them. Relevant financial packages shall be prepared in keeping with the post and the length of service of the employee. The same shall also require approval from the Board.

7.5 Retirement

An employee shall retire from service on attaining the age of sixty. Any employee may seek retirement with full benefits after twenty-five years service in the Programme.

Part VIII

DISCIPLINE – CODE OF CONDUCT

8.0 DISCIPLINE – CODE OF CONDUCT

8.1 POLICY

Unsatisfactory job performance, under performance, misconduct, habitual lateness, absenteeism, failure to comply with Programme policies and procedures or any other breach of employer/employee relationship may result in disciplinary action.

Programme's policy is that disciplinary action against employees should:

- Be undertaken only in cases where good reason and clear evidence exists;
- Be appropriate to the nature of the offence;
- Be demonstrably fair and consistent with previous action in similar circumstances;
- Take place only when employees are aware of the standards that are expected of them or the rules with which they are required to conform

8.2 PROCEDURE

Depending upon the circumstances, employees may be subject to the following reprimand or disciplinary actions:

Coaching or Counseling

If an employee falls below the normal or acceptable requirements, under performs or gives unsatisfactory performance, coaching and counseling by his supervisor should take place as soon as practicable to prevent the situation from deteriorating to a more serious one, or becoming a habit. The supervisor officer should, first of all, find out what causes such behaviors, and assist the employee to rectify the shortcomings.

Verbal Warning

Even after coaching and counseling, if no improvement made by the employee, the supervisor shall give him verbal. The areas for improvement and the consequences of failure to make improvement within a specified period of time should be clearly explained to the employee. The warning should be recorded in a memo, acknowledged by the DG concerned and a copy of which should be sent to the Human Resources Department for retention in the employee's personal file. A verbal warning should be given to employee in the first instance of a minor offence.

Written Warning

If there is no improvement after the verbal warning has been given, a written warning must be given to the employee. The written warning should state the following:

- The nature of the offence with reference to Programme's policy, instruction or procedure which prohibits it or the particulars of under performance of the employee;
- Any past warning or action taken for similar violations or under performance;
- The details on disciplinary action being taken;
- The expectations or improvements required of the employee; and
- The future disciplinary action, which will be taken against the employee if the offence/under performance is repeated within a specified period of time.

Depending on the situation, the warning may be given by the Department Head. The warning letter must be explained clearly to the employee. He will be requested to acknowledge his understanding of the warning letter should circumstances warrant. A copy of the written warning should be sent to the HR Department for retention in the employee's personal file. Improvement by an employee after disciplinary action should be noted in the employee's personal file. The Department Head must constantly monitor the performance of the employee to ensure that he maintains a satisfactory performance over a specified period. A written warning should be given to the employee in the first instance of a more serious offence or after repeated minor offences.

8.3 Suspension of Employment

The Management may suspend the employment of an employee for a period not exceeding 14 days for investigation of any serious offence that could lead to summary dismissal. However, where the investigation is of a criminal nature and proper criminal proceedings cannot be concluded within 14 days, the suspension may be extended till the conclusion of the criminal proceedings.

During the suspension period, the employee will be paid salary as normal and will be given an opportunity to state his case. During the hearing of the case, he may be accompanied by a colleague if he so wishes. In exceptional cases, suspension without pay may be warranted but this decision can only be made with the approval of the Management.

8.4 Dismissal

The Management shall constitute committee, which shall hear the may dismiss an employee after verbal and written warnings have been given and if no improvement is made. Requirements of rules of natural justice and due process such as serving show cause notice and fair hearing etc. shall be adhered to at all times. In case of deputationist, his services may be reverted back to his parent department with advice to take appropriate action against him in accordance with the law. This does not prejudice the right of BISP to revert the services of an employee on deputation back to his parent department before the stipulated period without adhering to the aforesaid process if no allegation of misconduct or under performance is leveled.

8.5 APPEAL

An employee may appeal against suspension, dismissal with notice or summary dismissal to the Board. The appeal may be made within 30 days from the date the decision of dismissal or suspension has been communicated to the employee.

The appeal shall be submitted to the Secretary of the Board, in writing, which shall be placed before the Board in its next meeting.

Part IX

MISCELLANEOUS

9. Power to make Sub Regulations

The Management may make Sub Regulations to provide for and further clarify the employees' terms and conditions of service, regulate their conduct and deal with other matters connected therewith and ancillary thereto. However, no Sub Regulation shall be made contrary to the Act and these Regulations.
