

# NCS

**Education System**  
Educating the Nation

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**Human Resource  
Management**

The purpose of this policy is to set forth the guidelines to provide a standardized set of policies and procedures for Human Resource Management. All staff members are expected to comply with the policies and procedures set forth in this document, and encouraged to seek clarification if questions arise. The Human Resource Department must maintain a printed copy of the document for reference.

### **1) NCS EDUCATION SYSTEM**

#### **A) Vision and Mission**

We are committed to encouraging and developing enquiring minds and provide unparalleled learning opportunities for our students.

NCS Education system core mission can be expressed in three words  
EDUCATION, RESEARCH, SERVICE

NCS's primary goal is to provide a learning environment in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all.

#### **B) Values**

1. Punctuality, dedication and commitment
2. Honesty, integrity and respect
3. Patriotism and respect for local, regional, national and international communities
4. Mutual respect understanding and cooperation
5. Professional and personal grooming and development of staff
6. Care and Cure

#### **C) Organisation chart**

Organisation chart of NCS Education System is given in Annexure A.

### **2) ROLES AND RESPONSIBILITIES**

Human Resource Management (HRM) of NCS has a prominent role in creating a bridge that links the employees with NCS and vice versa. Recruiting people and further developing their skills are two of the major functions that are essential to achieving NCS's objectives. In this regard, it is important to ensure that the right people are assigned to the right jobs, and that relevant training programs are provided to maximize the input of every employee.

Fundamental to the HRM policy is a focus on equal opportunity and non-discrimination. This should be reflected in recruitment, work environment, career development and opportunity. Another focus in HRM work is an ambition to create a participatory, transparent and open work environment.

The approach to the people who work for NCS is that they are the foundation for the achievement of our mission. NCS recognizes that the people who work for us merit respect and proper management, and that effectiveness and success of our operation depends on the

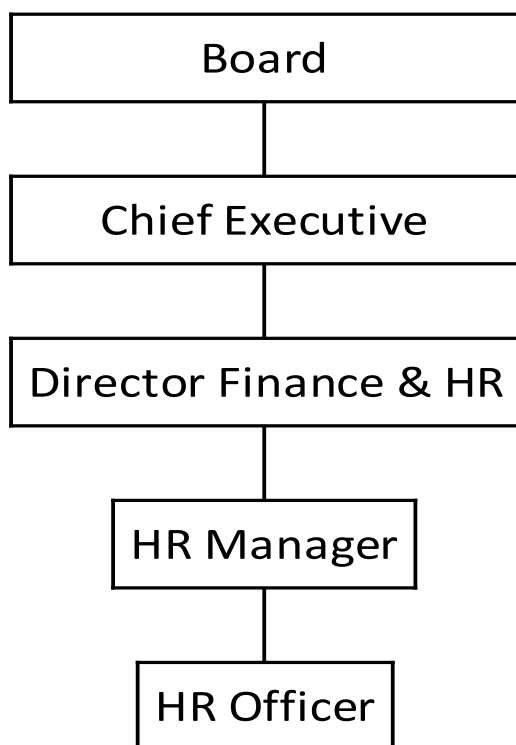
contributions of all salaried and contracts staff.

It is the obligation of all staff to adhere to these guiding principles and rules of NCS to achieve beneficial environment where all staff can develop and grow.

The major responsibilities of each party in connection with the Human Resource Policy and Procedures are as follows:

The **Human Resource Department** consists of an Director Finance & HR, HR Manager and an HR Officer. HR Officer reports the HR Manager, who reports directly to the Director Finance & HR.

## NCS Human Resource Department



The **Director Finance & HR** is responsible for the establishment and maintenance of an adequate Human Resource Management system and shall ensure that the relevant policies and procedures for Human Resource Management are strictly complied with.

The **HR Manager** is responsible for maintaining and enhancing NCS's human resources.

The core functions that are performed by HR Manager with assistance from HR Officer are listed below. The HR Manager may delegate any of these duties to the HR Officer.

- i) Planning
- ii) Promotions and Marketing/Advertising
- iii) Recruitment/staffing, selection and employee relations
- iv) Employee development and employee maintenance

- v) Managing change and facilitating training and development
- vi) Salary determination
- vii) Performance appraisal review and processing
- viii) Personnel data entry and records maintenance
- ix) Advisory services to management and employees - Grievances
- x) Exit formalities / Full and final settlements
- xi) Policy enforcement, review and updates
- xii) Employee engagement – welfare and motivation

The **HR Officer** is responsible to assist HR Manager in performance of core functions mentioned above.

### **3) BASIC WORK PLACE RULES**

General norms of office behavior that all employees of need to abide with are briefly described below.

#### **A) Office Discipline and Decorum**

All staff members shall:

- i) Observe, comply with and obey all orders and directives which may, from time to time, be given by any person or persons under whose jurisdiction, supervision or control they may be placed.
- ii) Conduct themselves in orderly and civilized manner so as to maintain a pleasant and conducive working environment, and not to disturb their colleagues working in close proximity.
- iii) To use low tone of voice and not speak loudly to colleagues across desks.

#### **B) Dress Code**

All employees should dress elegantly (keeping in mind our cultural norms) without being ostentatious. Employee may wear national dress on Fridays. Non-clerical staff i.e. drivers, messengers, security guards, office boys, machine operators, maintenance staff will always be in uniform.

#### **C) Courtesy and Manners**

Employees will maintain utmost courtesy and exemplary manners when interacting with each other, students and any other outsider party. Any violations of this code should be brought to the attention of supervising officials as well as the HRD for their information, record and remedial or disciplinary action.

#### **D) Smoking at the Office**

Smoking is prohibited in all offices. Outsiders may politely be informed of this regulation, introduced in the interest of health and welfare of all concerned as well as keeping the premises

neat and clean and pollution-free. Through these rules NCS demonstrates to the outside world that as an institution it cares for the people and the environment.

#### ***E) Attendance and Punctuality***

Punctuality is one of the basic rules of office discipline, which needs to be observed by all employees. Office timings will be notified from time to time.

#### ***F) Late Sitting***

It is recommended that all employees should endeavor to leave the office on designated time. However, where regular late sitting becomes necessary for business, duties are rotated amongst various staff members rather than over-burdening a few individuals.

It is recommended that late sitting should be checked by management a regular basis to ensure proper remedial measures where necessary.

### **4) CODE OF CONDUCT**

#### ***A) General***

NCS strives for creating conducive work environment by maintaining mutual relationships with all employees.

NCS also respects individual rights, and treats all employees with courtesy and consideration. Equally, it also expects from all employees to promote an atmosphere in keeping view with NCS's vision, mission and goals.

#### ***B) Code of Conduct***

- i) NCS work is guided fully by its vision and mission, and always strives best to meet its goals and objectives set forth. To attain this NCS may assign any task to concerned staff at any time deemed necessary. It is therefore staff's responsibility to complete the job at the specified time frame. In case of problem, staff is always encouraged to discuss with his/her line manager. Line Manager, within official means, will do best possible to sort out the issue. If the staff has some personal differences with line manager, then s/he can also put his/her grievances to second level higher authority.
- ii) While serving with NCS all employees are required to observe standards of personal conduct and job performance at all times. Violation of NCS polices/rules or other illegal or improper acts or practices by any employee is strictly prohibited and may result to any action including immediate dismissal. NCS has set the following standard of conduct which all staff must follow. This list is not all inclusive, but is expected to illustrate the types of conduct, if failed to abide by, may result in disciplinary action or dismissal.
  - Show commitment towards the vision and mission of the institution.
  - Feel duty as to safeguard NCS properties.
  - Show due respect to her/his line manager and work under the authority and guidance of line manager.

- Meet the minimum performance standard acceptable to the institution
- Cooperate with all staff of the institution and stakeholders.
- Maintain full honesty with the institution and its stakeholders concerned.
- No influence in daily performance and decisions based on any political biases.
- Not abuse her/his authority in any circumstances.
- Not accept any gifts, gratuities or money or other favours from anyone NCS conducts activities with.
- Not criticize institution's rules and regulations in public.
- Not violate institutions and the stakeholder's confidentiality even after retirement.
- Not involve in any destructive or illegal activities.
- Not absent from work without prior approval.
- Doesn't blackmail, coerce and defame the staff, management and other stakeholders.

## **5) JOB CREATION AND RECRUITMENT**

### **A) Types of employment**

For the purpose of this section, type of employment shall be classified into the following categories:

- a) permanent appointment
- b) part-time employment
- c) contracts – open ended or for specific time periods
- d) casual employment

#### **(a) Permanent and part-time appointment**

All permanent whether full or part-time staff members will receive an appointment letter which will be signed by the relevant Director.

All permanent staff members will have an employment number. This number will be shown on their ID card and they will have files kept with the office. Staff on permanent appointment are entitled to all benefits of employment.

#### **(b) Contracts**

Contracts show the starting date and the last date of employment if that is known. Staff on contracts will have an employment number and their files will be kept by the office.

All staff employed to implement a specific project for whom there is no employment once the contract is completed, must be employed on contract basis.

Volunteers will always be on contracts. Contracts may be used for other staff members based on an individual decision.

#### **(c) Casual employment**

Casual staff do not have an employment number and no ID card and their files are kept in the office where they are working.

Staff working on casual basis (e.g. on daily wages) do not have to have a contract.

***B) Recruitment policy***

- NCS shall employ most qualified persons within available resources.
- NCS shall provide equal employment opportunity to all qualified individuals irrespective of race, colour, religion, national or tribal origin, veteran status, marital status or gender.
- Competent females who believe that they can perform different job roles shall be encouraged to apply for different positions within NCS.

***C) Recruitment procedure***

***(a) Vacancy Announcement***

- i) The need of recruiting staff members shall be requested by the concerned line manager to the Director along with the reason. Request to set up a new designation must include job description, and person profile.
- ii) The above-mentioned request along with the recommendations from Director shall be submitted to Chairman for his final approval. All new positions and/or designations must be approved by the Chairman, before recruitment takes place.
- iii) All vacant positions will be advertised simultaneously internally and externally in order to provide equal opportunities for all qualified candidates to compete.
- iv) Internal candidates have to follow the same application procedure as external applicants.
- v) For internal candidates, HR section will be required to attach a copy of latest staff appraisal form and ask for written recommendations from the head of the respective section.
- vi) HR Department will advertise positions. News /media, personalized letters and other methods may also be used for positions.

***(b) Receiving and Processing of Applications***

- i) Applications for job with NCS are to be accepted at NCS Education System Head Office.
- ii) Whoever receives an application (reception or guards etc.), he/she has no right to read, comment and certainly not to refuse any application on any grounds. Such acts will be treated as misconduct.
- iii) Before the end of each working day, all received applications must be handed over to the HR Officer for further processing.
- iv) Applications received after the deadline for submission will not be accepted and thus will be treated as if they have not been received.

- v) HR Department should stamp each application and note the receiving date on application.
- vi) Once all the applications are received by the closure date and sent to HR Section together with the concerned section, will set a date for the Employment Committee to screen the application and select those to be invited for the interview.
- vii) The process will take place by selecting those candidates with the highest prospective according to the specified standards for the position.
- viii) Due to limited resource availability and communication difficulties, NCS does not promise information of the outcome for those not selected for a position.

***(c) Employment Committee (EC)***

For any processing of job applications that falls below the position of Director, an EC shall be formed. This committee has the responsibility to screen and short list candidates, prepare necessary tests, interviews and select a candidate. EC shall consist of the following members:

- The Chairman or any officer assigned by him for this purpose;
- Director Finance & HR;
- Director Campus (in case of administrative position)
- Director Academics / Coordinator (in case of faculty position)
- HR Manager

***Responsibilities of the Employment Committee (EC)***

- i) The EC should first screen all applicants and make a short list of the candidates deemed mostly suitable, based foremost on education, skills and experience.
- ii) These candidates will then be invited for test and/or interview on dates, the EC may decide upon.
- iii) For most positions a written exam (technical, mathematical or specimen of writing, grammar and understanding) or practical exam will add fairness to the selection procedure.
- iv) Exams can both be used to give guidance during the interview or further narrow the number of candidates to take for interview.
- v) Exams should be prepared by concerned section and be:
  - Clear and easy to understand,
  - Free from questions that simply can be answered with a yes or no,
  - Framed in such a way that there is no need of prior knowledge to specific rules, procedures or terminology.
- vi) For the purpose of elimination any form of nepotism, the result will be viewed by the EC for correctness and interpretation.



- vii) Question papers and copy of the result of selected candidates will be kept for further reference for six months. Only the EC will see results. Disclosure of the contents to outside parties will be considered misconduct.
- viii) The number of people called for interview for any one position should ideally be two or three of the most qualified candidates provided that an adequate number is available. However, there may be situations where more or less candidates are deemed necessary by the EC for interview.
- ix) The selection should be done unanimously by all members. If, however, one member of the committee disagrees, a second interview by alternate members from the same sections will be recommended for the purpose of obtaining a consensus.
- x) If there is an internal candidate that is perceived equally qualified with an external candidate, NCS's candidate should be given preference.
- xi) An evaluation form should verify the consensus where all members of the committee may sign.
- xii) A first and a second choice should always be selected if, for some reason, the preferred candidate cannot take the job offer.
- xiii) The decision of the EC is final and can only be revoked by the Chairman. Members of the EC are not permitted to disclose or discuss why or why not a candidate was considered to be successful /unsuccessful to any outside individual.
- xiv) It is desirable that references are checked at all times to verify a background check of the selected candidate. This is the responsibility of the HR Department.

***(d) Qualification, Experience and Competency required for different positions***

Based on market availability, NCS will always look forward to hiring qualified, experienced, and competent candidates as demanded by the job. Generally, three types of competencies (knowledge, skills and capacity) will be required for different positions. The selection of staff members will be on the basis of these competencies.

- Academic degree and work experience.
- Functional competency: including knowledge, ability, and past performance.
- General competency: including language, hands-on skills, and personal traits.

Every staff member must have these competencies to the extent specified by the EC, which will be defined at the time of recruitment. The following table gives the general qualifications and competency standard for the staff in each category.

Competency areas	Key requirements
<b>Executive (Grade A-C)</b>	
Academic degree and work	Post graduate or higher degree;

experience	At least ten years of experience in Education/Health sector or in any senior management position Experience of three years in the relevant sectors is desirable
Functional competency	Knowledge about Education and Health Sector and institutions development Proven performance in the field of experience (advisory services, research work on development etc.) Other relevant competencies specified by the EC
General competency	Required computer skills – MS Word, Excel, Power Point Fluent in written and spoken English and in local languages
<b>Senior and Middle Management (Grade D-E)</b>	
Academic degree and work experience	Preferably University degree in related field (for internal staff this will not be mandatory) Five years of experience in similar job with preferably two years in Education/health sector
Functional competency	Knowledge of modern management practices Familiarity with relevant field of work Functional skills as specified by EC Other relevant competencies specified by the EC
General competency	Good command in English and fluent in local language(s). Familiarity with computer application at least MS Word, Excel Appropriate job support competencies as defined by EC
<b>Officer (Grade F)</b>	
Academic degree and work experience	Graduate/Diploma degree Experience in relevant field has an advantage
Functional competency	Knowledge of the sector, job concerned Familiarity about development concepts Functional skills as specified by EC Other relevant competencies specified by the EC
General competency	Good command in English will have an advantage Computer skills – MS Word, Excel Fluent in local language(s). Appropriate job support competencies as defined by EC
<b>Support Staff (Grade G-H)</b>	
Academic degree and work experience:	Literate Other aspects as specified by EC based on nature of job
Functional competency:	Appropriate experiences as per the job requirements as specified by EC Other relevant competencies specified by the EC
General competency	Appropriate job support competencies as defined by EC Minimum Personal effectiveness competencies

The following table best describes qualification and experience requirements for hiring faculty staff:

S. No.	Position	Pay Scale		Source	Minimum Qualification	Minimum Experience	Probation
		Grade	Level				

1	Demonstrator	B	I	External / Internal	Bachelors in relevant subject	Fresh graduates	3 months
2	Demonstrator	B	II	Position in S. No. 1 above		Successful completion of 3 months' probation	Nil
3	Lecturer	B	II	External	Bachelors in relevant subject	More than 6 months and less than 1 year teaching experience	1 month
4	Lecturer	B	II	Position in S. No. 2 above	Bachelors in relevant subject	Successful completion of 6 months teaching	Nil
5	Lecturer	B	III	External / Internal	Bachelors in relevant subject	2 years teaching	1 month
6	Lecturer	B	IV	External / Internal	MS in relevant subject	4 years teaching	3 months
7	Programme Coordinator	C		External / Internal	Bachelors in relevant subject	1 year teaching	3 months
8	Assistant Professor	D	I	External / Internal	MS in relevant subject	4 years teaching experience with 2 years post-MS teaching experience	3 months
9	Assistant Professor	D	II	External / Internal	MS in relevant subject	5 years teaching with 3 years post-MS teaching experience	3 months
10	Associate Professor	E		External / Internal	M.Phil./Ph.D.	10 years teaching with 5 years post-M. Phil teaching experience	3 months
11	Head of Department	F		External / Internal	MS in relevant subject	4 years teaching experience with 2 years post-MS teaching experience	3 months

**(e) Short listing of Applicants Criteria Weightage**

Applications will be shortlisted according to the criteria decided by the EC for the position in question. NCS will follow the given criteria with weightage for different categories of staff to be appointed.

Criteria	Weightage
<b>Management Level</b>	
Academic qualification and experience	40%

Functional expertise and competency	50%
Preferential criteria	10%
<b>Officer, Assistant officer and Support Staff</b>	
Academic qualification and experience	60%
Functional expertise and competency	30%
Preferential criteria	10%

In general, the ratio of short listed applications to the vacancy will not exceed 1:10. Only shortlisted candidates will be informed for written test. Similarly, for interview this ratio will not exceed 1:3.

**(f) Screening of Applicants**

The candidates will have to undergo through the following screening process for selection depending upon the decision of EC:

**i) Written test**

The written test will be conducted for shortlisted candidates to assess one’s knowledge in the related field. This test will be aimed at assessing the job support and functional competencies required for the job. Besides, analytical skills and communication styles could also be inferred from this test.

**ii) Individual interviews**

Successful candidates in the written test have to undergo through interview. Interview will be focused on candidates’ general understandings of the job and also to gain additional information on his/her competency level in general.

**iii) Practical test**

This will be applied to test hands-on skill of candidates in selected areas such as like computer application, driving etc. All candidates selected for interview will have to go through practical test if demanded by the job.

**iv) Group dynamics test**

For some selected positions, especially for management level, candidates may need to go through group dynamics test. Group discussions or other appropriate tool like presentation will be used for this purpose. This test will assess the candidates’ personal effectiveness qualities and their compatibility with the values and principles of NCS.

**v) Final selection**

Based on the results of the candidates on different tests, most suitable candidates will be selected and will be offered the job.

Depending upon nature of job, type of tests to be taken for given position will be decided by the EC. Some candidates who failed to be finally selected but are just below the finalists in

total ranking will be considered for wait list. Depending upon number of positions to be fulfilled, 1-3 wait list candidates can be considered.

***(g) Appointment***

- i) The selected candidate will be informed of his selection. The selected candidate must join the service within 30 days of selection decision. Failure to do so will automatically lead to appoint wait listed candidate.
- ii) However, in some cases if the candidate cannot join within 30 days due to her/his obligation of meeting notice period to the employer, the EC can consider for some extension. The service period of all staff will be counted from the date of appointment, but only upon successful completion of the probationary period.
- iii) The HR Department will prepare the contract for all staff signed by the Chairman, or his designated authority. Two originals will be made, one to be retained by the employee and the other to be kept by the HR Department. Along with the contract, employee will be given job responsibility.
- iv) For any employee who is newly hired, 50% of the 1st month's salary shall be retained by NCS as a surety against performance of duties for the specified period of time mentioned in the contract. After successful completion of the agreed period, the amount retained as surety shall be paid to the employee.

***(h) Staff Identity Card and Code***

- i) All staff working under permanent or contract basis will be given NCS identity card for use only while on official duty. Any misuse of the card detrimental to NCS may result in disciplinary action. Loss of the card must be reported immediately to relevant line manager with the reason.
- ii) Cards will be renewed for staff upon completion of probationary period. The renewed card will also possess staff code number. The card shall be renewed as and when required.
- iii) Staff identity card must be returned to NCS upon termination of employment or staff leaving the institution due to any reason. For the employee failing to do so an amount equivalent to 5 % of the basic salary shall be charged as fine and will be deducted from his/her final payment.
- iv) NCS will assign organizational code to all staff upon successful completion of their probationary period. This code will be the main identity of a particular staff and should be used in all correspondence by/with NCS.

***(i) Employment Age***

NCS does not agree to employment of persons, no matter position or contractual form, below the age of 16. Anyone intentionally giving false information on the date of birth can be subjected to disciplinary actions.

***(j) Ineligibility for appointment***

In the following cases, the selected candidate will be ineligible for appointment in any position. Reveal of fact even after the appointment will lead to dismissal from job with immediate effect.

- If she/he was terminated by other organizations with charges on corruption or misconduct.
- In case of an attempt to influence the selection process by submitting false documents/statements in the application.

**6) TERMS OF EMPLOYMENT/EMPLOYMENT CONTRACT**

***A) General***

This section sets out main contents and rules of the signing of the employment contract. The employment contract is a signed agreement between the employer and the employee. Under the terms of contract, the employee agrees to provide services to the employer in return for remuneration and benefits according to the terms and conditions outlined in the contract.

***B) Policy***

- Contract shall be signed with every staff member of NCS.
- No clause shall be added in the contract which is inconsistent with the provisions of this manual.

***C) Signing of Contract***

- Contracts of all the staff shall be signed by the Chairman and the employee.
- The Chairman can expressly assign any other officer to sign the contract on his behalf.

***D) The employment contract***

Employment contract shall provide the following minimum information:

- Name of the employee;
- Father name
- CNIC number
- Permanent address
- Designation;
- Duty station;
- Contract period;
- Working hours;
- Rights and obligations of employees;
- Duration of probation period;
- Other staff benefits;
- Termination and other penal activities.

***E) Probationary period***

- i) All new staff hired will be under probationary period of three months. This will also include on the job training wherever applicable. In case of dissatisfaction by the employee or by the employer, the employment can be terminated by both sides within a notice period of one week.
- ii) In case of doubts, NCS may exceptionally require a prolongation of the probation period by another two to three months.
- iii) If any staff is selected for another position in NCS either through internal promotion or open competition, then he/she may or may not need to go through probationary period upon discretion of EC.

***F) Job Descriptions/TOR's***

All NCS's staff will be given a Job Description or TOR's at the time of employment. This document specifies a detailed duties and responsibilities pertaining to the employment. A copy of staff Job Description/TOR shall be kept in the personal file in the HR Department. The job description/TOR should be used as an active document and be reviewed by the line Managers regularly for performance appraisal.

***G) Other employments***

- i) Permanent employees of NCS are not allowed to have employment contracts with any other entity. This would be considered as misconduct.
- ii) Permanent employees that obtained consultative/evaluative work with entity outside NCS must seek the written approval of the Chairman.
- iii) If any employee found guilty in case of concealing such facts from management, h/she shall be subjected to disciplinary actions that may result in his/her termination.
- iv) Permanent employees who have an involvement/investment in any other entity must under all circumstances refrain from trying to obtain business contracts or hiring of equipment, tools and facilities with NCS. Doing so will be considered as a misconduct.

***H) Personal files and Records***

- i) Personal files for all employees will be set up and maintained by the HR Department. Such files will contain all relevant information related to job and employment history of the staff. Staff should submit his/her details in the job application form. Should any employ wish to view his/her file, it can be done in the presence of the HR Officer.
- ii) The personal file should contain, but not necessarily be limited to, the following:
  - Application form;
  - Interview Notes;

- Copies of certificates,
- Copy of CNIC;
- Copy of NCS ID Card;
- Signed contract with job responsibility;
- Performance appraisal forms;
- Leave records;
- Transfer letters;
- Warning letters, letter of appreciation, if any;
- Changes of address, contact details, if any;
- Details of higher studies, training, seminars etc., if attended officially;
- Any other changes that relate to position, complaint, or any other relevant personnel details.
- Emergency contact numbers
- Clearance form/Exit Interview Notes if any;

***I) Confidentiality of Information***

Information contained in the personal file should not be disclosed to any other staff or outsider until and unless required in connection with some official need. In such case, authority to disclose the information must be sought from the Director.

**7) REMUNERATION AND BENEFITS**

***A) General***

- i) NCS will strive for providing competitive salary and allowance to its staff not only to attract them for job but also for long-term retention.
- ii) NCS has a policy for annual salary increment considering inflation, financial situation of the organization and performance of its employees.

***B) Salary scale***

- i) Employees are classified according to grades (A-H) with A representing officers with high authorities. A single grade is divided into 3 levels namely Level 1, Level 2 and Level 3.

<b>Grade</b>	<b>Positions</b>
A	The Chief Executive
B	Directors at the Head Office level
C	Directors at Campuses, Directors of support functions, Principals
D	Deputy Directors, Coordinators
E	Senior Lecturers, Managers
F	Junior Lecturers, Officers, Supervisors
G	Drivers, Security guards
H	Messengers, Office boys, Machine operators, Maintenance staff

- ii) The Level shall be determined on the basis of academic qualification, additional training,



professional experience and work performance.

- iii) Level 1 has to be applied to fix the salaries of new employees. However, in some case upon discretion of the EC, an employee may be hired in other Levels based on his competencies.
- iv) Employees who successfully Level 3 will be entitled to seniority allowance if, the employee is not competent enough to meet the criteria of higher grades and promotion to higher grades.

The seniority allowance shall be paid to employee as explained in Seniority Allowance section.

- v) A change in job description/ToR's may result due to assigning of new tasks and responsibilities to the concerned employee which may promote the employee from one level to another, or from one grade to another (only if an employee meets the criteria of other grades).
- vi) Any change in grade will be communicated to the employee in writing, accompanied where appropriate, by revised job description/ToR's.
- vii) Salary may be revised, when deemed necessary by the Chairman to keep it consistent with the prevailing economic conditions of the country. The revised salary scale has to be in line with the approved budget.

**C) Salary payment**

Salary will be paid to staff on last day of each month (Gregorian calendar). Income tax as per legislation will be directly deducted from staff salaries and transferred to the tad authorities. Each employee will get a yearly confirmation and statement of account about his tax payments.

**D) Annual Salary Increment**

- To cover part of inflation and also as recognition to staff's contribution to the institution, NCS will do its best to increase salary from time to time based on market situation and its financial position. Salary increment will normally take place from 1st day off January.
- The salary increments shall be decided by the Chairman in consultation with Senior Management Team. For any increase in salaries, the Chairman shall consider the increase in general basic living costs, the work performance and the change of function.

**(a) Living Cost Index**

Decisions on adjusting salaries due to increased living cost are taken by the Chairman annually in December to revise the salary scales for next year, after consultation with SMT, similar organizations, rates published by the Government, or taking other factors into consideration. Such adjustments are not a guaranteed element of the NCS benefits package. Each year will be treated on a case by case basis.

### ***(b) Performance Assessment***

- NCS does not guarantee to provide all staff with regular annual level increases. Nonetheless, each Department Head has to make a staff appraisal, which includes the qualitative aspect of an employee. The document is strictly confidential and has to be forwarded to Director by mid-December each year.
- Final decision is taken by the Chairman regarding the increments. Criteria assessed are personal, social, intellectual attitudes and behaviour, job understanding and output, leadership and contributions to the institutional development, accountability of the position and other factors of interest to NCS.

### ***(c) Change of Function***

New functions can be proposed by the Department Head. Normally they are linked to outstanding performance during the year, and require new Terms of Reference. New functions entitle to a revised salary.

**Note:** Change of function may also arise in case of downgrading or demotion of employee due to any misconduct, which is proven. In this case the salary of the person will be revised as per new position.

### ***E) Gratuity***

- i) Employees extending their services to NCS for more than 3 years without any interruption in their services shall be entitled to a gratuity allowance of a 13th salary per year. The purpose is to accumulate some savings. The total amount of the 'gratuity' will be calculated by the number of years (calculated pro rata and for full months of work) multiplied by the amount of the last basic monthly salary.
- ii) In case of any serious offence caused to the organization by the employee, NCS reserves the right to withhold the gratuity in full or in part. Unpaid leave granted upon request of the employee shall not be counted for the purpose of gratuity payment.

### ***F) Seniority allowance***

- v) Employees who successfully reach Level 3 will be entitled to seniority allowance if the employee is not competent enough to meet the criteria of higher grades and promotion to higher grades.
- vi) The seniority allowance shall be paid to employee on the following grounds
  - H/she has reached Level 3
  - H/she cannot be promoted to next grade due to lack of competency and necessary skills for the next grade
  - H/she has served NCS for a minimum period of 3 years
  - His/her appraisal carried out every year indicates excellent performance
- vii) The value of the allowance shall be determined by the Chairman that will be paid to such

an employee and shall form part of the salary of such an employee.

**8) LEAVE MANAGEMENT**

**A) General**

- i) NCS respects government's decision with regard to public holidays.
- ii) Leave facility provided by NCS will be in commensurate to similar organizations operating in the country.
- iii) This chapter sets out policy guidelines for the admissibility of leaves to the employees.
- iv) Changes will be notified from time to time in accordance with the requirements.
- v) For the purpose of this Section, leave shall be classified in the following:
  - Annual Leave
  - Sick Leave
  - Maternity leave
  - Unpaid Leave
- vi) Any leave without taking permission from the respective Department Head shall be considered as absence and be deducted from the employees' salaries.
- vii) All NCS employees are required to sign-in and sign-out through the biometric device. On a monthly basis, staff follow up is to be completed (# of working days, # of days of leave/holidays, etc.) by the HR Officer.

**B) Public Holidays**

NCS will observe the public holidays on the basis of announcements made by Government. Since some of the holidays vary from year to year and also subject to appearance of moon, tentative holiday list for the year will be announced at the beginning of each year by the management.

**C) Annual Leave**

- i) All employees are entitled to 20 days leave per year.
- ii) Staff going through their probationary period shall be entitled to their annual leave on pro rata basis
- iii) The respective Department Head will prepare a tentative leave schedule for their staff at the beginning of the year. This schedule will ensure that the annual work plan, without affecting the workload, allows the staff members to use their annual leave. A copy of the tentative annual leave plan must be provided to the HR Department.
- iv) A maximum of 10 days of leave can be forwarded to the following year up to three months

of the year only i.e. January-March. If the employee fails to avail his/her leaves during the 3 months, then his/her leaves shall be cancelled and h/she shall not be compensated against unavailed leaves.

- v) The timing of availing annual leave shall be coordinated between the employees and the Department Heads to ensure that employees get break at regular intervals.
- vi) Staff is required to fill out the Leave Request Form and obtain their Department Head or Supervisor’s prior approval.
- vii) Before the leave is approved, the HR Department shall check and attest the available leaves to the staff.
- viii) Required advance notice for leave is as follows:

Leaves	Advance notice
1-2 days	One day in advance
3-5 days	One week in advance
More than 1 week	Two weeks in advance

- ix) Employees are not entitled for the payment of unutilized annual leave.

**D) Sick Leave**

- i) If an employee falls sick and cannot attend work, the days of such sickness will be deducted from annual leave. The sickness has to be reported on the first or second day.
- ii) Would the sickness last for longer than 3 days, a medical certificate from a well-known/licensed Medical Doctor/Hospital is required.
- iii) Any sick leave if exceeds 10 days, the salary of the employee shall be paid on pro rata basis whereas, if the sick leaves are less than 10 days, employee will be entitled to full month’s salary subject to availability of his annual leaves.
- iv) Sick leaves less than 10 days shall be adjusted against the annual/compensation leaves where as any sick leaves for more than 10 days shall be deemed as unpaid leaves and salary shall be deducted accordingly.
- v) If employee remains absent on account of sick leaves for more than 1 month, the contract of employment shall be considered as terminated unless the Chairman is provided with any reasonable justification by the respective employee in subject.

**E) Maternity Leave**

- i) Female staff shall be entitled for up to 60 days of maternity leave, unpaid or at the usual monthly salary if they worked at least for two full years with NCS.
- ii) Paid maternity leave of 15 days shall be allowed after 2 years of previously availed leave

only. If any employee requests for such leave within 2 years of the previously availed maternity leave, then such leaves shall be unpaid.

**Note:**

Children should not accompany their parents during the office hours in NCS offices

**F) Bereavement Leave**

In the case of death of immediate family member of staff, paid bereavement time will be given maximum of 3 calendar days at a time. 'Family member' for this purpose will cover only own father, mother, spouse, child, brother and sister of the staff concerned. In case of death of other members in the family or of any other close relative, staff should use annual leave.

**G) Marriage Leave**

- i) Any staff if to get married while working with NCS will be entitled for 15 days of marriage leave.
- ii) In case of marriage of employee's son/daughter, then he/she will be entitled to two days of leave.

**H) Unauthorized Leave**

Unauthorized leave is defined as failing to report for work in three consecutive working days without a leave approval or sick leave notice. In this instance, a written warning will be given and salary be deducted for the number of days absent. If a staff member is absent from work for more than 10 consecutive working days without valid reason, his or her employment will be terminated.

**I) Unpaid Leave**

Staff has no automatic right to unpaid leave. However, in special circumstances, consideration may be given to a written request via the respective Department Head. In instance where the employee does not have any balance of any of the above-mentioned leaves, s/he can opt for leave without pay. Salary shall be deducted for every day of leave without pay. Granting leave without pay shall be at the discretion of the Chairman.

**J) Counting public holidays during leave period**

Unless and otherwise specified, normally public holidays will be counted while approving leave request. No extra leave day will be considered/granted as compensation to such holiday.

**K) Leave request and Approval**

- i) All leave requests need to be channelled through concerned authority for approval as per table given below:

Leave request of	Recommended by	Approved by
Directors		Chief Executive
Principals, Deputy Directors, Coordinators, Supervisors	Immediate supervisor (if any)	Campus Director
All other staff	Director/Department Head	Campus Director

- ii) The chairman can delegate the approval authority for any particular category of employees.

**9) PROMOTION, TRANSFER AND STAFF DEVELOPMENT**

**A) General**

- i) NCS gives priority to filling vacant positions through internal promotion to the extent possible.
- ii) NCS has a policy of transferring staff to different campuses as and when required.
- iii) NCS strives for promoting staff development opportunities to its staff.

**B) Promotion**

For the positions to be filled through internal promotion, based on experience, qualification and performance of the staff s/he will be promoted from one position to another.

**(a) Basis for Promotion**

Following basis will be used to promote staff on internal competition basis.

**Staff Appraisal/Performance assessment**

- i) Each Department Head has to make a staff appraisal, which includes the qualitative aspect of an employee. The document is strictly confidential and has to be forwarded to Director by mid-December each year.
- ii) The Senior Management Team shall carry out the performance assessment (on the same document forwarded by the Department Head) of the employee, which includes the quantitative aspects of the appraisals.
- iii) Final decision is taken by the Chairman regarding the promotion and increments. If the staff has performed outstandingly and has the necessary skills and competency for any other vacant position, then h/she shall be promoted to that position with revised TOR's and salary scale.

**(b) Restriction on Eligibility for promotion**

The candidate will not be considered eligible for promotion in the following circumstances:

- During suspension period if s/he is under suspension.

- For the period in case s/he is barred from promotion due to disciplinary action.
- For the period if s/he has received warning letter or facing any other disciplinary action.
- During the period if staff is on 'leave without pay'.

### ***C) Transfer***

- i) As and when required, staff will be transferred from one Campus/Section to other. Transfer will be done to enrich the staff experience on different geographical areas, level of Campus and nature of work.
- ii) The Chairman will have the authority to transfer the staff. While making transfer, it will, however, be ensured that the transfer is done in close consultation with the Senior Management Team.
- iii) Upon transfer, it will be concerned staff's responsibility to handover duty and other official materials/documents to the staff (as designated by the Department Head) in the office and join the new office at the earliest possible. Failing/refusal to join within stipulated time period may lead to disciplinary action.
- iv) Upon joining the new office, it should be reported to the Campus Director and other concerned offices like where s/he was transferred from and concerned department immediately. The transfer letter duly authorized shall be placed in the personal file of the respective employees for future reference.

### ***D) Staff Development/Capacity building***

- i) NCS will continuously put its effort to develop staff competencies. Job orientation training will be organized to all staff upon appointment. Besides, the Institution will also conduct in-service training, workshops, seminars regularly for its staff as and when deemed necessary. NCS will organize exposure visits to other institutions in the region to give opportunity to its staff to bring in new ideas and skills that would contribute to excel future performance.
- ii) Any employee who receives training shall sign a bond with NCS and the employee is required to serve the organization for specific period of time. The specific time period will be decided by the Chairman and will vary depending upon the training acquired. If the employee decides to resign before the agreed time, then h/she shall reimburse 75 % of the cost spent by NCS on his/her training.

### ***E) Academic career development***

NCS will extend support to those staff wishing to pursue academic career on part time basis if the study field is relevant to the institution's work. However, NCS will not provide such opportunity if the official work is to be affected due to absence of staff from work. Also, while granting such opportunity; NCS management will consider overall performance of the staff.

## **10) RESIGNATION, RETIREMENTS AND TERMINATION**

**A) General**

- i) Each employee of NCS is expected to behave in an honest, respectful and responsible manner towards colleagues, supervisors, visitors, customers, local authorities etc. Each employee is also expected to encourage an atmosphere of team spirit and cooperation within NCS.
- ii) The employee is further expected to respect and carry out instructions and decisions made by their line Managers.

**B) Resignation**

- i) Any staff willing to resign from service should tender resignation in writing with the notice period mentioned in his/her employment contract to the Chairman through Department Head. Authority to accept, withhold or reject the resignation will, however, solely remain with the Chairman.
- ii) Failing to give required notice, salary and allowance for the notice period will be deducted from benefit package or any other source the institution is liable to pay to the staff concerned.
- iii) Use of annual leave balance will not be considered for such notice period as it may affect the work.

**C) Termination**

- i) If a staff members remains absent for a period of 1 month on account of sick leave, his/contract of employment shall be terminated. However, the Chairman may revoke such termination in writing in case h/she is provided with any reasonable justification by the staff member.
- ii) If a staff member is absent from his/her duty station without any intimation to his/her line manager for 10 days, disciplinary action shall be taken.
- iii) For the purpose of this section, proper intimation/communication shall be considered as follows:
  - Letter/ application to the effect; and
  - Email
- iv) Following are few instances that may attract penal and disciplinary actions under this section:
  - Theft, misuse of NCS funds or property
  - Wilful Negligence in the care of NCS property
  - Physical fighting with any other employee
  - Wilful negligence/ disregard for safety of employee or any party related to NCS
  - Unauthorized disclosure of confidential information



- Discrimination among employees for reason of gender, age, tribe, religion or any other factor not directly relevant to the purpose of the activities of NCS
  - Use of Alcohol or any intoxication within duty hours
  - Wilful non-compliance of rules and regulations set out by NCS
  - Soliciting and receipts of undue favours during the procurement process
  - Possession or use of fire arms during duty hours
  - General harassment verbal/ physical abuse and intimidation of employee, or any party related to NCS
  - Any accomplice of an employee against whom disciplinary actions are being considered
  - Any other instances for which the management believes that disciplinary actions are required
- v) Procedures for disciplinary action shall be in accordance with the provision of the section Disciplinary Action.
- vi) However, in case of any serious offence, NCS may overrule the formal disciplinary procedures and may directly proceed with the charges during explanation call of the employee, which will eventually result in employee's termination.
- vii) In case of dismissal, NCS reserves the right to withhold the gratuity payment of employee.

***D) Departure feedback***

All staff leaving NCS, either due to resignation or retirement should give their feedback to the management about his/her experience with NCS along with comments and suggestions for future improvement. NCS welcomes such inputs from its staff so that it could serve better in future. Department Heads should ensure that exit interview of the staff is taken. In some cases, (like due to personal difference with the Department Head) second higher authority may take exit interview of staff before leaving.

***E) Clearance of Account***

The staff that leaves NCS should have his/her personal accounts cleared in all respects. Also, it is the responsibility of the concerned staff to ensure that all advances are paid back to NCS. Any official asset should be returned to the office. Any staff member failing to comply with these will be liable to face action including informing new office of the staff, if applicable. Exit Checklist Form shall be used for clearance of accounts of employees.

**11) DISCIPLINARY ACTION**

***A) Disciplinary actions***

Disciplinary actions may include: written or verbal warning, probation, suspension, and/or dismissal from employment. NCS reserves the right to apply any or all of these disciplinary actions as deemed necessary. An employee may also be dismissed for serious infringement without prior warning.

All staff must remember that breach of any above-mentioned code of conduct is punishable

under NCS's rules and regulations. Disciplinary action will depend upon official investigation done by NCS.

Following disciplinary actions can be taken against the staff if proven guilty:

- Issue written warning
- Collect financial loss caused by the staff fully or partially from his/her salary or other personal assets.
- Suspend promotion or salary increment.
- Suspend from job declared "eligible for future NCS's jobs"
- Suspend from job declared "ineligible for future NCS's jobs"
- Demotion or downgrading
- Withhold gratuity/security payment

NCS can terminate contract for both permanent and contractual staff in the following situation. The Director or his/her designated official will have the authority to terminate contract of the staff in question.

- Not able to perform assigned duty due to incapability;
- Absent for more than 10 days without prior approval;
- Breach of institution's code of conduct;
- Misappropriation of NCS's or client's properties;
- Work against the prestige and future growth of the organization;
- Convicted by court in criminal or other moral ground;
- Corruption charges;
- Sexual harassment;
- Misuse of organizations ID cards;
- Blackmailing, coerce staff, management and other stakeholders

***B) Procedure for disciplinary actions***

If NCS deems necessary to take disciplinary action against any staff, the staff will be first oriented about the charges and a written warning will be given by the Department Head. If the situation is not improved another warning letter will be issued by higher authority. Ultimately final termination letter will be issued by if the management sees no possibility for improvement.

However, in case of any serious offence, NCS may overrule the formal disciplinary procedures and may directly proceed with the charges during explanation call of the employee.