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# APPENDIX I



HR and ADMIN Forms - Our  
Guiding Tools



## APPENDIX

*List of all the forms/tools used in this manual.*

<b>Form #</b>	<b>Form Title</b>	<b>Abbreviation</b>
HR 001	Personnel Recruitment	PR
HR 002	Job Description	JD
	Sample Job Descriptions	-
HR 003	Job Posting Bulletin	JPB
HR 004	Interview Evaluation	IE
HR 005	Interview Guidelines	IG
HR 006	Employment Application	EA
HR 007	Reference Check	RC
HR 008	Offer Letter	-
HR 009	Change of Status	CS
HR 010	Appointment Letter	-
HR 011	Service Contract	-
HR 012	Joining Report	JR
HR 013	Department Induction Checklist	DIC
HR 014	Probationary Period Report	PPR
HR 015	Training Nomination	TN
HR 016	Feedback Report on Training	FRT
HR 017	Employee Training Record	ETR
HR 018	Practical Training Report	PTR
HR 019	Performance Appraisal System for Management Staff	PAS
HR 020	Disciplinary Warning Record	DWR
HR 021	First Grievance Complaint	FGC
HR 022	Second Grievance Complaint	SGC



## APPENDIX

HR 023	Attendance Record	AR
HR 024	Tardiness Warning Record	TWR
HR 025	Attendance Warning Record	AWR
HR 026	Short Leave Request	SLR
HR 027	Leave Application	LA
HR 028	Accident Register	AR
HR 029	Clearance & Final Settlement	CFS
HR 030	Exit Interview Checklist	EIC
HR 031	Separation	-

**PERSONNEL RECRUITMENT (PR)***1.0 To be filled in by the Recruiting Department*

1.1 Recruitment Position \_\_\_\_\_ 1.2 Level \_\_\_\_\_

1.3 Department \_\_\_\_\_ 1.4 Location \_\_\_\_\_

1.5 Purpose of Hiring  Fill new position  Replacement for \_\_\_\_\_

## 1.6 Nature of Employment

- Permanent  Temporary  Part-time  Probationary  
 Consultant  Contractual  Branch Staff  Intern / Trainee

1.7 Budgeted Position  Yes  No (Approval would be required from\_\_\_\_.)

1.8 Recruitment deadline, latest date for hiring \_\_\_\_\_

\_\_\_\_\_  
Recruiting Authority's Signature & Date

Mr./Ms./Mrs. \_\_\_\_\_

Designation \_\_\_\_\_

*2.0 To be filled in by the HR Department*

Recruitment #: \_\_\_\_\_

2.1 Date Recruitment form Received \_\_\_\_\_ 2.2 Received by \_\_\_\_\_

2.3 Search approved from \_\_\_\_\_, if applicable  Yes  No

## 2.4 Recruitment form Status

- Search Approved, fill in Section 2.5  
 Search Disapproved: State why \_\_\_\_\_

## 2.5 Search Type

- ASASAH Database  In- House Announcement  Advertisement  
 Search Firm  Outsource  Industry Contacts  
 Announcements in Educational & Technical Institutions  
 Others \_\_\_\_\_

\_\_\_\_\_  
Department Head's Signature & Date

Mr./Ms./Mrs. \_\_\_\_\_



**JOB DESCRIPTION  
POSITION**

HR#002

**1.0 POSITION SUMMARY**

<b>Position</b>	<b>Department</b>
<b>Reports to</b>	<b>Grade</b>
<b>Direct Reports</b>	<b>Location</b>
<b>Indirect Reports</b>	<b>Preparation Date</b>

**2.0 YOUR CORE MISSION**

The core responsibility of the team member is to use:

- Initiative
- energy
- persistence
- result-orientation
- drive
- integrity
- enthusiasm
- commitment to personal development

to further ASASAH's Mission:

**3.0 PURPOSE OF POSITION**

**Core Objectives or the Primary Functions of the Job**

**Links and Support to other Departments and to the Organization**

## 4.0 JOB RESPONSIBILITIES

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

## 5.0 QUALIFICATION, KNOWLEDGE & EXPERIENCE

**Formal Education (Degree, Certificate & Subject)**

**Supplementary Training/Skills Required**

**Experience (Industry Specialization, Previous Position Held, Specific Expertise)**

## 6.0 DECISION-MAKING & AUTHORITY

'Hiring' and 'Firing' Authority

Authority for Approving Financial Expenditures

Max. Expenditure Limits

Nature of Expenditure

Approvals Required

Without approval

Without approval

With approval

With approval



## 7.0 INTERNAL & EXTERNAL RELATIONSHIPS

### 7.1 Internal Relationships

Type of Contact	Purpose	Frequency

### 7.2 External Relationships

Type of Contact	Purpose	Frequency

## 8.0 PERFORMANCE INDICATORS

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

## 9.0 APPROVALS

Prepared By: \_\_\_\_\_ Signature \_\_\_\_\_

Approved By: \_\_\_\_\_ Signature \_\_\_\_\_



## JOB POSTING BULLETIN (JPB)

Dated \_\_\_\_\_

Bulletin No \_\_\_\_\_

The position listed here is an open position available to applicants from among the company's employees.

If you wish to apply for the position, and meet the qualifications described below, please contact the Human Resource Department

1.1 Position Title \_\_\_\_\_

1.2 Level \_\_\_\_\_

1.3 Department \_\_\_\_\_

1.4 Supervision \_\_\_\_\_

1.5 Summary Description Of The Position \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1.6 Required Qualifications \_\_\_\_\_  
\_\_\_\_\_

1.7 Required Experience \_\_\_\_\_  
\_\_\_\_\_

1.8 Required Skills \_\_\_\_\_  
\_\_\_\_\_

1.9 Dead Line For Applying \_\_\_\_\_

For further information, please contact:

Head HR

\_\_\_\_\_  
Signature of HoD HR



## INTERVIEW EVALUATION (IE)

### 1.0 Position Information

1.1 Candidate Name: Mr./Ms./Mrs. \_\_\_\_\_ 1.2 Proposed Position \_\_\_\_\_  
 1.3 Interview Stage     Screening Interview     2<sup>nd</sup> Interview     Selection Interview  
 1.4 Interviewer's Name \_\_\_\_\_ 1.5 Interviewer's Designation: \_\_\_\_\_

### 2.0 Rating on Key Attributes

#### 2.1 Rating Scale for Key Attributes

*0-3 Unacceptable      4 - 6: Average      7 - 8: Good      9 -10: Excellent*

2.2 KEY ATTRIBUTES	SCORE
<b>2.1 Appearance, Manner and Personality</b> General Appearance, Speech, Mannerism, Level of Confidence	
<b>2.2 Attitude Towards</b> Hard Work, Subordinates, Management, Supervisors, Family	
<b>2.3 Communication Skills</b> Ability to Communicate Ideas, Speak Confidently, Write Business English	
<b>2.4 Interpersonal Skills</b> Ability to get along with People, Ability in Maintaining Relationships	
<b>2.5 Problem Solving and Analytical Skills</b> Ability to Articulate & Organize Information, Mental Alertness, Grasp of Complex Ideas	
<b>2.6 Ambition &amp; Motivation</b> Field of Interest, Career Plans, Aspirations for Success	
<b>2.7 Knowledge of Contraceptive Techniques &amp; Skills</b> Quality of Knowledge & Practical Experience, Depth of Understanding of Issues	
<b>2.8 Supervisory and Leadership Qualities</b> Previous Supervisory/Leadership Experience, Level of Assertiveness, Ability to Motivate Others, Acceptance of Authority & Responsibility	
<b>2.9 Education, Training and Professional Qualification</b> Major Field of Study, Specialized Training, Results/Certifications Achieved	
<b>2.10 Quality of Work Experience</b> Level of Responsibility, Decision-Making, Supervisory/Management Functions	
<b>2.11 Technical Competence</b> Performance of Procedures, Level of Judgement Exercised	
<b>2.12 Trainability</b>	
<b>Total Score</b>	

### 3.0 OVERALL RATING (Circle appropriate choice)

*0 – 50 Unacceptable    51 - 70: Average    71 – 90: Good    91+: Excellent*

### 4.0 Interviewer Feedback

4.1 Recommendation (Please tick the appropriate box)

- Shortlist Candidate for Next Stage                       Do Not Shortlist Candidate for Next Stage  
 Hire     Do Not Hire

4.2 Any comments: \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
 Interviewer's Signature & Date





## INTERVIEW GUIDELINES

There are some basic guidelines or rules of thumb, which managers should follow in order to conduct effective and productive interviews. These rules can be further refined as the interviewer gains confidence and experience in conducting interviews.

There are five stages to conducting interviews. There are a series of steps to be carried out for each stage.

### 1. PREPARATION

Preparation should be done for all interviews.

#### 1.1 Determine the Specific Objectives of the Interview

Decide what type and level of information should be obtained from the interviewee with respect to the position involved and the general company philosophy. Do not simply repeat all of the basic information questions given on the Employment Application Form (EAF) or the applicant's resume.

In general, probe the candidate to get information on the authenticity of his claims on his applications and his personality traits, such as character, social adjustment, attitude, oral communication, and capacity for growth and advancement.

#### 1.2 Formulate Specific Questions to Accomplish Interview Objectives

Jot down the general questions, but do not memorize them. An interview should not turn out to be an interrogation.

#### 1.3 Read up on the Interviewee's Application/Resume

Get a general idea of the interviewee's profile. It would help you determine what areas and lines to pursue during the interview.

### 2. SETTING

Both types of settings, physical and mental, are critical for a smooth interview.

#### 2.1 The Physical Setting for the Interview should be both Private and Comfortable

It encourages the candidates to talk openly and frankly. Any individual who is sitting in a comfortable chair has a tendency to relax and talk more freely, thus providing more and truer information for the interviewer to evaluate.

## **2.2 The Mental Setting should be One of Agreement**

Interviewer should establish an atmosphere of ease. Make some general conversation in the beginning to act as an icebreaker. The interviewer must be aware of non-verbal behavior. Impatience, irritation, hostility, and resentment can be conveyed by body language. If one seldom smiles and always keeps a physical barrier between oneself and the interviewee, very little rapport will be established.

## **3. CONDUCT OF THE INTERVIEW**

This is the major step in the interview process, where the interviewer is able to get the desired information and the interviewee supplies the facts the interviewee wants to know.

### **3.1 The Interviewer should be Approachable and Friendly**

The interviewer should show a healthy respect and concern for the interviewee. The interviewer who likes to talk with people and is truly interested in them will find out the most about them. He or she creates a genial atmosphere, which leads the interviewee to open up.

### **3.2 Ask Open-Ended Questions to Encourage the Interviewee to Talk**

Questions that can be answered by 'yes' or 'no' will not reveal the true nature of the applicant. Instead of asking if the person being interviewed has trouble getting along with supervisors, the interviewer should ask what type of supervisor the interviewee would like to work for and why.

### **3.3 Listen Attentively**

The interviewee must have the full attention of the interviewer. Marginal listening not only prevents the obtaining of full information but is insulting to the interviewee.

## **4. CLOSE**

Just as it is important for the interview to being and run smoothly, without awkwardness and embarrassment, it is vital for an interview to end smoothly.

### **4.1 The Interviewer should make Clear Sign to Indicate the End of the Interview**

The interviewer has definite responsibility for bringing the conversation smoothly to a close and so indicating in some obvious manner, thus enabling the interviewee to

make a reasonably poised exit. The interviewer may lay a pencil down, push back a chair, stand up, or do any of a number of things to indicate that the conversation is coming to a close.

#### **4.2 The Interviewee should be given Some Indication of Further Action**

One should not be left hanging in the air, wondering what, if anything happens next. If the applicant can be accepted, in which case he/she is informed of further employment processing. In the case of the applicant being rejected for not measuring up to the job specification, in order to avoid a face-to-face rejection, more impersonal means can be relied upon, such as a letter. An interviewer can also inform the interviewee frankly of his/her rejection and the reasons for it.

### **5. EVALUATION**

At the end of the interview, the interviewer must immediately undertake the task of evaluating the candidate while the details are fresh in mind. If the Interview Evaluation form (IE) has not been filled, details should be recorded now. Some decision must be reached concerning the applicant.







HR# 006

**EMPLOYMENT APPLICATION (EA)****1.0 General Information**

1.1 Name: Mr./Ms./Mrs. \_\_\_\_\_ 1.2 Position Applied for \_\_\_\_\_

1.3 Date of Birth \_\_\_\_\_ (Day/Month/Year) 1.4 NIC # \_\_\_\_\_

1.5 Tel No. \_\_\_\_\_ 1.6 Other Contact No. (specify) \_\_\_\_\_

1.7 Present Address \_\_\_\_\_

1.8 Permanent Address \_\_\_\_\_

**2.0 Education (Start with highest certification)**

Type of Degree/Certificate	School/College	Years Attended	
		Started	Ended

**3.0 Courses, Training & Skills**

List any other courses/training you have taken and your skills/aptitude that may be relevant to the position you are seeking:


**4.0 Employment Record**

List your employment record starting from your most recent employer to your first. (Please add another sheet if more space is required.)

Name of Employer	Position Held	Years Attended	
		Started	Ended

**5.0 Please Read Carefully Before Signing**

Dated \_\_\_\_\_

I certify that the information given by me in this application is true and complete. I understand and agree that any false information, misrepresentation, or concealment of facts is sufficient grounds for my immediate discharge without recourse and to refusal of employment of the company.

Signature \_\_\_\_\_



HR# 007

## REFERENCE CHECK (RC)

### 1.0 General Information

1.1 Name: Mr./Ms./Mrs. \_\_\_\_\_ 1.2 Position Applied for \_\_\_\_\_  
1.3 Reference \_\_\_\_\_ 1.4 Designation \_\_\_\_\_  
1.5 Company Contacted \_\_\_\_\_ 1.6 Tel # \_\_\_\_\_

### 2.0 Reference Information

2.1 When did the applicant work for your company? From \_\_\_\_\_ To \_\_\_\_\_

2.2 What was the applicant's position/title? \_\_\_\_\_

2.3 What information can you give concerning:

a) Quality of work \_\_\_\_\_  
\_\_\_\_\_

b) Quantity of Work \_\_\_\_\_  
\_\_\_\_\_

c) Attendance \_\_\_\_\_

2.4 Did this person get along well with others?  Yes  No

2.5 Why did he/she leave your company? \_\_\_\_\_  
\_\_\_\_\_

2.6 Is he/she eligible for rehire with your company?  Yes  No

If no, why? \_\_\_\_\_  
\_\_\_\_\_

2.7 Additional Comments \_\_\_\_\_  
\_\_\_\_\_

### 3.0 Reference Check Information

3.1 Done by \_\_\_\_\_ 3.2 Designation \_\_\_\_\_

\_\_\_\_\_  
Signature & Date



## OFFER LETTER

Dated: mm/dd/yy

Mr./Ms./Mrs. XXX  
Lahore

Dear Mr. /Ms./Mrs. XXX,

We are pleased to extend to you an offer of employment with ASASAH, for the position of "XYZ". This position will be based at Location and shall report to the Position.

The employment terms and conditions are summarized as follows:

▪ Remuneration

Basic	Rs. _____
Medical Allowance	Rs. _____
Telephone Allowance	Rs. _____
Any other	Rs. _____
Total	Rs. _____

- Vacation 38 days per year
- Probationary Period 6 months
- Notice Period 30 days

You are requested to join us from the mm/dd/yy.

Acceptance of this offer must be submitted to us within 3 days after which the offer becomes invalid.

Yours respectfully,

\_\_\_\_\_  
Signature & Date

Mr./Ms./Mrs. \_\_\_\_\_

Designation: Head of Department  
Human Resource



HR# 009

## CHANGE OF STATUS (CS)

### 1.0 Employee Information

1.1 Name Mr./Ms./Mrs. \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_

### 2.0 Personal Information

2.1 Father's Name \_\_\_\_\_ 2.2 Date of Birth \_\_\_\_\_ (dd/mm/yy)  
2.3 Religion \_\_\_\_\_ 2.4 Marital Status  Single  Married  Widow  
2.5 Husband/wife's Name \_\_\_\_\_  
2.6 NIC # \_\_\_\_\_ 2.7 Passport # \_\_\_\_\_  
2.8 Mark of Identification \_\_\_\_\_  
2.9 Any Political Affiliation  Yes  No 2.10 Ever Tried in a Court of Law  Yes  No

### 3.0 Education (Start with highest certification)

Type of Degree/Certificate	School/College	Years Attended	
		Started	Ended

### 4.0 Relevant Courses & Training (List any courses or training you have taken in the past six months which are relevant to your employment)


### 5.0 Contact Information

5.1 Tel Nos. \_\_\_\_\_ 5.2 E-mail \_\_\_\_\_  
5.3 Next of Kin \_\_\_\_\_ 5.4 Relation \_\_\_\_\_  
5.5 Present Address \_\_\_\_\_  
\_\_\_\_\_  
5.6 Permanent Address \_\_\_\_\_  
\_\_\_\_\_

### 6.0 Declaration

It is certified that the information given above are true to the best of my knowledge. Any discrepancy can lead to disciplinary action against me, as deemed necessary by the authorities concerned.

\_\_\_\_\_  
Employee's Signature & Date

\_\_\_\_\_  
HoD / Supervisor's Signature & Date



## APPOINTMENT LETTER

dd/mm/yy

Mr./Mrs. /Ms. XXX  
Lahore

Dear Mr. /Mrs. /Ms. XXX,

With reference to your application for employment and subsequent interview held on dd/mm/yy, we are pleased to appoint you as "Position" based at Location with effect from dd/mm/yy on the following terms and conditions:

1. Your appointment is effective from dd/mm/yy. You will be on probation for the first six months after which you may be confirmed on the basis of satisfactory performance. During the probationary period your services can be terminated without prior notice from either side.
2. Please note that your employment is subject to receipt of authentic and complete documentation from you as specified by the ASASAH. Your services are liable to be terminated if any information given in the application for employment is found to be false or incorrect.

**3. Reporting to:**

You will report to the Position.

**4. Working Days & Hours**

Working hours are from 7:00 a.m. to 2:00 p.m. from Monday to Friday. Sundays and all Gazetted holidays will be official holidays.

**5. Salary**

You will draw a total monthly remuneration of Rs. xxx/-

Basic	Rs. _____
Medical Allowance	Rs. _____
Telephone Allowance	Rs. _____
Total	Rs. _____

Salary will be paid through cross cheque in the prescribed account by the ASASAH.

Income tax will be deducted at source and will be applied as specified in the tax guidelines issued by the Government of Pakistan.

- 6 On confirmation of employment, your services can be terminated on one month's notice or one month's pay in lieu thereof. This term shall apply to either side. It should be understood that no notice period is required in case your services are terminated on grounds of misconduct, willful neglect of duty, breach of trust or any other dereliction of the ASASAH.
- 7 Upon termination of this employment, you are required to return to the company all its property in your possession including any correspondence conducted by you, officially or otherwise in connection with organization's affairs and to hand over physical charge to such employee as authorized by the organization.
- 8 Any dispute arising out of this contract of employment can only be settled through a court of law in Lahore.

9 **Travel**

All domestic travels related to work will be paid by the organization as economy airfare, or air-conditioned train travel or bus travel.

10 **Leave**

As per service rules.

Please return in duplicate copy of this letter duly signed below as token of acceptance of the above terms and conditions.

The organization welcomes you and expects cooperation and dedication to the objectives of the organization.

\_\_\_\_\_  
Signature of Employee

\_\_\_\_\_  
HoD, Human Resources

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_



## SERVICE CONTRACT

Memorandum of contract made this **March 01, 2009** between ASASAH and Mr. / **Ms XYZ** (hereafter referred to as "Subscriber") whose address is at **House # 2, Canal Berg, Canal View Housing Society.**

**Whereas ASASAH** desires to engage the services of the Subscriber for appointment as the Position based in Lahore and on the terms and conditions set here-in-forth, and

**Whereas** the Subscriber is ready and willing to accept this engagement of service with ASASAH on the said terms and conditions.

Now, therefore, the parties hereto agree as follows:

### 1 Terms of Reference

Position Title : Position

Location : Lahore

### 2 Duration of Contract

The duration of this contract will be \_\_\_ months. This contract will come into effect on the 17<sup>th</sup> April 2002 and shall expire on \_\_\_\_\_ subject to the provisions of Article 7 below.

This contract carries no expectation of renewal.

### 3 Remuneration

ASASAH shall pay an amount of Rs. 000/- per month in consideration for the services performed by the Subscriber under the terms of this contract. All payments shall be made in local currency in accordance with the prescribed schedule of payment.

Daily subsistence for project related official travel will be paid to the Subscriber by ASASAH on the basis of rates established for locally recruited staff of ASASAH as may be prescribed and notified to the employees from time to time.

### 4 Entitlement

The Subscriber will be accorded 21 days of annual leave, 7 days of casual leave and 10 days of sick leave during the period of this contract.

### 5 Status of the Subscriber

The Subscriber shall not be considered to be in any respect a staff member of ASASAH and shall neither be covered by ASASAH Staff Rules and Regulations nor by the Convention on the Privileges and Immunities.

**6 Rights & Obligations of the Subscriber**

The rights and obligations of the Subscriber are strictly limited to the terms and conditions of this contract. Accordingly, the Subscriber shall not be entitled to any benefit, payment subsidy, compensation or pension from ASASAH, except as expressly provided in this contract.

The Subscriber will not be exempt from taxation by virtue of this contract and is solely responsible for taxes levied under this contract.

**7 Rescission**

Either party may rescind the contract at any time by giving the other party thirty days' notices in writing of its intention to do so. Pro-rata compensation may be paid in lieu of notice.

Should it be necessary for the contract to be foreshortened by ASASAH, the subscriber shall receive reasonable compensation, not be less than one week's remuneration for each un-expired month of the contract.

Should dismissal for improper conduct be deemed necessary under article 12 below, the contract may be rescinded by the executing agent with immediate effect upon written notice; no compensation will be payable in such cases.

**8 Designation of Beneficiary**

The Subscriber has designated \_\_\_\_\_ at address  
\_\_\_\_\_  
\_\_\_\_\_

as her beneficiary for all amounts to the Subscriber's credit under the terms of the contract in the event of the Subscriber's death.

**9 Title Rights**

The title rights, copyrights and all other rights of whatsoever nature on any material produced under the provisions of this contract shall be vested exclusively in ASASAH.

**10 Unpublished Information**

The Subscriber shall not communicate to any person, government or other entity external to ASASAH any unpublished information made known to the Subscriber by reason of performing his duties under the terms of this



contract, except as required by the assignment or upon authorization by ASASAH. This provision shall survive the expiration or rescission of the contract.

**11 Disclosure**

The Subscriber shall disclose to the executing agent any business or professional employment or activity in which he or she may be engaged prior to or at any time in the course of present contract. These activities shall not be incompatible with the performance of the service outlined under Article I of this contract.

**12 Codes of Conduct**

The Subscriber shall conduct himself/herself at all times with the utmost regard for the purpose and principles of ASASAH and in a manner befitting his/her relationship with ASASAH under this contract. The Subscriber shall not engage in any activity or any action and in particular any kind of public pronouncement that is incompatible with ASASAH's purposes and principles or the proper discharge of her duties with the project. While the subscriber is not expected to give up any national sentiments or political and religious convictions, he/she shall at all times bear in mind the reserve and tact required by reason of his/her relationship with ASASAH.

**13 Settlement of Disputes**

Any claim or dispute relating to the interpretation or the execution of the present contract, which cannot be settled amicably, shall be settled by binding arbitration. The arbitration panel shall be composed of a Government official nominated by the Subscriber, a representative of ASASAH and a CEO agreed to by both of them. The Dispute may also be settled by arbitration in accordance with ASASAH Service Rules and Regulations. In the latter case, ASASAH would provide guidance on the appropriate procedures at present in force.

IN WITNESS WHEREOF, the parties hereto have executed this Contract.

By:

\_\_\_\_\_  
Mrs. Tabinda Jaffery  
CEO

\_\_\_\_\_  
[Employee Name]

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_





## JOINING REPORT (JR)

### 1.0 General Information

1.1 Name: Mr./Ms./Mrs. \_\_\_\_\_ 1.2 Designation \_\_\_\_\_

1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_

1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Date Joined \_\_\_\_\_

\_\_\_\_\_  
Signature of Employee

Name \_\_\_\_\_

Dated: \_\_\_\_\_

\_\_\_\_\_  
Signature of ASASAH Authority/CEO

Name \_\_\_\_\_

Designation \_\_\_\_\_

Dated: \_\_\_\_\_



## DEPARTMENT INDUCTION CHECKLIST (DIC)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
 1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
 1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Date Joined \_\_\_\_\_

### 2.0 Induction Activities Checklist (Minimum Duration: 2 Weeks)

Day #	Activity	Responsibility	4
1 <sup>st</sup>	<b>Orientation to ASASAH</b>	HoD HR	
	1. History		
	2. Mission		
	3. Goal		
	4. Philosophy		
	5. Culture and values		
	6. Identity of key team members at head office/other centres		
1 <sup>st</sup>	<b>Orientation to Work Environment</b>	HoD HR	
	7. Tour and familiarization of the building		
	8. Location of facilities, e.g. toilets, lockers, catering facilities		
	9. Safety & security		
1 <sup>st</sup>	<b>Job</b>	HoD HR / Supervisor	
	10. Introduction to work area	HoD HR	
	11. Introduction to Employee's Supervisor	-do-	
	<i>(To be continued by the employee's supervisor)</i>		
	12. General explanation of departmental activities	Supervisor	
	13. Job responsibilities and tasks	-do-	
	14. Brief explanation of how the function ties in with other departmental activities		
	15. Organization of the department & names of department officers & Supervisors		
	16. Location of materials e.g. files, equipment, stationary		
	17. Use of telephone system		
	18. Procedure for dealing with a medical emergency		

1 <sup>st</sup>		<b>Health &amp; Safety</b>	Supervisor	
	19.	Individual responsibility for own health & safety and that of others		
	20.	Fire procedures (including knowledge of zones, assembly points, evacuation etc.)		
	21.	Location and use of fire exits, escape routes, fire extinguishers and fire alarm points		
	22.	Identity of first aid providers & location contents and use of first aid kit.		
	23.	Location and use of accident book, reporting injuries and dangerous occurrences		
	24.	Spotting and reporting hazards		
	25.	Safe use of any hazardous substances which may be applicable		
	26.	Equipment care, protective clothing, reporting of damage/faults		
	27.	Hygiene and infection control		
	28.	General housekeeping		
	29.	Principles of safe manual handling.		
	30.	Food handling precautions where appropriate		
	31.	<i>Near end of day, review information, answer questions, offer encouragement</i>		
On-going		<b>On-Going Development Plan for Probation Period</b>	Supervisor	
	32.	On the job training		
	33.	Visits to other locations/offices/centers		
	34.	Customer care training		
	35.	Quality awareness training		
	36.	Telephone training		
	37.	Health and safety awareness training		
	38.	Further training as required		

### Suggestions

- 1 The new employee should be made to feel at home in every way possible: have lunch with a different group every day; take break periods with different employees.
- 2 The department manager should offer encouragement to the new employee as time permits.
- 3 Additional items to be covered informally in the first few weeks:
  - Any problems encountered in adjusting.
  - Answer questions regarding training progress.
  - Officer suggestions for improving effectiveness.
  - Compliment strong points.
  - Follow-up on suggestions for improvement.

Supervisor's Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Supervisor's Signature and Date

cc: Human Resource Department



## PROBATIONARY PERIOD REPORT (PBR)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
 1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
 1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Date Joined \_\_\_\_\_

### 2.0 Indicate employee performance for the following job activities

S.#	Job Activities	Yes	No
1	Job knowledge: Does employee understand job requirements?		
2	Does employee meet full job requirements?		
3	If not, is employee making satisfactory progress on the job?		
4	Quality of work: Is quality of employee's work satisfactory?		
5	Quantity of work: Is employee sufficiently productive?		
6	Initiative: Is employee a self-starter who does not need prompting?		
7	Dependability: Can you count on employee to do as instructed without constant follow-up?		
8	Conduct: Does employee follow rules of conduct?		
9	Tardiness: Are you satisfied with his punctuality during this period?		
10	Attendance: Are you satisfied with his attendance record to date?		
11	Cooperation: Does employee work as a team member?		
12	Job attitude: Does employee like the job?		
13	Is this employee satisfied with the job?		
14	Has this employee gained full knowledge of the job requirements?		
15	Has the employee progressed as well as you expected for his or her time on the job?		

How satisfied are you with the employee's progress to date?

Circle appropriate level.

Unsatisfied       Satisfied       Very Satisfied

### 3.0 Supervisor's Recommendation

Extend Probationary Period       Confirm Employment       Terminate

\_\_\_\_\_  
Employee's Signature & Date

\_\_\_\_\_  
Supervisor's Signature & Date

\_\_\_\_\_  
Department Head's Signature & Date

**TRAINING NOMINATION (TN)****1.0 Employee Information**

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Date Joined \_\_\_\_\_

**2.0 Training Program Information**

2.1 Programme Title \_\_\_\_\_  
2.2 Programme Instructors \_\_\_\_\_  
2.3 Scheduled Dates of Training \_\_\_\_\_ 2.4 Venue \_\_\_\_\_  
2.5 Fee \_\_\_\_\_  
2.6 Purpose of Training  Refresher Course  Skill Enhancement  
 Sector Information  Personal Development  
 Others \_\_\_\_\_

**3.0 Employee Training Information**

3.1 Last Training Program Attended \_\_\_\_\_  
3.2 Dates on which Attended \_\_\_\_\_

\_\_\_\_\_  
Employee's Supervisor & Date\_\_\_\_\_  
Departmental Head's Signature & Date**4.0 Action by Human Resource Department**

Date Received \_\_\_\_\_

4.1 Approved by Human Resource Department  Yes  No  
4.2 Decision Notified to:  Employee  Department Head  
4.3 Any Comments: \_\_\_\_\_

\_\_\_\_\_  
Department Head's Signature & Date

**FEEDBACK REPORT ON TRAINING (FRT)****1.0 Employee Information**

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Location \_\_\_\_\_

**2.0 Training Program Attended**

2.1 Programme Title \_\_\_\_\_  
2.2 Programme Instructors \_\_\_\_\_  
2.3 Scheduled Dates of Training \_\_\_\_\_ 2.4 Venue \_\_\_\_\_  
2.5 Fee \_\_\_\_\_  
2.6 Purpose of Training  Refresher Course  Skill Enhancement  
 Sector Information  Personal Development  
 Others \_\_\_\_\_

**3.0 Employee Feedback****3.1 Training Methodology Employed**

- Lecturettes  Video Based Debate  Structured Exercises  
 Power Groups  Role Playing  Management Games  
 Others \_\_\_\_\_

**3.2 Topics Covered:**

a) Topic \_\_\_\_\_  
Comments \_\_\_\_\_

b) Topic \_\_\_\_\_  
Comments \_\_\_\_\_

c) Topic \_\_\_\_\_  
Comments \_\_\_\_\_

d) Topic \_\_\_\_\_  
Comments \_\_\_\_\_



3.3 What was the most useful learning experience of the training (attributes, skills, knowledge)?

---

---

3.4 What was the least useful learning experience of training (attributes, skills, knowledge gained)?

---

---

3.5 What will you apply that you learnt during the Training Program?

---

---

3.6 Additional comments \_\_\_\_\_

---

---

\_\_\_\_\_  
Employee's Signature & Date

Supervisor's Comments (if any)

---

---

\_\_\_\_\_  
Supervisor's Signature & Date

Department Head's Comments (if any)

---

---

\_\_\_\_\_  
Department Head's Signature & Date



## EMPLOYEE TRAINING RECORD (ETR)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_

1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_

1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Location \_\_\_\_\_

1.7 Reporting Period \_\_\_\_\_

### 2.0 Training Programs Attended To Date (To be maintained by the HR Department on an on-going basis)

#	Training Topic	Trained By	Duration	End Date	Signature of Supervisor

Any Comments: \_\_\_\_\_  
\_\_\_\_\_



## PRACTICAL TRAINING REPORT (PTR)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
 1.3 From Project Office \_\_\_\_\_ 1.4 Project Manager \_\_\_\_\_  
 1.5 Training Office \_\_\_\_\_ 1.6 Project Manager \_\_\_\_\_  
 1.7 Trainer \_\_\_\_\_ 1.8 Training Duration \_\_\_\_\_

### 2.0 No. of Work Procedures Observed

#	Project/Client Name	Done By	Remarks
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			

### 3.0 No. of Work Procedures Assisted

#	Project/Client Name	Done By	Remarks
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			

### 4.0 No. of Work Procedures Done Independently

#	Project/Client Name	Remarks
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

**5.0 Trainer's Comments**

---

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---

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Name	Location	Sign
------	----------	------

**6.0 Trainee's Comments**

---

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---

---

Name	Location	Sign
------	----------	------

**7.0 Human Resource Department – Head Office**

7.1 Date Received \_\_\_\_\_

7.2 Received By \_\_\_\_\_

*To be filed in employee's records*

\_\_\_\_\_  
Receiving Officer's Signature & Date



## PERFORMANCE APPRAISAL SYSTEM FOR MANAGEMENT STAFF (PAS)

Name	Current Position Since (Date)
Department Current Location	Salary Level Since (Date)
Joining Date	Period Under Review
Appraiser's Name Title	Reviewer's Name Title

### DIRECTIONS TO THE APPRAISER

Annual Performance Review is based on objectively assessing individual employee's performance against responsibilities, objectives and ASASAHs core values. They should then form the basis for setting future objectives and action plans and ultimately have an influence on performance related pay.

1. The HR Department should conduct an orientation meeting with all Departmental Heads at least three months before the appraisal process starts. It should give them a briefing on how to prepare for the Annual Performance Appraisal Process and to acquaint them with any changes made in the procedure or the Performance Appraisal Form.
2. The HR Department should circulate the appraisal forms to all Departmental Heads at least one month before date of submission of form for each employee after filling in the requisite information on the cover page.
3. The Appraiser should fill out the 'Objectives' and 'Results' column of section 1 of the form prior to forwarding it to each Employee for self-assessment. The Employee should return the form with his self-assessment done at least two weeks before the appraisal meeting. The Appraiser should then fill out his assessment of Employee's performance.
4. A meeting should be held between the Appraiser and the Employee to discuss his evaluations. The objective should be to discuss his performance, provide recognition for good results and strengths, set a future work plan, assess his training needs and provide counseling and motivation to improve where results fall short of expectations. Both the Appraiser and the Employee should sign on the form.
5. The Reviewer reviews the performance appraisal and the performance rating provided by the Appraiser and gives his final approval. If the employee dissents with his performance rating, he should appeal to the Reviewer who will be the final judge of the appraisal rating. The Reviewer then forwards the appraisal form to the HR Department.
6. The HR Department translates the performance rating into salary recommendations and the final approval is obtained from the Review Committee.
7. The HR Department takes the necessary actions to implement the decision.

### SCORING SYSTEM

<b>E- Excellent</b>	<b>3.0 to 4.0</b>	Performance leaves little room for improvement: <ul style="list-style-type: none"> <li>• Understanding is highly advanced with a high degree of commitment to ASASAH's aims.</li> <li>• Tasks are always performed to the highest standards</li> <li>• Behavior consistently exceeds the required standard</li> </ul>
<b>G- Good</b>	<b>2.0 to 3.0</b>	Performance exceeds requirements: <ul style="list-style-type: none"> <li>• Strong understanding of the requirements and identifies with ASASAH's aims</li> <li>• Performance/task behavior meets requirements and usually exceeds the basic standards</li> <li>• Behavior is consistent and usually exceeds the basic requirement.</li> </ul>
<b>S- Satisfactory</b>	<b>1.0 to 2.0</b>	Performance consistently meets job requirements. <ul style="list-style-type: none"> <li>• Adequate understanding and commitment to the ASASAH goals &amp; objectives</li> <li>• Tasks are performed adequately</li> <li>• Behavior is consistent and does not exceed the basic requirement.</li> </ul>
<b>P- Poor</b>	<b>0 to 1.0</b>	Performance does not meet requirements. <ul style="list-style-type: none"> <li>• Understanding is inadequate and there's little or no identification with ASASAH goals</li> <li>• Tasks are not performed or not to a satisfactory level</li> <li>• Standards are met; the team member can not be relied on to perform consistently.</li> </ul>

## DEFINITIONS OF TERMS USED IN THIS FORM

### General Definitions Used in the Form

- Appraiser: The individual responsible for conducting the performance appraisal of the employee to be assessed. Usually the employee's immediate supervisor.
- Employee: The individual who is to be assessed under the Performance Appraisal Process.
- Reviewer: Usually the Departmental Head or the immediate supervisor of the Appraiser. He is responsible for giving the final approval to the performance rating assigned to the Employee.

### Definitions for Terms Used in Section 2: Performance Factors

#### Individual Traits, Behavioral Patterns Consistently Demonstrated In The Employee's Performance

- Attitude: Interest in work, acceptance of supervision and general disposition towards others.
- Acceptance of Responsibility and Initiative: The amount of additional responsibilities willingly accepted, the degree of success in timely completion of required work and the extent to which performance barriers were removed independently
- Flexibility: The ability to deal with different situations simultaneously and to shift from task to task without losing momentum
- Leadership (If Applicable): Effectiveness in remaining people oriented and situation sensitive, in order to influence and motivate subordinates to work towards assigned goals through mutually supportive relations
- Creativity: The ability to generate new ideas and techniques having a practical application
- Coping with Stress: The ability to cope with stressful situations in the work environment while maintaining normal job effectiveness
- Personal Productivity: Output and quality of work in relation to time spent
- Appearance & Personality: Punctuality, attendance, conduct, discipline and grooming/appearance
- Integrity: Adherence to personal principles (including honesty) and the courage to uphold convictions
- Commitment to Personal Development: Able to demonstrate ongoing acquisition of knowledge & skills relevant to the job and ASASAH , track record of identifying, addressing and pursuing own learning needs, and apply learning gained from a range of activities e.g. experience as well as courses
- Commitment to ASASAH goal, vision, values: Demonstrates awareness, understanding, and acceptance

#### Knowledge

- Job Related: Demonstrated adequacy of knowledge required for job performance e.g. functional knowledge of new development tools and products, knowledge of new software and research in their area of expertise
- Work Related: Understanding impact of own work on other areas, knowledge of other functions influencing own work
- Developments In Profession: The extent to which the employee keeps himself updated on continuing developments in his profession, and applies this to the job

#### Work Management Skills

- Planning: The ability to set specific goals and objectives and effectively plan the work required to attain them
- Organizing: The ability to organize own work and the work of subordinates into manageable activities
- Directing (If applicable): The ability to make sound decisions and to motivate employees to implement actions, providing guidance as required
- Controlling (If applicable): The ability to continuously monitor performance with established standards, identify performance deviations and to take corrective action to bring performance inline with requirements

#### Problem Solving Skills

- Routine Problem Solving: The ability to identify, define and solve problems which are well within the scope of the job

#### Interpersonal Skills

- Rapport With Customers: Employee's ability to identify and respond to the needs of potential and current customers
- Rapport with Peers: Consider cooperation with peers, success in building & maintaining respect and loyalty
- Conflict Resolution: Consider the employee's ability to effectively manage conflicts among subordinates by allowing differences to be constructively resolved rather than ignored, suppressed, or denied

#### Communication Skills

- Written: Consider the employee's ability to put his ideas across in writing
- Verbal: Consider the employee's ability to put his ideas across in speech

### SECTION 1: JOB RESPONSIBILITIES

The Supervisor should fill out the 'Objectives' column; with reference to the objectives set mutually with the employee for the previous period, and indicate the results in the 'Result' column. This should be done before the form is given to the employee for self-assessment.

#### Score Key:

**Excellent: 3.0 to 4.0**

**Good: 2.0 to 3.0**

**Satisfactory: 1.0 to 2.0**

**Poor: 0 to 1.0**

<b>Objectives</b>	<b>Results</b>	<b>Self Score</b>	<b>Appraiser Score</b>
1. Objective			
2. Objective			
3. Objective			
4. Objective			
5. Objective			
6. Objective			
7. Objective			
8. Objective			
9. Objective			
10. Objective			
11. Objective			
12. Objective			
<b>Average Score</b>			

## SECTION 2: PERFORMANCE FACTORS

Please indicate assessment of performance with respect to the overall level of achievement. Refer to the cover sheet #2 for definitions of each term.

Score Key:    Excellent: 3.0 to 4.0            Good: 2.0 to 3.0            Satisfactory: 1.0 to 2.0            Poor: 0 to 1.0

Performance Factors	Self Score	Appraiser Score
<b>2.1 Individual Traits, Behavioral Patterns Consistently Demonstrated in the Employee's Performance</b>		
2.1.1 Attitude		
2.1.2 Acceptance of Responsibility & Initiative		
2.1.3 Flexibility		
2.1.4 Leadership (If Applicable)		
2.1.5 Creativity		
2.1.6 Coping with Stress		
2.1.7 Personal Productivity		
2.1.8 Appearance & Personality		
2.1.9 Integrity		
2.1.10 Commitment to Personal Development		
2.1.11 Commitment to ASASAH Goals, Vision, & Values		
<b>2.2 Knowledge</b>		
2.2.1 Job Related		
2.2.2 Work Related		
2.2.3 Developments In Profession		
<b>2.3 Work Management Skills</b>		
2.3.1 Planning		
2.3.2 Organizing		
2.3.3 Directing (If applicable)		
2.3.4 Controlling (If applicable)		
<b>2.4 Problem Solving Skills</b>		
2.4.1 Routine Problem Solving		
<b>2.5 Interpersonal Skills</b>		
2.5.1 Rapport With Customers		
2.5.2 Rapport With Peers		
2.5.3 Conflict Resolution		
<b>2.6 Communication Skills</b>		
2.6.1 Written		
2.6.2 Verbal		
<b>Total Score</b>		





<b>5.2 Skill Development Courses</b>		

<b>5.3 Others</b>		

**SECTION 6: PERFORMANCE SUMMARY**

<b>6.1 Appraiser's Comments</b>		Date _____
Position Title	Name	Signature

<b>6.2 Employee's Comments</b>		Date _____
Position Title	Name	Signature

<b>6.3 Reviewer's Comments</b>		Date _____
Position Title	Name	Signature

**6.4 Confidential Assessment**  
 Please tick below the overall performance assessment of the incumbent based on sections 1 and 2.  
 (To be completed by the Appraiser/Department Head). Assign it a numerical rating.

E		G		S		P	
4.0	3.1	3.0	2.1	2.0	1.1	1.0	0

_____ Appraiser's Signature & Date	_____ Reviewer's Signature & Date
---------------------------------------	--------------------------------------

### 6.5 Summary Recommendations for Review Committee

To be completed by the Human Resource Department

Current Salary in Rupees	
--------------------------	--

Recommendation for Increment in percentage	
--	--

Impact on annual basic salary in Rupees	
---	--

With effect from (Date)	
-------------------------	--

\_\_\_\_\_  
Signature & Date, HoD HR

### 6.6 Action By HR Department

Please check on the appropriate boxes

Date Form Received: \_\_\_\_\_

Update Information Forwarded to Payroll Department. Dated: \_\_\_\_\_

Update Employee Record. Dated: \_\_\_\_\_

-----  
Action Taken by:

Name

Title

Signature

Date



## DISCIPLINARY WARNING RECORD (DWR)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
 1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
 1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_

### 2.0 Disciplinary Code Violated

2.1 Date of Violation \_\_\_\_\_ 2.2 Violation Reported by \_\_\_\_\_  
 2.3 Describe Type & Nature of Discipline Violated \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

I have discussed this warning with the above named employee.

\_\_\_\_\_  
 Department Head's Signature & Date

### 3.0 To the Employee

The purpose of this written warning is to give you specific information on the complaint against your conduct. We expect that it will improve as result of receiving this warning. Under company policy, disciplinary indiscretions are made part of the employee's record and will reflect on his/her performance appraisal or serve as possible cause for dismissal from service.

I acknowledge that the above has been discussed with me, and I have received a copy of the warning.

\_\_\_\_\_  
 Employee's Signature & Date

### 4.0 Human Resource Department

Date Received \_\_\_\_\_

4.1  First Warning       Second Warning       Third Warning  
 4.2 Proposed action:  Copy to Employee File       Update Employee Warning Record  
                                    Other \_\_\_\_\_  
 4.3 Copy Forwarded to:  CEO       Employee's Immediate Supervisor  
                                    Departmental Head       HoD HR  
                                    Others \_\_\_\_\_

\_\_\_\_\_  
 Department Head's Signature & Date











**TARDINESS WARNING RECORD (TWR)****1.0 Employee Information**

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_

**2.0 Note of Warning**

The purpose of this warning is to ensure that you fully understand the company's reporting to work on time, and to inform you that your record of punctuality does not meet the standard set by the company. An acceptable record of punctuality is expected of all the employees and is a requirement for continued employment

During the most recent four-week period, you have been late \_\_\_\_\_ times.

This notice will become a part of your personnel file, and your punctuality will be monitored closely. If at any time in the future you are late for work four times in any four-week period, your employment with the company will be terminated.

\_\_\_\_\_  
Supervisor's Signature & Date

**3.0 Employee Receipt**

I acknowledge that the above has been discussed with me, and that I have received a copy of the warning.

\_\_\_\_\_  
Employee's Signature & Date

cc: Human Resource Department

**ATTENDANCE WARNING RECORD (AWR)****1.0 Employee Information**

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_

**2.0 Note of Warning**

The purpose of this warning is to reinforce the previous oral warning to ensure that you fully understand the company's regulations on attendance, and to inform you that your record of attendance does not meet the standard set by the company.

According to company policy, an employee can be paid for no more than three absences in a month and for no more than fifteen absences in a twelve-month period. When this level of absence is reached, the employee will not be paid for any absences until all of the following conditions are met:

- One month has passed since the last paid absence
- The employee has been absent no more than 3 days in a 30 day warning period
- The employee has been paid for no more than 15 days absence in the most recent twelve-month period

Because of your attendance record, you are being placed under "no pay for absence" status. Any unexcused absences that occur during this time will be recorded as excessive. You are not eligible for pay increase or a promotion while this warning is in effect.

If the number of excessive days in any twelve-month period reaches 16, your employment will be terminated. This notice will become part of your personnel file, and your attendance will be monitored closely.

I have discussed the above attendance guidelines with the above named employee.

\_\_\_\_\_  
Supervisor's Signature & Date

**3.0 Employee Receipt**

I acknowledge that the above attendance warning has been discussed with me, and that I have received a copy of this warning.

\_\_\_\_\_  
Employee's Signature & Date

cc: Human Resource Department



## SHORT LEAVE REQUEST (SLR)

### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_

### 2.0 Leave Information

Dated: \_\_\_\_\_

2.1 Time Out \_\_\_\_\_ hours      Time In \_\_\_\_\_ hours  
2.2 Total No. of Hours \_\_\_\_\_  
2.3 Reason for Leave \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Employee's Signature & Date

### 3.0 Sanctioned By

3.1 Name \_\_\_\_\_  
3.2 Title \_\_\_\_\_  
3.3 Department \_\_\_\_\_

\_\_\_\_\_  
Signature & Date

**LEAVE APPLICATION (LA)****1.0 Employee Information**

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Employment Status \_\_\_\_\_  
1.6 Address on Leave \_\_\_\_\_  
\_\_\_\_\_  
1.7 Reason for Leave \_\_\_\_\_

**2.0 Leave Information**

2.1 Last Leave Availed: From \_\_\_\_\_ To \_\_\_\_\_  
2.2 Leave Applied for:  Earned Leave  Leave of Absence (Without Pay)  Casual Leave  
 Medical / Sick Leave  Maternity Leave  
2.3 From \_\_\_\_\_ To \_\_\_\_\_ ( \_\_\_\_ Days)

**3.0 Sanctioned/Not Sanctioned**

3.1 Leave Information (To be filled in by the HR Department)

Month	Earned	Without Pay	Casual	Medical/ Sick	Maternity
Due					
Availed					
Granted					
Balance					

3.2 Leave Approved by Department Head  Yes  No  
3.3 Leave Approved by HR Head  Yes  No  
3.4 Approval by Others \_\_\_\_\_  
\_\_\_\_\_  
3.5 Leave Sanctioned  Yes  No  
3.6 If Yes, then duration \_\_\_\_\_ Days  
3.7 If No, then reason \_\_\_\_\_

\_\_\_\_\_  
HR Head's Signature & Date

\_\_\_\_\_  
Department Head's Signature & Date

\_\_\_\_\_  
Employee's Signature & Date



## ACCIDENT REGISTER (AR) - *SAMPLE*

1.0 Department/Location \_\_\_\_\_ 2.0 For the Month of: \_\_\_\_\_  
 3.0 Entries made by: \_\_\_\_\_ 4.0 Designation \_\_\_\_\_

**5.0 Information on Accidents Occurred**

S. No.	Date	Time	Nature & Cause of Accident	Department/Service Center	Exact Location	Affected Personnel	Reported by
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							
16.							
17.							
18.							
19.							
20.							
21.							
22.							
23.							
24.							
25.							
26.							
27.							
28.							
29.							
30.							

**6.0 To be Filled at Month-end**

Any Remarks \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
 Signature & Date of Monitoring Authority



## CLEARANCE & FINAL SETTLEMENT (CFS)

### 1.0 Employee Information *(To be filled in by the Employee)*

1.1 Name of Employee \_\_\_\_\_

1.2 Designation \_\_\_\_\_

1.3 Department \_\_\_\_\_

1.4 Immediate Supervisor \_\_\_\_\_

1.5 Location \_\_\_\_\_

1.6 Nature of Employment

Permanent

Temporary

Part-time

Probationary

Consultant

Contractual

Branch Staff

Intern/Trainee

1.7 Date Joined \_\_\_\_\_

1.8 Date of Separation \_\_\_\_\_

1.9 Period of Service \_\_\_\_\_

1.10 Reasons for Leaving

Resigned

Laid-off

Discharged

Retired

### 2.0 CLEARANCE CERTIFICATE

It is certified that there is nothing outstanding against Mr./Ms. Mrs. \_\_\_\_\_  
s/o, d/o, w/o \_\_\_\_\_, who has been \_\_\_\_\_ w.e.f

\_\_\_\_\_

Clearance granted from:

Head of Department \_\_\_\_\_

Finance Department \_\_\_\_\_

Human Resource Department \_\_\_\_\_

**3.0 TO BE FILLED IN BY FINANCE DEPARTMENT**

<p><b>3.1 Salary Breakup (per month)</b>                  Basic _____                  Medical _____                  Conveyance _____                  Utilities _____                  Any other, please specify: _____                  _____</p> <p align="right"><b>Gross Salary</b></p>	In Rs. _____ _____ _____ _____ _____	In Rs. _____
<p><b>3.2 Payable</b>                  Salary for the Month/Months _____                  Bonus _____                  Gratuity _____                  Provident Fund _____                  Earned Leaves _____                  Notice Period Payable _____                  Any other, please specify: _____</p> <p align="right"><b>Gross Payable to Employee</b></p>	_____ _____ _____ _____ _____ _____	_____
<p><b>3.3 Receivables</b>                  Salary Advance _____                  Staff Loan _____                  Vehicle Loan _____                  PF Loan _____                  House Building Loan _____                  Interest _____                  Any other, please specify: _____</p> <p align="right"><b>Gross Receivable from Employee</b></p>	_____ _____ _____ _____ _____ _____	_____
<b>3.4 Net Payable to/from Employee</b>		_____
<p>3.5 Remarks: _____</p> <p align="center">Prepared By _____</p> <p align="right">_____</p> <p align="right">Date &amp; Signature of Finance Head</p>		



## EXIT INTERVIEW CHECKLIST (EIC)

### PART A

*(To be filled in by the Employee)*

#### 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_

1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_

1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Location \_\_\_\_\_

1.7 Length of Service \_\_\_\_\_ 1.8 Eligible for re-hire \_\_\_\_\_

#### 2.0 General Information

We realize that there is always more than one factor to a decision to leave an organization. We would appreciate your co-operation in helping us build a better ASASAH by discussing with us what you liked and what you didn't like about your employment. Your feedback will assist us in helping others.

2.1 Would you be interested in future full time employment with ASASAH?

Yes       No       Don't Know

2.2 If 'No', please briefly explain the reason(s): \_\_\_\_\_

\_\_\_\_\_

2.3 What did you like most about your job, the Department, and ASASAH?

\_\_\_\_\_

2.4 What did you like least about your job, the Department, and ASASAH?

\_\_\_\_\_

2.5 What factors were most important in influencing your resignation? \_\_\_\_\_

\_\_\_\_\_



**3.0 Job Information**

- 3.1 Did you feel that your job had a key position in the company? \_\_\_\_\_  
\_\_\_\_\_
- 3.2 How did you feel about the amount of work you were expected to do? \_\_\_\_\_  
\_\_\_\_\_
- 3.3 How did you feel about your chances for advancement? \_\_\_\_\_  
\_\_\_\_\_
- 3.4 How did you feel about your pay? \_\_\_\_\_  
\_\_\_\_\_
- 3.5 Do you feel you were properly placed when you were hired? \_\_\_\_\_  
\_\_\_\_\_

**4.0 Department Information**

- 4.1 How do you rate your immediate supervisor? \_\_\_\_\_  
\_\_\_\_\_
- 4.2 Were you properly trained and oriented at the beginning? \_\_\_\_\_
- 4.3 How would you rate the training you received? \_\_\_\_\_  
\_\_\_\_\_
- 4.4 How would you rate your co-workers? \_\_\_\_\_  
\_\_\_\_\_
- 4.5 How was the department morale?  
 Good                       Average                       Poor

**5.0 Company Information**

- 5.1 Would you recommend ASASAH to a friend/relative/acquaintance as a place to work?  
 Yes                       No                       Don't Know
- 5.2 If 'No', please briefly explain the reason(s): \_\_\_\_\_  
\_\_\_\_\_
- 5.3 Did you feel part of the organization?  
 Yes                       No                       Don't Know
- 5.4 How did you feel about benefits? (Medical, vacation, personal absence days, etc.)  
\_\_\_\_\_  
\_\_\_\_\_

**6.0 Career Information**

- 6.1 If you are taking another job, why do you consider it more desirable? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**PART B**

*(To be filled in by the Interviewer)*

**7.0 Interviewer's Comments**

7.1 Employee's real reasons for leaving:

- Pay
- Another Job
- Personal Reasons
- Supervision
- Working Environment
- Other \_\_\_\_\_

7.2 If leaving because of working environment, please specify:

- Working Conditions
- Lack of Opportunity
- Unfair Treatment
- Non-stimulating Work
- Other: \_\_\_\_\_

7.3 If personal reasons, please specify:

- Health
- Transportation
- Marriage
- Child Care
- Pregnancy
- Return to furthering education
- Leaving Area
- Others \_\_\_\_\_

7.4 If Others, please explain \_\_\_\_\_

\_\_\_\_\_

**8.0 Interviewer**

8.1 Name of Exit Interviewer \_\_\_\_\_

8.2 Title \_\_\_\_\_ 8.3 Department \_\_\_\_\_

\_\_\_\_\_

Signature & Date of Exit Interviewer



# SEPARATION FORM

*To be filled in by the HR Department in Confidence*

## 1.0 Employee Information

1.1 Employee Name \_\_\_\_\_ 1.2 Designation \_\_\_\_\_  
 1.3 Department \_\_\_\_\_ 1.4 Project \_\_\_\_\_  
 1.5 Immediate Supervisor \_\_\_\_\_ 1.6 Location \_\_\_\_\_  
 1.7 Length of Service \_\_\_\_\_ 1.8 Eligible for re-hire \_\_\_\_\_

## 2.0 Reason for Separation

### Discharged

- Unsatisfactory Work Performance
- Violation of ASASAH Rules
- Ill Health
- Improper Conduct

### Laid Off

- Lack of Work
- Reduction in Force

### Retired

### Quit or Resign

#### **Dissatisfied with Job**

- Unsatisfactory Compensation
- Dissatisfaction with Work Environment
- Dissatisfaction with Nature of Work
- Refused Transfer

#### **Other Reasons**

- Self-Employment
- To Further Education
- Moving Away
- To Marry
- Short Term Disability
- Other

2.1 Explanation \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

## 3.0 Human Resource Department

Date Received \_\_\_\_\_

3.1 Separated w.e.f. \_\_\_\_\_

3.2 Any comments \_\_\_\_\_  
 \_\_\_\_\_

\_\_\_\_\_  
 Department Head's Signature & Date