

9: Learning and Development policy

1. Internship Policy

Title: Internship policy

Scope: This policy is for fresh Graduate and Master's degree holders. This policy is applicable to all Interns undergoing internship in company and employees involved in internship process.

Procedure:

1. **Define the Work Program.** Request for the position for the intern, department head will forward it to HR Department.

- Due consideration should be given to ensure that:
 - (a) Interns are adequately supported and monitored to ensure that the engagement is meaningful and beneficial for both the parties, company and the interns;
 - (b) Positive experience for Interns;

Application & Selection Process for paid interns

➤ **Eligibility criteria:**

- During summer vacation of every year students enrolled in Engineering, Business Administration, Information Technology and other disciplines at a college or university recognized by the HEC will be considered eligible to apply for paid internship.
- Students of final years of the Graduate / Master's degree programs will be considered for internship.
- The internship will be offered on account of academic record to those candidates **who possess minimum 3.0 CGPA (or equivalent)** in the previous academic years / Semesters passed before the internship application date evidenced with transcripts/certificate duly attested by the concerned institution.

➤ **Annual placement plan:**

Annual placement plan will be prepared in consultation with concerned HoDs for interns before uploading advertisement on Company website.

➤ **Application Procedure:**

- Advertisement will be uploaded on company website with the last date to apply.
- An internship portal will be devised by DG(IT) company on which the applicant of internship may input all of the desired information. Which may contain indication of the exact dates of student's availability and academic details besides area of

interest in company and the skills and experience they expect to gain or develop during the period of Internship besides articulate how this program fits into their academic goals in a personal statement.

- The application will not be accepted after expiry of due date notified by the company Management. Sample application form is at (**Annexure – A**)
- **Selection Procedure:**
 - 100 students will be selected on paid internship as per Internship Fields/Ratio of Internees mentioned below: -

No. of Internships per year	Departments	Required Qualification
60	Operations, Technical Directorate	Final year in BSc Engineering, MSc.(Electrical) or equivalent.
10	Finance Directorate	MBA (Finance), M.Com or equivalent
10	Human Resources / Admin Directorate	MBA, MPA (HRM) or equivalent
10	Information Technology	MS (IT),MCS,MBIT or equivalent
10	Customer Services	MBA (Marketing) or equivalent

- A merit lists be prepared by HR department with the information of CGPAs/marks extracted from internship portal for all departments.
- Selection for internships will be made without any discrimination of ethnicity, color, religion, sex, marital status, handicap or whatsoever.
- A selection committee comprising of following members will check the original documents of the students and Interview them for selection.

Selection Committee:

- HR Director Convener
- Manager (Finance) Member
- Manager (concerned) Member

- After interview suitable candidates will be recommended by selection committee as paid internee.
- Weightage of marks and interview will be as follows:
 - Marks : 95%
 - Interview: 5%

- Internship letter /allocation letter will be issued to the concerned students along with the job description relevant to their field and Candidates' institute will be notified of the final selection at least a week prior to the beginning of the Internship program.

Unpaid internship to students will be allowed with the approval of HR Director of the company as per previous practice on limited basis.

- **Placement of Internees**

- Internees will be placed as per internship plans.

As;

- Internship in B.Sc. M.Sc. (Electrical) will be offered in all Operation Circle / GSO Circle.
- Internship in IT/ Computer Field will be offered to Director General (IT) COMPANY.

- **Internship Certificate and Stipend**

- HR Directorate will issue completion certificate to the intern son submission of internship report and performance evaluation report by the supervisor concerned.
- After completion the paid Internship, concerned officers will submit an Internship Evaluation Form (**Annexure-B**) for every internee to this office. Those internees who score minimum 3.5 average rating and 80 % attendance during his internship will be allowed stipend i.e. Rs. 15000/ per month.

Closing Ceremony:

On successful completion of 02-Months internship, the interns shall be awarded certificate along with stipend (by CEO of the company or any other officer on his behalf) each after checking the evaluation of each internee as per satisfactory performance during internship.

- **Internship Conditions**

- No TA / DA will be admissible during Internship / Training.
- No official vehicle will be provided for any studies/internship.
- The candidates must bring their identification paper. He can be denied entry in case of no identification paper.
- The completion of project /report duly reviewed by concerned head will be submitted to DM (Training) who will bring into the knowledge of HR Director so that internship completion certificate may be issued. Concerned institute will also be informed about successful completion of internship of their students.

Expectation of the Intern

- An Intern is required to present oneself at all times in a manner that will not be detrimental to the image and repute of company.

- Company reserves the right to cancel an internship without notice at any time and at any stage assigning any of the reasons unacceptable to company such as but not limited to poor code of conduct, absenteeism without prior intimation, involvement in unlawful activities, misbehavior with the staff of company, breach of confidentiality and etc.
- An Intern is required to keep confidential all information including unpublished information made known to him/her during the period of Internship.
- An Intern must return any of company properties including security pass in his/her custody at the end of Internship and obtain clearance certificate.
- The Intern is required to work within the regulations and rules as applicable to them.
- The assignments awarded by the supervisor should be completed by the Interns and hard and soft copies will be submitted. The Interns will have to arrange reference material for their studies at own and company departments will not be responsible to arrange such material. However, reports and documents available within the department may be shared with Interns if the department head feels it appropriate ensuring safety and security of the company information resources.

- **Obligation of the company**

- Company will provide the Interns with a conducive working environment and comfortable work space.
- Company will provide requisite equipment for the term of the Internship.
- Interns will be supervised by a designated staff member, who will provide guidance to the internee and monitor his/her performance to ensure the engagement is productive and useful.

Apprenticeship policy

There is no apprenticeship-based employment in the Company so policy is not formulated at this stage.

2. New Employee Orientation Policy:

Title: New Employee orientation

Scope: This policy applies to all employees of all grades except Deputationist and consultants.

Description: to make aware new employees with Company Vision, mission, culture and to focus themselves on their job performance.

Procedure:

Step1-Welcome the new employee:-

First of all, Welcome and introduction is very important when we take onboard a new employee. It will help to feel them comfortable and adjust with the Company culture. Also will help in following states:

- Feel welcomed and valued
- Understand the Company.
- Understand their role and what is expected of them.

In this stage employee will be given a **welcome pack** which will be including following documents:

- A welcoming letter by CEO.
- Induction Orientation plan.
- Employee hand book.

This step may be merged towards end of the session where we are going to post these inductees.

Step 2- About Company:-

It will be involving all necessary information about the Company and to get new employees know regarding basic rules and procedures. Major contents to be covered are following:

- Company profile and brief History
- Vision
- Mission statement
- Values
- CEO' s Message
- Organizational Structure
 - Who's who (Top Management (BOD, CEO, HoDs, their names, roles, responsibilities)
- HR and Admin Policies:
 - Pay
 - Awards and Incentives
 - Facilities.

- Holidays
- Grievance procedures
- Discipline procedures
- Career paths
- Training and development
- Performance Appraisals.
- Health and Safety.
- Accident reporting
- Attendance and Leave cases.
- Dress codes
- Trades Unions
- Transport etc.

Step 3- Making new employee get affiliated with the Company:

After company briefing all inductees will be gathered for group photo in front of the main office building and will be afterwards emailed to their company addresses.

Step 4- Physical Orientation:-

In physical orientation new employees will be visiting the whole building of Head office from main gate to all Departments.

Step 5-Departmental Visit:-

Linking with Company visit at the end Inductee will be lead towards his/her own department where he or she will be handed over to concerned Head of the department to provide the information regarding relevant department so that new employee may be familiar with his job, responsibilities, and workplace.

Where supervisor concerned will share with new employee information and documents regarding:-

- Job description , authority, scope, area/coverage/territory
- Expectations, standards, current priorities

Step 6- Assign a Buddy

Assigning a buddy to new employees can help them through these early stages. A buddy is a person who is well equipped with official duties and may guide new employee an informal way about departmental role. Newly inducted person may be deputed with a technically sound/ experienced employee for 5 days at least.

Buddy' role description.

- Exchange contact details with the new employee.
- Contact the new inductee regularly, answer any questions.
- Help to overcome communication barriers that may exist.
- introduce the new employee to other members
- Informally educate the new employee about departmental structure and culture.

Step 7- Orientation checklist:-

Once orientation process is completed new employees will be requested to fill the Orientation checklist . It will help us to improve our process and betterment of the orientation program. Also we will be having confirmation by the new employee that now he/she is familiar with basic information and polices of Company.

3. Training Policy

Title: Training Policy

Scope: This policy applies to all employees of all grades except Deputationist and consultants.

Description: In order to ensure that employees especially least the minimum level of skills required to achieve Company goals and up to the mark performance, trainings will be scheduled.

Procedure:

TRAINING:

The company may require an employee to undergo such training within or outside Pakistan at any time and for any duration and on such terms and conditions as it may specify in each case.

Annual training plan will be approved by the CEO after the approval of company budget from the Board to the extent of provision of estimated expense on trainings approved by the Board.

1. **Trigger:** When a line Manager feel any gap in expected target and the actual one then he will send the TNA request to HR head. To analyze whether there is problem with SKA of the employees or other issue.

2. Training Need Analysis: The HR Department will make arrangements for a TNA to identify the reason of gaps between expected or set targets and achieved targets. That is Organizational, task and person analysis will be conducted and the results, along with the final training or non-training recommendations of the officer conducting the TNA will be recorded in a TNA form .

After being approved by the head of HR Department, one copy of the TNA form will be shared with the line manager concerned, one copy kept in record, and, in case the reasons for gaps in performance are identified as lack of knowledge or skills, then one copy would be sent to HR Department.

In case the problems identified are related to organization or non-training factors, then a copy of the TNA form would be shared with the concerned departments to arrange for a remedial action.

3. Training implementation: if it is felt and observed through TNA that there is some issues with SKA of employees then HR Department will arrange in-house or out house training. A committee at Company level be constituted to consider revamping of Training Programs by splitting up current 8-11 weeks training into 8-9 trainings of one week duration to be administered in gaps over a period of 2-3 years right from promotion on any position, to help inculcate the training concepts through reinforcements, affording opportunity to the management for sparing the Officer for training of short durations and also keeping the Officers' interest alive.

(2) For trainings of all categories of staff in BPS-1 to 16, full focus should be on Health, Safety and Environment in letter and spirit. Frequent training session will be conducted of all cadres as per need in RTCs.

(3) For BPS 18 and above training topics under Management e.g Leadership skills, Presentations skills, decision making skills, Risk analysis, Financial Management, Customer services and marketing should be mandatory.

4. It will be practice of HR department to make arrange required training programs by contacting through emails and calls with reputed institutes and trainers. Especially in the areas management and technical skills. PPRA rules be adopted while considering quotation or tendering.

5. Training completion ceremonies: in the Regional and Circle Training Centre be attended by the Management Director concerned for sensitizing the importance of training.

6. Training Feedback and Evaluation: training evaluation will be done to check the effectiveness of training.

7. Free/Low Cost Seminars for Development:

For soft skills volunteer trainers/speakers may be called upon on Company venue to enhance self commitment and motivation of the employees or trainer on low cost may be arranged for the purpose as per requirement of Company.

8. Training bond:

Every employee who will attend training of **Rs.50000/-** or more will have to stay with Company maximum for two years.

Promotional Training course (Management and Technical) should be linked with the development plan of the employees and will offered after fulfilling requisite requirements i.e. seniority cum fitness / passing Departmental Promotional Exam.

All companies will strengthen their existing regional training centers for all departmental promotion trainings In-house in future.

4. Succession Planning Policy

Title: Succession Planning

Scope: This policy applies to all regular employees of all grades.

Description: In order to ensure the proper placement of employees in case of any vacancy at senior level specially. so that employees be placed as per their interest and suitability.

Procedure:

1. Eventualities of vacancy of a position:

- In case of transfer , promotion, dismissal, removal, retirement, death, leave of an employee.
- It may be temporary arrangement or a permanent e.g leave and retirement respectively.

2. Steps for succession planning process in company

- Identify key areas and position of Company.
- Identify capabilities for key areas of position
- Identify interested employees and assess them against capabilities
- Develop and implement succession and knowledge transfer plans
- Evaluate effectiveness

3. Succession plan for different positions

It's not necessary that key positions are only from the top management but initially these are the pillars of the organization and leaders of the departments without whom no team can be leaded to departmental goals and ultimately to the company's mission. Therefore, one should concentrate these first and then plan towards downwards in the hierarchy as after implementing top level succession plan.

Following position are identified for succession planning in company and all steps would be applied on each position.

Step 1: Positions Identified:

1. CEO (Chief Executive officer).
2. HR Director and Admin Director:
3. Legal Director:
4. Operational director:
5. Technical director:
6. Director HSE.
7. Chief financial officer:
8. Customer service Director:
9. Director General (IT)
10. Chief Engineer (PMU)
11. Company Secretary.

Step 2: Identification of key areas of position:

Identification of key performance indicators. Knowledge, skill, attitude to work on.

Step 3: Identify interested employees and assess them against capabilities:

Subordinate employee may be considered for upward position for which a succession plan to be made as per current rules or parallel positions may also be considered as backups. In case of company for example an additional and current charge is assigned to the employee when needed.

This may be done by:

- Analyzing the PER (performance evaluation report) of an employee,
- By interviewing all the HODs to nominate and identify the capable replacement options.
- Talent meetings with targeted employees, arranged within the company for identifying interested employees to accept the challenge and to lead in a frank environment.
- Having a survey questionnaire amongst capable and interested candidates and concluding its results.

Step 4: Develop and implement succession and knowledge transfer plans

Strategies for learning, training and development:

Stretch assignments allow employees to "stretch" beyond their current abilities. Some examples include project or being assigned a challenging new tasks it includes:

- **Acting assignments** can be a good opportunity for employees to get experience at a more senior level by temporarily taking over another employee's responsibilities while they are absent.e.g. **Additional charge** is given to Technical Director when CEO is on leave.
- **Current charge** is given for the higher/same position in absence of any colleague of same department.
- **Job rotations** give employees the opportunity to work in different areas of the organization and acquire experience in different disciplines or functions. The employee remains in his or her substantive position but is exposed to different aspects of work e.g posting on different sections of Deputy Managers to another section of Human Resource Department technically called **Transfer**.
- **Mentoring and coaching** provide opportunities for employees to obtain ongoing guidance and support from more experienced employees. Arrangements can be formal or informal.
- **Formal training**, trainings, may include classroom training, web courses and the pursuit of higher education. After analyzing the competency gap of requisite position, transfer of training be imparted to bridge the gap before posting to targeted position.
- Permanent assignment after promotions per promotion policy of company be followed as laid down already.

Step 5: Evaluate effectiveness

- Based on above steps, priorities can be assigned to post amongst these employees on desired post/ position.
- One implemented Evaluation of Effectiveness of this plan will be carried out,
- This can be done by analyzing the annual hiring on these **Key Positions** from outside the company. If this ratio is higher means succession plan does not work as we could not find or develop competent Human Resource within the Company.

Example: steps in Succession plan e.g. CEO of the COMPANY

Step 1 : Position Identified

CEO (Chief Executive Officer)

- If chief executive officer's post is vacant/ absent then we have for example three ideal replacements for this post.
 - Technical Director
 - Operational director
 - Customer Services Director. (In case of an Engineer)

Step 2: Identify capabilities for key areas of position:

KPIs and competencies required for CEO will be devised by the company.

Step 3: Identify interested employees and assess them against capabilities

It will focus on, whether these three directors are interested for this post or not. It's also important to check their seniority positions as Chief Engineers as per promotion policy.

Simply resumes of interested candidates be analyzed and a talent meeting be arranged with Board of Directors to asses and fulfill the required criteria.

Step 4: Develop and implement succession and knowledge transfer planed

Any gaps identified in step 3, these may be bridged though knowledge and training transfer. It will be done by Training Need Assessment of an individual e.g. if Operation Director is selected for CEO backup and his weakness is **Decision Making skill**,

- he may be nominated by HR Department for best Decision Making training session offered by any good reputed training Institute.
- Special counseling classes can also be arranged with a good management Specialized Coach.

Step 5: Evaluate effectiveness

Once Operation Director is posted against CEO position,

- His performance will be watched through his day to day working by BOD.
- Special Quarterly Performance Evaluation Report may be filled by BOD. To check improvement in the last period performance.
- Meeting with all KPIs.

If all above evaluation reports Rates V.Good then it means that our succession plan for CEO is effective and we should Continue in future and vice versa.

(For Official Use)

Diary No. _____
Dated _____**INTERNSHIP FORM FOR PAID INTERNSHIP**

(Fill all fields in BLOCK letters)

Photo

1 x 1

PERSONAL INFORMATION

Student's Name: _____

Father's Name: _____

CNIC #: _____

Date _____ of _____ Bir _____

Postal

Address: _____

Permanent Address: _____

Domicile: _____ Cell No: _____ Phone No: _____

Gender: _____ Religion: _____ Email: _____

Qualification in Progress

Degree: _____ Discipline: _____ Semester: _____

CGPA: _____ Registration No: _____ Roll No: _____

University: _____ Final Year Project (if any): _____

Previous Academic Record

Sr.#	Degree/ Certificate	Passing Year	Marks Obtained / Total Marks & GPA	Division / Grade	Institute / Board

Work History (If Any)

Sr.#	From	To	Name of Employer	Position Held
1.				
2.				
3.				

Computer Skills (if Any) _____

Proposed Department / Area for internship _____

Date: _____

Student's Signature

Eligibility

Students of final years of the BSc Engineering / Master's degree programs or equivalent will be considered for internship.

How to Apply?

Application Form duly filled in must be submitted before Due Date i.e. 18.06.2021 along with recommendation letter of HOD of respective College /University addressed to <Company's postal Address>.

DECLARATION

I hereby declare that information given in this application is true to the best of my knowledge. I fully understand in the event of my being interned with company and / or during the course of my internship with company an act subversive of discipline of the company. Which will be sufficient cause for termination of internship.

I further declare that if I got internship in Company, I will always: -

- a) Work in the interest of company
- b) Abide by the rules of company
- c) Maintain discipline in all respect
- d) To Keep confidential all information including unpublished information of company

Date _____ Signature of Applicant _____

Name and Signature of Head of Institute _____

Stamp of Head of Institute _____

Required Documents

- Curriculum Vitae (CV)

INTERNEE ASSESSMENT FORM

Month _____ 2019

Intern's Name: _____

Concerned Officer _____

Tracking No: _____

CNIC: _____

Contact No. : _____

Characteristics	Rate as you feel.				
	V.G	G	Avg.	B.A	Poor
Attendance & Punctuality	<input type="checkbox"/>				
Behavior towards Learning Objectives	<input type="checkbox"/>				
Interpersonal Skills	<input type="checkbox"/>				
Team Work Skills	<input type="checkbox"/>				
Improvement in Learning	<input type="checkbox"/>				

Pen Picture: _____

Overall performance:

Very Good Good Average Below Average Poor

Stamp of Concerned Manager

Dated: ____/____/20____