



DIGITAL BROADCAST

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HUMAN RESOURCES MANUAL

Policies & Procedures

Document Control

Revision History Major Change

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This manual is proposed to supporting employees in understanding the Company's practices and procedures. It is to be used as a reference and is intended for informational purposes.

As an employee, you are responsible to read and familiarize yourself with the policies and procedures contained in the Manual and for abiding by the Company's rules and policies. The Company reserves the right to revise, modify, delete or add to any and all programs, practices, procedures or benefits described in this Manual at any time, with or without advance notice, and in the Company's sole discretion. Your continued employment indicates your agreement to work under those changes.

This Manual may not contain all the information that you will need during the course of your employment. As such you may receive additional information and instructions from the Company from time to time. If you have any questions regarding this Manual or any Company policies, it is your responsibility to ask your manager, department head or Human Resources department.

A. Title, Commencement & Applicability

These Policies and Procedures called as DIGITAL BROADCAST (PRIVATE) LIMITED Human Resource Manual - 2018.

These Policies and Procedures have been made applicable on January 1, 2018 after due approval by CEO and shall supersede all existing Rules, Regulations, Employment Contracts, Processes and Procedures until or unless stated explicitly.

These Policies and Procedures will apply to all Employees and Consultants of the Digital Broadcast (Private) Limited.

B. How to use this Manual

Purpose of This Manual

The Purpose of this manual is to provide specific guidelines for DIGITAL BROADCAST (PRIVATE) LIMITED employees in daily procedures within its offices. It is intended to prescribe systematic guidance for maximum possible eventualities and defines concrete Human Resource Policies and Procedures to be followed. In the general applicability of these Policies and Procedures, the DIGITAL BROADCAST (PRIVATE) LIMITED CEO can make special dispensations under any circumstances. Compliance of these policies and procedures are considered mandatory condition of employment at DIGITAL BROADCAST (PRIVATE) LIMITED.

Authority of This Manual

The Original Version of this manual is placed with Human Resources Department at DIGITAL BROADCAST (PRIVATE) LIMITED. The Original Version is the legal version and takes precedence over other versions that may be produced. Any rule, order or instructions, precedents, SOPs, contracts, manuals made or issued by DIGITAL BROADCAST (PRIVATE) LIMITED and enforced before the commencement of this Manual shall, insofar as they are inconsistent with the provisions of this manual be deemed to have been abolished.

Distribution

Sufficient copies of this manual have been produced and each DIGITAL BROADCAST (PRIVATE) LIMITED departments has at least one copy available for reference by all employees. It is the responsibility of Departmental Head / Line Managers to ensure that their copy of the manual is kept up-to-date and placed in accessible location to all DIGITAL BROADCAST (PRIVATE) LIMITED Employees.

Personnel Review

Human Resources Department and Departmental Head(s) / Line Manager(s) are responsible for disseminating these Policies and Procedures to all employees in their respective Department(s) / Team(s) and for instituting and maintaining a program to ensure that employees understand DIGITAL BROADCAST (PRIVATE) LIMITED's Human Resources Policies and Procedures as stated in the manual. Human Resources Department will ensure that all current and new employees in DIGITAL BROADCAST (PRIVATE) LIMITED are introduced to this manual through a review of its contents. It is then the responsibility of new employee to review this manual and ensure it is understood before the conclusion of their probation period and must abide by the foregoing policies and procedures of DIGITAL BROADCAST (PRIVATE) LIMITED in their dealings and report any violations of these standards to their appropriate Departmental Head(s) for appropriate actions.

Revision

This manual will be revised after every two years from its initial inception. Although certain exceptions can be made at the discretion of CEO, who can allow/recommend its revision at any suitable time during this given two years' time period.

Amendments to This Manual

It is the collective responsibility of all DIGITAL BROADCAST (PRIVATE) LIMITED Employees to review and suggest changes that can further improve the effectiveness of this manual. If an employee identifies that this manual has overlooked an issue or procedure or wants to recommend an improvement in some policy or procedure, he / she should write down the suggested improvement and discuss it with his / her Line Manager(s) before suggesting to the Human Resources Department it through respective Departmental Head(s). If the suggested improvements are in line with the overall Organizational Policies and Procedures, Human Resources Department will draft the proposed amendment(s) and forward it to CEO for final approval.

Disciplinary Action

Violation of these policies may lead to appropriate disciplinary action and may lead to termination and / or legal action.

Interpretation

Questions of interpretation of all Departments, Human Resource Policies and Procedures are to be referred through the Human Resource Department for further interpretation of these Policies and Procedures, which will be deemed and agreed as final and binding for all concerned.

C- Our Vision, Mission and Values

Mission of DIGITAL BROADCAST (PRIVATE) LIMITED

Our mission is to empower each and every member of our audience with information and education on crucial issues.

Organizational Values

The Human Resource policies are derived from the core values set by the Board of DIGITAL BROADCAST (PRIVATE) LIMITED policies are based on three key principles i.e. Empathy, Compassion and Trust.

Empathy – To not only understand the feelings and experiences of others, but to also let that understanding guide us towards compassionate actions that will help build up the people around us.

Compassion – A company whose core values encompass a desire to help those who are suffering and alleviate their struggles by forming a safe space for all its employees.

Trust – To honor and safeguard the trust of not only the employees of this company, but also the people who have placed their faith in DBTV. We consider this trust a sacred responsibility. We believe in diversity and plan to hire talent without any bias for or focus on any irregularities

D. Human Resource Department – Mission, Vision and Values

Mission of the Human Resources Department

It is our mission to develop, implement and support all programs and processes that add value to DIGITAL BROADCAST (PRIVATE) LIMITED and its employees, leading to improved employee welfare, empowerment, growth and retention. Also, to aid in meeting the organizational goals through its most valuable resources.

Vision of the Human Resources Department

To become the best in HR Management by reaching excellence in providing HR services of consistent high quality to our employees and by our passion towards learning and continuous improvement and by adopting the best HR practices.

Values of the Human Resources Department

Promote Honesty, Integrity, and Trust by honoring our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust.

Celebrate Teamwork by encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all of our endeavors.

Encourage Communication by soliciting the input of others and strive for transparency and inclusiveness.

Embrace Change and Innovation by fostering creativity and risk-taking to support continuous improvement.

Chapter 1

Code of Conduct

Code of Conduct is a statement and description of required Behaviours, Responsibilities, and Actions expected from employees of DIGITAL BROADCAST (PRIVATE) LIMITED. The purpose of this policy is to align employee conduct with the Organizational Values and Ethics that reinforce DIGITAL BROADCAST (PRIVATE) LIMITED Vision, Mission, Values, Procedures and Policies.

The Code of Conduct policy focuses on Professional, Legal, Ethical and Social Behaviours and is applicable to all employees as part of DIGITAL BROADCAST (PRIVATE) LIMITED. Compliance with this Code is a mandatory obligation for all employees to each other and to DIGITAL BROADCAST (PRIVATE) LIMITED. Breach of this Code or any requirements mentioned in this manual may result in disciplinary action.

1.POLICY

1.1. Equal Employment Opportunities

DIGITAL BROADCAST (PRIVATE) LIMITED shall provide equal employment opportunities to qualified individuals regardless of Race, Color, Ethnicity, Caste, Gender, Origin, Ancestry, Religion, Age, Disability, or Marital status in consistent with laws of the Islamic Republic of Pakistan.

1.2. Harassment at Work

Any kind of Harassment is strongly condemned by DIGITAL BROADCAST (PRIVATE) LIMITED at workplace based on characteristics protected by law, such as Gender, Race, Color, Ethnicity, Caste, Ancestry, Religion, Age, Disability or Marital status. The parameters explained in this policy ensure to prohibit harassment of any of its employees by anyone, including any Supervisor, Co-worker, Vendor, Client or Customer. To ensure complete practice of this policy, "workplace" also includes organization sponsored social events, work related travel or similar situations connected with employment.

DIGITAL BROADCAST (PRIVATE) LIMITED takes allegations of Harassment seriously, respond promptly to complaints and does not tolerate retaliation against individuals alleging or cooperating with an investigation of Harassment. Where it is determined that inappropriate conduct has occurred, DIGITAL BROADCAST (PRIVATE) LIMITED acts promptly to eliminate the conduct and impose corrective action.

1.3. Abuse and Violence

DIGITAL BROADCAST (PRIVATE) LIMITED requires all of its Employees, Departments or concerns to abstain / refrain from any sort of abuse, which could be Verbal, Physical, Sexual, and Emotional. "Workplace violence" refers to physical acts of violence or threats to harm a person or property. Abusive behaviours, whether verbal, psychological or physical, are also considered violence. More specifically: Verbal abuse can be using unwellcome, embarrassing, offensive, threatening or degrading language. Psychological abuse is an act, which provokes fear or diminishes a person's dignity or self-esteem. Violence against any Person, Property or Organization in any form, including but not limited to assault or battering, is prohibited.

1.4. Apolitical, Non-Sectarian Policy

DIGITAL BROADCAST (PRIVATE) LIMITED is a Non-Sectarian, Apolitical, Profit oriented business group working across Pakistan and internationally without regard to sectarian or political considerations in areas where we work. It is, therefore, necessary for all DIGITAL BROADCAST (PRIVATE) LIMITED employees, both individually and collectively, to abstain from any activity that may be perceived as aligning them or DIGITAL BROADCAST (PRIVATE) LIMITED “for” or “against” a sectarian or political cause, issue or faction.

Adherence to this policy is one of DIGITAL BROADCAST (PRIVATE) LIMITED major strengths. Employees at all levels are required to comply with this policy in order to preserve and enhance this organization's reputation and effectiveness.

Individuals may, of course, speak out as individuals on matters of personal concern, and this policy in no way abrogates that right. Care must be taken, however, to assure that such statements neither are made, nor are likely to be interpreted as being made, on behalf of DIGITAL BROADCAST (PRIVATE) LIMITED.

1.5. Alcohol and Drugs Policy

DIGITAL BROADCAST (PRIVATE) LIMITED maintains a work environment free from the Harmful effects of Alcohol and Drugs. In recognition of the serious consequences to DIGITAL BROADCAST (PRIVATE) LIMITED, all its employees are subject to the following:

- a. Any employee who unlawfully Manufactures, Distributes, Dispenses, Possesses, Uses or is Impaired by a controlled/prohibited substance (like Alcohol, Sedatives, Weed etc) whether on or off the DIGITAL BROADCAST (PRIVATE) LIMITED property, will be subject to strict disciplinary action (even immediate termination).
- b. DIGITAL BROADCAST (PRIVATE) LIMITED intends to vigorously enforce this Alcohol and Drug Abuse Policy. DIGITAL BROADCAST (PRIVATE) LIMITED reserves sole right to conduct a Drug test of any employee suspected of Violation of this policy.

1.6. Conflict of Interest Policy

DIGITAL BROADCAST (PRIVATE) LIMITED policy requires that each employee should be free of any personal interest that could influence his or her judgment or action in the conduct of organizational business or affect his or her responsibility to DIGITAL BROADCAST (PRIVATE) LIMITED. An employee must avoid situations that create or give rise or could give rise to a conflict of interest.

This policy is not intended to detail every situation that could give rise to a conflict of interest. A person with ordinary good judgment should know whether or not a particular activity involves an actual or potential conflict. Where there is a doubt, the matter should be brought to the attention of the Human Resource Department who will take action as appropriate.

No employee, during his / her employment with DIGITAL BROADCAST (PRIVATE) LIMITED, may serve as Board of Director, Employee, Partner, Consultant, Agent or representative of any organization where the potential for a conflict of interest exists/ may exist.

1.7. Involvement with Other Organizations

No employee shall have, directly or indirectly, a significant financial interest in, involvement with or obligation to, any business organization, which does or seeks to do business with DIGITAL BROADCAST (PRIVATE) LIMITED, unless the interest or obligation has been fully disclosed in writing to the employee's line manager, Human Resource Department and Departmental Head(s). It will help determine that the employee's duties for DIGITAL BROADCAST (PRIVATE) LIMITED will not require him to make decisions or take actions that could be influenced by such interest, involvement or obligation.

1.8. External Affiliations

A conflict of interest may also exist when an employee engages in an Independent Business Venture, Enrols into University / College, provide Products / Services for another organization to the extent that the activity prevents the employee from following the official timing / number of working hours and effort to the organization, required by his or her position. In such cases, the written approval of CEO, General Manager or respective Departmental Head(s) must be obtained.

1.9. Gift and Entertainment

No employee may accept, directly or indirectly, any gift or favour from an individual, private or public organization that exploit DIGITAL BROADCAST (PRIVATE) LIMITED in any way, except for promotional materials. The promotional materials may include Gifts and Entertainment Vouchers, Meals and Social Invitations that are in keeping with good business ethics and that do not obligate recipient or DIGITAL BROADCAST (PRIVATE) LIMITED. In addition, if a vendor offers Free or Reduced services or goods to an employee in exchange for a contract with DIGITAL BROADCAST (PRIVATE) LIMITED, this is considered as conflict of interest and must be immediately reported.

Payment of Commercial Transportation, Hotel Room or Other living and Traveling Expenses must not be accepted or permitted, except when travel and participation are as part of a group hosted by a supplier or customer representative, is business related and is promptly reported to management.

It is never permissible to accept a Gift in Cash, Cash Equivalents or Securities of any Amount. If there is any doubt as to whether it is proper or not proper to accept a Gift, Travel, Entertainment etc. respective Line Manager(s) should be consulted.

1.10. Misuse of Proprietary Information

Information (e.g. Future Business Plans, Commercial Ads details, Employee lists etc.) obtained as a result of employment that is not generally available to the public, may not be communicated to any individual(s) or organizations outside DIGITAL BROADCAST (PRIVATE) LIMITED during his / her employment period and till two years after retirement / separation from the services of DIGITAL BROADCAST (PRIVATE) LIMITED.

1.11. Misappropriation/ Embezzlement of Business

A conflict of interest may also exist when an employee, without the knowledge and consent of the DIGITAL BROADCAST (PRIVATE) LIMITED management, appropriates himself / herself to another person or organization to gain benefit of an arrangement of a business venture or potential opportunity. Any funds, intellectual property or physical assets of DIGITAL BROADCAST (PRIVATE) LIMITED used for any purpose other than DIGITAL BROADCAST (PRIVATE) LIMITED's business is considered as violation of Code of Conduct.

1.12. Resolving Questionable Situations

Any employee who is, or thinks he / she may be, confronted with a conflict of interest situation should immediately consult his Line Manager(s), Human Resource Department, Departmental Head(s) for the steps to be taken to correct or avoid the situation.

1.13. Slander and Defamation Policy

DIGITAL BROADCAST (PRIVATE) LIMITED Slander and Defamation policy provides an internal procedure to resolve work-related issues fairly. The work problems may be related to situations where employee feel that established Organizational Policies and Procedures have been violated or have not been consistently applied, or to other matters of serious concern to employees. This Slander and Defamation policy is only exercisable when it is established that grievance policy is not appropriate to follow.

It is also recognized, however, that situations may arise in which the staff member does not wish to go to the supervisor. In these cases, the staff member may arrange to discuss the problem with the Department Head(s) or Human Resource department. It is very important that staff members be assured that no matter whom they consult, their standing in the organization will not be jeopardized and supervisors will not retaliate against the employee for utilizing the slander and defamation reporting procedure. No anonymous applications can be entertained and allegations proven with intentions to disrepute or otherwise will be subject to disciplinary action if necessary.

1.14. Restriction on Work Outside DIGITAL BROADCAST (PRIVATE) LIMITED Policy

The primary responsibility of employees of DIGITAL BROADCAST (PRIVATE) LIMITED is the accomplishment of the duties and responsibilities assigned to one's position of appointment. External consulting or other outside employment that interferes with those duties and responsibilities is not acceptable. Outside employment must not create or result in conflict of interest or even the appearance of a conflict of interest, and it must not result in impairment of mental or physical capacity to perform the duties of university employment in a satisfactory manner.

No employee of DIGITAL BROADCAST (PRIVATE) LIMITED, shall undertake any form of outside employment or activity, whether remunerative (paid in some form or fashion) or volunteer, whether regular or sporadic, which prevents the performance of those primary responsibilities.

Chapter 2

Resourcing and Employment Policy and Procedure

2. RECRUITMENT AND SELECTION POLICY

2.1. Policy

As an Equal Opportunity Employer, DIGITAL BROADCAST (PRIVATE) LIMITED recruits on the basis of job requirements and does not discriminate on grounds of Age, Ethnic or Social Origin, Gender, Sexual Orientation, Politics or Religion. Policy outlines the key principles of the Recruitment and Selection of employees to the level of trust ensuring compliance with equality, Human Rights, Effectiveness, Fair, reflect best Practices and meet the requirements of employment legislation in Pakistan and Organizational needs. This Policy sets out the principles of good practices in resourcing, and in promoting equality of opportunity for all candidates.

2.2. Purpose

The purpose is to ensure effective Recruitment and Selection of appropriately qualified and experienced staff in the most efficient and effective way. This will be achieved by both recruiting staff from outside, and also by developing existing staff to enable them to take on new roles. Effective Recruitment and Selection is crucial to the successful functioning of the Organization. This will mean recruiting people with the necessary skills, expertise and qualifications to deliver the Organizational objectives.

2.3. Preparing to Resource

2.3.1

Human Resources Department

The Human Resources Department is responsible for advising and supporting Line Managers in Recruitment and Selection of employees, which ensures a fair and consistent use of this policy and for monitoring market forces in order to form the recruiting strategy.

2.3.2

Position Profile

2.3.2.1

Existing Approved Positions

Every job, without exception, must have a written Job Description listing the main duties and responsibilities. The Job Description for all replacement vacancies is checked and amended where necessary. Development of Job Descriptions and their dissemination is the mutual responsibility of the Line Managers, Department Heads and Human Resource Department.

Each job must have a Person Specification which sets out the Experience, Knowledge, Skills, Abilities and Qualifications required by an applicant. Any person specification which already exists for a particular job is reviewed, taking full account of the Job Description. It should not merely be based on the previous jobholder.

The Job Description must be Intimated and formulated by the Line Manager approved by the Department Heads and ratified by the Human Resource Department.

2.3.2.2 New Positions

All positions to be filled must have documented Job Descriptions. The component tasks, responsibilities and outcomes (productivity/output) of the position are identified as well as the Qualifications, Knowledge, Skills and Personal Abilities required for good performance (the selection criteria).

Position descriptions and person specifications (commonly referred to as job descriptions) is a mandatory document in the resourcing process ensuring effective matching of potential candidates to the specific requirements of the position and that selection decisions are valid. They should not be varied significantly once advertising has commenced. Position Requisition Form is used for this purpose (Annexure - 1 Position Requisition Form).

2.4. Pre-Requisites

(a) Minimum age limit - 18 Years

(b) Qualification - Metric or above. Depending on the job specification

2.5. Requisition

Recruitment process is initiated only after the submission of duly filled and approved position requisition form by the Concerned Head(s). Further, in case of new positions the approval of CEO on the position requisition form is mandatory.

2.6. Advertising of positions

DIGITAL BROADCAST (PRIVATE) LIMITED makes reasonable attempts to advertise as widely as possible to find and appoint the best possible candidates for the vacant positions.

Advertisements (if required) are done through appropriate range of media as per Human Resource Department and are placed in such a manner to reach the maximum pool of potential candidates, as efficiently and effectively as possible.

DIGITAL BROADCAST (PRIVATE) LIMITED uses following mediums/means for advertising / attracting prospects preferably as per following available channels in one or multiple combinations:

- a. Company website
- b. Job Portal(s)
- c. Newspaper(s)
- d. Head Hunting (referrals)
- e. Use of Professional Associations
- f. Social Media (LinkedIn, Twitter, Facebook etc.)

The contents of the advertisement are mutually agreed between the Department Heads, Human Resource department, General Manager and CEO as and when required. Human Resource Department is responsible for the placing of the advertisements both internally and externally.

The Human Resource Department is responsible for the internal circulation of the vacant positions (if not confidential). In order to ensure internal vacancy circulation Human Resource department shall send in an email with respect to the position to all employees.

Critical positions and positions which cannot be filled through internal selection and placement are advertised externally, the Human Resource Department has online access to job portals, social media tools and recruitment module for advertising the positions on such media.

2.7. Selection Criteria

The resourcing process is based on the core competency criteria and inherent requirements of the job, relevant to competence in the specific post.

A person is suitably qualified for a job within DIGITAL BROADCAST (PRIVATE) LIMITED as a result of the combination of the following:

- a. Qualification.
- b. Relevant and proven experience.
- c. Meeting the essential competencies identified for the post.
- d. Capacity to acquire, within a reasonable time, the ability to do the job.
- e. Professional certifications (if required).
- f. Professional membership or association, registration (if required).

2.7.1. Establishing a Selection Criteria

DIGITAL BROADCAST (PRIVATE) LIMITED's selection criteria specify Knowledge, Skills and Abilities required for desired performance in a position, and are determined by the requirements of the job.

The concerned Line Manager in concurrence with the relevant Department Heads and Human Resource Department determines the criteria that are used in the selection process. Minimum requirements are all the Knowledge, Skills and Abilities from the job description that the successful candidate must possess at the time of hiring.

2.7.2. Shortlisting

Applicants are short-listed according to the selection criteria. The shortlisted candidates are those who, meet the essential criteria; i.e. they meet the specified requirements for the job. A minimum of three candidates are shortlisted for the interview process however there may be certain situations where three candidates are not available due to urgency or nature of employment. In such cases, the Hiring Authority will see the genuineness of the case and give approval.

2.7.3. Shortlisting of Applications – Test & Interviews

1. Department Heads(s) in collaboration with Human Resource Department will screen the applications. Human Resource department representative will compile a list of CVs' and will send them to the concerned Line Manager / Department Head(s). They will short-list the CV's and send back to Human Resource Department representative. The screening process involves the reviewing of the CVs, on the following criteria:

1.1. Evaluate Assess and Finally Ensure that the applicants must have desired experience, Skill set and Qualification as required for the position advertised / applied for.

2. Human Resource Department will invite candidates for test (where applicable) and interview(s). Moreover, Human Resource Department will inform concerned Department Head(s) about the Test and interview schedule.

3. Concerned Line Manager will review tests. Human Resource Department representative will review the scores and refer successful candidates for interview.

2.7.4. Employee Assessment through Test

1. Concerned Departmental Head and Human Resource Department will review all tests (Where applicable) and marking procedures (including test passing percentage) to assure that these tests are valid and conducted in impartial manner and are job related.

2. Human Resource Department will compile scores of the test and refer successful candidates for interview(s).

2.7.5. Interviews

2.7.5.1. General Interview Guidelines

Preparing for Interview

Interviewers on the panel are required to be:

- a. Fully informed about the job that is to be filled. This information includes a thorough knowledge of the contents of the job and its key result areas;
- b. Clearly informed about the selection criteria to be used in the interviewing process;
- c. Aware of the importance of a consistent application of the selection criteria;
- d. Informed about the salary range for the position.

2.7.5.1.2. Interview Format

The interview consists of the following segments:

- a. Introductions and overview of the structure of the interview.
- b. Questions directed at the interviewee's work experience, knowledge and qualifications for the position.
- c. Overview of the position and DIGITAL BROADCAST (PRIVATE) LIMITED
- d. Opportunity for the interviewee to ask questions.
- e. Summary of interview including the way forward.

2.7.5.1.3. Interviewing Applicants

All criteria and competency-based questions asked in the interview are based on the inherent requirements of the job. The same selection procedures are applied consistently to each candidate applying for the same job. The questions directed at candidates are critical, and they are phrased in such a way so as not to convey attitudes, assumptions or prejudices. All questions that are not relevant and cannot be justified in terms of the inherent job requirements are excluded.

All applicants are assessed against the selection criteria on the individual Interview Evaluation Form (Annexure).

Once all applicants for a post have been interviewed, the board panel considers the results of all the applicants. A recommendation (by a majority decision) is then made as to the most suitable applicant for the position.

2.7.5.1.4. False or Delayed Information

In case of false information provided during the hiring process (in writing or verbal), candidate will be disqualified / released from service.

Salary of new joiners will not be released until they completely submit all the mandatory documents required as a new joiner i.e. credentials, experience letters etc.

2.7.6. Salary Negotiation

Human Resource Department will negotiate and finalize the salary with the candidate and approval from the concerned authority will be sought.

2.7.7. Pre-employment Background Check

1. Pre-employment Background check will be conducted by Human Resource Department
2. Pre-Employment Background check Form (Annexure) will be shared with the Human Resource Department and Line Manager of previous employer via email or Human Resource Department representative will obtain feedback on call from Human Resource Department
3. In case of uncomplimentary feedback received by the last employer of candidate or the fake information provided by the candidate, he/she will be informed about his/her rejection and hiring process would be reinitiated. Exceptions will be treated after the approval of Competent Authority i.e. CEO.

2.8. Procedure

1. Line Manager will prepare Position Requisition on the prescribed form available with Human Resource Department and will obtain approval from concerned Department Head(s). PRF also includes inventory section, which will also be filled by Line Manager and signed by Department Head(s).
2. If a person holding a budgeted position leaves the company, Position Requisition Form (PRF) against that position should be generated within three months (starting from his last working day) else the position will be dissolved from the budget of relevant department.
3. Position Requisition Form (PRF) will be considered obsolete and will be reinitiated if the hiring against approved Position Requisition Form (PRF) is held up for minimum 3 months from the date of approval.
4. To give equal and fair chance to existing employees, all positions requiring new appointments will also be circulated internally. Applications from existing staff members who fulfill the position requirements and meet other specified conditions for appointment will also be considered along with external applicants, if any Internal employee(s) will be considered depending upon the criticality of his / her current assignments and backup resource availability.

5. Both internal and external candidates will have to pass through the same screening process.
6. All internal and external candidates seeking employment must meet the minimum requirements outlined in the relevant job announcement.
7. For all new positions, approval of CEO will be required.
8. Human Resource Department will choose the communication channel/ Recruitment source that is cost effective and within approved budget and will help to recruit the most appropriate and qualified candidate(s). If the Recruitment cost exceeds hiring budget, Head of Human Resource will obtain approval from CEO prior to the start of Recruitment process.

2.8.1. Interview and Selection Procedure

1. The Human Resource Department will be responsible for determining effective selection methods to obtain the most qualified and suitable candidates for each vacancy.
2. At least two interview sessions should be conducted for each position. For 1st interview panel should consist of Human Resource Representative and Line Manager. Second interview should be taken by Manager / Department Head(s) one level above Line Manager. In case of urgent hiring, all the panel members can take the interview in one session.
3. In any case any member of panel will not make any false commitments with the selected candidate during the salary negotiation process. Whereas the commitment made to the selected candidate will be written on Interview Evaluation Form filled by Human Resource Department representative.
4. Authorized Human Resource Department Representative will do salary negotiation.
5. All information relating to Recruitment, Selection and Appointment of employees will remain confidential to those involved in the formal Recruitment and Selection process.
6. Offer letter will be given to selected candidate with package details. Candidate will be given a period of 3-5 working days for acceptance of offer depending upon the level of position. Candidate will give acceptance on Human Resource Department copy of Offer letter. The offer letter will be valid only for 30 days from the date of issuance and shall become effective from your date of joining.
7. Regret emails are sent to all applicants who qualified for the final interview against an advertised position but failed to secure the position.

2.9. Types of Contracts:

Generally, DIGITAL BROADCAST (PRIVATE) LIMITED will have the following types of contracts:

2.9.1. Fixed Term Contract

Employees, whose positions are budgeted for one year or until the completion of the Project. Fixed Term Employees are eligible for Salary with all benefits offered by DIGITAL BROADCAST (PRIVATE) LIMITED.

2.9.2. Short-Term Contract

Employees hired for a short-term period for less than a year during the Project lifecycle. Short Term Contract means an employee who has been engaged for work on a short-term contract, which is of a temporary nature. (Annex)

2.9.3. Consultants / Independent Contractors

An individual who is hired to work on a specific task that cannot be undertaken by any existing staff or additional services engaged inside DIGITAL BROADCAST (PRIVATE) LIMITED of an existing staff during their overtime / holidays to meet the workload requirements of DIGITAL BROADCAST (PRIVATE) LIMITED. No benefits will be provided unless otherwise expressed specifically in the consultancy contract. (Annex)

Chapter 3

Probation and Confirmation

The probationary period is an adjustment period during which the employee understands the organization culture, work environment, job role, collaborates with peers and tries to adjust. On the other hand, Line Manager observes different aspects of new joiner and appraises accordingly such as quality of work, ability to learn and perform job duties as required, punctuality, sense of responsibility and other work standards and expectations required to be met.

3.1 OBJECTIVE

Objective of Probation policy is to:

1. Evaluate employee's suitability for the specified job role and work environment.
2. Ensure that the employee receives all the required support and coaching to perform the job duties successfully.
3. Ensure transparency in Probationary Appraisal Process.

3.2 Scope

This policy is applicable to all Fixed - Term Positions.

3.3 Policy

1. Probation period is mandatory for Fixed - term positions only, starting from the date of joining.
2. Probation period for all positions will be of minimum three (3) months as deemed appropriate as per the requirement.
3. DIGITAL BROADCAST (PRIVATE) LIMITED holds the right to terminate employee at any point of time during the probation period without stating any reason on one day notice and vice versa.
4. After completion of three months, Probationary Appraisal will be conducted using Probationary Appraisal Form (Annexure).
5. Every New Joiner will be assigned goals for 3 months of probationary period by his / her Line Manager, which will be approved by Department Heads. The employee will be evaluated on those goals at the end of probationary period.
6. Employment status of all those employees who will get 60% and above scores in probationary appraisal will receive confirmation.
7. Probationary period of all those employees who will score equivalent to or between 40% - 59% in probationary appraisal may be extended for further three (3) months. Or the employee may be released from his/her duties.
8. All those employees who will score below 40% in probationary appraisal will be released from services with immediate effect.
9. During probation period if the Line Manager observes that new joiner is not meeting required work standards, he should counsel the New Joiner in order to build his / her understanding.

9. During probation period if the Line Manager observes that new joiner is not meeting required work standards, he should counsel the New Joiner in order to build his / her understanding.
10. Line Manager will evaluate the appraise. Department Heads shall finally approve the evaluation.
11. Line Manager should share the evaluation with the appraise before submitting it to Human Resource Department.
12. In case of disagreement appraise may submit his / her comments accordingly.
13. All the sections of Probationary Appraisal Form should be filled. Incomplete form will be returned back to the Line Manager.

3.4 Procedure

1. Human Resource will send the Probationary Appraisal Form through email to the Line Manager(s) keeping Department Head(s) in copy at least 05 x days before the probation period completion date.
2. Goals assigned to the New Joiner for Probationary Period will be shared with Human Resource Department upon which the Line Manager(s) will evaluate the appraise based on these goals.
3. Line Manager will fill the form and will discuss the probationary appraisal score and feedback with Appraise. Line Manager(s) will get the form signed by both appraise and the Department Heads and will send it back to Human Resource Department within 05 x working days.
4. Human Resource Department will issue Confirmation / Promotion / Extension / Termination letter to appraise as per the Probation appraisal score.
5. Original letter will be issued to appraise and one copy of letter will be placed in his personal file along with original Appraisal form.
6. Employment status of Appraise will be updated in Human Resource records.

Chapter 4

Orientation

New joiner Orientation Program builds a foundation of knowledge about Organization's Business, Vision Policies, Procedures, Structure and Functions. Effective Orientation of new joiners is very critical to depict a positive image of the organization and establish a successful and healthy working relationship with

4.1 OBJECTIVE

Objective of Orientation policy is to:

1. Foster the Awareness of New Employee about Vision, Mission, Values and Organizational Structure, Culture, Trends, Policies and Procedures of DIGITAL BROADCAST (PRIVATE) LIMITED.
2. Provide information about Employment Terms and Conditions.
3. Develop open communication with new employees and help them become a part of new organizational culture from the very first day.

4.2 Scope

This policy is applicable to all employees across DIGITAL BROADCAST (PRIVATE) LIMITED.

4.3 Policy

1. It is mandatory for New Joiners to attend the Orientation Program.
2. Orientation Program will be of maximum two days during the first week of joining.
3. In case any New Joiner is unable to attend the Orientation Program, he/she will attend the next scheduled Orientation Program.
4. Orientation program will include following sessions;

SESSION	PURPOSE
HR Orientation Session	Human Resource department representative will formally welcome New Joiners and will orient them about DIGITAL BROADCAST (PRIVATE) LIMITED. History, Vision, Values, Organizational Structure, Policies, Employee Benefits and Facilities.
Departmental Responsibilities Session	A representative from the Concerned Department will guide and provide the information to the New Joiner for assignments, work schedule, security codes, etc.

5. Human Resource Department will obtain the Orientation content from all relevant departments.

4.4 Procedure

1. Human Resource Department will intimate the nominated representatives of all concerned departments about the schedule of the Orientation Program.

2. Human Resource Department will also intimate Administration Department for arrangements such as Training Hall Reservation and Refreshments through Email.

3. All sessions will be delivered as per the planned schedule.

Chapter 5

Employee Transfers & Relocation

DIGITAL BROADCAST (PRIVATE) LIMITED recognize that Staff Motivation, Productivity and Retention are of utmost importance to ensure a healthy working environment. Employee Transfers could be one of the strategies to fulfill these requirements because it creates win-win situation for both Employee and Employer. Employees Transfer also aid the Organizational Needs and ensures better skill management.

5.1 OBJECTIVES

Objectives of this policy are:

- a. To ensure Effective Human Capital Skill Management across the board.
- b. To keep Employees Motivated and Satisfied.
- c. To meet Organizational Operational Requirements

5.2 Scope

This policy is applicable to all Employees across DIGITAL BROADCAST (PRIVATE) LIMITED except interns.

5.3 Policy

DIGITAL BROADCAST (PRIVATE) LIMITED at its sole discretion may transfer / relocate an employee from one Job / Position to another or from one Location to another or from one Department to another Department, on a temporary or Long-Term basis without using the competitive Job Posting Process.

It is mandatory for all employees to accept the transfer to a New Location or Job. Employees have the opportunity to express their Career Aspirations or Preferences during the Performance Management review process and / or during various feedback sessions.

5.4 Basic Rules

1. Employee Transfer may occur due to;

- a. Resignation of employee
- b. Promotions/ Career Program
- c. Special Assignment(s)
- d. Restructuring
 - i. New Departments
 - ii. Merger of Departments
- e. Skill set Requirement

2. Need for employee transfer may be identified by;

- a. Human Resource Department
- b. Current Department Heads
- c. Prospective Department Heads

3. In course of employee transfer on permanent basis, re-designation may occur if required.
4. It is responsibility of Concerned Employee's Line Manager to complete handing/taking over and ensure that assigned tasks have been completed before transfer of effective date.
5. DIGITAL BROADCAST (PRIVATE) LIMITED will give all those Employees who will be permanently transferred out station accommodation facility for 02 x weeks, if available.
6. Employee Transfer during probation (at the start of employment) will not be permissible.
7. Current Line Manager or Department Heads will submit the duly filled Status Change form (Annexure) to Human Resource Department.

5.5 Procedure

1. After the need to Transfer an Employee will be identified, his/her Line Manager or current Department Heads will fill and submit the Status Change Form to Human Resource Department.
2. Human Resource Department will issue Transfer Letter (Annexure) to the Concerned Employee.
3. Human Resource Department will release Employee Transfer email to all Stakeholders including Concerned Employee, Current and Prospective Line Manager and Department Heads of Employee, Accounts and Finance Department, Administration Department, etc.

Chapter 6

Absence Management

6.1 PURPOSE

Purpose of this Policy is to set forth the procedures and conditions under which Employees may be granted time off with pay in the event of unusual and justified circumstances. DIGITAL BROADCAST (PRIVATE) LIMITED's absence and Leaves Management Policy complies with the minimum statutory requirements of the related federal and provincial Acts and Ordinances.

6.2 Scope

This policy is Applicable to all employees of DIGITAL BROADCAST (PRIVATE) LIMITED.

6.3 Responsibility

It is the responsibility of all Line Managers / Department Heads to ensure compliance of this policy.

6.4 Policy

DIGITAL BROADCAST (PRIVATE) LIMITED attendance and dependability policy comprises of four main policies as follows:

- a. Tardiness
- b. Absenteeism
- c. Leaves
- d. Attendance Management

6.4.1 Tardiness

Employees are expected to arrive at work at least 10 min before they are scheduled to start and be at their work station productively engaged in DIGITAL BROADCAST (PRIVATE) LIMITED business by the scheduled start time. Habitual tardiness will result in disciplinary action. Moreover, employees are expected to leave the place of work at the specified time.

6.4.2 Absenteeism

A. Informed Absence

All employees who are unable to be at work on Office Timings / Shift / Duty are required to follow the chain of command in order to notify the company at least one hour before the scheduled Office Timings / Shift / Duty. The following chain of command needs to be adhered to by the employee in order to notify the company in case of an absence:

1. Call or SMS Line Manager, if unavailable
2. Call or SMS Department Heads / Concerned HOD, if unavailable
3. Call or SMS Human Resource Department Representative.

B. Uninformed Absence

Any situation where the Employee fails to notify the chain of command will be considered as Unapproved Absence, and will lead to corrective action. Any subsequent repetition of incident within a three-month period will lead to Escalation of current corrective action to the next level.

If an employee is absent from work without notification of his/her absence for a period of 10 consecutive days, and fails to provide any substantial reason for his / her absence afterwards, the uninformed absence is treated as job abandonment and will be deemed as voluntary resignation by the employee. DIGITAL BROADCAST (PRIVATE) LIMITED in such an instance reserves the right to discontinue his / her Employment without any notice.

Below is the criterion for the Corrective Action on Unapproved Absences:

Corrective Action	
Level of Corrective Action	Number of Uninformed Absences
Oral	1
Written	3
Final	5
Termination	+10

6.4.3 Leaves and Holidays:

It is the policy of DIGITAL BROADCAST (PRIVATE) LIMITED to provide its employees time to rest and reinvigorate. The purpose of this policy is to create provisions for employees to attend their recreational needs, health related issues and personal/domestic urgencies requiring time-off. It is necessary for staff to have some time during the year to spend away from work. This period is essential to maintain employee satisfaction and encourage creativity. It will also provide employees some time for unexpected events or occurrences which necessitate time away from work.

6.4.4 Kinds of Leaves

DIGITAL BROADCAST (PRIVATE) LIMITED has following categories of leaves:

- National Holidays
- Annual Paid Leave
- Sick Leave
- Casual Leaves
- Maternity Leave
- Paternity Leave
- Leave of absence/Leave Without Pay
- Compassionate Leave

Basic Rules

- For all leaves categories, leaves cannot be claimed by any employee as a matter of right. The submission of any application is not deemed valid until formally sanctioned by the Line Manager.
- Unapproved leave shall result in leave without pay. Salary shall be deducted accordingly.
- Relevant line manager and Department Heads will ensure the transfer of responsibilities on interim basis to the nominated resource in case any Employee intends to avail leaves.
- Employees shall rigorously adhere to the office timings. A flexibility of 30 minutes may be granted on a particular day upon the approval of line manager.
- Employees will not be Entitled to avail any leave during Notice Period. In case of absence salary will be deducted.
- Leave Quota will be Assigned/Refreshed at the start of every Fiscal Year i-e July 1st.
- Only leave without pay shall be granted to employees during probationary period. In exceptional cases a leave without deduction may be granted and adjusted from the leaves allotted after probation.
- In case an Employee works for additional hour(s) on any given day, he / she shall be given compensatory leave from work as per the additional hour(s).

6.4.4.1 Gazetted Holidays:

DIGITAL BROADCAST (PRIVATE) LIMITED issues Holiday Schedule for Employees at the beginning of each calendar year that is in accordance with official government holidays. Those holidays based on the sighting of Moon are communicated accordingly.

6.4.4.2: Casual Leaves

Casual leaves are paid leave from a usual workday. DIGITAL BROADCAST (PRIVATE) LIMITED grants 8 days of casual leaves to its fixed-term employees. These leaves will not be carried forward in case contract is extended; Organization does not pay leave encashment(s). No unutilized leaves will be carried forward.

6.4.4.3 Annual Paid Leaves:

Annual paid leave is paid leave from a usual workday. DIGITAL BROADCAST (PRIVATE) LIMITED grants 20 days of annual paid leaves to its fixed-term employees and no leaves will be carried forward in case contract is extended; Organization does not pay leave encashment(s). No unutilized leaves after 30th June each year will be carried forward.

Although an employee accrues annual leave from the date of hire, the employee is not permitted to take annual paid leaves within the probation period or 3 months after the date of hire. Requests for annual leave must be requested in advance, with a minimum of two weeks' notice, and approved by the employee's supervisor. Employees are expected to use their annual leave within the calendar year.

6.4.4.3.1 New Hires:

Employees hired between the first and fifteenth of the month will accrue annual leave for the whole month whereas employee hired after fifteenth of the month will begin accruing their leaves from the first day of next month.

6.4.4.3.2 Terminated Employees:

When an employee is terminated, his/her annual leaves will be accrued for the entire month during which termination took place.

6.4.4.3 Sick Leaves:

6.4.4.3.1 Eligibility

An employee is entitled to a total of seven (7) days Sick Leave in a fiscal year i.e. 1 July to 30 June or on prorata basis from the date of hire for all regular and casual contract employees. Employees who are not able to perform their duties due to sickness, injury, medical examination, or treatment for the birth of a child, may be granted sick leave as long as the employee informs their supervisor on the first day of sickness by phone, email or SMS, before. Failure to inform the supervisor will be considered as an absence without authorization and subject to disciplinary measures.

An employee must provide a doctor's statement when using three (3) or more paid consecutive sick days at a time. If an employee depletes his/her accrued sick days during an illness, they may use annual leave and/or request unpaid leave. Unused sick leave cannot be carried forward each fiscal year.

6.4.4.4 Maternity Leave:

All fixed-term employees, who have completed six (6) months of service with DIGITAL BROADCAST (PRIVATE) LIMITED, are eligible for maternity leave on the presentation of an application duly supported by a medical certificate. Maternity leave will be given for a maximum of six (6) weeks. Other accrued leaves may not be used to extend maternity leave beyond six weeks; in exceptional cases sick leave may be used upon approval of CEO.

6.4.4.5 Paternity Leave:

Paternity leave is provided to all fixed-term and short-term employees. Paternity leave is calculated at five (5) working days, and can be used within the four weeks following the birth of a child.

6.4.4.6 Leave of Absence/Leave without Pay:

6.4.4.6.1 Eligibility:

All fixed-term employees with more than six months of service are eligible to apply for leave of absence (leave without pay) subject to the approval of CEO.

6.4.4.6.2 Duration

An unpaid leave of absence should be less than six (6) months. During this time, the employee is not working with DIGITAL BROADCAST (PRIVATE) LIMITED nor will DIGITAL BROADCAST (PRIVATE) LIMITED be paying the employee's salary.

6.4.4.6.3 Requesting an Unpaid Leave of Absence

- The employee must submit an application on the format to his /her supervisor, outlining the reasons for and the duration of the leave.
- All unpaid leaves of absence for more than two working days for non-medical reasons must be recommended by supervisor and approved by CEO.

6.4.4.6.4 Returning from an Unpaid Leave of Absence

- Leave of absence for family and/or medical reasons will not result in the loss of any employment benefits accrued prior to the date on which the leave of absence commenced.
- At the end of any medical leave (extended) of absence, an employee may return to his/her original job, or, if not available to an equivalent position with equivalent pay, benefits and other employment terms.
- Employees on non-medical unpaid leaves of absence are not guaranteed a position upon return. If, however, there is a suitable position available upon the employee's return date for which DIGITAL BROADCAST (PRIVATE) LIMITED believes the employee is qualified, CEO or General Manager may, at its discretion, place the employee in the open position. The employee will be compensated at the rate of pay applicable to the new position.

6.4.4.8 Compassionate Leave:

Employees can use up to five (5) days of compassionate leave per fiscal year in the event of a death of a parent, spouse, sibling, child, mother in law, father-in-law, brother-in-law and/or sister-in-law.

6.5 General Regulations about Leaves:

- Leave will not be claimed by any employee as a matter of right. The submission of any application will not be deemed valid until formal sanction by the Competent / sanctioning authority and a Leave Application Form has to be filled out. The competent / sanctioning authority can allow extension of leave in special circumstances; otherwise it will be treated as leave without pay.
- Submission of an approved Leave Application Form is the sole responsibility of the employee. Leave Application Form has to be submitted, duly approved prior to availing leave, in case of emergency / sickness the employee should inform his / her supervisor as soon as possible. Leave Application Form will then be submitted on the day the employee returns to the office.
- Annual Leaves may be planned with supervisor ensuring that leaves are staggered in such a way that they do not interfere with key tasks.
- Employees hired between the first and fifteenth of a month will get all the intended leave benefits for the whole month whereas employees hired after fifteenth of the month will begin accruing their leave benefits from the first day of the following month.
- Counting of Leave days will be such that leave(s) taken on working days will be counted as leave. Holidays falling in between will not be counted as leave.
- DIGITAL BROADCAST (PRIVATE) LIMITED reserves the right at all times to suspend or refuse leave, if the needs of organization so demand. DIGITAL BROADCAST (PRIVATE) LIMITED may at its discretion require the employee to make such reasonable adjustment in the proposed period of leave as may be mutually convenient.

6.6 Procedure

- i. Employee shall liaise with HR department for his/her leave balance.
- ii. Leaves will be submitted for approval (from the line manager) through a duly filled leave application form (Annex-1).
- iii. Employee shall submit the duly filled and approved application form to the HR department for record keeping.
- iv. HR department shall update the leave balance in the sheet accordingly.
- v. In case of sick leave or leave due to any other emergency, the employee shall submit the leave application form on his/her return.

6.7 Attendance Management

a. Office Timings

The official timings are from 0900hrs to 1800 hrs. Lunch / prayer break shall be from 1300hrs to 1400hrs.

On Friday, Lunch and Prayer Break shall commence from 1230hrs to 1430hrs.

b. Late Comings

Late comings shall be counted from 0930hrs onwards.

c. Penalization for Late Comings

i. For Facility Staff

For Staff, as per Labor Laws, after due processing penal deductions can be imposed which must not exceed more than one day's salary of a month in total.

ii. For Officers

No. of Days	Actions
01 day late coming or early exit per month	No Action
02 days late coming or early exit per month	Verbal Admonishing
03 days late coming or early exit per month	Written Warning
04 days late coming or early exit per month	01 x Annual Leave Deduction against per day late comings.
More than 08 days late coming or early exit per month	Disciplinary Procedures plus 02-day annual leave deduction.

iii. Employees shall complete at least 8 hours each day. Disciplinary action shall be taken against employees who frequently are unable to complete.

iv. In case all leave balance (Annual) is exhausted, one day's salary will be deducted for late comings and will be considered as leave without pay.

v. In case no attendance is marked on Time Attendance Machines at arrival and / or exit, will be considered as half day annual leave. (This will apply to both officers and facility employees).

vi. Henceforth, Late Comings will be made but only with a written communication to Human Resources Department will be sent for any Employee who has been permitted due to official commitments for late coming or early leaving or directly going to other place of duty thereby unable to mark attendance.

vii. On certain occasions and for certain peculiar nature of duties that only for staff level employees (e.g. drivers) are to be present for undertaking the assigned duty at place other than the place of Installation of Attendance Time Machine, thus unable to mark their entries at arrival and exit. They will mark their attendance through SMS. In such cases Human Resource Department will be notified.

viii. Where Time Attendance Machines are not installed and attendance is recorded by other means in such cases modification of records are not allowed in any case. Respective Head of Departments are to record reasons for late coming or early exit which is made part of the attendance record kept in Respective Departments with information to Human Resource Department.

Chapter 7

Performance Management

7.1 PURPOSE

The purpose of this policy is to ensure that the work performance and learning needs of every employee of DIGITAL BROADCAST (PRIVATE) LIMITED are managed effectively and fairly.

7.2 Policy

DIGITAL BROADCAST (PRIVATE) LIMITED established a formal system for reviewing an employee's performance in terms of a job's requirements. There is one appraisal instrument for all fixed-term DIGITAL BROADCAST (PRIVATE) LIMITED employees. The policy will help the organization to direct towards a common strategic goal and also aid managers and employees towards performance evaluations and rewards.

7.3 Content:

The standard performance evaluation form consists of following standard formats and contents.

7.3.1 Identification

The first section serves to identify the employee being evaluated, his/her name, title, department, location, date of employment and years in present job. Also included is the period of the appraisal.

7.3.2 Employee Self Evaluation

Using his/her job description as a point of reference, the employee briefly states the objective, that were agreed upon by the employee and the Supervisor during the start of the year under review and comments on how well s/he performed each of the objective. It establishes the primary purpose of the job and the basis for the subsequent evaluation.

7.3.3 Supervisor's evaluation of the employee:

Using the employee's job description as a point of reference and the objectives agreed with the employee at the start of the year under review, supervisor briefly reviews on how well the employee performed each of the objective assigned to him/her and rate the employee for each objective on the given scale. However, the Supervisor has to give comments/reasons/justification for the change in the ratings.

7.3.4 Objectives for the Next Year

This section includes the performance objectives related to the responsibilities and requirements of the position that the employee agrees to meet during the next year. There may be instances where performance objectives could not be agreed upon in advance of the performance appraisal. In this case, the employee's actual performance should be described and rated in the context of the job description for the position. Performance objectives should then be set for the next evaluation cycle.

The objectives for the next year are set in joint consultation with the Supervisor and his/her agreement with the objectives set is necessary, which s/he has to confirm by signing. The supervisor comments on the employee's performance objectives set out for the next year.

7.3.5 Training / Development Needs

Using the employee's Self Evaluation for the past year, and the performance objectives for the coming year, employee and the supervisor mutually identify areas where the employee would like to receive further training/development during the coming year.

This section sets out a development plan for the employee based on the evaluation. If the employee lacks a required knowledge, skill, ability or characteristic, the Supervisor should propose how this might be accomplished.

7.3.6 Supervisor Comments:

This section allows for overall comments by the Supervisor after his/her final one-on-one meeting with his/her Supervisee on the performance appraisal.

7.3.7 Endorsement and Signatures

This section allows for overall comments by both, the next level supervisor and the ultimate departmental /project head. Their signature indicates that the performance discussion took place and the whole process has been taken care of.

7.3.8 Review Schedules / Timeframe

The scheduling of reviews will be according to the following pattern:

- Annual Review - Starting from first week of May of every year and ending until the end of June that year.
- Interim / Mid-Year - Periodically or on six monthly bases at the discretion of the management and the supervisor.
- Immediate supervisors are required to give regular on-going feedback and informal conferences with employees each quarter at a minimum.
- Each supervisor will ensure the completion of a formal performance appraisal form for all of their direct reporting staff by specified month of each year.
- Performance appraisals for new employees, who have completed less than three months of service with DIGITAL BROADCAST (PRIVATE) LIMITED at the time of the annual review period, will have formal performance appraisals deferred to the following annual review period.
- No annual increase will be released until all Performance Evaluations have been completed and submitted to HR Department.

7.3.9 Completion of Appraisal Instrument and Confidentiality

The appraisal form is to be completed by the immediate supervisor to whom the employee reports in consultation with the next level supervisor. These processes must be done in complete confidence and the form should be seen by no one. The transfer of these documents to HR department should be in sealed envelopes marked “confidential”.

7.3.10 Discussion with Employee

Scheduling Appointment with Employee - It is the responsibility of the evaluator to schedule meetings with the employee and inform him/her of the time and location of the appraisal discussion, giving him/her ample time to complete his/her evaluation form for discussion.

Supervisor's Review and Comment - The original evaluation should be submitted to the Supervisor by the employee, at least 48 hours prior to the Appointment for discussion, to record his/her comments on the form.

7.3.11 Final Review and Comment

The Admin and HR Department will discuss the evaluation with the appropriate authority and workout further details from it for payroll processing and training need identification. Employees receiving a “Marginal” rating in their annual review for two consecutive years will be placed on probation for a period of three (3) months and will not be eligible for a merit increase during that period. However, dismissal need not await the completion of the probationary period; it may occur at any point after thirty (30) days following the review. Upon completion of the probationary period, another evaluation will be made.

7.4 Rating Guidelines and Definitions

7.4.1 Overall Rating

The overall rating of the employee’s job performance is based upon an assessment of individual factors such as Work quality/quantity, reliability, skills and job knowledge, work relations, Supervisor ability and support of organizational values.

relations, Supervisor ability and support of organizational values.

7.4.2 Definition of Ratings

There are five levels set forth for the overall performance rating, and they are as follows:

[A]	Outstanding	Excellent performance far exceeding time, quality and quantity objectives.
[B]	Very Good	High quality performance where results normally exceed objectives.
[C]	Good	Performance that consistently meets objectives.
[D]	Marginal	Performance that often falls below objectives and requires improvements
[E]	Poor	Inadequate performance much below objectives (a rare occurrence)

7.4.3 Appeals

Any employee who feels that he / she has been treated unfairly in the evaluation process has the right to appeal. The procedure for appeal is as follows:

- Any dissatisfaction concerning the evaluation process should first be discussed with the immediate supervisor(s) and a resolution sought at that level.
- If unresolved through discussions with the immediate supervisor(s), s/he can forward a written appeal to the HR Department. The HR Department will review the appeal, gather facts and submit the findings to the CEO for consideration and a decision. HR Department will inform the employee in writing of the decision reached by the General Manager or CEO.

7.5 Increments

7.5.1 Policy

Salary increase should be implemented if any after the completion of 1 year of employment. Salary increase in the middle of the year are discouraged. If exceptional instances do arise, increase may be granted.

7.5.2 Authority

The authority to approve salary increment at completion of year or in the middle of year are to be approved by CEO for all employees.

Chapter 8

Succession Planning

8.1 PURPOSE

The purpose of the policy is to enable DIGITAL BROADCAST (PRIVATE) LIMITED:

- i. To identify and prepare the right people for the right positions at the times when they are needed.
- ii. To reinforce competent performance, ensuring that the DIGITAL BROADCAST (PRIVATE) LIMITED Employment Equity Plan is provided for.
- iii. To ensure continuation of specifically identified management, leadership and technical competencies.
- iv. To manage employee advancement.

8.2 Policy

DIGITAL BROADCAST (PRIVATE) LIMITED must ensure depth of competencies exist, especially in key management, leadership and technical positions where skills are both critical and scarce. Pro-active and deliberate planning must ensure that DIGITAL BROADCAST (PRIVATE) LIMITED can sustain effective continuity where incumbents in such select position/s vacate the post/s. Management shall identify those key positions where the organisation is vulnerable to incumbents vacating those positions, and where there are not sufficient competent possible successors.

8.3 Principles

- I. Succession planning is owned by line management, driven by top management, and guided and supported by the Human Resources Department.
- II. The succession plan focuses on long-term strategic and mission-critical organizational requirements.
- III. Effective succession planning requires the organisation to select candidates with a view to developing their strategic leadership and / or technical job competencies, both current and future.
- IV. The leadership development and other performance enhancement programs that are aligned with DIGITAL BROADCAST (PRIVATE) LIMITED human resource development strategies must support succession planning.

- V.** Mentorship and coaching are important elements of any succession planning process.
- VI.** Creating capacity within the organisation is not the sole function of succession planning. Creating competent continuity in identified areas is at the core of the plan.
- VII.** Succession planning aims to obviate the premature promotion of people who may not yet be capable of fulfilling the appropriate tasks.
- VIII.** Being placed on a succession-planning program does not automatically guarantee appointment to the position, but should improve the likelihood of such appointment.
- IX.** Succession planning is only one of the instruments DIGITAL BROADCAST (PRIVATE) LIMITED employs in its quest to develop the talents and competencies of its employees.
- X.** A suitable mentor / coach shall be assigned where appropriate to monitor and report on the progress of the plan.
- XI.** The line manager and the employee shall both be held accountable for performance against the succession plan.

8.4 Policy Objectives

- i.** Plan and shape the progression of employees by aligning individual expectations and preferences for defined development against organisation imperatives and resourcing requirements up to the point of selection and placement.
- ii.** Identify “scarce, critical and specialists” posts and develop employees for these posts.
- iii.** Develop employees internally to address the competitive nature and uniqueness of DIGITAL BROADCAST (PRIVATE) LIMITED resourcing requirements and build a potential development pool for the future.
- iv.** Improve and positively impact upon retention, performance and motivation through a recognized and proven program of succession planning.
- v.** Ensure there is a “return” for the substantial investment to be made in learning and development activity.
- vi.** Use existing Staffing Policy to enable selection decisions based on fair and objective criteria.
- vii.** Main activities in succession planning will involve the following:

- a.** The identification of scarce, critical and specialist posts
- b.** The identification of the scarce, critical and specialist skills forms a fundamental basis for the succession planning policy.
- c.** It is DIGITAL BROADCAST (PRIVATE) LIMITED stated intention to create a “potential pool” of employees with which to build capacity (required competencies) to fill those posts in the short, medium or long term.
- d.** Continually assess how employees match up against the requirements of scarce, critical and specialist.
- e.** Create and deliver development plans for employees who are identified as having the potential to fill the scarce, critical and specialist posts
- f.** The Vertical Promotion that provides appropriate access to and development for employees expressing an aspiration for promotion into line management role and to ensure that there is suitable “talent pool”.
- g.** Provide for a fair and effective process for managing promotion.
- h.** Ensure that all selection processes are conducted fairly, are equal and do not deny opportunities to targeted “talent pool”.
- i.** The Lateral Development that provides for employees who do not have aspirations for promotion into a line management role, continue to have access to developmental opportunities as specialists.

Chapter 9

Compensation and Benefits

9.1 POLICY

It is the policy of DIGITAL BROADCAST (PRIVATE) LIMITED to attract and retain the best possible employees. A very important aspect of this is providing a reasonable and equitable compensation package that considers the responsibility level of the position, skill and experience of an employee, as well as the standards of the industry and the cost of living.

9.2 Salary Administration

9.2.1 Salary Bands/Grades Structure:

The salary band/grade structure comprised of benchmark positions and their respective salary ranges weighted from lowest to highest, within DIGITAL BROADCAST (PRIVATE) LIMITED. A salary band/grade specifies the minimum and maximum amounts payable for a particular position and identifies the salary range and position applicable to those responsibilities. Each position is evaluated on specific criteria that determine the worth of the job. Based on the job evaluation, positions are placed in various grades.

The salary structure is reviewed at least every year by the Management Committee in light of the Consumer Price Index (CPI) to determine DIGITAL BROADCAST (PRIVATE) LIMITED's competitiveness with similar organizations and maintenance of equitable salary structures. Positions are placed in one of the grades approved by the management on the basis of job description. The new pay scales applicable to DIGITAL BROADCAST (PRIVATE) LIMITED are as per finalized by management.

9.3 Group Life and Disability Insurance

DIGITAL BROADCAST (PRIVATE) LIMITED appreciates the importance of providing protection to its employees and their families from the unexpected. If something should happen to the employee, life insurance helps provide financial security for the employees and their families.

In order to ensure legal compliance DIGITAL BROADCAST (PRIVATE) LIMITED will insure all of its employees excluding consultants, and employees / workers hired under outsourced arrangements against death and disabilities. HR Department will negotiate Group Life & Disabilities Insurance policy on behalf of DIGITAL BROADCAST (PRIVATE) LIMITED.

DIGITAL BROADCAST (PRIVATE) LIMITED's Group Life and Disabilities Insurance policy pays benefit to the employee or beneficiary in case of an employee's Death (naturally or accidentally) or permanent or partial disability (accidental or natural) while covered under the policy.

Salient features are as follows:

The coverage is provided in various employee categories as per negotiated policy each year. All employees must be enlisted/delisted with the insurer within 15 days of the employee joining DIGITAL BROADCAST (PRIVATE) LIMITED.

I. Insurance policy is negotiated centrally and routine administration is done through via HR Department.

II. In case of death or disability of an employee, HR Department must be notified immediately so that the insurer can be intimated to process the claims.

III. HR department completes all documentation of the claim case and submits the claim for further processing by insurer.

IV. Claim cheques are prepared in the name of the employee / beneficiary (ies), and amount of claim is paid to the employee(s)/beneficiary (ies).

9.4 In-Patient Department (IPD)

DIGITAL BROADCAST (PRIVATE) LIMITED aims to provide supreme benefits and healthy life style to its workforce. Health is one of the essential factors necessary to ensure enhanced productivity and Interactive workforce is encouraged to enjoy quality life standard, without worrying about meeting the expenses related to health problems.

IPD covers all hospitalization and emergency cases.

9.4.1 Objective

Objective of this policy is to support our employees to meet their medical expenses in order to enhance their quality of life.

9.4.2 Scope

This policy is applicable to all employees working across Pakistan.

9.4.3 Policy

- i.** Any bill without an authentic prescription (on doctor's letter head) will not be reimbursed.
- ii.** All permanent employees and their dependents will be eligible to avail IPD benefit.
- iv.** Every permanent employee and his/her dependent will be assigned a separate IPD limit, depending upon the approved limit.
- v.** Concerned employee will have to pay IPD expenses exceeding the defined limits.
- vi.** Following benefits will be covered under IPD policy:

Covered Expenses
Pre-Hospitalization Diagnostic Charges (30 days prior to Hospitalization)
Post-Hospitalization Follow-up Charges (30 days after discharge)
Physician's Visit (In-Patient visit) Charges
Specialist Consultation (In-Patient visit) Charges
Intensive Care Unit (ICU) Charges
Miscellaneous Hospital Expenses
Surgical Operation Charges
Day-care Surgery Charges
Hospital Casualty Ward Accident & Emergency Services
Specialized Investigations Outpatient Cover (Magnetic Resonance Imaging (MRI), Computed Tomography (CT) Scan, Endoscopy, Thallium Scan, Angiography)
Emergency Dental Treatment due to Accidental Injuries

vii. Medical reimbursements will be made in the form of cheque. If an employee does not have a bank account he/she should inform Human Resource Department at the time of claim submission to reimburse the amount via bank draft.

viii. In case of extra payment made to any employee by mistake, employee will be liable to pay back the lump-sum amount.

ix. Any forged billing will be considered gross misconduct and will lead to strict disciplinary action.

x. Insurance card will only be useful in IPD cases if the patient is treated in panel hospital.

xi. In case of loss of medical insurance cheque, deductions will be made from reimbursement amount as per the company policy of designated Insurance Company and new cheque will be issued to concerned employee.

xii. Medical treatment/bills during international travel will not be reimbursed.

9.4.4 Procedure

- i.** Employees from across the country will submit their claims, which include dully filled IPD form, original bills/receipts, copy of doctor's prescription, copy of test reports, original test receipts to Human Resource Department.
- ii.** IPD claims will be sent to insurance company every Monday.
- iii.** In case the patient is treated in a non-panel hospital, employee will have to bear all the expense himself at the time of treatment. After the treatment employee will submit the duly filled "Hospitalization Reimbursement Claim Form (Annex) and submit it to Human Resource Department.
- iv.** In case of planned treatment for example surgeries, maternity cases, employee will submit the duly filled "Pre-authorization form" and submit to Human Resource Department at least 2 days before the start of treatment.
- v.** Human Resource Department will obtain receiving from employees against their reimbursement cheques and place it in their personal files for record purpose.

Chapter 10

Grievance Management

10.1 PURPOSE

This grievance procedure provides a means for all DIGITAL BROADCAST (PRIVATE) LIMITED employees, to raise their concerns with us about work-related problems; such as decisions about pay, benefits and holidays, or about health and safety, or about how you have been treated by a co-worker or manager. The policy shall be used to raise concerns about incidents of discrimination, harassment or bullying.

10.2 Scope

The HR department, Line Managers and Head of Departments have a duty to implement this policy and procedure, and to make every effort to ensure that grievances are minimised, and that harassment, bullying or victimisation does not occur, particularly in the areas of work for which they are responsible. Any concerns raised must be investigated promptly and effectively. It is not acceptable for any manager to ignore unacceptable behaviour.

10.3 Procedure

- I. An employee shall initiate the grievance process by submitting a written complaint to his / her immediate supervisor. If it is the supervisor the employee is complaining against, he / she may submit the written complaint to the next level supervisor or directly to HR department.
- II. Complaints against the CEO may be submitted to the Chairman BOD, who will investigate if felt warranted.
- III. The written complains should articulate the nature of the conflict, potential historical reason, etc. In other words, the written complains must provide enough and exact information of the issue.
- IV. The supervisor shall conduct an impartial investigation into the matter. He / She conducts this in a confidential manner which allows all parties to present their side.
- V. Following the meetings, and completion of any further investigation, the complainant will be informed in writing of the decision under Stage One of the Grievance Procedure. This will normally be issued to the member of staff within 10 working days of the close of the grievance meeting. The letter/ report will generally summarise:

- The nature of the grievance;
- The investigation that was conducted;
- The decision;
- The reason for the decision; and
- Any outcome for work and working practices as a result of the decision

VI. A copy of the paperwork will also be provided to the individual, against whom the grievance was raised, representatives of both members of staff, and the relevant line manager(s). Any dissenting comments in connection with the decision will be recorded. If a prima facie case (sufficient evidence to prove there is a case to answer) is proven, a disciplinary hearing may be convened.

VII. In certain circumstances it will also be appropriate for the Department Head to meet with the member of staff and the line manager, in order to explore any specific issues and/or to advise them orally of the decision.

VIII. There may be situations where, with mutual agreement, it would be helpful to seek external advice and assistance during the grievance procedure, or after it has concluded. For example, where relationships are strained, a mediator might be able to assist in resolving the problem. A mediator may be used to assist in the rebuilding of work relationships or to provide expert advice on a particular area of work

IX. Disciplinary action in terms of written warning else termination may be recommended where necessary and as per the final decision by the committee members.

Chapter 11

Travel Policy

11.1 PURPOSE

The purpose of this policy is to establish guidelines for business-related travel and reimbursement of associated expenditures.

11.2 Policy

Travel will be authorized for purposes only in accord with official travel policies. The travel regulations and limitations apply to all employees whose travel is paid or reimbursed. All travel must be authorized in advance by the General Manager or CEO. All reports of travel expenditures must be supported by proper documentation and original receipts.

11.3 International Travel

International travel shall be arranged by the management of DIGITAL BROADCAST (PRIVATE) LIMITED. International travel must be cleared in advance by DIGITAL BROADCAST (PRIVATE) LIMITED for planning and administrative arrangements as per the approved Annual Work plan.

11.3.1 Hotel Stay

An employee travelling on official duty outside the country shall be entitled to an allowance to meet expenses for travelling and stay abroad as per decided by the management

11.3.2 Daily Subsistence Allowance (DSA)

Daily allowance while on travel abroad to cover conveyance, food, out of pocket expenses will be calculated based on the country of travel as per decided by the management.

11.3.3 Air Travel

All staff shall be entitled to economy class ticket by the most direct route available. Air travel expense shall be pre-paid by DIGITAL BROADCAST (PRIVATE) LIMITED and a Prepaid Ticket Advice (PTA) shall be issued to the travelling staff.

11.4 Representative Allowance

11.4.1 BOD and Chairman

DSA will be paid to DIGITAL BROADCAST (PRIVATE) LIMITED BODs/Chairman for all the representations made by them within Islamabad or outside Islamabad. This representation amount will be determined from time to time by the Management.

A fulltime company-maintained vehicle will be provided to Chairman/BOD to make representations on regular basis. Necessary office equipment including Laptop/Desktop etc. will also be made available to Chairman/BODs.

11.4.2 Senior Management

The CEO and COO shall always be provided with fully maintained company cars for making representation of DIGITAL BROADCAST (PRIVATE) LIMITED at different avenues. In addition, the CEO may also authorize any other person to be provided with fully maintained company car for any period of time as specified

11.5 In Country Travel

11.5.1 Policy

All fixed-term and short-term employees traveling inside the country on official duty shall be entitled to such allowance to meet their expenses for traveling and accommodation.

11.5.2 Travel Authorization

Travel, on official duty must be undertaken with the approval of authorized personnel, the authorized personnel will be guided by the usefulness to DIGITAL BROADCAST (PRIVATE) LIMITED of the proposed travel, means of transportation and an estimate of cost to be incurred on the trip. The authorized personnel shall be as follows:

Traveler	Authorization
CEO	COO/GM/HR Manager
COO/GM	HR Manager
All other Staff	HR Manager or COO/GM

11.5.3 Travel Policies

11.5.3.1 Fare

Fare includes the cost actually incurred for travel by air or bus. The mode of transportation will be based on the viable direct route available to the destination and subject to prior approval in the travel authorization. The following is applicable

Mode of Transportation	Basic of Calculation of Fare
Air Travel	Economy Class of local airline
Bus	Sammi - Daewoo Bus Service Fare (or any available where such services are not being offered)

11.5.3.2 Conveyance Expenses

Conveyance expenses cover the expenses of transport from residence up to the place from where the journey will commence i.e. bus stand, or airport and back, at permanent location and from bus stand or airport whatever the case may be up to the place of duty and back at the station of temporary duty. The claim applicable to such travel shall be the rate charged by Registered Cab Services or local taxi where such services are not available.

11.5.3.3 Daily Subsistence Allowance

DIGITAL BROADCAST (PRIVATE) LIMITED employees (Professional and Administrative Support Staff) including Government counterpart personnel traveling on project-related duty within Pakistan shall claim Daily Subsistence Allowance determined from time to time as per the recommendations of the HR Manager and General Manager. Special rates will be determined by the HR Manager or General Manager for DIGITAL BROADCAST (PRIVATE) LIMITED BOD.

11.5.4 Travel Claims

11.5.4.1 DSA

80% of the full DSA may be paid to in-country travelers in advance. The remaining 20% shall be paid upon submission of the Claim for Reimbursement of Travel Expenses within thirty days of reporting back to duty station.

When meals or any type of overnight accommodation are provided free of charge to the traveler by DIGITAL BROADCAST (PRIVATE) LIMITED, any UN agency, Government, or any institution, the DSA rate payable shall be as follows:

Scenarios	DSA Claim Ceiling
When meals only are provided	70%
When accommodation only is provided	50%
When accommodation and meals are provided	20%

Recognizing the importance of involving counterparts in field visits to facilitate the monitoring mission tasks, DSA shall be paid to non-DIGITAL BROADCAST (PRIVATE) LIMITED national personnel on case-to-case basis. The travel of non-project personnel should be authorized by the CEO and COO or GM.

The reimbursement of fare, travelling expense and conveyance expenses are to be based as per the travel policy and as approved in the travel authorization.

11.6 Procedure

I. All employees of DIGITAL BROADCAST (PRIVATE) LIMITED must be pre-authorized by the Administration department before travel. A dully filled and approved (by Line Manager) travel requisition (Annex) should be submitted to the Administration department before travelling.

II. International travel should be submitted at least 45 working days before travel.

III. A travel claim must be submitted within one week after the completion of travel. Any change in travel date must be authorized by the Line Manager / Department Head. Duly filled travel claim (Annex) must be sent to Administrative Department for travel claim settlements. In case of late submission travel claim shall not be entertained.

IV. All necessary documents that shall include boarding passes, copy of tickets, hotel and food receipts etc. shall be required in order to settle claims. Claims shall not be reimbursed in case necessary receipts or documents are not available.

V. Finance department shall reimburse claims once finally approved.

VI. For Local travel the administration department will arrange pick and drop for the employees. In case of travel is urgent and was not pre-planned a dully filled and approved (by Line Manager) travel requisition form shall be submitted to the administration department upon return.

The image features a dark grey background with several thick, vibrant orange diagonal stripes. These stripes are arranged in a way that creates a sense of depth and movement, with some stripes appearing to overlap others. The stripes are positioned in the top-left, top-right, and bottom-left corners, leaving a large central area of the grey background.

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