



MINAMS June 2024

Human Resource Manual

Policy statement:

The Manual provides a panoramic view of various aspects of human resource and guiding principles to regulate its conduct. If implemented effectively, these principles are expected to facilitate not only an objective inter-personal relationship of the concerned human resource but also increase its efficiency and output.

Mutual respect:

MINAMS is committed to preserving a workplace that is free of all forms of harassment, discrimination and undue distraction or hardship, and in which all individuals are valued, respected and treated with dignity.

MINAMS promotes responsibility, respect, civility and professional excellence in a safe work-environment. MINAMS considers all complaints seriously. All investigations will be timely, thorough, objective and fair to all affected parties.

Every person has the right to report an incident without fear of reprisal. Any MINAMS employee that feels that they have been the victim of, or witnessed workplace harassment or discrimination should report the incident to Director Administration / HR Manager immediately.

Discrimination / harassment:

Discrimination or harassment against any employee on grounds of gender, race, age, colour, appearance, ethnic origin, nationality, citizenship, religion, creed, disability, marital status, number of dependants, or social or economic status, will not be tolerated.

Employment equity:

The goal of employment equity in the workplace will be pursued. Equity plans and policies will be made to correct proven disadvantages in recruitment, retention, employment, training and promotion experienced by persons with disabilities, members of minorities and women.

Familiarization with MINAMS:

Members of staff are expected to be aware of the mission and goals of Mardan Institute of nursing and allied medical sciences and have specific knowledge of the objectives and work of their immediate work environment and general knowledge of all MINAMS policies, rules and regulations, programs and activities. The HR Manager / Director Administration will provide orientation on MINAMS to all new employees and consultants.

Diversity policy:

MINAMS adheres to a strict diversity policy. MINAMS encourages the full participation of any ethnic groups as clients, staff, and volunteers of the organization.

Professional conduct:

Employees are expected at all times to conduct themselves, and to be seen to conduct themselves in a manner consistent with the best interests of MINAMS, as reflected in the policies adopted and commitments accepted by the management.

Working environment:

The personnel policies and information set out in this manual are written in the spirit of establishing a working environment which will encourage and develop efficiency and teamwork among staff in the pursuit of the vision and goals of MINAMS.

Term employee (Full or Part-Time):

MINAMS staffs are engaged on a full time or part time contract basis. The employment contract will provide for a specific duration of employment and other additional obligations between the parties.

Independent consultants or visiting faculty:

Independent consultants or Visiting Faculty are no party to this Manual and members of staff dealing with independent consultants or visiting faculty shall always protect the best interest of the Employer in all matters.

Regular working hours:

The required minimum working hours are eight (8), normally between 8:00 a.m. to 4:00 p.m. Monday to Friday, allowing one hour for lunch from 1:00 p.m. to 2:00 p.m. Hours may be and are different for drivers, support staff, lecturers, managers, receptionists, cashiers and operations team but a total of eight (8) hours, not including lunch must be worked each workday. The time may vary in some special cases i.e. as per agreement of the employee and immediate supervisor/Director administration during recruitment and should be also mentioned in the appointment letter of employee.

Leave with pay:

1. Annual leave:

MINAMS strongly promotes a healthy work-life balance, and encourages all its employees to avail their annual leave when due. An employee shall benefit from the annual leave in accordance with a schedule as prepared by the Administration.

Eligibility:

All full-time staff members are entitled to 12 days of annual leave. Annual leave entitlement for part-time employees will be pro-rated accordingly.

A newly hired employee the term of whose employment contract is not less than three months, may benefit from the annual leave proportionate to the term of his/her service.

Usage:

Annual leave may be used in summer and winter break of the semesters for the purposes such as used

- Vacation and travel.
- Family events and celebrations.
- Personal time off for relaxation and recreation.

Employees are encouraged to plan and request annual leave in advance to ensure coverage and minimize disruption to daily operations.

Request and Approval Process

Employees must request annual leave through the MINAMS leave management system or by submitting a leave request form to their supervisor or manager.

Supervisors or managers will review each request based on operational needs, staffing requirements, and the order of submission.

Employees will receive confirmation of their leave request status within a reasonable timeframe, typically 2 days prior to the requested leave start date.

Casual leave:

All full-time staff members are entitled to 12 days of casual leave. Casual leave entitlement for part-time /visiting employees will be pro-rated accordingly.

A newly hired employee the term of whose employment contract is not less than three months, may benefit from the casual leave proportionate to the term of his/her service.

Casual leave, also known as short-term leave, is intended to provide employees with flexibility for unplanned absences or personal needs that arise with short notice if urgent otherwise planned.

Eligibility:

All regular full-time and part-time employees are eligible for casual leave as per this policy except visiting staff member which can be considered in special cases otherwise unpaid.

Employees are entitled to 12 days of casual leave per calendar year.

Casual leave is granted at the discretion of the employee's supervisor or manager and is subject to operational requirements.

4. Usage

4.1 Casual leave may be used for purposes such as:

- Attending to personal matters (e.g., appointments, family emergencies).
- Handling unexpected situations (e.g., car repairs, home maintenance).
- Taking a mental health day or a break from work-related stress.

4.2 Casual leave must be requested in advance whenever possible, except in cases of sudden illness or emergencies.

5. Approval Process

5.1 Employees must request casual leave from their supervisor or manager, preferably through the company's leave management system or by email.

5.2 Supervisors or managers will review each request and approve or deny it based on operational needs and staffing requirements.

6. Duration

6.1 Casual leave may be granted for full or partial days, depending on the employee's needs and the nature of the request.

6.2 The maximum duration of casual leave per absence is two (2) consecutive days, unless otherwise approved by management.

7. Recording and Documentation

7.1 Employees are responsible for accurately recording their casual leave taken and reporting it through the designated channels.

7.2 In cases of extended or recurring casual leave, employees may be required to provide additional documentation or justification as per company policy.

8. Reconciliation and Monitoring

HR or management will periodically review casual leave usage to ensure compliance with policy and address any patterns of abuse or excessive absence.

8.2 Employees who misuse or abuse casual leave may be subject to disciplinary action, up to and including termination of employment.

9. Carryover and Payout

Casual leave does not accrue or carry over from one calendar year to the next.

Unused casual leave will not be paid out upon termination or resignation, unless otherwise required by applicable laws or company policy.

Communication

10.1 This casual leave policy is communicated to all employees through the employee handbook and other internal communication channels.

10.2 Employees are encouraged to familiarize themselves with this policy and seek clarification from HR or their supervisor if they have any questions or concerns.

2. Professional development leaves:

MINAMS will provide selected professional development leaves allowing the employees to attend regional and international conferences, educational seminars, and participate in public engagement events that advance the Institute's mission and strategic objectives.

MINAMS academic and administrative staff may participate in such events to deliver lectures, present academic papers and represent the MINAMS internationally after approval by the director.

Employees on approved conference leave will not have their leave accounts debited for the period of conference. They will be paid the same remuneration during their absence they would otherwise have earned.

Attendance and punctuality:

Timely and consistent attendance is a pillar of satisfactory performance for all Mardan Institute of nursing and allied medical sciences employees. To ensure adequate staffing, superior employee morale, and to meet expected performance standards, employees will be held accountable for their work schedule. In the event an employee is unable to meet this expectation, he/she must obtain approval from their supervisor in advance of any requested schedule changes. This approval includes requests to late arrivals to or early departures from work.

Employee benefits & compensations:

An employee may be eligible for employee benefits based on the terms and conditions stipulated in his/her Employment Contract. Set coverage is effective as of date of employment or as stipulated in the Employment Contract.

Terms and amendments:

Mardan Institute of nursing and allied medical sciences employees will be provided with the precise components of their employee benefits based on their employment status. MINAMS reviews its employee benefits annually and reserves the right to modify the terms and conditions of an employee's benefits plan. Employee benefits will reflect the conditions and budget availability. Employees will be kept informed of changes to the benefits plan.

Professional development program:

- a) Nurturing skills and educating staff is one of the top priorities of MINAMS. The Institute shall invest in its employees to develop their capabilities and strive towards the transformation of a progressive and knowledgeable organizational culture.
- b) Full-time staff members who obtain admission in any program of MINAMS will be given up to 50% discount in tuition fee and 50% discount in admission fee under the MINAMS Professional Development Program.
- c) This benefit will be available to the top performers at the Institute and after at least one year of full-time service at the Institute. If the employee decides to leave MINAMS, the professional development discounts and educational benefits will be immediately cancelled. Normal fees and charges will apply to those employees who are no longer employed by the Institute.
- d) Admission to the candidates will be given strictly on merit-basis and as per the standard MINAMS admission procedures.
- e) The HR Manager will facilitate the application, review and follow up of all the professional development programs with the ultimate approval lying at the Dean's level only.

Training & capacity building:

In addition to the regular educational programs offered at certificate, diploma, bachelor and master levels, Mardan Institute of nursing and allied medical sciences will design and deliver short-term training and capacity building program for its employees.

Short-term training programs will address the critical skills gap across the Institute and focus on demand-driven areas where critical development is needed. From seminars, workshops and full day retreat programs to introduction of experts and guest speakers, the MINAMS will strive to train, educate and maintain some of the most talented and motivated staff at the MINAMS.

The MINAMS will also strive to establish a Leadership Development Program (LDP), which will bring together motivated employees together to participate in leadership training. The LDP will strengthen employees' leadership skills; impart best practices among the participants; and enable the participants to assume managerial and leadership roles at the MINAMS as a result of the training delivery.

The HR Manager / Director Administration will inform the relevant staff about the various staff training and capacity building programs offered by the MINAMS throughout the year.

Staff association:

Mardan Institute of nursing and allied medical sciences is committed to promoting a healthy work environment, improved productivity, and superior staff morale across its programs. The staff association will serve as bridge between MINAMS management and the employees. Meetings will be held regularly to identify challenges, opportunities and issues that affect the staff in particular and the MINAMS as a whole. The key mandate of the association will be as follows:

- a) Advocating on behalf of MINAMS membership towards effective HR Policies, procedures and programs.
- b) Planning and organizing social, cultural and educational events and ceremonies.
- c) Providing recommendations, inputs and suggestions towards improving the quality of work at MINAMS.

Official field trips:

- a) An employee travelling abroad for official purposes is required to have valid passport. The passport renewal fee or any other related fee will have to be borne by the employee.
- b) Any domestic travel or visit of other provinces within Pakistan has to be strictly business requirement, a justification for the travel need should be explained to and approved by the Dean.
- c) Before planning to travel, a Travel Leave Form should be completed and submitted to HR Department.
- d) Staff can request an air ticket to be purchased for their return flights if travel is not possible by road.
- e) MINAMS will reimburse for the transportation expenses to and from the destination, food costs and local transportation costs only. All other expenses should be strictly business expenditure and should be accompanied with original receipts.
- f) MINAMS will pay amounting up to Rs.2000 as domestic per diem for all staff on daily basis that covers breakfast, lunch and dinner.
- g) Staff can apply for advance cash before travelling, to cover their expenses. In return they should complete the advance declaring form within 3 days of returning to work. All expenses should be reported appropriately and should be accompanied with the original receipts.
- h) In case of any delay in declaring expenses, the outstanding amount will be adjusted against their salaries.

Position Requisition Form (PRF):

Completion of this document is intended to ensure that all staff recruitment is for the purpose of either to fill the existing vacant and required position or for any additional staff, which is acquired for an additional task order or activity. It enables the HR / Administration Department to gain appropriate authorization from senior management to enable the recruitment process to start.

The process for authorization from senior management is as of following:

- a) Any department requesting recruitment needs to fill the PRF.
- b) The department head will forward the PRF to the HR Department for approval.
- c) The HR Department will check all the sections of the PRF and will make sure it is as per the recruitment procedures and policy.
- d) The HR will forward the PRF along with his/her remarks to the Dean for approval.
- e) The Dean will check all the fields of the PRF to ensure it is as per the requirements of the program.
- f) If the PRF is approved, HR Department will take the appropriate action to advertise the position.

Job descriptions:

A Job Description defines the purpose, the scope and the principal duties and responsibilities of a particular role. It provides a framework, which outlines the expectations; both for the employee and the employer, and forms part of the working agreement, but are not in it contractually binding. Job Description should be attached with PRF.

Every position will have a job description setting out the terms of reference, the functions to be performed, and the qualifications required. As it is an accepted principle that job requirements change frequently, Supervisors are responsible for bringing job descriptions up-to-date at least annually, in concert with their employees.

Each job description will contain the following information:

- (a) The job titles
- (b) The position the incumbent reports to
- (c) The broad purpose of the job
- (d) The responsibilities
- (e) The required experience, education, language and other qualifications

Each employee will be given a copy of his/her most recent job description. Copies of job descriptions will be retained in the Human Resource Department.

Salary:

The salary range for a position will be set considering what is relevant and competitive within the current local market and in accordance with the terms and conditions of the program's budget(s) or contractual agreements with donors.

The salary of a newly appointed employee to MINAMS will be based on this person's qualifications and experience in relation to the position and will be agreed to by the employee upon acceptance of the terms and conditions of employment.

The rate and schedule of the employee's remuneration will be specified in the written Employment Contract upon set of employment.

Roles and responsibility of the Selection Committee:

The selection committee will at minimum comprise the HR representative, a representative of hiring unit/immediate supervisor and a relevant representative dean/Director from the MINAMS .

The selection committee is expected to strive for ensuring transparency, objectivity, and a bias free hiring/recruitment process. Following are the main roles and responsibilities of the selection committee:

- a) Develop the questions and interview structure for the selection process
- b) Short-list the ideal candidates based on the criteria
- c) Develop and conduct written test / interview questions (if applicable) or interview
- d) Determines the venue and date/s for the written test (if any) or interview
- e) Prepares a summary of the written test/interview report
- f) Submit complete and approved paperwork to HR Department for further hiring process and documentation.

Interviewing:

The interview must be conducted by a panel as notified with approval of the Dean. All interviews for one post must be conducted by the same panel.

All candidates will be asked a standard format of questions, which will be decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate's suitability to undertake the role.

The choice of candidate will be determined by the panel's majority view based on the candidate's merit, skill assessment and suitability for the concerned position. A formal offer of appointment is to be made/ confirmed in writing and will be conditional upon receipt of references which satisfy the MINAMS requirements, reference check, and other appropriate checks, if applicable to the post.

Performance appraisal:

Prior to the conclusion of probationary period, the Supervisor will complete a performance appraisal, discuss it with the employee, and file the report in the employee's personnel file and a copy to HR Department.

Unsatisfactory probation:

In the event of unsatisfactory probation, the Supervisor will consult the HR Manager or the Dean accordingly, complete a performance appraisal, discuss it with the employee and file the report in the employee's personnel file. Based on this performance appraisal, the employee will be advised before the conclusion of probationary period if the probationary period will be extended or if employment is to be terminated.

Satisfactory probation:

On satisfactory conclusion of probation, the relevant Supervisor will inform the employee in writing with a copy to the employee's personnel file and HR Department in accordance with the Policy concerned. The HR Manager will provide the employee with a Confirmation of Appointment Letter upon the successful completion of the performance period.

Transfer or promotion:

Employees who have completed their probationary period will not be subject to probation on accepting another appointment as the result of a transfer or a promotion. However, where it is considered that an employee may not meet all the essential position requirements, the appointment may be made subject to conditions being met by a certain date. The condition (s) will be clearly outlined in the offer of appointment and will include action to be taken should the condition (s) not be met. Such conditional appointments will be subject to the approval of the Dean.

Formal dress code:

MINAMS receives visitors, and professionals from the public, government and private sectors. Employees are responsible for ensuring their proper formal dress code appropriate for a professional office environment. Supervisors and Dean will enforce the formal dress code across the applicable units and departments.

MINAMS employee id card:

As part of an ongoing effort to maintain good security practices, it is mandatory for all MINAMS faculty and staff, inclusive of full time or part time, to wear or keep MINAMS identity cards while on duty. These cards will be provided to ensure that only authorized staff are on MINAMS premises at all times, all employees are required to keep the Employee ID card, display it while entering into the campuses and continue wear or keep it during their duty timings.

MINAMS security staff on duty is authorized to request any person entering campuses to prove/ show their identity and to wear or keep MINAMS Identity Card.

Grievance redressal mechanism:

There shall be Grievance Redressal Committee with the mandate to:

- a) Arbitrate all cases of alleged misconduct by a faculty or staff brought to its attention.
- b) The committee acts with power to investigate and examine any person or record to arrive at fair, unbiased and objective recommendations for consideration of Dean or the Board of Directors as the case may be.

The Committee will conduct its business in accordance with provisions of Grievance Redressal Policy of the Institute.

Officer reported upon:

Designation:.....

School/Department:

Annual Performance Evaluation Report

(For Administrative and Finance positions)

For the period from to

Note:

Please allocate marks by affixing your signature in the relevant column. Score of 5 is the highest

Attributes	Assessment					Total
	Grading by Director Administration and Finance					
	1	2	3	4	5	
Personal qualities like; outlook, attitude, sociability etc.						
Leadership traits. Effectiveness as team member.						
Punctuality and regularity in service. Presentation skills.						
Command over the subjects of responsibility. Willingness to take responsibility.						
Meeting the milestones						

agreed in ToRs.						
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Attributes	Assessment Grading by Director Administration and Finance					Total
	1	2	3	4	5	
Quality to plan work in orderly and effective manner.						
Knowledge of Institute's policies & procedures. Practical application of Institute's policies & procedures.						
Innovative ideas to improve quality of work. Out of box suggestions to improve image of the Institute.						
Level of interest to support various interventions of the Institute. Handling student's affairs.						
Effective maintenance of official record.						

Attributes	Assessment Grading by Director Administration and Finance					Total
	1	2	3	4	5	
Ability to maintain confidentiality of matters concerned.						
Responsiveness instructions.						
Financial propriety						
Ability to maintain discipline.						
Sub Total						
Counter Grading by Dean						
Attributes	Assessment Grading Grading by Dean					Total
	1	2	3	4	5	
Personal qualities like; outlook, attitude, sociability etc.						
Leadership traits. Effectiveness as team member.						
Punctuality and regularity in service.						

Attributes	Assessment Grading by Grading by Dean					Total
	1	2	3	4	5	
Presentation skills.						
Command over the subjects of responsibility.						
Willingness to take responsibility.						
Meeting the milestones agreed in ToRs.						
Quality to plan work in orderly and effective manner.						
Knowledge of Institute's policies & procedures.						
Practical application of Institute's policies & procedures.						
Innovative ideas to improve quality of work.						
Out of box suggestions to improve image of the Institute.						
Level of interest to support various interventions of the Institute.						

Attributes	Assessment Grading by Grading by Dean					Total
	1	2	3	4	5	
Handling student's affairs.						
Effective maintenance of official record.						
Ability to maintain confidentiality matters concerned. Responsiveness of to instructions.						
Financial propriety						
Ability to maintain discipline.						
Sub Total						

Attributes	Assessment Grading by Grading by Executive member of Board					Total
	1	2	3	4	5	
Personal qualities like; outlook, attitude, sociability etc.						
Leadership traits.						
Effectiveness as team member.						
Punctuality and regularity in service.						
Presentation skills.						
Command over the subjects responsibility.						
Willingness to take responsibility.						
Meeting the milestones agreed in ToRs.						
Quality to plan work in orderly effective manner.						
Knowledge and of Institute's policies & procedures.						

Attributes	Assessment Grading by Grading by Executive member of Board					Total
	1	2	3	4	5	
Practical application of Institute's policies & procedures.						
Innovative ideas to improve quality of work.						
Out of box suggestions to improve image of the Institute.						
Level of interest to support various interventions of the Institute.						
Handling student's affairs. Effective maintenance of official record.						
Ability to maintain confidentiality of matters concerned.						
Responsiveness to instructions.						
Financial propriety						
Ability to maintain Discipline						
SubTotal						
Grand Total						

Total Score compiled by Admin. Coordinator:

Date:

Counterchecked by Director Admin & Finance

Date:

Note:

Entitlements shall be determined by achieving minimum level of efficiency as detailed below:

- a) Less than 80 % score will invite counselling for better performance till special mid-year performance evaluation.
- b) Minimum of 80 % score is required for continuity in service till next annual assessment
- c) Score between 91 - 100% will attract entitlement for an annual increment of 5% in monthly pay.
- d) Score between 81 - 90% will attract entitlement for an annual increment of 3% in monthly pay.

BOD may in its discretion, allow additional onetime bonus to an employee; equivalent to his one month's salary, in case of exceptional service to the Institute with strategic implications.

f) Performance evaluations shall be completed in the month of December each year.

g) Performance of Principals, Directors / HoDs shall be done by the Dean and countersigned by an authorized member of the BoD.

h) Those with score below 80 %, would be provided with counselling facility and re-assessed after six months from the preceding annual professional assessment. They may not be given extension in service if performance remains unsatisfactory.

i) While keeping the market trends and other related factors in view, the Institute may put a cap on aforementioned incremental pay permissible in a certain position.

MINAMS Employee Confidentiality Agreement

This Agreement is made between _____ ("EMPLOYEE") and **MINAMS Institute of**

Modern Studies ("EMPLOYER") on _____ day of month _____ year _____.

EMPLOYEE will perform services for MINAMS Institute of Modern Studies which may require it to disclose confidential and proprietary information ("Confidential Information") to EMPLOYEE. (Confidential Information is any information of any kind, nature, or description concerning any matters affecting or relating to Employee's services for MINAMS, the business or operations of MINAMS, its administrative systems, students or employees' files, databases, records, drawings, plans, processes, or other data of MINAMS. Accordingly, to protect the MINAMS's Confidential Information that will be disclosed to EMPLOYEE, the EMPLOYEE agrees as follows.

- A. EMPLOYEE will hold the Confidential Information received from MINAMS in strict confidence and shall exercise a reasonable degree of care to prevent disclosure to others.
- B. EMPLOYEE will not disclose or divulge either directly or indirectly the Confidential Information to others unless first authorized to do so in writing by MINAMS.
- C. EMPLOYEE will not reproduce the Confidential Information nor use this information commercially or for any purpose other than the performance of his/her duties.
- D. EMPLOYEE will, upon the request or upon termination of his/her relationship with MINAMS, deliver to MINAMS any drawings, notes, documents, equipment, and materials received or originating from its activities for MINAMS.
- E. The Mardan institute of Nursing shall have the sole right to determine the treatment of any information received from EMPLOYEE, including the right to keep the same as a trade secret, to use and disclose the same without prior patent applications, to file copyright registrations in its own name or to follow any other procedure as MINAMS may deem appropriate.
- F. Mardan institute of Nursing reserves the right to take disciplinary action, up to and including termination for violations of this agreement.

EMPLOYEE represents and warrants that it is not under any preexisting obligations inconsistent with the provisions of this Agreement. Signing below signifies that the EMPLOYEE agrees to the terms and conditions of the agreement stated above.

Employee

Signature: _____

Name: _____

Designation: _____

Employer

On behalf of

MINAMS

Signature: _____

Name: _____

Designation: _____