

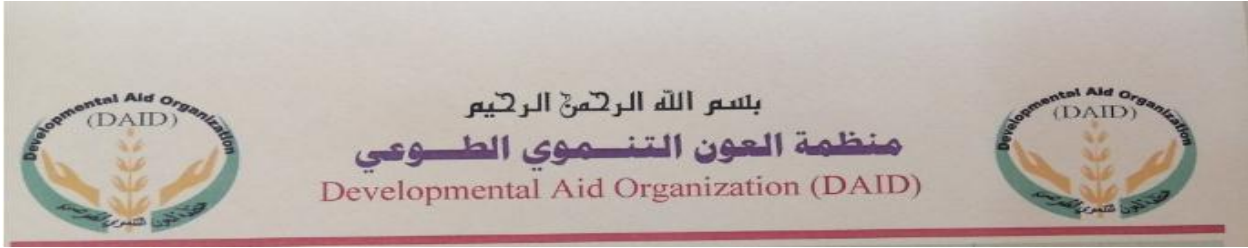
# **Human Resources Manual**

**Developed & Prepared**

**By**

**Developmental Aid organization (DAID)**

**June 2021**



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### **Purpose of this Manual**

This Manual establishes human resource policies, procedures and service rules applicable on all categories of employees/staff and consultants of DAID. The purpose of this Manual is to establish Human Resource policies and practices to govern relations between DAID and its employees. This Manual does not constitute an employment contract. This Manual is to be interpreted as a whole rather than by individual sections or sentences in isolation and out of context.

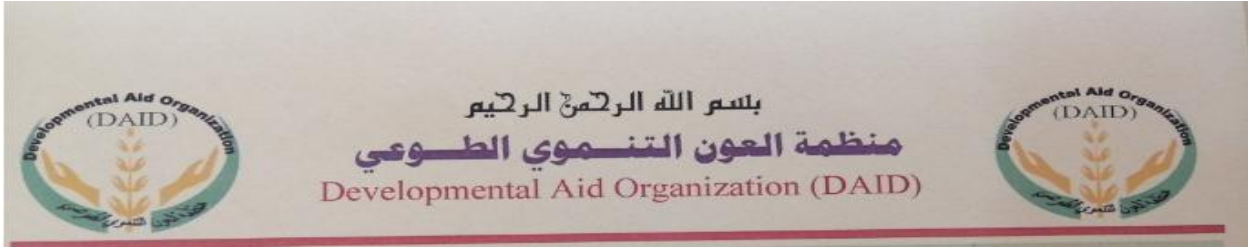
### **Issuance and Control of this Manual**

This manual is the property of DAID. It is distributed to the job positions/designated officials only. Head of HR/ Admin & Finance is responsible for the distribution of this manual to Departmental heads. It is their responsibility to safeguard the material and keep the manual current. Although every attempt has been made to anticipate all situations requiring formalized policies, circumstances may arise which are not covered in the manual or a situation may warrant deviations from the stated policy. In such case, the provincial laws/ rules shall prevail.

### **Commencement and Application**

This HR Manual shall be deemed to have come into force with effect from the date of its approval by the Board of Directors. Subsequent additions, deletions and amendments shall be effective from the date of approval by the Board of Directors.

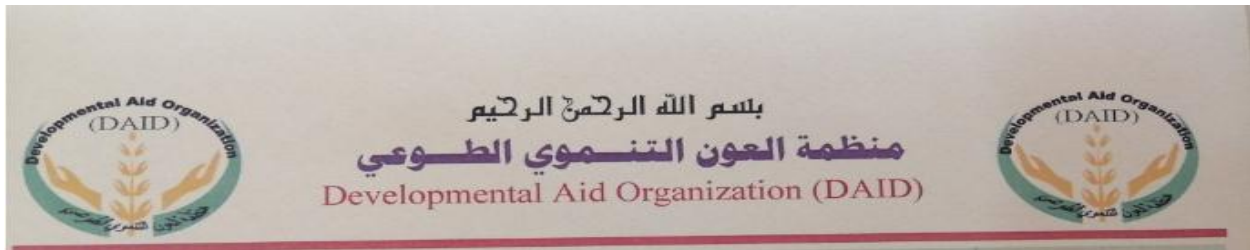
- These policies shall apply to all employees of the DAID in all categories. Employees from other services/ deputationists, other entity, provinces will also be governed by Rules of DAID as long as they serve this Authority.
- The Board of Directors reserve the rights to modify, cancel or amend all or any of these policies in whole or part, or subsequent rules issued in connection with these rules from time to time.



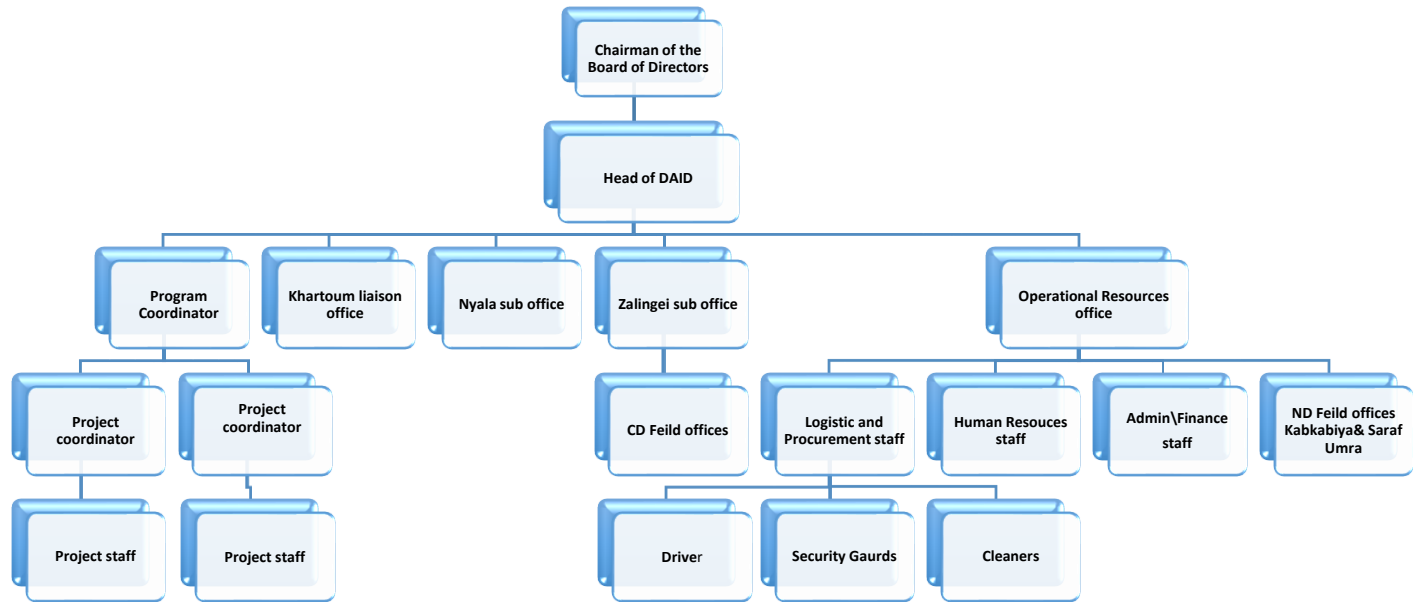
- All amendments and additions/deletions to these policies shall be notified by means of circular by the head of HR.
- The authorized executives of organization shall issue necessary orders, instructions and directives from time to time with the purpose to conduct the organization business and maintenance of its efficiency and discipline.
- Any difficulty faced due to any conflicting or ambiguous implications during or after implementation of these policies shall be referred to the head of HR/ Admin & Finance for issuing clarifications or ruling.
- Board of Directors is the final authority for the interpretation of the rules contained herein and decisions made by him shall be final and binding on all employees of DAID.

### **Management**

The general management and administration of DAID and its affairs shall vest in the Board, which shall exercise all powers and do all acts, which may be exercised or done by the Authority, in accordance with the provisions of the Act.

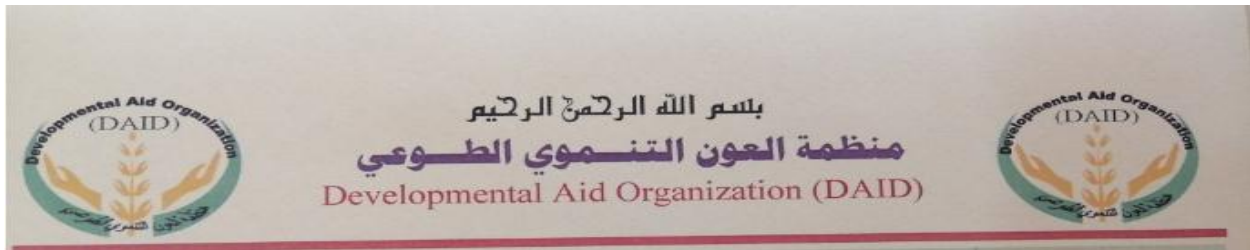


## Organizational Structure



## Functions of Human Resource Department

- Manpower Planning
- Job analysis and Job description
- Determining wages and salaries
- Recruitment and Selection
- Performance Appraisal
- Posting/ Transfers
- Promotion



- Training and Development
- Employee welfare and motivation
- Addressing employees grievances
- Implementing organizational policies
- Dismissal and redundancy

### **Admin/ Finance Functions**

#### **1- General Office Management and Running provides services, which include**

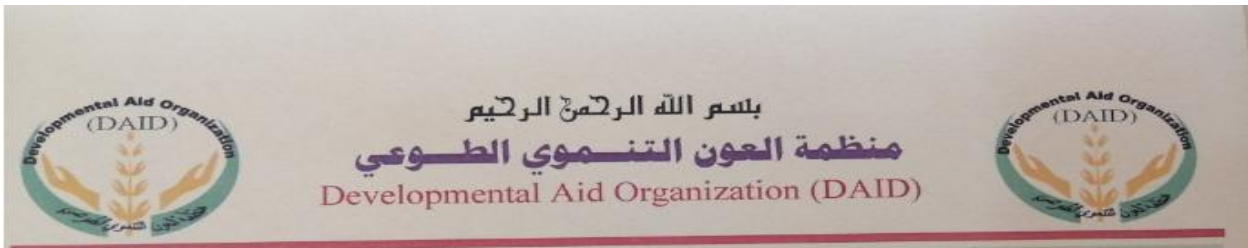
- Provision of offices for all staff.
- Provision of all office equipment for use by staff e.g. Computers.
- Ensuring a clean and secure office environment.
- Ensuring availability of adequate lighting, water, telecommunication, email, fax, computers etc.
- Providing, where possible, designated parking for vehicles.
- Ensuring availability of stationery.
- Ensuring availability of adequate photocopying services/facilities. Setting of internal operating rules.

#### **2- Transport Management**

- The department is responsible for the acquisition of transport.
- It provides fuel for all vehicles.
- It is in charge of repairing and Maintenance of all vehicles.

#### **3- Registry Management**

- All incoming and outgoing mails must go through the registry.



- The registry must have in place good and efficient record filing and tracking systems for all the records i.e. all mail must be recorded in a mail book, filed and the file sent to the addressee for action. The registry shall maintain a file movement book for tracking all station files.
- 4- Assets Management includes;**
- Acquisition of assets
  - Management of assets (engraving, locating, checking/counting etc)
  - Recommending disposal of assets
- 5- Property Management**
- Management of all the property of includes buildings installations, land etc
- 6- Security and Safety**
- Security is supposed to be provided at all sites.
  - Security should be for all assets and property.
  - Users must ensure safety of assets in their possession.
- 7- Finance & Accounts functions include:**
- Administer staff salaries, wages and allowances and ensure their promptly payment.
  - Formulate, develop, compile and manage the recurrent and development budgets.
  - Produce and submit financial statements and informative financial periodic reports to relevant authorities,
  - Maintain proper books of accounts in accordance with the current financial regulations.
  - Institute and apply internal financial control measures.
  - Manage and account for the KPPRA's finances and other resources.
  - Document and provide safe custody for the financial records of DAID



## Recruitment & Selection Process

**Introduction:** The staffing policy and its implementation will be fundamentally aimed at matching the human resource with the strategic and operational needs of the DAID and ensuring the full utilization and continued development of employees. All aspects of the recruitment and selection of employees will be non-discriminatory and will afford applicants equal opportunity to compete for vacant positions.

**Scope:** The recruitment policy shall be applicable to all positions at all levels in the DAID both regular and contractual based unless otherwise specified.

### Objectives

This policy is further based on the principles set out below. Human resource management in the DAID must –

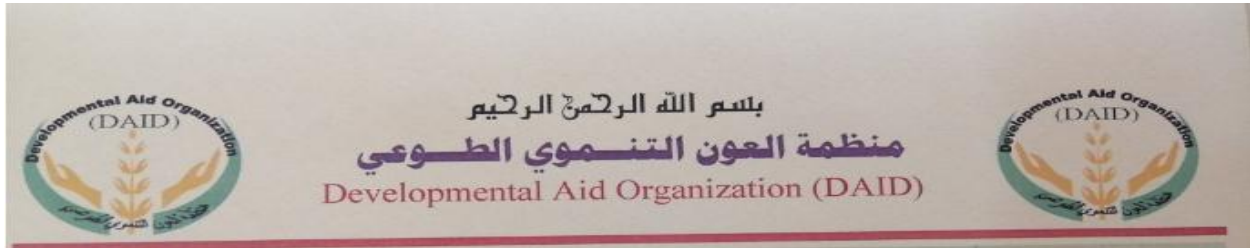
- Be characterized by a high standard of professional ethics;
- Promote the efficient, economic and effective utilization of employees;
- Be conducted in an accountable manner;
- Be transparent;
- Promote good human resource management and career development practices, to maximize human potential; and
- Ensure that the DAID's administration is broadly representative of the people, with human resource management practices based on ability, objectivity and fairness.

### Sources of Recruitment

The potential candidates shall be identified through the following recruitment sources or by any other means as identified by the management.

- Advertisement in leading newspaper, websites and labor offices.





- Advertisement on the DAID's Web site.

### **HR budget**

All recruitment within DAID shall be against approved budget and sanctioned posts. Replacement for employees who are availing leave for more than a year shall also be provided. Vacancies so created shall be filled by Regular/ Contractual employment as per procedure. Employees returning from long leave cannot demand the same position as a matter of right. However, availability of position may be checked and he/ she will be absorbed if the position is available within DAID which is not guaranteed. Any recruitment done against available budget of yet to be opened branches/units/offices may temporarily be posted in the existing branches/units/offices by keeping a separate headcount and track record.

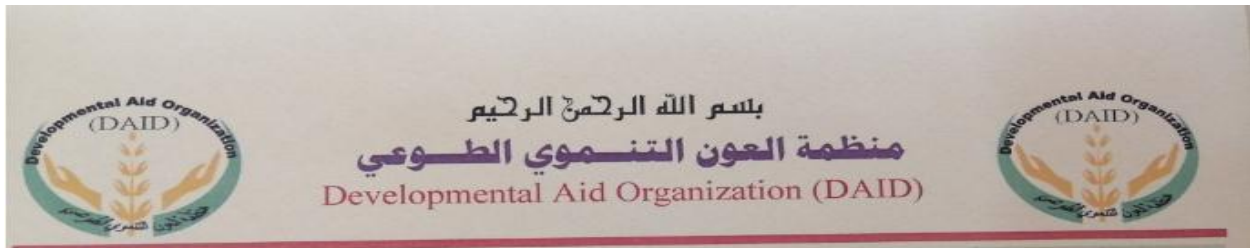
### **Job Description Document**

The Job Description Document including Person Specification shall set the criterion for selection. These documents shall be used to set out the duties of the job and the skills needed to fill it for advertisement purposes. For all replacement posts existing job description (HR#1) and person specification (HR#2) document shall be used. For all newly created posts, these documents shall be prepared and made available by the HRD in consultation with the concerned departments before recruitment process is initiated.

### **Recruitment Advertisement**

All vacancies at DAID will be advertised. HR budget & job description/specification documents shall form the basis for the advertisement and all advertisements shall clearly state:

- The name and location of DAID.
- A statement that the Authority subscribes to the principles of employment equity.
- The designation of the position that is advertised.



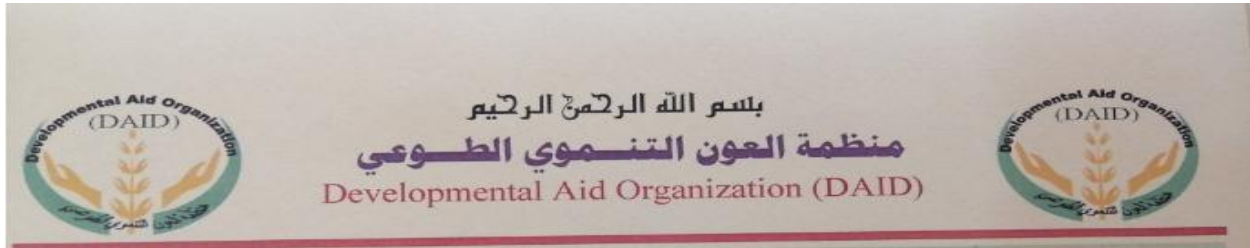
- The minimum requirements in terms of qualification, skills, expertise and other requirements for appointment.
- A summary of the key performance areas/primary duties of the position.
- A statement that the appointment will be permanent or for a fixed term, and the term (if applicable).
- A statement that canvassing will disqualify any candidate from being considered for appointment.
- An indication of the remuneration offered.
- The format and content of applications.
- The address where, and person to whom, applications must be delivered.
- The closing date for the submission of applications (15 days from the date of publication of ad).
- A statement that applications received after the closing date will not be accepted or considered

### **Non-Eligibility**

Following people shall not be eligible for employment at DAID:

- Those who have been previously terminated or dismissed because of fraud and forgery from any organization.
- Those who have been convicted for major offences by the law enforcing agencies or have any criminal record. The employees shall sign an undertaking in this respect. Mis-statement in this respect shall be subject to disciplinary action leading to termination of services.

It is the policy of DAID to seek competent applicants for positions and to further the careers of those employed regardless of whether they have close relatives already employed at DAID. The basic criteria for appointment and retention are appropriate qualifications, experience and performance as set out in the policies of the Authority. Family relationships shall constitute neither an advantage nor a deterrent to appointment and retention at the Authority provided



the individual meets and fulfils the appropriate appointment standards. Subject to adherence to the following provisions hereunder, there is to be no discrimination against the employment or continued employment of any person because of his/her relationship to a member of DAID staff:

- "Close relatives" may not be employed in positions where such employment will result in the existence of a supervisor/subordinate relationship;
- "Close relatives" may not be employed in positions where one will have responsibility for reviewing and approving financial/budget/purchase transactions or in recommendations and/or decision making in any matter concerning appointment, promotion, salary, retention or termination of employment of a "close relative"

#### **Age limit**

DAID shall not hire any person below the age of 18. Superannuation age shall be 60 years for all employees.

#### **Health & Fitness**

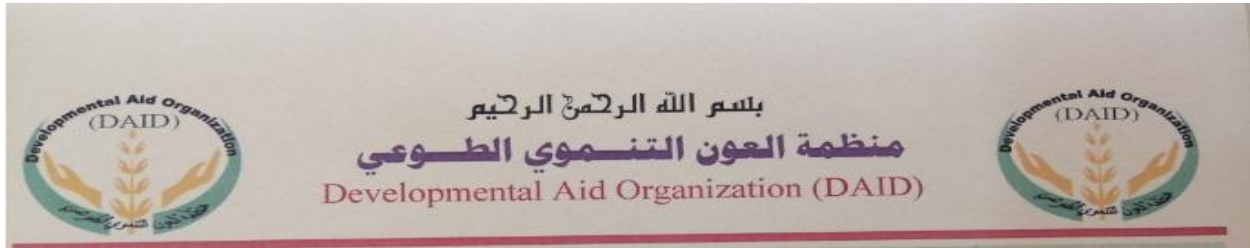
All employments within the Authority shall be hired subject to submission of Medical Fitness Report by a Physician from medical Service hospital.

#### **Verification of References, Antecedents & Documents**

All employments shall be subject to a satisfactory report from at least two References mentioned by the candidate. Any adverse report shall be viewed seriously and may affect the recruitment decision. The employment will be subject to satisfactory verification of antecedents. The educational documents submitted by the employee shall be verified by HR from concerned boards and universities. The antecedents of experienced candidates shall be verified from the previous employers.

#### **Compensation Negotiations**

All decisions on salary for contractual employment/ consultants shall be negotiated / made by HR. Qualification, experience, specialized skills, market value of the skills as well as position, existing salary of the candidate and prevailing salary levels within the Authority shall be the



determining factors for deciding the salary of potential employee. Selected Candidates would be offered the appointment letter as per basic salary approved by the appointing authority.

### **Physically Disabled & Handicap Persons**

DAID shall give adequate preference to disabled candidates by relaxing the minimum selection criteria. DAID shall make efforts to recruit disabled and handicapped candidates and meet the regulatory requirements to fill the 2% quota for disabled and handicapped persons and as a social responsibility of the Authority. The disability should nonetheless, allow the candidate to work and will be approved by the Head of HR.

### **Re-Employment in DAID**

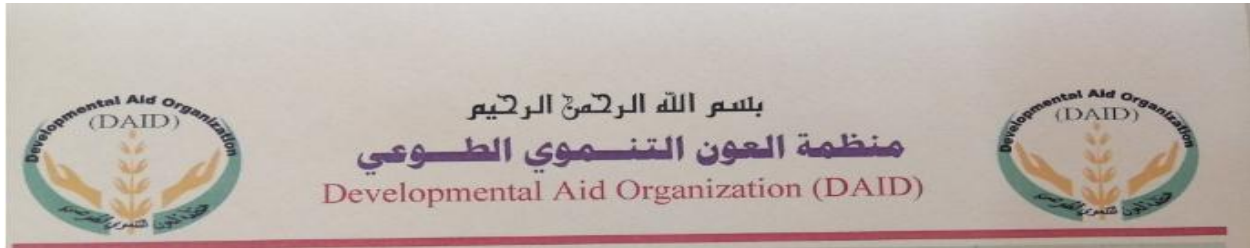
DAID may re-employ former staff members keeping in view the needs and requirements of the Authority. KPPRA shall not re-hire under any circumstances those ex-employees who were terminated / discharged / dismissed / asked to submit forced resignations due to Disciplinary action. Re-employment may be discouraged if at all unavoidable insert limitations & strict modalities (Need assessment, time period, compensation towards lower side).

### **Probation Period & Confirmation of Service**

All DAID employees are hired on probation for a period of one year. The performance of all new employees will be monitored and evaluated twice during this period i.e. after six months each. Relevant Department head is required to forward the "Probationary Evaluation Report, along with his recommendations, of all the employees on probation before the expiry of six months' time after the joining of the employee. On satisfactory completion of probationary period the employee concerned shall be confirmed in service.

### **Recruitment Committee**

The recruitment committee/team shall be headed by head of DAID, operational resources officer, HR/ Admin & Finance heads of Department/ Sections will be members of the committee.



## Recruitment Process

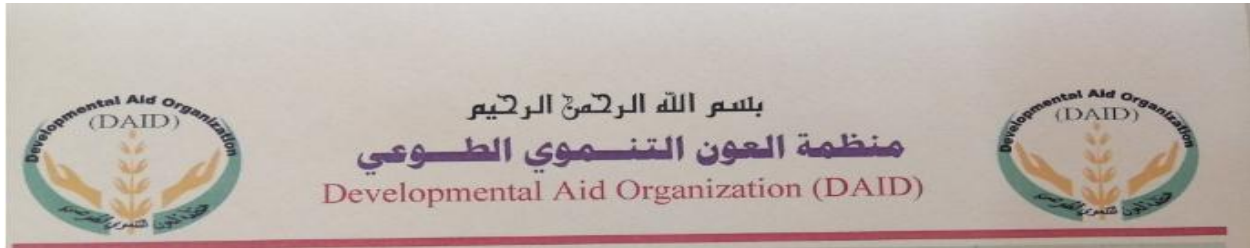
### Timelines

The following timescale is included as a guide for each stage of the recruitment process:

Activity	Timescale
Pre-recruitment stage	1 – 2 weeks
Position Requisition From submission for advertising	1 – 2 weeks
Advertising period	1 – 4 weeks
Acknowledgement of applications	Within 24 hours
Short Listing	1 – 2 weeks
From short listing to interview date	1 – 2 weeks
Selection Process	1 – 2 weeks
Reference checks	Up to 10 days
Recommendation to Appoint	2 – 5 days
Receipt of Recommendation to Appoint to issuing letter of offer	3 days
Candidate acceptance of offer	Up to 2 weeks
<b>Total (from start to acceptance)</b>	<b>Minimum 6 – 8 weeks Maximum 12 – 20 weeks</b>

### Requisition of a Position

Recruitment process starts with requirement of staff received from branches/head office departments through annual HR budget which is presented to the BoD through head of DAID by HR for approval. A requirement for recruitment shall arise in order to fill a position which may



have become vacant due to departure of an existing employee or budget of additional staff requirement. It is the responsibility of the concerned department head to ensure that the Position Requisition Form is completed and sent to HR Department as soon as possible.

### **Applications-Short listing**

Efforts shall be made to fill the vacant positions internally. If the vacant position cannot be filled internally then HR shall search for potential staff from other sources as narrated in above in this policy. HR shall make efforts to collect sufficient applications with relevant qualification and experience. All applications will be collected through DAID Job Application Form. Screening and short listing shall be done by HR from stock of the applications which have already been held in record with HR, through employee referrals, advertisement in labor office, newspaper and advertisement on the DAID's Website.

### **Written Tests**

All entry-level staff for appointment in DAID may be required to appear in the test to be conducted by HR. The minimum passing marks for clearing the test shall be determined by the Management from time to time.

### **Calls for Interview**

All short listed candidates will be informed through all means of communication i.e. letters/ telephone calls and via E-mail at least two days prior to the date of interview by the HR Department.

### **Files for Selection Board**

The HR Department will be responsible for preparation of files for the members of selection board which will contain the following:

- Profile of shortlisted candidates enlisting name, education, institution and experience details.
- Interview Assessment Sheet.
- Job application form
- These files should reach all the board members one day prior to the date of interview



### **Interviews**

At least two individual / panel interview (s) shall be conducted for every vacant position within the Authority. For all senior level positions, at least three candidates shall be short listed for consideration of appointing authority. Interviews shall be conducted by at least two executives of DAID one of which should be Director HR/ Admin & Finance. Recruitment Committee will evaluate each candidate against the selection criteria and will record its assessment on Interview Assessment Sheet. As a result of above exercise, the Recruitment Committee will finalize a list of most suitable candidate along with at least two other potential candidates as reserves for each vacancy / post. Approval of competent authority will be taken.

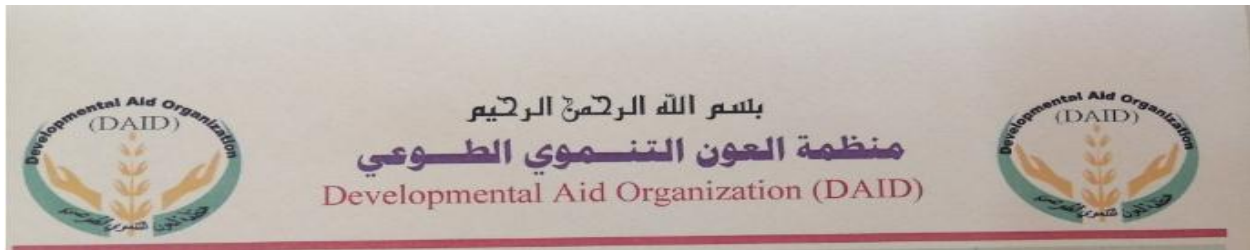
### **Reference Checks**

References are a critical part of the selection process. HR should conduct reference checks for only the most competitive candidates and before a recommendation is made to the appointing authority. Reports may be obtained using the Referee Report, in writing (via e-mail or in hard copy) or orally. Information gathered from all referees is included as part of the selection decision.

### **Appointment**

After approval of the Appointing Authority, the selected candidate will be issued an Appointment Letter stipulating basic terms of employment, salary and benefits and any other relevant information. This letter will be issued by the Director HR/ Admin & Finance. A copy of appointment letter will be send to Finance & Accounts for salary purposes, and administration for benefits and other administrative arrangements, and relevant Departments for placement /adjustment.

The candidate will be given 07 working days to review and accept the offer. In case of non-acceptance or no response within the specified period, the Director HR/ Admin & Finance will be authorized to issue the same offer to next suitable candidate placed in reserves list. The candidate will be given 15 days as joining time from the date of formal acceptance of the offer.



### **Medical Check-up**

All appointments are subject to medical fitness of the candidates. The selected candidates must undergo a medical check-up at the certified lab and go through formal examination under a designated medical practitioner. The selected candidates will be required to submit tests reports before joining. If the candidate is found medically unfit as per DAID's requirements, the offer will be considered as cancelled.

### **Documentation**

All employees will submit the following documents on the first day of joining to HR department:

- Three photographs
- Attested Copies of Educational & Experience Certificates
- Bank Information i.e A/C No., Bank Name, Branch Name, Code, and Address

### **Orientation**

All new employees, according to their Grades, will be given orientation. This will cover the following areas:

- Overview of the Organization
- Organization's Mission, Vision and Department's Objectives
- HR Policies and Benefits
- Departmental Working Procedures
- Duties of the Individual HR department & respective Department will be responsible for development and coordination of the orientation program.

### **Commencement of Job**

The new individual will be required to submit a joining report to the Department Head. Concerned Department will forward Joining Report & Job Description of the new employee to HR department.





### **Performance Appraisal**

The performance of each employee is established, based on the Annual Performance Review. These reports contain a comprehensive list of character traits and the performance evaluation against already set targets and objectives. Besides awarding Performance Rating to each employee, the Reporting Officer shall record his opinion with regard to general profile, present performance as well as give specific recommendations on suitability for future promotion or employment in a particular vacancy/assignment besides ascertaining the ultimate potential of the Appraisee. While awarding marks for the Performance Rating, the Appraisee shall be compared with other employees of the same category.

### **Educational Qualifications**

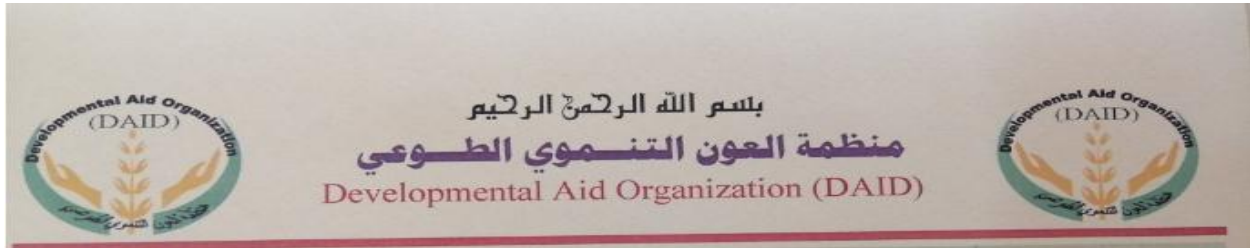
Academic qualifications, diplomas, courses, seminars etc. and the grading attained in these shall be taken into consideration for the award of promotion.

### **Experience**

Experience possessed on account of service rendered in the profession is given due consideration. However, emphasis is more on the quality rather than the quantity of experience. Thus while assessing suitability for promotion; the experience shall be weighed both in terms of time span as well as essence.

### **Training and Development**

DAID recognizes the responsibility to enhance employee's opportunity to develop skills and abilities for performance maximization within the position and for career advancement within DAID. Both the concerned department and the HRD have a responsibility to assist in the professional development of staff / employees. HRD will assist in professional development process by evaluating the recommendations of departments as well as overall DAID needs. HRD will also assist departments by developing and presenting training courses. The aim and objectives of staff development is to assist the development of each individual and thereby

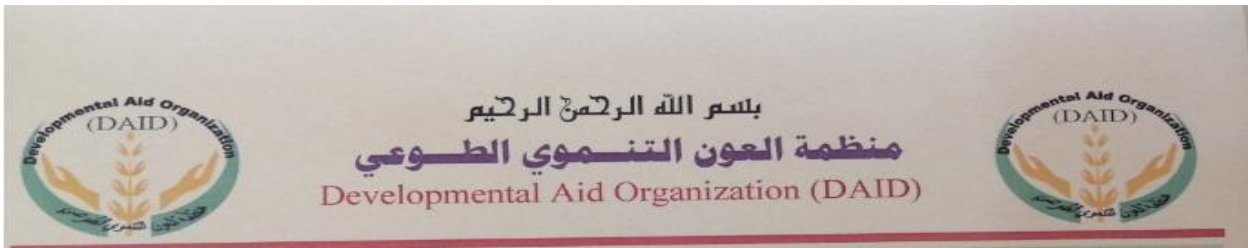


enhance the overall DAID's performance through improved organizational efficiency and effectiveness.

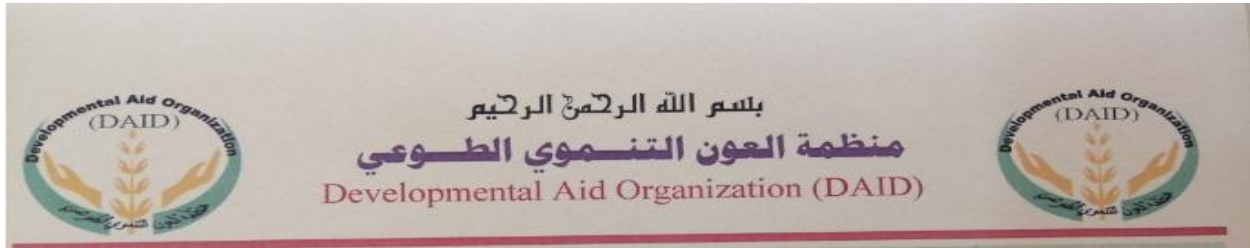
- Preparation of employees to deal with new technological and other developments.
- Development of additional work capabilities.
- Increasing the employee's level of competence.
- Increasing the employee's opportunities for promotion within the organization.
- Increasing efficiency and productivity.
- Aligning the performance, efficiency and effectiveness of individuals with the overall performance and development of organization.

#### **Training Needs Assessment Procedure**

- It is the responsibility of the immediate supervisor to define the Job Descriptions or Key Performance Indicators (KPIs) and at the end of the year Evaluate the individual on the basis of KPIs and decide the area where performance of the employee is lacking, so that the employee can be trained in that particular deficient area.
- At the end of each year, HRD will compile Performance Review Appraisals for all employees. While assessing the performance, supervisors will also be asked to rate the employees in key competencies required to perform the job effectively.
- Any gap between the targeted level of competencies and employee's current capabilities will be identified as a future training need.
- The competency framework will cover job related requirements, skills, managerial effectiveness and any other relevant skills as identified by the supervisor.
- Supervisors will also be given the opportunity to identify any training need that they deem necessary, relevance to the employee's role in the organization, impact on performance improvement, targeted outcome and method for evaluation of effectiveness.



- HR Department will arrange a meeting of Department Heads and Area Heads to review training program. This forum will also be used to identify group and area level training needs that may arise because of changing business circumstances, strategic planning, change in policies and working methodologies, technology up-gradation and strategic re-organization.
- HRD will formulate policy for the need assessment process for the branches. Execution / Implementation will be done by each branch/ area, through the submission of training plans to the HRD.
- The finalized version of training program will be approved by branch/ area Head and will be sent to Director HR/ Admin & Finance for integration with the organization level training plans. Department heads may recommend any training and development activity, which would benefit the department or the staff employee. Department and division heads are also encouraged to develop departmental or divisional staff development programs peculiar to the needs of the department or division.



## **Leaves and Holidays**

It is the policy of DAID to provide its staff 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 etc. However, Leave shall not be claimed as a matter of right when the exigencies of service so require, the leave sanctioning authority may refuse the grant of leave already granted or change the nature of leave or re-call an employee before expiry of his leave period. All leaves should be applied on Leave Application Form. DAID has following categories of leaves:

- National Holidays
- Annual Leave
- Sick Leave
- Maternity Leave
- Paternity Leave
- Leave of absence/Leave Without Pay

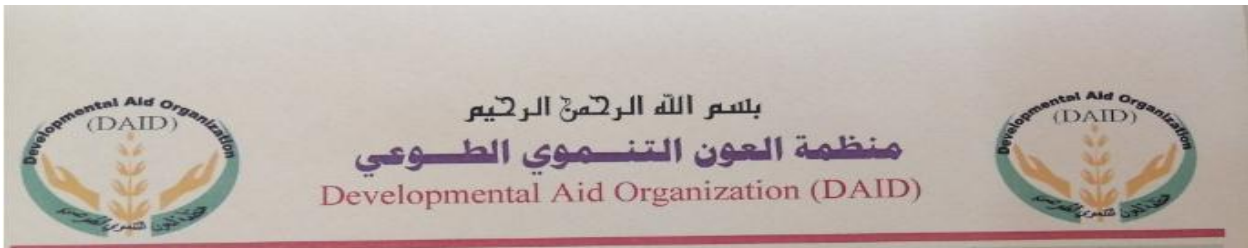
### **National Holidays**

DAID issues Holiday Schedules for the staff at the beginning of each calendar year that is in accordance with official government holidays. There is no carryover of national holidays.

### **Annual Leave**

Annual leave is paid leave. DAID grants annual leaves to its employees at the following accrued rates:

- Although an employee accrues annual leave from the date of hire, the employee is not permitted to take annual leave until the probationary period is over. 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. Annual leave cannot be taken in a period of less than ½ day.



- 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.
- When an employee is terminated, his/her annual leaves will be accrued for the entire month during which termination took place.
- An employee is entitled for 21 annual leaves during a calendar year.

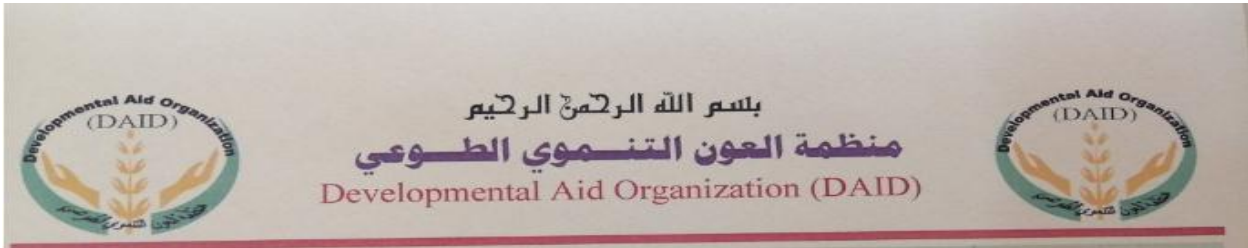
#### **Sick Leave**

- When an employee is sick he/she must inform his/her immediate supervisor that he/she will be unable to come to work that particular day.
- It is the employee's responsibility to get the leave approved the day the employee returns back to work.
- All employees are entitled to 5 days Sick Leave per calendar year with full paid.
- Sick Leave cannot be accumulated or encashed and/or combined with annual leaves.
- Sick leave may not be used by the employee in connection with the care of a family member or to obtain medical examination or treatment for family members.
- Every employee will report sick leave in writing so that appropriate charge of sick leave is made.
- An absence of more than two consecutive workdays on grounds of sickness must be supported by certified physician's certificate.
- Advancement of sick leave is not permitted beyond what an employee is entitled to each year.

#### **Maternity Leave**

All regular full time female employees, who have completed six (6) months of service with DAID, 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 three months.



- Maternity leave with pay can be availed only twice during the whole period of service. However employees can take leave without pay in case of more pregnancies.
- While on maternity leave, the employee will continue to receive full salary and allowances, except conveyance allowance.
- Maternity leave cannot be granted in continuation or in combination of annual, sick or casual leaves in any case.

#### **Paternity Leave**

Male employees will be permitted up to 12 days of paternity leave with pay for the first two children born to their spouses, ideally 4 days before and 8 days after the delivery of the child. Birth shall be notified to DAID within 7 days. This privilege may be availed only after completion of a minimum of one-year service at DAID, for a maximum of two births.

#### **Leave of Absence/Leave without Pay**

All regular full time employees with more than six months of service are eligible to apply for leave of absence (leave without pay). The employee must submit an application on the format to his or her supervisor, outlining the reasons for and the duration of the leave. Leave of absence must be requested at least ten (10) days in advance using a Leave Request Form, recommended by supervisor and must be approved by MD in consultation with HR department.

- All leave of absence will be unpaid. Such leave will only be given to an employee once his all paid time leave balances are over (annual leave);
- Failure to return to work upon completion of a leave of absence for more than 5 days, without approval, will constitute the employee's voluntary resignation from employment with DAID;
- An unpaid leave of absence should be less than three (3) months;
- Other leaves will not accrue during an Unpaid Leave of Absence. DAID will continue to contribute to the employee's medical benefits during the unpaid leave.



## **Termination of Services**

### **Superannuation & Retirement**

This policy covers the discharge of employees by normal retirement or end of contract. This option is available to employees. Retirements are classified in two major categories:

#### **a. Compulsory Retirement**

All employees will be retired on attaining the age of 65 years.

#### **b. Optional / Voluntary Retirement**

Employees will have the option for retirement on personal reasons after completion of 20 years of services or on the basis of medical grounds. Employees opting for voluntary retirement for personal reasons would serve at least three months' notice (in writing) to the HR Department, prior to the date of requested retirement. The HR Department will review the request in consultation with the relevant Department head and will forward the recommendations to the Director HR/ Admin & Finance for final approval. This entire process should not exceed 45 days. If, for any reasons, no decision can be taken during this period, the application of the employee will be considered as approved. The voluntarily retirement may not be considered as a matter of right and will be subjected to review and approval of competent authority as mentioned above. Employees on deputation will be sent back to their parent organization at least 3 months prior to date of retirement. If, for any reasons, they cannot be sent back to their parent organizations, they will not be paid any retiring benefits by DAID. The HR Department will notify the retirement of an employee at least before 45 days of his retirement date. The process of final settlement of his account should commence accordingly. The retiring employee will be paid accrued vacation days. No payment will be made for unused periodic absence days, excused absence for compelling reasons or optional holidays.



## Benefits

On retirement from DAID service, the employee shall be entitled to the following benefits:

- Amount of Gratuity will be calculated as under: Number of complete service years X Last Gross Salary (A period of more than six months will be considered as a complete year in the last year of service)
- Three months gross salary in order to facilitate his relocation / settlement.
- DAID will also arrange transport to the employee if he/she requires move to any other city from his station of posting. This clause will not be applicable to those employees who will be opting for optional retirement.
- Payments for accrued leaves in accordance with Leave Policy.