

EMPLOYMENT CODE OF CONDUCT

6.5. Grievance Redressal Policy

A. Objective

The objective of the policy is to maintain a congenial work environment by defining a process for resolving employee grievances regarding terms of employment, working conditions or work relationships.

All staff members are expected to contribute to developing a work environment, which fosters positive attitude and good working relationships. However, problems or grievances can arise in the course of working with others. The policy provides guidelines to resolve any kind of grievance in a positive way as well as to allow an employee to raise any complaint regarding terms of employment, work conditions or work relationships which affects him/her and where he/she wants assistance in correcting the problem.

Purpose of Grievance Policy

- Facilitate employees and management to resolve grievances raised by employees.
- Create a healthy work environment.

B. Scope

This policy is applicable to all regular; project based, specialist cadre and short terms contractual employees of PPAF.

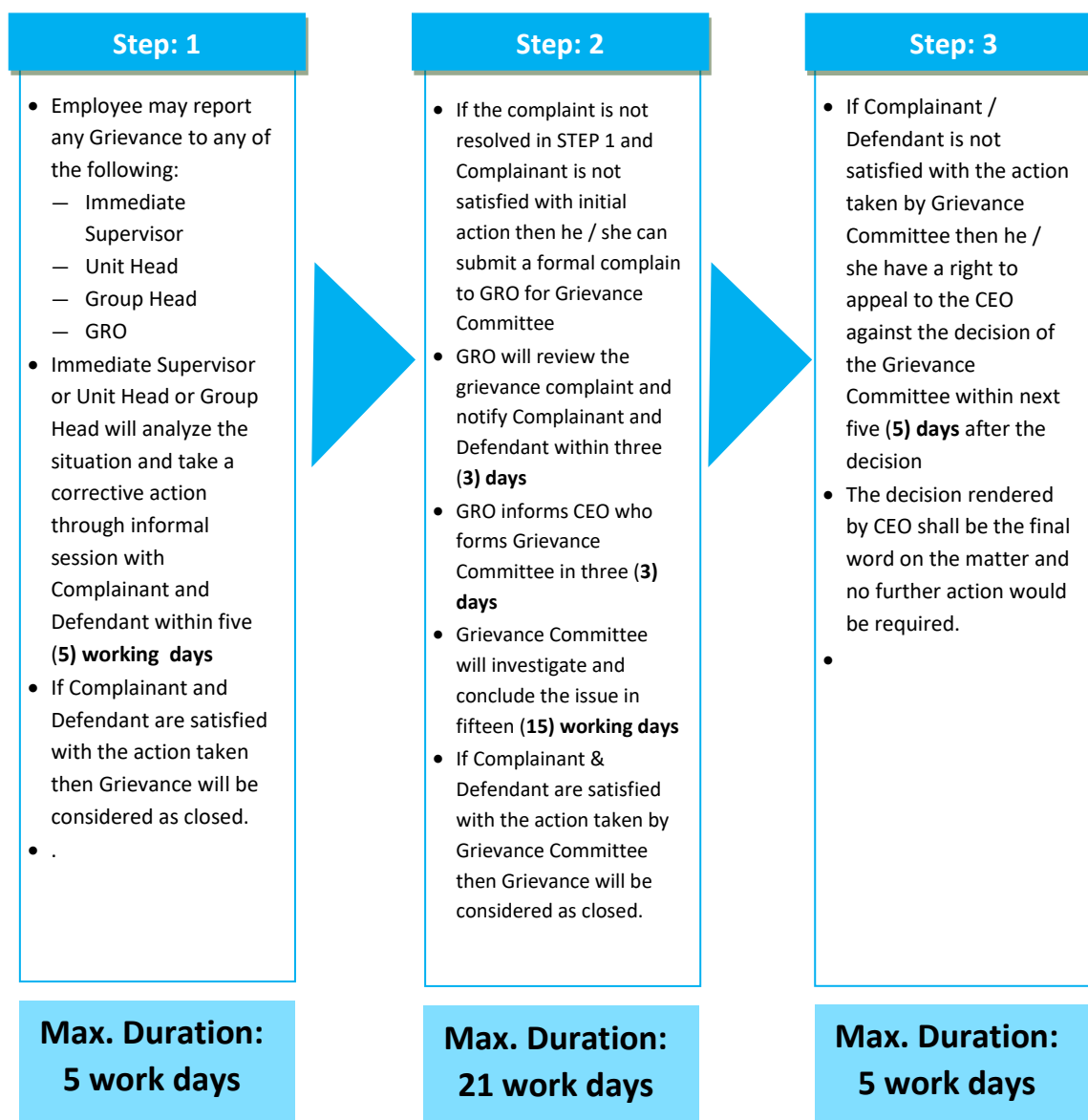
C. Policy

1. All Grievance issues are handled in a fair and just manner and where applicable within the stipulated PPAF Policy and legal boundaries of the applicable laws of Pakistan.
2. PPAF has an open door policy where complainants are encouraged to talk over their Grievance with Immediate Supervisor or Unit Head or GRO, whoever employee deems appropriate.
3. All Grievance cases are considered on merit, with relevant circumstances being carefully investigated before any action is taken.
4. All investigations, proceedings, witness statements and records of Grievance appeals and actions are kept confidential.
5. Complainants and Defendants are to be informed of the date set for the hearing of the appeal in a timely manner.
6. Defendant is given the opportunity during enquiry and at the hearing of the appeal to challenge any allegations and evidence before a decision is made.
7. All Complainants and Defendants have the right to appeal against any decision taken.
8. All grievances must be addressed within stipulated time.

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D. Procedure

Grievance Redressal procedure consists of both informal and formal steps; following is the summary diagrams of the steps taken for Grievance Redressal:



Grievance Redressal procedure consists of both informal and formal steps and details are as follow:

Step : 1

- A. The management of PPAF recognizes that the majority of its employees sincerely want to do what is required of them and follow the policies and procedures. Mostly grievance, in the first instance may be subject of informal discussions, counseling and offering every opportunity to fix the reported grievance. Employee who has a grievance may approach to his / her Immediate Supervisor or Unit Head or GRO, whoever employee deems appropriate.

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- B. In case the complainant raises the grievance to his / her Immediate Supervisor or Unit Head or Group Head or GRO, the Immediate Supervisor or Unit Head or Group Head or GRO shall investigate the matter and his/her grievance shall be settled / replied within five (5) working days after escalation of the grievance.
- C. The Immediate Supervisor or Unit Head or Group Head whomever Complainant reached may schedule a session with Complainant and Defendant which may be used to bring the event in Defendant's attention and to ascertain whether the Defendant recognizes that there is a problem. The session may also ensure the complainant that appropriate action is taken by the Immediate Supervisor or Unit Head or Group Head.
- D. If the issue is resolved here in the session within five (5) working days, nothing further needs to be done. If action cannot be taken during this period, the reason for delay will be recorded.

Step :2

- A. If the employee is not satisfied with the reply or the action taken by his/her Immediate Supervisor / Unit Head / Group Head or if the complaint is against his / her Supervisor / Unit Head, the aggrieved employee has the right to approach the Grievance Redressal Officer (GRO) for the consideration of the Grievance Committee. In case the employee escalates his/her grievance to the GRO, he/she should immediately inform GRO personally or in writing or by calling at 0092 51 8439450-79. The employee should also submit "Grievance Form" and all written concerns to GRO through email at GRO@ppaf.org.pk immediately after reporting to GRO.
- B. A written acknowledgement to complainant and an allegation notification to Defendant shall be sent promptly after careful review by GRO in any case within three (3) days.
- C. GRO shall review the Grievance Form and report to the CEO within three (3) working days from the receipt of the grievance. Where the grievance is of special nature then GRO shall discuss the option to suspend the accused (Defendant) employee. CEO will make the decision whether to suspend the accused (Defendant) employee or not.
- D. The decision of suspension does not in itself constitute a disciplinary act, but used as a precaution and it allows for a fair investigation to take place.
- E. The order of suspension is communicated in writing to the Defendant employee and takes immediate effect, together with a statement of the Defendant's right of defense with support from the official record. The Defendant may bring along a representative / co-worker for his/ her defense at the Hearing.
- F. The CEO shall constitute the Grievance Committee from elected pool of staff within three (3) working days to investigate in details. The formation of Grievance Committee cannot be challenged.
- G. The Grievance Committee shall have the power to call any employee for statement, evidence, information, as witness or otherwise.
- H. The Defendant will be provided with a charge-sheet/ show cause notice,

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setting forth the substance of the alleged misconduct. The charge sheet must include the following details:

- The nature of the allegations against the employee, including any statements/documents to be used during the Enquiry;
 - The employee's right to submit a written defense; and
 - The employee's right to representation and to call witnesses, etc.
- I. The defendant is required to give his/ her explanation in writing within a period not less than five (5) working days from the date of receipt of the charge sheet.
 - J. The Complainant & Defendant shall be given an opportunity of being heard. In this regard a Hearing Notice shall be issued to the employee mentioning therein the date, time and venue of the hearing. The Grievance Committee and GRO shall record the statement of the Defendant which will be signed by the Defendant. If the Complainant/ Defendant does not appear at the date, time and venue given in the Hearing Notice without any intimation to the Grievance Committee, the Committee may proceed ex-parte.
 - K. The Defendant shall have the right to support his/ her oral statement with relevant, credible and admissible evidence, witnesses, etc. and he/ she may also submit a written statement to the Grievance Committee. The Grievance Committee shall be entitled to put questions and cross examine the witness(es) presented by the Defendant.
 - L. The Defendant is allowed to counter the allegations or state their justification or reasons for the behavior in question, including any mitigating circumstances.
 - M. The Grievance Committee may have several hearings to provide a reasonable opportunity to the Defendant to produce evidence or complete his/ her arguments.
 - N. At the end of the enquiry, the Grievance Committee shall make final decision, based on the evidence produced before it, statements made by Complainant and Defendant, statements of the witnesses wherever applicable, and all other information and documents which are produced during the enquiry. The CEO shall have the final authority to approve the decision.
 - O. The Grievance Committee shall have a maximum period of twenty (20) working days to conclude and resolve the issue.
 - P. The GRO will support Grievance Committee during redressal process and maintain all records for future reference. GRO will also ensure the confidentiality of all records.

Step : 3

- A. The employee shall have a right to appeal to the CEO against the decision of the Grievance Committee within next five (5) working days after their decision. During the appeal, no action shall be taken against the employee.
- B. The decision rendered by CEO shall be the final word on the matter and no further action would be required.

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- C. All proceedings and decisions shall be placed in employee's file.

E. Penalties

Following are the penalties and procedure of the same if accused employee is found guilty.

- A. GRO and Immediate Supervisor/ Manager/ Unit Head arranges a session with Complainant and/ or Defendant within five (5) working days after the grievance is brought in notice/ observed to explore the extent to which a problem exists by citing historic trends, specific examples, facts or incidents; then quantify them in terms of frequency, cost, and levels of complaint or by providing evidences.
- B. GRO issues a verbal warning to the Defendant. The verbal warning is an important step in the Grievance Redressal process, because it is at this point that cause for further action may be prevented or - if cause persists - provides the foundation for further action(s).
- C. A written warning may or may not be preceded by a verbal warning depending on the seriousness of the inappropriate behavior or if one or more verbal warnings have been ineffective in correcting conduct or behavior.
- D. In the event of another grievance reported against same employee, or for a serious first grievance, the Defendant may be given a written warning by GRO after consultation with Immediate Supervisor / Group Head. Another breach shall be reported to the CEO for a serious inquiry by Grievance Committee.
- E. The written warning is most often used in circumstances where the employee has failed to regard an earlier verbal warning. The written warning contains full disclosure of the reasons, grounds for action, and/or penalty. The written warning should be placed in the employee file with HR.
- F. It is the responsibility of the GRO to arrange a meeting with the concerned employee within five (5) working days once he/she becomes aware of the employee's misconduct. A copy of the written warning should, whenever possible, be forwarded by registered mail to the employee in case it is not given in person. One (1) copy should be forwarded to the HR Department.
- G. The Defendant employee is required to sign the warning, which is then filed in his/her personnel file.
- H. If same grievance is repeated again, or if the offence is of serious nature then a second written warning is given by GRO after review of its nature and consultation with Immediate Supervisor / Unit Head, followed by a formal disciplinary interview which needs to be held within five (5) working days after the incurrence of actual event or when the event is brought into Immediate Supervisor/ Manager/ Unit Head's notice.
- I. The second written warning gives details of the grievance and of the required improvement, and, is placed in the personnel file held in with the HR Department.
- J. In case of a third instance, a final warning will be provided to the offender

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and suspension until a decision is made by the CEO as to what the penalty should be.

Types of Penalties depending on the nature of the Grievance

Depending upon how critical and serious the grievance is, the Grievance Committee may award any of the following penalties;

- Warning / Censure.
- Withholding of increment and/ or Bonus and/ or promotion.
- Recovery from remuneration of the whole or any part of the pecuniary loss caused to PPAF or its staff by negligence or breach of order.
- Termination/ Dismissal from PPAF's employment.
- Such other penalties (as per the law) as the Committee may consider appropriate in the circumstances.