

## HUMAN RESOURCE DEVELOPMENT POLICY AND PROCEDURE

### 1. POLICY

It is NFC-IEFR's policy to develop and implement an effective Management Development Program for its executives in order to improve their skill and for acquiring broad educational/business understanding and judgment so as to enhance their usefulness to the Institute.

### 2. OBJECTIVES

2.1. The objective in issuing this policy is to:

2.1.1. Assure that all executive positions are filled with qualified and competent personnel through a competent recruitment process.

2.1.2. Seek and identify prospective management talent as early in the employment career as possible.

2.1.3. Provide opportunity and encouragement for present and prospective executive personnel to develop themselves in all skills and to acquire broad educational/business understanding and judgment so that the full professional potential of each individual may be realized.

2.1.4. Ensure that the quality and quantity of executive's reserves are adequate for anticipated requirements.

### 3. ADMINISTRATION OF THE POLICY

Administration of this policy will be the responsibility of the NFC-IEFR Personnel Department.

### 4. DEFINITIONS

Definitions of terminologies used in this policy and procedure shall be the same as laid down in the NFC-IEFR's Executive Service Rules.

### 5. PROCEDURES

5.1. The following points will be used to achieve the objectives of the policy:

5.1.1. Developing a sound organization.

5.1.2. Maintaining Personal History Records.

5.1.3. Appraising Performance & Potential.

5.1.4. Development Planning and Training.

5.1.5. Replacement Planning.

## 6. DEVELOPING A SOUND INSTITUTE/ORGANIZATION

6.1. Because of inter-relationship of organization and management development, a periodic review of Institute structure is imperative. Effective management development requires proper attention to present Institute structure and plans for meeting its future needs. The Institute's structure will be reviewed periodically keeping the following in view:

- 6.1.1. Functional Analysis.
- 6.1.2. Decision Analysis.
- 6.1.3. Dilation Analysis.

## 7. MAINTAINING "PERSONAL HISTORY RECORD"

"Personal History Record" with photographs of all executives including management grade executives will be maintained and kept up to date which will be used for individual training and development needs and for evolving replacement plans.

## 8. APPRAISAL PERFORMANCE & POTENTIAL

8.1. It is NFC-IEFR's policy to evolve and practice a rational and scientific system for performance appraisal of its executives and to assess potential in order to ascertain their usefulness in relation to the aims and objectives of the Institute. The objectives of this policy are:

- 8.1.1. To assess how well the executive has performed vis-à-vis the requirement of his position.
- 8.1.2. To assess potential in short, medium and long term and to plan the individual's development.

### 8.2. PRINCIPLES OF APPRAISAL

#### 8.2.1. Pre-Appraisal Review

8.2.1.1. The Appraiser and the appraisee will meet to discuss the progress of teaching/operating and other results against the target dates and standards of performance agreed upon. No formal appraisal forms are used as it is desired that this exercise be done informally.

8.2.1.2. The objectives of these reviews are to:

- Building strong, personal relationship between the Head/Coordinator/ Departmental Incharge and subordinate in which both are willing to talk frankly about the job.

- Giving the employee a clear picture of how he is doing with emphasis upon strength as well as weaknesses.

## 8.2.2. PERFORMANCE APPRAISAL

The principles governing the system are:

- 8.2.2.1. To appraise the performance of an individual executive annually in order to identify their strong and weak points with the objective to make best use of his capabilities and provide their opportunities to overcome his short – comings.
- 8.2.2.2. To ensure that right man is on the right job.
- 8.2.2.3. To use the performance appraisal as a reliable tool to this judgment to back up salary increases, promotions, transfer and demotion / termination where necessary.
- 8.2.2.4. To make reliable judgment on executives potential for building greater responsibilities.

## 8.2.3. POTENTIAL APPRAISAL

- 8.2.3.1. Quite separately from performance appraisal, it is necessary to consider an executive's potential and development needs. True that the identification of potential is certainly influenced by executive's performance in his present job, it does not necessarily follow that a better performance in one job is a guarantee that the same executive is certain to succeed in higher / different Position. It is, therefore, for this reason that appraisal for potential requires analysis and judgment in respect to potential should be carefully considered as though a final decision is being made and should represent, if possible, the opinion of several observers. In reviewing potential, following factors which are not linked directly with performance on the present job will be considered.
  - Qualifications and knowledge an executive possess which are not being used in their present job.

- Executives own ambitions, desires and interests, the limits of their intelligence and aptitude.
- Health
- Willingness to be mobile.
- The number of years executive has to go before retirement.

### 8.3. FUNCTIONING OF APPRAISAL SYSTEM

- 8.3.1. Appraisal shall primarily be done by the executive's immediate Head/Coordinator/ In-charge of particular department and shall be countersigned by the respective Chief Executive who in case of his disagreement with the appraisal, shall record their views / comments in writing.
- 8.3.2. The appraisal shall be done at least once each year for every executive.
- 8.3.3. A Head/Coordinator/Departmental in-charge shall be qualified to appraise an executive provided he has been supervising his work for a minimum period of three months.
- 8.3.4. In case the period of supervision is less than three months, appraisal shall be done by more than one executive who have been Head/Coordinator/Departmental in-charge of an executive during that period.
- 8.3.5. The process of performance and potential appraisal shall be initiated by the NFC-IEFR personnel department in respect of all NFC-IEFR executives posted at the Institute.
- 8.3.6. The process of performance and potential appraisal of executives of G-I to G-VI grades in NFC-IEFR will be initiated, completed and retained by respective Chief Executive in the form of dossiers separate from the personal files of executive concerned.
- 8.3.7. While rating an executive on two extreme positions i.e exceptionally good or hopelessly bad the appraiser shall justify by recording their comments giving particular instances for arriving at such conclusions.
- 8.3.8. Any remarks recorded by the appraising executive and accepted by the reviewing authority which reflects adversely on the performance and conduct of any executive may be

communicated or discussed with the concerned executive by the countersigning authority and by doing so, the Institute's objective would only be to expect from the concerned executive to identify his weaknesses to overcome them.

- 8.3.9. The performance and potential appraisal forms of executives indicated in sub-Para above when completed shall be sent to the personnel department of NFC-IEFR for keeping them in safe custody in the form of a dossier separate from the personal file of the concerned executive. They shall remain in custody of the Head of the Personnel Department NFC-IEFR being classified record.

## 9. DEVELOPMENT PLANNING & TRAINING

- 9.1. Specific plans and programs will be devised in order to assist an executive to improve his performance on his present job and to guide him in preparation for position of greater responsibilities in the Institute.
- 9.2. It is recognized that the development process is an individual matter and no one set of plans or rules can be applied or utilized in all cases. However to be effective, following individual development methods will be taken into account while preparing development plan for an executive:

### 9.2.1. TRAINING

- 9.2.1.1. The Institute may engage outside specialized agencies to organize seminars / short courses on the subjects.
- 9.2.1.2. In order to broaden out-look of executives and make them more useful, the Institute may nominate suitable executives to undergo specialized training in different fields of activities to specialized agencies / institutes.
- 9.2.1.3. The Institute may nominate suitable executives for training, seminars, workshops etc. abroad in order to improve their knowledge and skill. Such executives shall furnish information and provide documents prescribed from time to time including the following:

- Revised 'T' Form 7.2
- Undertaking Form 7.3
- DIB Clearance Form 7.4

- 9.2.1.4. In addition, the nominated executive shall also furnish information on the form prescribed by the agency, sponsoring the training program and the Government of Pakistan. The executive proceeding on training abroad shall be required to executive a surety bond in the amount of:
- Rs. 50,000/- to serve the Institute for a period of 2 ½ years if the period of training is upto three months.
  - Rs. 80,000/- to serve the Institute for a period of three years if the period of training is more than three months but less than six months.
  - Rs. 100,000/- to serve the Institute for a period of five years if the period of training is six months or more.
- 9.2.1.5. The executives so nominated shall attend training, workshops etc. only when their nominations are accepted or approved by the agency concerned / Federal Government.
- 9.2.1.6. The executives on return from abroad shall submit a report to the Director through proper channel within a month, explaining salient features of training and the advantages which he has gained from such training.
- 9.2.1.7. In case an executive is required to undergo training outstation, he shall be entitled to normal TA / DA as per policy on the subject.
- 9.2.1.8. In case an executive is required to undergo a foreign training, approval will be obtained as per instructions of Cabinet Division, GoP.
- 9.2.1.9. The period of training shall commence from the date the executive is relieved of his duties for proceeding on training and shall terminated on the date he reports back for duty excluding the period spent on leave.

#### 9.2.2. JOB ROTATION

- 9.2.2.1. The Chief Executive of Institute / Departmental Head of NFC-IEFR as the case may be, shall evolve a system of periodic shifting of executives from one place of work to another, within Institute.

### 9.2.3. CROSS POSTING

9.2.3.1. NFC-IEFR's Departmental movements shall also be organized as far as possible to make such executives acquainted with working / operation / maintenance of different departments. Cross posting plans shall be evolved by Head (Personnel & Administration) and their recommendations shall be considered shall be implemented by the competent authority.

### 9.2.4. SPECIAL WORK ASSIGNMENT

9.2.4.1. The Chief Executive of the Institute or respective HoD of NFC-IEFR may assign an executive a special job of a real and practical value requiring independent study which will afford an opportunity to study the executive in action.

## 9.3. MANAGEMENT COMMITTEES

### 9.3.1. Objectives

9.3.1.1. Management Committees will be constituted to serve as a formal body to discuss and deliberate on common problems and issues affecting the various departments of NFC-IEFR. It formulates and submits major proposals and recommendations in order to facilitate decision making.

### 9.3.2. MANAGEMENT COMMITTEE

9.3.2.1. The Board shall constitute an HR Committee, Audit Committee and Finance & Planning Committee etc. These Committees are formulated the NFC-IEFR's Board.

### 9.3.3. Procedure

9.3.3.1. Committee meetings will be generally held monthly. However, additional meeting may be held if necessary.

9.3.3.2. Points for the agenda will be received from the Institute by the Secretary of the Board, 30 days before the meeting day. These points will then circulate for comments to all concerned.

9.3.3.3. Items selected for agenda will be sent to the units two weeks before the meeting with time and date of the meeting.

9.3.3.4. The recommendations of the Committees will be put up to the competent authority for decision.

#### 9.4. HUMAN RESOURCE COMMITTEE

9.4.1. Human Resource Development Committee will be constituted for initiating and coordinating the Human Resource Development Programs. The Committee consists members nominated by Board. It serves as the working group for the development, implementation and validation of the relevance and appropriateness of human resource development plans with special reference to the followings:

9.4.1.1. To consider bi-annually the organization and manpower requirements of IEFR.

9.4.1.2. To consider the principles underlying the existing structure of cash compensation and service conditions of IEFR personnel.

9.4.1.3. To guide for developing and coordinating at IEFR level, training, education and other development plans for executives.

9.4.1.4. To guide for developing plans for career / succession / job rotation / transfer / cross posting etc.

9.4.1.5. To consider, proposals for improvement in the management manual consisting of service rules and policies pertaining to IEFR executives.

9.4.1.6. To consider any other matter relevant to the functions of the committee.

#### 10. Academic Council

10.1. The Academic Council formulated at NFC-IEFR level will role as follow:

10.1.1. To advise the Management on academic matters & to make Regulations for submission to the Management.

10.1.2. To firm up the recommendations of both academic & other departments regarding hiring of faculty & staff.



- 10.1.3. To regulate teaching, research and examinations.
- 10.1.4. To advise to regulate the admission of students to the courses of studies and examinations of the Institute.
- 10.1.5. To advise to regulate the conduct and Discipline of the students of the Institute.
- 10.1.6. To propose Regulations on the recommendations of the Board of studies for consideration and approval of the Management.
- 10.1.7. To formulate recommendations for study leave with/without pay within country and abroad for approval of the management.
- 10.1.8. To make recommendations for Ex-Pakistan leave and Travel Grant for attending seminars, conferences, trainings, short courses etc.
- 10.1.9. To recommend Research Journal Publication Award @ Rs.25,000/- for each publication in Impact Factor Journal.
- 10.1.10. To perform such other functions as may be prescribed by the Competent Authority.

## 11. NFC-IEFR Finance & Planning Committee

- 11.1. The Finance & Planning Committee formulated at NFC-IEFR level will look-after all the matters for the betterment of the Institute regarding:-
  - 11.1.1. Allocation of Income/available funds
  - 11.1.2. Investment of earnings/funds
  - 11.1.3. Allocation of Budget
  - 11.1.4. Utilization of Budget
  - 11.1.5. Allocation of Funds for new disciplines/programmes
  - 11.1.6. Managing service benefits of employees like Gratuity, Pension, ex-gratia etc.
  - 11.1.7. Any other matter assigned by the competent authority pertaining to the finance.

## 12. REPLACEMENT PLANNING

12.1. The purpose of replacement planning is to prepare and maintain on a current basis an inventory of ready and forward replacement candidates for each executive position in the Institute. Replacement plans shall contain information on performance and potential of an executive and indicate future plans or possible moves. This shall be maintained on Form No. 7.4.

### 12.1.1. Ready Replacement

A qualified and capable executive who is ready now to assume full responsibility for the job with only nominal orientation.

### 12.1.2. Forward Replacement

An executive who after a period of further development or additional experience can be visualized as capable of filling the position.

## 12.2. REPLACEMENT PLANNING – OBJECTIVES

12.2.1. Two objectives of Replacement planning are to:

- Maintain an inventory of the quality and quantity of executive reserves.
- Indicate possible future courses of action in executive manpower utilization.

## 13. GENERAL

The policy and procedure is subject to change or cancellation wholly or partly at the sole discretion of the competent authority at any time.