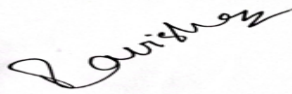


TASKEEN HEALTH INITIATIVE

RECRUITMENT & APPRAISAL POLICY

Prepared By:
Ravisha Ramani



Date: 3rd June, 2022

Reviewed by:
Syed Kareem



Date: 3rd June, 2022

Approved by:
COO / CEO



Date: 3rd June, 2022

PURPOSE

The purpose behind the policy is to attract, select and retain employees who are outstanding and this requires a sound and systematic recruitment and performance review policy.

INTRODUCTION

Employees are an asset to an organization since nothing can be achieved without human resources. This policy is related to Taskeen's employees and based on three sections:

SECTION 1: Employee Categories

SECTION 2: Recruitment Protocols

SECTION 3: Performance Appraisal

SECTION 1

EMPLOYEE CATEGORIES

This section is designed to provide you with information about different types of employees working at Taskeen. An "employee" of Taskeen is a person who regularly works for Taskeen on a wage or salary basis. "Employees" may be regular full-time, regular part-time, and temporary persons, and others employed with the organization that are subject to the control and direction of Taskeen in the performance of their duties.

- 1.) **REGULAR FULL-TIME (100% FTE):** Employees who have completed the 90-days probationary period and who are regularly scheduled to work 40 or more hours per week. Generally, they are eligible for the organization's full benefit package, subject to the terms, conditions, and limitations of each benefit programs.
- 2.) **REGULAR PART-TIME (50% - 99% FTE):** Employees who have completed the 90-days probationary period and who are regularly scheduled to work at least 20 hours per week. Regular part-time employees are eligible for some benefits, subject to the terms, conditions, and limitations of each benefit program.
- 3.) **REGULAR PART-TIME (1% - 49% FTE):** Employees who have completed the 90-days probationary period and who are regularly scheduled to work at less than 20 hours per week or have a deliverable-based performance. These employees are not eligible for any benefits.
- 4.) **CONTRACTUAL:** Employees who have a deliverable-based performance matrix and may be hired for a specific task. These employees are not eligible for any benefits.
- 5.) **TEMPORARY (FULL-TIME or PART-TIME):** Those individuals who are currently in probation and their performance is being evaluated to determine whether further employment in a specific position with the organization is appropriate or those individuals who are hired as interim replacements to assist in the completion of a specific project or for vacation relief. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status until they are notified of a change. They are not eligible for any of the organization's benefits

SECTION 2

RECRUITMENT PROTOCOLS

The most important element of the recruitment process is to ensure transparency and fairness without any bias, favoritism, and gender discrimination in the hiring process. The purpose of this section is to ensure that successful recruitment system and practice are adopted which facilitate the development of the organization through strong workforce profile to meet immediate and future staffing requirements.

Recruitment Process

1.) Job description:

- a. The line manager will develop a job description of the position and get it approved from the COO and HR Department.
- b. Job description should contain the following information:
 - i. Title of position
 - ii. Background (why we are hiring for the position)
 - iii. Roles and responsibilities
 - iv. Required qualifications and experience
 - v. Contact details of the organization.

2.) Role Advertisement:

- a. The purpose of placing an advertisement is to attract a large pool of candidates.
- b. The job description should be sent to the Public Awareness Lead for posting on relevant social media channels including LinkedIn, Facebook, and Instagram.
- c. All applications should be channeled to hr@taskeen.org

3.) Initial Screening:

- a. HR will screen all job applications/CVs and shortlist according to the eligibility criteria for each position.
- b. HR will manage a CV data bank on google drive where all relevant CVs received via email will be stored.
- c. All the CVs must be categorized according to the positions, qualifications and experience for future use.
- d. The shortlisted CVs shall be forwarded to the concerned line manager(s) for review.
- e. Around 5-10 candidates should be shortlisted for the first round of the interview.

4.) Interviews:

- a. There will be different levels of screening for candidates based on the positions they are being hired for.
- b. At least 2 employees need to be present in each stage of the interview except in exceptional circumstances.
- c. If any interviewer knows an interviewee through family relationship, friendship, or any other relationship then they should declare and withdraw from the selection process. Disciplinary action may be taken if this is not declared.
- d. **Assistant Manager level and below:**
 - i. There will be a two-three step process.
 - ii. First interview will be taken by line manager/colleagues.

- iii. At least 3 employees must be shortlisted at this point for the next round.
 - iv. Second interview will be taken by COO and a member of another vertical.
 - v. The employee may be given an assignment to complete to assess their capability in a particular area depending on the position.
 - vi. The final candidate will be shortlisted for the position.
- e. **Manager level and above:**
- i. There will be a four-step process.
 - ii. First interview will be taken by line manager/colleagues.
 - iii. At least 3 employees must be shortlisted at this point for the next round.
 - iv. Second interview will be taken by COO and a member of another vertical.
 - v. Suitable 1-2 candidates will be shortlisted for the third round.
 - vi. In the third round they will be given a written assignment to complete to assess their capability in a particular area.
 - vii. In the fourth round, an interview will be taken by CEO and other board members.
 - viii. A final candidate will be chosen in this manner.
- 5.) **Verification of References:**
Reference check of the selected candidate will be carried out by HR before a job offer is made.
- 6.) **Job Offer:**
- a. The selected candidate will be offered employment at Taskeen via an offer letter.
 - b. Content of the letter will be verbally explained by HR to low literacy employees like janitorial staff, drivers, and watchmen.
 - c. The candidate must indicate his/her acceptance by signing the offer letter to HR mentioning earliest date of joining service.
 - d. No employee can join the organization on trial basis or otherwise before HR issues an appointment letter.
 - e. After selection of final candidate all other candidates who have been interviewed in any round must be sent a rejection email.
- 7.) **On-boarding & Orientation:**
- a. Line manager will develop an orientation and onboarding schedule for new candidates.
 - b. Line managers will be responsible for the onboarding of new candidates by giving them a presentation on Taskeen's vision, mission, aims and the core values embodied in the organization.
 - c. HR will ask for necessary documents from the employee and provide them with the joining tool kit.
- 8.) **Probation and confirmation:**
- a. Each new employee will be on probation for three months from the date of joining.
 - b. HR sends list of employees whose confirmation is due to respective HOD/line managers.
 - c. Employees whose employment is confirmed by their HOD/line manager shall receive a confirmation letter from HR department.
 - d. In case of a probation extension, HR/Line Manager will issue a letter to the employee to communicate the extension in probationary period (not exceeding 09 months).

- 1.) **Taskeen** believes that commitment to principles of fairness and respect for all helps create an environment that is favorable for free and open exchange of ideas and to attract suitable individuals.
- 2.) **Taskeen** does not discriminate between individuals based on personal beliefs or characteristics such as political views, religion, ethnic origin, gender and marital status.

Rehiring Employees

Taskeen will consider rehiring after reviewing the following conditions:

- 1.) Circumstances and/or situation(s) due to which employee left the job, if terminated on zero tolerance behavior, or Gross Misconduct, **Taskeen** will not rehire.
- 2.) Work performance at **Taskeen**.
- 3.) Attitude and behavior.
- 4.) Any additional degree or certificates /diploma attained; related to the position.
- 5.) The position and compensation at which the employee is rehired will be dependent on prevailing circumstances and will be dealt on a case-to-case basis.

Conflict of Interest in Recruitment Process

Employment must be based on individual merit. Any relationship that may exist has to be formally disclosed by the employee who is about to join and the existing employee of the organization. Despite the disclosure **Taskeen** will not allow blood relatives reporting to each other and involved in key decisions relating to:

- Evaluate performances.
- Promotion or salary adjustments.
- Approve leave of absence.
- Participate in decisions that present possible conflict of interest.

In case of individuals who are not blood relative but family friends, neighbors, social network, the employee in question will disclose that relationship in advance and then the management can decide whether they can be involved in key management decisions.

SECTION 3

PERFORMANCE APPRAISAL

This section establishes guidelines for performance appraisal of professional staff. It is a step taken by the Taskeen to know about the ability, potential and dedication of the employees against the work and appreciations is given to the employees in terms of salary increment, promotions and other benefits.

1. DATE FOR IMPLEMENTATION

Performance evaluations are scheduled to ensure that every regular employee is evaluated annually (from date of joining) prior to reappointment for the succeeding year.

2. CONFIDENTIALITY AND DISPOSITION OF FORMS

The completed Annual Performance Evaluation form for each employee is part of that employee's official personnel file in each department. Each supervisor is to conduct performance evaluations. The final step in the evaluation process involves review by the department head, or designated management official. As an official part of each departmental personnel file, the Performance Evaluation form shall be treated as confidential.

3. GENERAL INSTRUCTIONS FOR COMPLETING PERFORMANCE EVALUATION FORMS

The purpose of performance evaluations is;

- a. To provide a fair assessment of the employee's performance,
- b. To assist the employee to improve performance,
- c. To provide a basis for an appropriate level of compensation, and
- d. To support and provide documentation for personnel actions under approved policies.

Performance evaluations should be scheduled to ensure that every regular employee is evaluated annually prior to reappointment for the succeeding year. The completed performance evaluation form is a part of the employee's official personnel file, and as such, shall be treated as confidential.

4. FORMS AND GUIDELINES FOR IMPLEMENTATION

The performance evaluation form should provide space on the front for:

- a. The date: the annual performance period ends.
- b. The name, title and department of the employee being evaluated.

- c. A list of "Key Responsibilities" or major elements of the job. The evaluator may describe each key responsibility by using a word or a brief phrase or sentence to say what, how, and when each task is performed.
- d. An evaluation which places emphasis on how well each key responsibility has been performed. The evaluator should describe performance levels which meet, exceed, or fail to meet expected levels.

The back of the performance evaluation form should provide space for:

- e. An overall summary of the performance evaluation, taking into consideration the level of performance on each key responsibility. The overall summary, again using the "Guide for Evaluation," may be very brief or may be more descriptive if needed. Specific targets for improvement should be noted.
- f. The actual date of the evaluation, name and title of the evaluator/supervisor who has direct knowledge and supervisory responsibility for the employee. Spaces are also provided for the supervisor to date and initial the form to record when the performance evaluation was discussed with the employee. It is not necessary for the employee to sign or initial the form.
- g. Next year objectives must be mentioned in the form by the Lines manager and also communicate to the employee.
- h. Form should be signed by Line Manager, HR Manager and COO.
- i. Management Review- this space is provided for the department head to record comments, including any disagreements with the evaluator's rating.

ANNEXES

1.) Taskeen HR Interview Form

NAME OF CANDIDATE:
GENDER:
AGE:
RESIDE NCE:
MARITAL STATUsS:
NO. OF CHILDREN:
TIME REQUIRED FOR JOINING:

PLEASE RATE FROM 1 TO 5 (5 BEING EXCELLENT & 1 BEING BELOW AVERAGE)

BEHAVIOR AND COMPETENCIES	Rating
BODY LANGUAGE (APPEARANCE, PLEASANT, CONFIDENT, MAINTAINS EYE CONTACT, RELAXED)	
MOTIVATION (PASSION FOR WORK, UNDERSTAND THE ROLE, CAN DO ATTITUDE (NO IF AND BUT)	
OWNERSHIP (WILLING TO TAKE UP THE ROLE, CAN ADD VALUE)	
COGNITIVE ABILITY (INTELLIGENT, GOOD COMMON SENSE, RIGHT ANSWERS TO TOUGH QUESTIONS)	
INTERPERSONAL SKILLS (INTEGRITY, ETHICAL VALUES, QUALITY COMMUNICATION, TEAMWORK, LEADERSHIP)	
LIKELIHOOD TO STAY (CULTURE FIT, SEEKS LONG TERM CAREER)	
ADAPTABLE (TRAINABLE, GOOD WORK ETHICS, PEOPLE SKILLS, ABILITY TO HANDLE NEW AND MULTIPLE TASKS,)	
JOB RELEVANT KNOWLEDGE/EXPERIENCE	
RELEVANT QUALIFICATION (DEGREE, INSTITUTE ETC.)	
RELEVANT PREVIOUS EXPERIENCE	
RELEVANT SKILLS FOR THE POSITION (TECHNICAL, FUNCTIONAL, AWARE OF FUTURE CHALLENGES ETC.)	
KEY ACCOMPLISHMENTS MADE IN A SIMILAR ROLE	
POTENTIAL TO GROW WITH TASKEEN (KEEPING IN VIEW PERSONAL & PROFESSIONAL ATTRIBUTES)	
TOTAL AVAILABLE MARKS = 60 MARKS	
OBTAINED	
MARKS %AGE	

GUIDELINES:

MARKS OBTAINED ABOVE 80% MEANS EXCELLENT RESOURCE MUST BE HIRED

MARKS OBTAINED BETWEEN 60% TO 80% AVERAGE TO GOOD CANDIDATE. CAN BE HIRED

MARKS OBTAINED BETWEEN 50% TO 60% ONLY HIRED IF CANDIDATE IS TRAINABLE

MARKS OBTAINED BELOW 50% RECOMMENDED NOT TO HIRE UNLESS SKILL SHORTAGE IN SPECIFIC TRADE

ASSESSMENT / REMARKS:

RECOMMENDATION

RECOMMENDED FOR NEXT STAGE

NON-RECOMMENDED

PUT ON HOLD

INTERVIEWER'S DETAIL

NAME:

DESIGNATION:

DATE:

2.) Acceptance Email

Hello ABC,

I hope you are doing well.

We are pleased to inform you of your selection as **“Position Title”** at Taskeen Health Initiative. We would like for you to come on board from **“Joining Date”** with a starting salary of **“PKR/-.”**

We will start our onboarding on **“Date and Time”**. Please report to the office and also bring a laptop or tablet or any device that you will be able to access materials online easily.

You will be required to come to the office 3 days a week and once the training is done then you will resume your regular days and timings.

Also, I am attaching the 2-day onboarding schedule please have a look and let me know if you have any questions.

HR is copied in as well who will be responsible for your contractual requirements for the position.

Please let me know if there is anything I can assist you with in the meantime.

Looking forward to working together.

Thank you

3.) Rejection Email

Dear Candidate,

Thank you very much for taking the time to interview with us for the "Position Name". We appreciate your interest in the Taskeen and the job.

I am writing to let you know that we have selected the candidate whom we believe most closely matches the job requirements of the position.

We do appreciate you taking the time to interview with us and encourage you to apply for other openings at the Taskeen in the future.

Again, thank you for your time.

Regards,

Assistant Manager HR

4.) Performance Evaluation Template

Employee Name:		Designation:		Employee #:	
Date of Joining:		Service Length:		Last appraisal increment:	
Present Gross Salary:		Last appraisal score:			

***Overall Rating:**

- Significantly Above Target/Expectations (S)
- Above Target/Expectation (A)
- Meets Target/Expectation (M)
- Partially Meets Target/Expectations (P)
- Did not meet Target/Expectation (D)

Section I: Performance Evaluation

- The employee should write 3-5 main tasks for the year in column 1. Please discuss the tasks and agree with your supervisor first before attempting the form.
- The employee will conduct a self-evaluation from 1 (lowest) to 5 (highest) and insert in column 2.
- The supervisor will fill column 3, 4 and 5 and calculate the total score giving it a weightage of 60% of the total.

<u>Current year Objectives/KPI</u>	<u>Self-evaluation (1-5)</u>	<u>Supervisor Evaluation (1-5)</u>	<u>*Overall Rating</u>	<u>Manager's Comment</u>
1.				
2.				
3.				

Total score/60% = %

Section II: Competency & Behavior (to be filled by the Supervisor)

Tick the relevant score below

1. Job Knowledge and Skills

Knowledge & skills related to the areas of performance.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Excellent knowledge and skills of own job	Good knowledge of own job and	Adequate knowledge in own area; needs	Inadequate knowledge in own and related areas.	Poor knowledge in own area.

and related areas; professionally up to date.	related areas. Updates self.	updating in related areas.	Needs improvement.	Needs significant development.
---	------------------------------	----------------------------	--------------------	--------------------------------

2. Integrity and Loyalty to Organization

Loyalty and commitment to the organization with ownership of company affairs.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Performs all activities with outstanding commitment, loyalty and dedication. Disseminate the company policies and procedures. Demonstrates ownership of affairs as if it's her/her own business.	Performs all activities with good dedication and loyalty. Follow the company policies and procedures. Reflects a long term commitment to the organization.	Commitment and loyalty is satisfactory. Follow the company policies and procedures.	Inadequate commitment and loyalty to the organization. Searching for other jobs and speaks negatively about the organization. Do not strictly follow the company's policies and procedures.	Poor commitment and loyalty to the organization. Always searching for other jobs and negatively speaks about the organization to everyone. Deviates from the company's policies and procedures.

3. Quantity and Quality of Output

Extent of target fulfillment, completion of assigned tasks and general excellence of output.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Quantity and quality of work is extremely high and above expectation.	Fulfillment of major tasks/targets, despite constraints. Does a thorough and accurate job; high quality consciousness.	Tasks assigned generally met with moderate effort; work is acceptable in quality; sometimes work needs correction.	Output below target expectation despite lack of constraints; work barely up to the mark; needs to be corrected.	Output and quality of work is completely unacceptable.

4. Cost/Time Management

Aware of cost/time aspects in the job. Effective utilization of resources time and reduction of waste.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Always makes optimum utilization of resources; assignments / task completed ahead of schedule.	All assigned tasks completed within the specified cost / time parameters; reduce cost and avoid waste.	All assigned tasks completed within the specified cost / time parameters.	Sometimes misses the assigned targets. Lacks awareness about the needs to effect company.	Always lags behind in completing the assigned tasks on time. Delays lead to additional cost.

5. Initiative

Ability to be self-reliant and move forwards a task without outside direction.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
-----------------------------	-----------------------------	-----------------------------	-----------------------------	-----------------------------

Totally self-reliant, a self-starter & proactive. Excellent level of approach at all times and exceeds the expectation of bringing out new ideas.	Undertakes most tasks and overcomes obstacles independently. Good level of approach at all times and in giving new ideas.	Satisfactory level of approach at all times, occasionally needs some follow-ups and generally brings out new ideas.	Needs regular follow up. Does not contribute with new ideas.	Needs constant guidance/instructions and follow-up. Poor level of approach at all times, and is reluctant to organization change.
---	---	---	--	---

6. Communication

Skill and desire to share available information with all concerned.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Excellent clarity of thought and expression; is receptive to feedback and keeps everybody informed of what is happening.	Good expression; open to feedback; keeps his subordinates / superiors / colleagues well informed.	Able to communicate thoughts and expression to an acceptable / satisfactory level.	Has limited skills and desires to share information; relies on formal communication.	Lacks both the skill and the will to communicate; keeps things to him/herself; expresses no desire to acquire/share information.

7. Planning and Organizing

Ability to anticipate work needs and development of effective action plans in relation to tasks assigned.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Excellent ability to anticipate future work needs ahead of time and works in a logical and systematic manner to meet the plan.	Good ability to plan and organize the work. Very systematic and methodical.	Normally anticipates work needs; is able to prepare a plan of action; generally systematic and methodical.	Not systematic & methodical; sometimes slow in arranging the work load to meet the plan.	Very unsystematic and unmethodical; does no planning at all.

8. Team Work

Interest taken in to promote a teamwork and share ideas with others for improvement.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Outstanding ability to perform in teamwork, excellent coordination with colleagues.	Very good ability to perform in a teamwork, gets along with colleagues very well.	Good ability to perform in a teamwork, good coordination with colleagues.	Understanding and fair ability to perform in a teamwork, fair co-ordination with colleagues.	Low understanding and low ability to perform in a team work poor co-ordination with colleagues.

9. Partner Satisfaction. (Internal & External Partners)

Ability to identify and meet partner requirements effectively by providing quality solutions.

5. <input type="checkbox"/>	4. <input type="checkbox"/>	3. <input type="checkbox"/>	2. <input type="checkbox"/>	1. <input type="checkbox"/>
Outstanding ability to anticipate / identify partner	High level of ability to identify and meet partner	Generally understand meets	Finds it difficult to identify partner requirements and	Very poor in identifying partner needs

Recommended for advisory letter due to lack of improvement in performance (please specify below)

Justify in case of job rotation/transfer/advisory letter/extra increment:

Employee/Appraisee Name & Signature	Head of Department Name & Signature	Head of HR Name & Signature
Date:	Date:	Date: