



**GOVERNMENT OF THE PUNJAB**  
**HOME DEPARTMENT**  
**20.10.2017**

**NOTIFICATION**

**No. 6941/PSCA/2017**, In exercise of powers conferred under Section 15 and 19 of the Punjab Safe Cities Authority Act 2016 (Act I of 2016), the Punjab Safe Cities Authority is pleased to notify PSCA Service Regulations 2017 and repeal the PSCA Service Regulations 2015, to give effect to the provisions of the Act:-

**Part I – General Provisions**

**1. Short title, application and commencement:** (1) These regulations may be cited as the Punjab Safe Cities Authority Service Regulations, 2017.

(2) These regulations shall apply to all employees of the Authority and other units administered by the Authority unless specified otherwise.

(3) These shall come into force at once.

**2. Definitions:** (1) In these regulations, unless there is anything repugnant in the subject or context, -

- a. 'appointing authority' means the office empowered to make appointment (s) to the post;
- b. 'appointment letter' means the letter issued to a person selected for appointment to a post in Authority on his acceptance of offer of appointment;
- c. "ad hoc appointment" means appointment of a duly qualified person made otherwise than in accordance with the prescribed method of recruitment, pending recruitment in accordance with such method
- d. 'competent authority' in relation to the exercise of the powers means the office or officer to which the power is vested or any other body to which the power is delegated by the Authority, subject to such conditions and limitations as the Authority may deem fit to impose;
- e. 'confidentially or confidential information' means any information acquired by an employee during the course of his service with the Authority which does not constitute public information;
- f. 'conflict of interest' is a situation where an employee's private interest interferes with the prior discharge of his official duties

because of divided loyalties;

- g. 'disciplinary action' means disciplinary action, which may be initiated under these regulations;
- h. 'employee' means a person holding a post in the Authority;
- i. 'head office' means the head office of the Authority in Lahore;
- j. "initial appointment" means appointment made otherwise than by promotion or transfer;
- k. 'internal recruitment' means recruitment from employees of the Authority, including persons employed on projects undertaken, supervised, managed and monitored by the Authority;
- l. 'offer letter' means a letter issued by the Authority, for an initial appointment to an individual, containing terms and conditions of offer for employment with the Authority;
- m. 'pay' means the amount drawn monthly by the public servant as pay and includes technical pay, special pay, personal pay and other emoluments declared by the prescribed authority to be pay
- n. 'post' means a post in connection with the offices of the Authority;
- o. 'PSCA Grade" means the Punjab Safe Cities Authority Grades in which an employee of the Authority draws salary and perks;
- p. 'contract basis' when used with reference to appointment of an employee, means appointment other than on *ad-hoc* basis, or on a temporary basis for a specified period;
- q. 'selection authority' means a committee constituted by the competent authority for the purpose of making selection of a person for appointment to any post in the Authority;
- r. 'penalty' means a penalty, which may be imposed under these regulations;

(2) All other terms and expressions used but not defined in these regulations shall have the same meaning as are assigned to them in the Punjab Safe Cities Authority Act, 2016.

## **Part II –Appointment and Transfers**

**3. Appointment:**(1) Subject to the provisions of the Punjab Safe Cities Authority Act, 2016, the appointments to posts shall be made following method(s), namely: -

- a. By initial appointment of persons from open market, on contract in accordance with the prescribed procedure, on such terms and conditions as may be laid down by the Authority from time to time.
- b. By promotion to the position of equal or higher PSCA Grade by the orders of Appointing Authority, considering that the eligibility criteria of the higher post are fulfilled by the employee being considered for promotion, in accordance with the prescribed procedure laid out in **Annex-II**, on such terms and conditions as may be laid down by the Authority.
- c. By internal recruitment on a vacant/fresh post that has become vacant/available with the condition that the employee fulfils the eligibility criteria clearly prescribed in the **Annex-I** of the post as set out by the Appointing Authority, on such terms and conditions as may be laid down by the Authority

(2) Nothing contained in sub-rule (1), shall restrain the Authority to acquire the services of serving Government officers/ officials, selected through open competitive process and thereafter by transfer or deputation, on such terms and conditions, against equivalent or higher post(s) as it may deem appropriate.

(3) Deputation of an officer/ official in the Authority under sub-rule (2), shall neither amount to appointment, nor shall it confer any vested right upon any such officer / official to claim appointment / seniority against any such post.

(4) An employee of the Punjab Safe Cities Authority who has been appointed in the Authority through initial recruitment shall not be transferred, absorbed or merged in any other functional unit, cadre, branch, bureau, division or section of Police or any other department,

**4. Appointing Authority:** The appointing authority is specified in column (3) of the table below shall be competent to make appointment to various posts/Grades as specified in column (2) of the table: -

Sr. No	Posts /Grades	Appointing Authority
1	PSCA-01to PSCA-02	Chairman Executive Committee
2	PSCA-03 to PSCA-05	Managing Director
3	PSCA-06 to PSCA-12	Chief Operating Officer

**5. Creation/abolishment of post(s):**(1) The Authority shall determine its Units, Sections and number of posts as mentioned in **Annex I**.

(2) The Authority may create or abolish any post from **Annex I** from time to time within the approved budget.

**6. Recruitment process and eligibility:**

(1) Initial Appointments shall be made from open market through a competitive process on basis of the qualifications, experience and other conditions as determined by the Authority for the respective position its Job Description Document (**Annex-I**).

(2) Vacant Posts may be filled either by promotion to a higher PSCA Grade or through internal recruitment as approved by the Appointing Authority.

(3) Vacant posts to be filled up by initial appointment shall be advertised in two national newspapers having wide circulation in addition to posting vacancies on the Authority's official website. The appointments to the posts to be filled up shall be made by the appointing authority on the recommendation of the designated selection committee(s) to be constituted for the purpose.

(4) For internal recruitment, there should be an open competition with set prescribed criteria among the existing candidates and advertisement shall be posted in all Authority offices as well as website of the Authority.

(4) Notwithstanding the above, the Authority may opt for recruitment through a pre-selected Consultant Firm or through head-hunting process.

(5) The recommendations of the selection committee may be based on interviews with or without written tests on a date to be notified by the Authority to the applicants through email or information through other means including the official website.

(6) A candidate for appointment shall be a citizen of Pakistan or a person legally entitled to work in Pakistan. Provided that this requirement may be relaxed by the Authority with the concurrence of the Chairman Management Committee, if no Pakistani citizen fulfils the required qualifications and experience prescribed for a post.

(7) The appointments shall be made purely on merit mentioned in **Annex II**.

(8) The Authority is an equal opportunity Employer. The Authority shall not refuse employment to any individual purely on the basis of being a disabled person or women or on any other discriminatory ground. Subject to meeting the eligibility criteria, the Authority shall facilitate employment of disabled persons in accordance with the law.

**7. Declaration and Record:**

(1) Every candidate for appointment shall before his appointment be required by the Authority to submit documents including educational testimonials and experience letters and furnish a written declaration in such form as specified by the Authority *inter-alia* stating that, such person has not been convicted by any court of law for an offence involving moral turpitude or dismissed or removed or compulsorily retired by the Federal Government, Provincial Government, a body corporate created under any Federal or Provincial statute or a body corporate owned and controlled by Federal or Provincial Government or any company or institution as a result of disciplinary action against him, and all documents and information submitted to the Authority for the purpose of appointment are genuine and correct in material particular.

Provided that during the course of their employment, all employees of the Authority shall be required to submit such documents including educational testimonials within such time as may be required by the Authority or any officer of the Authority authorized by the Authority in this regard.

(2) In case any candidate for appointment submits a document including educational testimonials as required by the Authority which is forged, false, fake, not recognized by the Higher Education Commission of Pakistan or a recognized body in Pakistan or such educational testimonial is declared by the Higher Education Commission of Pakistan or a recognized body in Pakistan as not equivalent to the requirement for the post, the said candidate shall not be eligible for appointment.

(3) An employee removed or dismissed from the service of the Authority shall not be eligible for re-appointment.

(4) A person dismissed from the service of the Government or an autonomous or semi-autonomous body or a body corporate owned and controlled by Federal or Provincial Government or any company or institution as a result of disciplinary action against him shall not be eligible for appointment in the Authority.

**8. Appointment on Contract:** (1) The Authority may hire employees in accordance with the provisions of the Punjab Safe Cities Authority Act, 2016 and regulations made there under against a post, which shall be governed by

contractual terms and these regulations shall apply to such persons only to the extent as specified in their contract.

(2) Tenure of contractual employment shall be up to a maximum period of three years extendable for another year at the discretion of the appointing authority.

(3) The Authority may make ad-hoc appointments against such posts, as may be required from time to time, for a period not exceeding six months.

(4) The Authority may, as it may deem appropriate, choose to obtain from or outsource to any third party the provision of any services required by the Authority.

**9. Medical Fitness:** (1) The Authority requires all the selected candidates prior to appointment in the Authority to undergo a medical fitness examination conducted by a registered / authorised medical practitioner.

(2) A candidate having any significant medical history has to disclose his / her medical history to the medical practitioner. Concealment of facts, at this stage, may result in termination of service or contract.

(3) Any candidate failing the medical tests will not be eligible for employment in the Authority.

(4) In case any candidate for appointment submits a medical Certificate/test report as required by the Authority which is forged, false, fake, not recognized by a recognized body in Pakistan or such certificate/report is not equivalent to the requirement for the post, the said candidate shall not be eligible for appointment and he/she may face criminal proceedings as per law.

**10. Offer Letter:** (1) The Authority will issue an offer letter (**Annex-III**) to the selected candidate(s) for appointment containing the terms and conditions of the employment which shall be issued on receipt of the medical fitness certificate.

(2) The terms of the Offer Letter may vary from one position to the other. The changes in the offer letter may be made by the Managing Director or Chief Operating Officer of the Authority.

**11. Verification of Antecedents:** (1) The Authority may seek confidential report from the past employers or the personal referees provided by the candidate.

(2) The Authority may seek report from any government organisation in case it deems fit to do so.

**12. Appointment Letter:** (1) The specimen appointment letter is as per

#### ***Annex-IV.***

(2) No appointment letter can be issued without verification of educational and professional degrees, related transcripts, antecedents and CNIC from the concerned authorities i.e. Higher Education Commission, NADRA, related professional bodies, etc. For initial appointment, a Provisional letter may be issued which may last till the certifications are received but not later than 30 working days from the date of initial appointment.

**13. Probation:** (1) An initial appointment to a post shall be made on probation for a maximum period of three months extendible for a further period not exceeding three months.

(2) The employee's reporting officer shall prepare and submit a performance report of the potential candidate, fifteen days before completion of probation period. On the basis of this report, the Authority shall communicate termination/extension of the probation period or whether the candidate will be made an employee, if his performance is deemed satisfactory with regards to predefined KPI's (Key Performance Indicators). The Authority may not be required to justify the reason of termination of the contract during probation period.

### **Part III – Employee Compensation**

**14. Compensation:** (1) The Authority believes in performance driven culture followed by commensurate reward and remuneration, which motivate its

employees, enhances efficiency in order to achieve common organizational goals.

(2) Employee against whom disciplinary proceedings are pending will not be paid any annual increment, fixed and performance bonuses. However, if employee is cleared of the charges, he/she will be eligible for increment, fixed and performance bonuses as per rating on retrospective basis.

**15. Employee Pay, Allowances and Benefits:** (1) Unless otherwise approved by the Authority, all employees will be entitled to pay, allowances and benefits as per, schedule of pay entitlements ***Annex-V***.

**16. Increments and Fixation of Pay:** (1) Salary increments may be considered after every six months and will be effective after completion of the performance appraisal cycle i.e. six months in case of consideration for increment only.

(2) All employees may earn annual increment on the basis of their pay scale and performance.

(3) The pay of an employee will be fixed upon initial appointment or re-appointment or after consideration for increment on the recommendation of Chief Operating Officer and approved by the Managing Director.

(4) The Appointing Authority may increase maximum limit of salary, allowances or benefits up to 30% per annum, based on the performance/appraisal of the employee or at the beginning of each financial year.

**17. Rationalization in Compensation:** The Authority may, from time to time, conduct market survey through reputed HR consulting firm(s) for salary rationalization and take necessary steps thereof.

**18. Performance Bonus:** Performance bonus may be paid, based on the annual performance rating, to all the employees at the end of each year as per criteria that may be approved by the Appointing Authority.

**19. Grant of Honorarium:** (1) The Appointing Authority may grant honorarium to employees as remuneration for work performed which is occasional in character and either so laborious or of such special merit as to justify a special reward.

(2) The Appointing Authority may grant cash awards to employees based on exceptional performance/ special achievement meriting due recognition.

**20. Special pay or Grant of Special Increment:** In order to retain professional employees who are highly skilled and possess advanced technical expertise. The Appointing Authority may approve additional remuneration to

such employees or may grant special pay or increment, in accordance with the criteria determined by the Authority in this regard.

**21. Remuneration for Engagement of Professionals/ Experts/Internees:**

Managing Director or Chief Operating Officer of the Authority may engage professionals or experts or Internees on fix term basis not exceeding more than six (06) months and payment thereof may be made, on such terms and conditions as approved by the Managing Director or Chief Operating Officer.

## **Part IV- Travelling**

**21. Official Travel Entitlements:** For local and foreign travels daily allowance shall be given to employees as per their entitlement, as approved through Financial rules from time to time, to cover all expenses.

**22.** A schedule of travel entitlements will be provided in Financial Procedures for local and foreign daily and travel allowances for officers of PSCA Grades.

**23.** A schedule to Federal Finance Division's office Memorandum No. F.1.(10) R-10/2006 Dated 30th December 2006 is provided under Financial Rules for foreign daily allowances for employees of the Authority and may be revised by the Authority from time to time.

**24. Approval of travelling:** (1) All local and foreign travel by employees shall be approved as per procedure approved by the Authority from time to time.

(2) All payments for travelling will be subjected to submission and approval of a Travel Authorisation Request to Chief of Administration in prescribed in the financial procedures.

(3) International travel programs of all employees shall be approved by the Managing Director or Chief Operating Officer on his behalf. All employees travelling internationally shall be entitled to travel in Economy class. However, where flight times exceeds five (05) hours, Managing Director or by Chief Operating Officer may approve travel in business class during foreign travel.

**25. Advance Payment:** The Finance Unit shall process the payment in accordance with the Delegation of Financial Power Rules & Procedures and pay all foreign tour advance payments, based on the approved tour program.

**26. Travel Expenses of ex-employees to attend court hearings:** If an ex-employee is required to report for official purpose, his/her tour expenses shall be approved by the Managing Director as prescribed under the Financial Procedures.

**27. Transfer and Posting:** (1) An employee may be required to serve in any office of the Authority anywhere in Punjab. In the event of non-compliance, the employee shall be liable to disciplinary action as considered appropriate by the Authority.

(2) All employees shall be entitled to transfer expense on their transfer/posting from one station to another as prescribed under Financial Procedures.

(3) Whenever, an employee transfers from one station to another station, the joining time shall be within one week i.e. 07 days, If situation warrants.

## **Part-V - Leave**

**28. Leave Entitlement:** The employees shall be entitled to different types of leaves in accordance with the conditions and limits provided in these regulations.

**29. Leave:** (1) The employees of the Authority shall be entitled to thirty (30) days leaves for whatever purpose per calendar year.

(2) Such leave shall not be carried forward and shall lapse, if not availed within the respective financial years. The Managing Director or Chief Operating Officer may, however, relax this condition in case an employee is not permitted to proceed on leave.

(3) In addition to thirty (30) days leaves per calendar year, female employees of the Authority shall be entitled to sixty (60) days maternity leaves.

(4) An employee cannot proceed on leave without prior approval. Any contravention will attract appropriate action under the relevant regulations and may result in termination of contract.

**30. Medical Insurance** (1) Managing Director or Chief Operating Officer may adopt a Medical Insurance Policy for benefit of the employees.

(2) Every employee shall be required to undergo medical check-up once a year from an authorised medical practitioner preferably in first month of every calendar year.

## **Part-VI Transport**

**31. Car Pool:** (1) The Authority will maintain a suitable number of operational vehicles as may be necessary, for smooth functioning of the Authority.

(2) The Managing Director or Chief Operating Officer of the Authority will ensure that the vehicles are insured/covered in order to minimize the risk, for the benefit of the Authority.

(3) Subject to entitlement of the officers for official cars as provided above, for the purpose of maintenance of the Car Pool, the Staff Car Rules 1980 applicable in the Government of Punjab, shall mutatis-mutandis, be applied.

(4) The Authority will follow car monetization policy as amended by the government from time to time to the level of Deputy Chiefs with following rates:

<b>S. No.</b>	<b>Designation</b>	<b>Transportation Allowance including Driver</b>
1	Managing Director	Equivalent to MP-I Scale
2	Chief Operating Officers	Equivalent to MP-I Scale
3	Unit Chiefs	Equivalent to MP-II Scale
4	Deputy Unit Chief	Equivalent to MP-II Scale
5	Executive Officer	Equivalent to MP-III Scale

## **Part-VII Training and Development**

**32. Training & Development:** (1) The Authority emphasizes continuous development of employees. To achieve this annual training & analysis shall be conducted and linked with internal and external learning and development opportunities, including but not limited to need based training workshops, compulsory and refresher training workshops, local and foreign trainings including seminars and workshops and study tour opportunities.

(2) The Authority may, at any time, require any employee to undergo a training programme including Induction Training, Life Skills Training, Technical Training, Management Trainings and Police Professional Trainings, within Pakistan or outside Pakistan at any time and for any duration under such terms and conditions. A detailed training manual with training need analysis and structured training and development program shall be prepared by the training team of the Implementation Unit, and shall be approved by the Managing Director or Chief Operating Officer before the commencement of aforementioned trainings.

(3) Employees proceeding on training on the expenses of the Authority shall sign a surety bond to serve the Authority. The Authority may determine, increase or decrease the amount of surety bond or period of service.

**33. Local Training:** Local trainings refer to open-house programs conducted by training organizations or can be tailored for Authority.

**34. In-House Training Programmes:** The authority may develop /conduct in-house Courses by and for Internal Trainers/trainees for specific needs.

**35. International Training:** (1) International training refer to international training programs relevant to the functions performed by employees of the Authority and can include study tours to different jurisdictions, participation in seminars, workshops etc.

(2) An employee who is selected for training exceeding 45 days at the expense of the Authority or any other agency shall be subject to such conditions agreed upon at the time of issuing “No Objection Certificate” for employee to attend such training.

(3) An employee who is sent for second training during the validity of the existing surety bond shall be required to execute fresh surety bond for the second training. Provided that this requirement may be waived by the Managing Director or the Chief Operating Officer, if the un-expired duration of the existing surety bond exceeds the stipulated period of the second surety bond.

(4) In case an employee who has furnished a surety bond leaves the service of the Authority for any reason before the expiry of the prescribed period of the bond, he would be required to pay to the Authority all the expenses incurred on his training and may be recovered from his provident fund balance and Gratuity Payment due to the employee on the basis of his consent given in the surety bond and other dues admissible to him on leaving the service of the Authority.

**36. Membership of a Professional Institute:** (1) Authority is committed to develop its employees and promote individual initiatives of acquiring/maintaining higher professional qualifications.

(2) Where the employee is a qualified member of a professional institution or association which has continuing professional development/education provisions, he/she is encouraged to comply with them.

(3) Nothing in the mentioned above clause shall restrict an employee to apply for membership of a professional institution or association if the employee has requisite qualifications but he/she cannot partake in private business at the same timeframe of his current employment or involve in such an activity which may cause conflict of interest.

## Part VIII – Conduct and Discipline

**37.** The conduct and discipline of the employees of the Authority shall be governed by the following regulations provided that in case of any inconsistency, other than the timelines, the Punjab Employees Efficiency, Discipline and Accountability Act, 2006 (XII of 2006) shall prevail:

**38.** (1) The employees of the Authority shall:

- a. Follow a zero tolerance approach against corrupt practices,
- b. Have an obligation to carry out work professionally, impartially, with integrity, without any fear or influence, in compliance with all laws and in the best interests of public at large keeping in view the code of conduct and ethics as defined here under.
- c. Protect and conserve the Authority's assets, property and funds and not use it for other than authorized activities.
- d. Not participate in, influence or attempt to influence an official decision or administrative action in violation of the Authority's laws particularly in which, they have a personal interest, or from which, they can potentially benefit personally.
- e. Neither accepts directorship or any other position in any company, association, body corporate or any organization, except in the circumstances where the Authority nominates an employee as a director on the board of a company, association, body corporate or any organization. Further, no employees of the Authority shall solicit participation in or influence voters for the election/ selection of a member of the Board/ Council or administrative body of any company, organization, professional body or any association not for profit. However, they can exercise their individual voting right.
- f. Advised to comply with the relevant rules governing their respective professional bodies.

(2) All employees of the authority or PMUs will be required to sign a non-disclosure agreement as prescribed by the Authority at **Annex VI**.

**39. Dress Code:** The dress code notified by the Authority shall be adhered to by all employees during duty and all other events/times.

**40. Protection against Harassment at Workplace:** (1) The Authority shall form inquiry Committee in accordance with Section 3 of the Protection against Harassment of Women at Workplace Act, 2010 to investigate incidents of Harassment against Women. The Committee shall consist of three members of whom at least one member shall be a woman. One member shall be from senior management and one shall be a senior representative of the employees or a senior employee. One or more members can be co-opted from outside the

organization where the requirement cannot be met from within the Authority. A Chairperson shall be designated from among them.

(2) The Code of Conduct shall be in accordance with the Section 2(c) & 11 of the Protection against Harassment of Women at Workplace Act, 2010.

**41. Punctuality:** (1) All employees of the Authority must report to work on time and shall be present in the office throughout the working hours except for official outside engagements. The Managing Director or Chief Operating Officer shall notify office timings and working days as per the requirement. Absenteeism and lack of punctuality must be avoided. If an employee is unable to report for work, he/ she should notify his/ her immediate officer in charge prior to the start of the workday.

(2) It is the duty of all the Unit Heads to monitor and ensure the attendance, in and out record of their employees.

(3) Accordingly, disciplinary action may be taken for habitual late attendance.

**42. Confidentiality:** (1) All employees, both during and after their employment, shall adhere to the restrictions imposed by the Authority, from time to time, and shall respect the confidentiality of internal information of the Authority.

(2) If there is a question of whether certain information is considered confidential, the employees are advised to first check with their concerned supervisor.

(3) In no circumstance shall employee use information related to the Authority for any gain for his own or any other person.

(4) The employees shall not:

- a. Disclose to third parties any non-public information involving the Authority.
- b. Use, store, disclose or copy any proprietary or sensitive information related to the Authority for unauthorized purposes.
- c. Attempt to access or possess any of the Authority's confidential and proprietary information, activities or processes to which they are not authorized or entitled in their course of work.
- d. Participate in any activity that may lead to or result in inappropriate disclosures of sensitive information.
- e. Use the identification issued to employees (including without limitation, computer passwords, systems' login which are allowed to them) except as required in their performance of the Authority's activities. Employees shall ensure that these identifications are not given or divulged by them to any other person.
- f. Any violation of the above mentioned shall lead to disciplinary action.

**43. Gifts, Favours, etc.:** (1) As a general rule, any employee of the Authority shall not solicit any gift or other item of monetary value from any person or entity seeking administrative action from, doing business with, or conducting activities regulated by the Authority, or whose interests may be substantially affected by the performance or non-performance of his/ her duties. Exceptions include:

- a. Advertising or promotional material of nominal value.
- b. Public service awards and awards in connection with the employees' appearance in seminars / conference.
- c. If an employee is offered a gift, the worth of which is more than Rupees ten thousand [Rs. 10,000] by any person, organization or any other body/ institute with whom the Authority has an official relationship as a customer, supplier, regulated establishments, the employee concerned shall avoid acceptance of such a gift without causing offence.
- d. In case gifts are of intrinsic historical/artistic value i.e. antiques/paintings etc., Administration shall retain these for display in senior executives' offices or at any other prominent/proper place in office premises.

(2) Employee of the Authority shall not solicit or accept anything of value, in return for advice or assistance on matters concerning official work including gifts to/ from any public official, another employee or person holding a political office or any of their relatives, unless there is a personal relationship between them.

**44. Borrowing Money:** No employee shall borrow money from any person or entity with which he/she has any official dealings except from a banking company or financial institution. However, this shall not apply to authorized dealings carried out on behalf of the Authority in the ordinary course of business with a financial institution.

**45. Efficiency & Discipline:** (1) The Authority aims to promote the highest standards of efficiency and discipline. The Authority is also cognizant of dealing with matters of inefficiency and misconduct etc. in a fair and transparent manner.

**46. Misconduct:** Misconduct includes conduct prejudicial to good order or service discipline, or unbecoming of an officer and a gentleman/lady, or abuse or misuse of the official position to gain undue advantage directly or indirectly for himself / herself or for any other person known to him/her, or assumption of financial or other obligations to private institutions or persons as may cause embarrassment in the performance of official duties or functions, and includes any act on the part of the employee to bring or attempt to bring political or other outside influence directly or indirectly on the Authority or any of its

employees including in respect of any matter relating to appointment, promotion, transfer, disciplinary action, evaluation, assessment, proceedings or other terms and conditions of employment.

**47. Instances of Misconduct:**

**(1)** Without prejudice to the generality of what constitute 'misconduct' in particular circumstances in terms of section 46, instances of Misconduct, inter alia, shall include: -

- a. wilful insubordination or disobedience, whether alone or in combination with others to any lawful and reasonable order of a superior authority; provided that refusal to accept such orders which officers believes to be incorrect, unlawful, self-incriminating or lacking jurisdiction will not be held against him;
- b. theft, fraud, misuse, un-authorized use, misappropriation or dishonesty in connection with the business or property of the Authority;
- c. wilful or through criminal negligence causing damage to any property of the Authority;
- d. habitual late attendance, habitual absence or continuous absence without approved leave or without sufficient cause;
- e. breach of any law applicable to him/her as an employee of the Authority;
- f. illegal strike of work either singly or jointly with others in contravention of any statute, law, rules, regulations and terms and conditions of employment as determined from time to time, or inciting any employee while within the precincts of the Authority to strike work;
- g. consuming, distributing or storing intoxicants, contrabands, alcohol substances, prohibited by law in office premises;
- h. taking part or being associated with others engaged in subversive activities including the disclosure of official secrets, and confidential information to unauthorized persons;
- i. refusal to work on a job or assignment, or at any of the Authority's establishment and offices;
- j. holding unofficial meetings, collection or canvassing for the collection of any money, distribution or exhibition of any newspapers, hand bills, pamphlets or posters for personal, political, social or unlawful purposes within the boundaries of the Authority premises without the previous sanction of the Authority;
- k. planning or action which causes conflict of interest;
- l. making representations or filing false applications or engaging frivolous application at any forum with an attempt to bring the Authority or its employee into bad repute;

- m. threatening or intimidating and coercing any employee or person within the boundaries of the Authority;
- n. presenting and using fake educational credential and documents to the Authority as genuine;
- o. aiding, abetting, facilitating or attempting any of the above instances of misconduct;
- p. involvement and conviction in a criminal case or having reputation of involving in immoral criminal act;
- q. unauthorized communication of official documents or information;
- r. publication of information and public speeches capable of embarrassing government and the Authority;
- s. propagation of sectarian or religious creeds or controversies or create feeling of discontent or displeasure amongst employee;
- t. indulging into promotion and management of companies or carrying on business in regulated sector without previous sanction of the Authority;
- u. Indulging in provincialism, parochialism, nepotism, favouritism, victimization and wilful abuse of powers delegated by the Authority; or
- v. Facilitating appointment in violation of applicable procedures of the Authority.

**48. Grounds for Disciplinary Action:** (1) Subject to the provisions of this regulation or where an employee is found to have been:

- a. inefficient or has ceased to be efficient considering his / her performance during the last five years in view of the criteria as determined by the Authority from time to time; or
- b. is guilty of misconduct; or
- c. is corrupt, or may reasonably be considered corrupt because: He/she, his /her spouse(s), any of his dependent children or any other person through him or on his / her behalf, is in possession (for which he cannot reasonably account) of pecuniary resources or of property disproportionate to his known sources of income; or He/she has assumed a style of living beyond his ostensible means; or He/she has persistent reputation of being corrupt; or
- d. violates any standing instructions of the Authority regarding conduct and discipline;

(2) The Authority may impose on him one or more penalties as specified in this Regulation subject to the disciplinary procedure.

**49. Proceedings against an Employee:** (1) The Managing Director or Chief Operating officer may, a) on his own motion; or b) on complaint from a supervising officer routed through the respective Unit Head and the concerned official as the case may be; or c) on complaint or information received from any

employee; or d) any person; or e) On the directions of a court of law, initiate proceedings against any employee of the Authority on any of the grounds stated above.

(2) Where the Managing Director or Chief Operating Officer decide to initiate proceedings as aforesaid, Managing Director or Chief Operating Officer shall appoint an Inquiry Officer or Inquiry Committee, specifying the statement of allegations and the time frame within which to complete the inquiry, to inquire into the allegations against the accused in accordance with these regulations.

(3) The Managing Director or Chief Operating Officer may dispense with the inquiry, if it is in possession of sufficient evidence against the accused, or if, for reasons to be recorded in writing, it is satisfied that there is no need for holding an inquiry.

(4) Save as otherwise provided in this sub-regulation instances where the Managing Director or Chief Operating Officer may dispense with the inquiry may include repetition of the same act or omission for which an employee has been held guilty and/or disciplinary action has been taken.

(5) Before initiation of proceedings under sub-regulation (2) above, the Managing Director or Chief Operating Officer may, if it deems appropriate, initiate a preliminary fact finding inquiry into an incident involving an employee, which appears to be an instance of Misconduct, or inefficiency or corruption as the case may be. The Managing Director or Chief Operating Officer may follow any procedure deemed appropriate by it while holding preliminary fact-finding inquiry.

(6) The report of the preliminary fact finding inquiry will not be read as evidence against any employee against whom any action is proposed to be taken and shall in no case be considered as a substitute for a formal inquiry against the employee, but may be relied upon to decide whether a formal inquiry under sub-regulation (2) is necessary or otherwise.

**50. PEEDA 2006:** (1) In case of any issue of efficiency, discipline and accountability including but not limited to sections 37 to 49 above, The Punjab Employees Efficiency, Discipline and Accountability (Amendment) Act 2006 (Act XII of 2006) shall be applied *mutatis mutandis*.

(2) All Police officers serving in the Authority will be subjected to Efficiency and Discipline Rules 1975 as in vogue in Punjab Police.

**51. Action in respect of employee required to proceed on leave:** If an employee has proceeded on leave in pursuance of an order and no major disciplinary action is taken against him, he shall be required to re-join the duty and period of forced leave shall be treated as duty for all purposes.

**52. Departmental Proceedings in cases referred to the Court:** There shall be no bar to the holding of inquiry proceedings for an instance for which an employee may be proceeded against, if such instance also constitutes a criminal offence, and for which offence the said employee is being prosecuted in a criminal court.

**53. Conviction by Court of Law:** (1) Where any employee is convicted by a Court of competent jurisdiction for an offence involving moral turpitude or a criminal offence against person or property, the appointing authority shall, without recourse to an inquiry, pass an order of dismissal from service of the employee to be effective from the date of his/her conviction.

(2) Provided that in cases of conviction on charges other than moral turpitude, the appointing authority may in light of the facts, pass any order or impose any Penalty under these regulations as it deems fit after providing the employee an opportunity of hearing.

**54. Feedback Cell:** (1) A Feedback cell shall be constituted by the Managing Director as an alternate dispute resolution forum wherein an employee aggrieved in relation to any behavioural or administrative affair may file his/her representation in writing. This shall not include matters relating to disciplinary proceedings.

(2) The Cell within 07 calendar days of the receipt of such representation shall, without any bias, scrutinize the matter and make appropriate recommendations for consideration of the Managing Director or Chief Operating Officer.

(3) The Managing Director or Chief Operating Officer keeping in view the recommendations made by the Cell may issue such directions and take such measures, as it may deem appropriate.

**55. Separation:** Separation, in the context of employer-employee relationships, is defined as when an employee ceases to be in employment of the Authority. Separation takes the form of either resignation or termination or cessation of employment.

**56. Dismissal, Resignation and Termination:** (1) The Authority reserves the right to dispense with the services of an employee who is declared unfit for service by an authorised Medical Board.

(2) An employee who has been convicted by a Court of Law for a criminal offence involving moral turpitude may be removed from service forthwith regardless of any appeal that may be pending against such conviction in a summarily manner.

**57. Dismissal:** Dismissal of an employee shall be made in accordance with the provisions of these regulations.

**58. Resignation:** (1) An employee may submit his/her resignation to the concerned Unit Head by giving fifteen (15) days' notice or fifteen (15) days gross salary in lieu of the notice period. The period of notice shall commence from the date on which a notice in writing is served by the employee. However, employee may not absent him/her (self) from the duty without approved leave.

(2) Unless approved by the authority, the resignation submitted along with one month's notice shall not become effective unless approved by the appointing authority. Cessation of employment of an employee tendering his/her resignation may only take effect subject to acceptance of the resignation, completion of the notice period and clearance of all pending dues.

(3) An employee's resignation shall not become effective, if disciplinary proceedings are pending against the employee.

(4) In case an employee withdraws the resignation before its acceptance, the resignation shall be deemed to have been withdrawn.

(5) No leave is admissible during the notice period; any availed leave shall be deducted from his final settlement.

(6) In case an employee does not pay the surety bond Fee, the resignation shall not be accepted unless this condition is waived by the Managing Director or Chief Operating Officer of the Authority.

**59. Clearance and Exit Interview:** (1) In all cases of separation, the Administration shall initiate the process for final settlement, will advise other concerned units/sub units in respect of the exit of the said employee and obtain a clearance certificate in the specified form. On the basis of clearance obtained, Administration Unit will process the final settlement case of the concerned employee. However, it shall be the responsibility of the employee leaving the Authority to fulfil all requirements related to clearance.

(2) All the final settlement cases will be sent to the Finance Unit for payment after requisite clearance/ approvals.

(3) On the request of the employee, the Authority may issue him/her an experience certificate by mentioning the reasons of separation. In case of references, only Officers of the level of Unit Chiefs can write such references for the employees who have left the authority.

(4) The Authority believes that exit interviews of employees who resign or retire from the Authority are useful tools to obtain important information. Following may be observed with regard to the exit interviews:

- a. Due regard for seniority of such outgoing employee shall be given and the result will be analysed /utilized to overcome any shortcomings/areas of improvement that may have been revealed between Management policies and employee wellbeing.
- b. Any irregularities that are found shall be summarized and shared with the concerned Departmental Head.
- c. The Authority shall review such information, agree on points, and affect plans that need to be enforced to address highlighted issues.
- d. The exit interview should take place possibly without interruption. The interview must create a sense of openness so that the leaving employees feel free to express their feelings.

## **Part IX- Performance Management System**

**60. Performance Appraisal:** (1) Appraisals of all employees will be carried out at least once a year in accordance with the procedure approved by the Authority.

(2) The evaluation of the performance appraisals/ ratings shall be in the manner determined by the Authority (**Annex-VII**). If an employee fails to register his dissent in writing, duly signed by him/her, within the fixed number of days as specified by the Authority from time to time, he/she will be deemed as having accepted the performance appraisal.

## **Part X - Miscellaneous**

**61.** Subject to provisions of Punjab Safe Cities Authority Act, 2016, the Authority shall delegate such administrative and financial powers to the Managing Director or Chief Operating officer for operation/ enforcement of these regulations.

**62.** Unit Heads in coordination with Administration shall be responsible for administering the procedures and provision of these regulations.

**63.** The authority will take necessary steps for maintenance of IC3 centre and may levy service charges in lieu of some services delivered through IC3 Centres.

**64.** The authority will devise and enforce monitoring mechanism to ensure implementation of Standard Operating Procedures and processes for quality control in IC3s.

**65.** The Authority and IC3 centre experts will assist District Police in collection and sharing of evidence through electronic devices managed by the Authority.

**66.** Administration Unit shall ensure that the all policies / procedures made hereunder are available to all employees on joining the authority and may also be available on official website of the Authority and any changes are properly communicated and employees are adequately trained.

**67.** Save as otherwise specifically provided in these regulations nothing contained herein shall affect or be deemed to affect anything done, action taken, orders issued, appointments made, transfers, removal, dismissal or termination made, documents or agreements executed, notification, show cause or circulars issued, proceedings initiated, penalty imposed, sanction granted, approval, direction given, inquiry conducted or any other action taken or done under or in pursuance of the Punjab Safe Cities Authority Act, 2016

and rules/ regulations made there under, shall be valid and under lawful authority and continue to be in force.

**68.** In matters, otherwise not covered under these regulations, the provisions of the Punjab Safe Cities Authority Act, 2016 and rules/regulations/ policies made there under shall mutatis mutandis be applicable.

**ON BEHLAF OF THE AUTHORITY**

Name: Malik Ali Aamir

Designation: Managing Diector

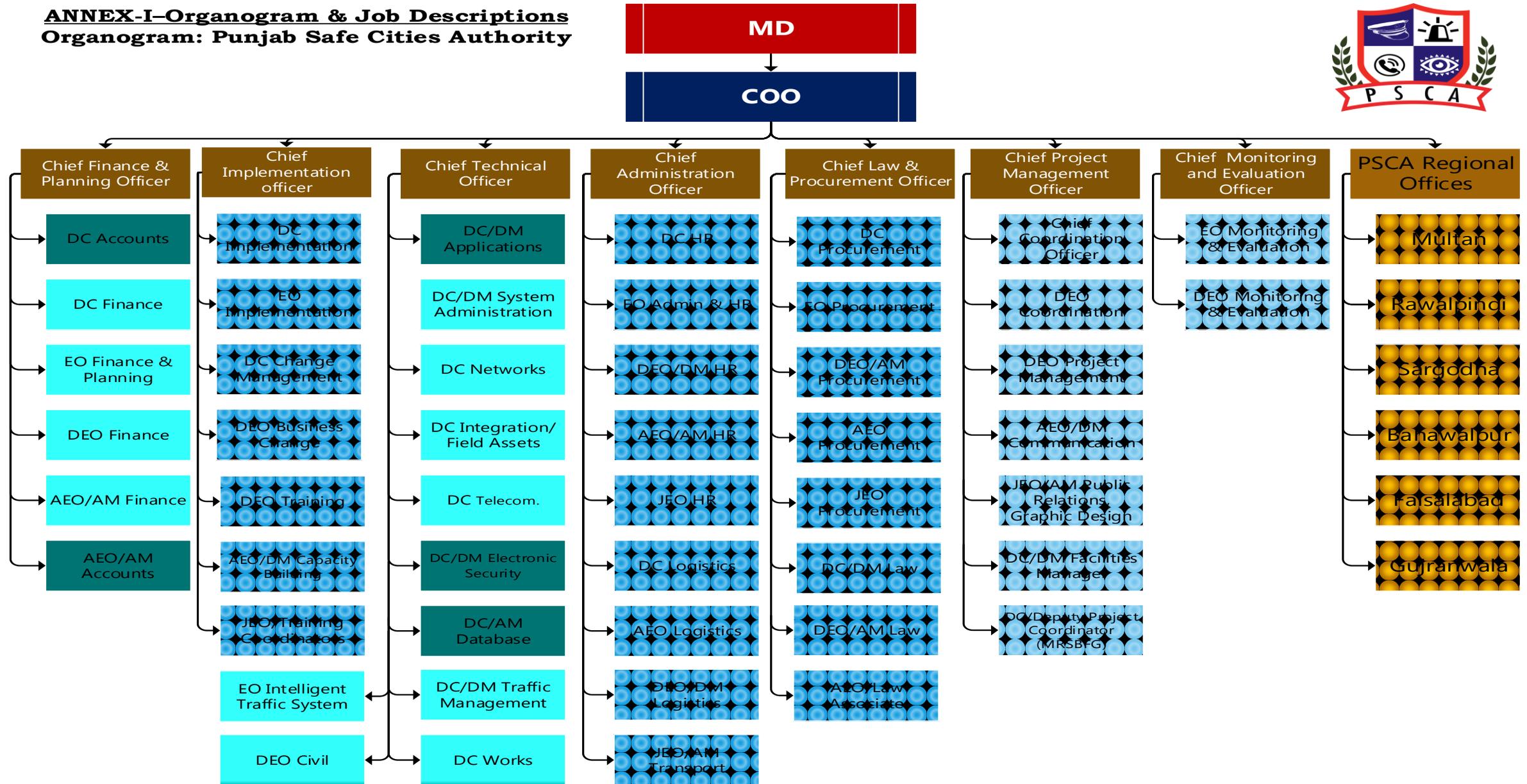
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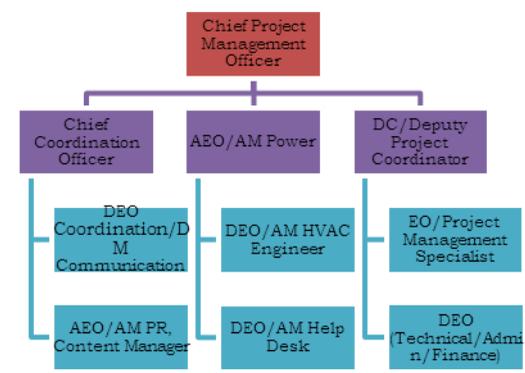
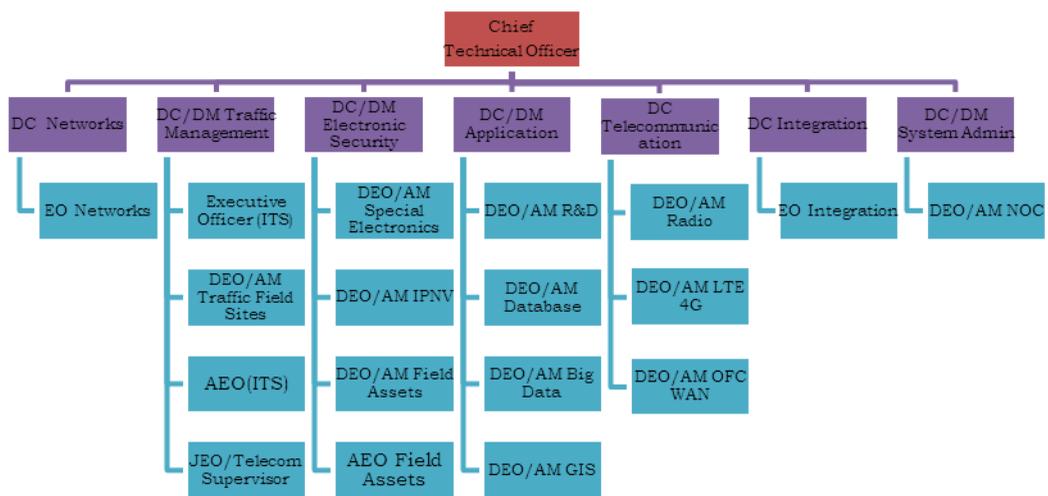
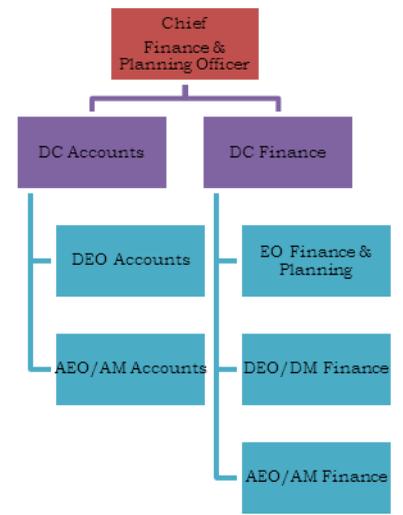
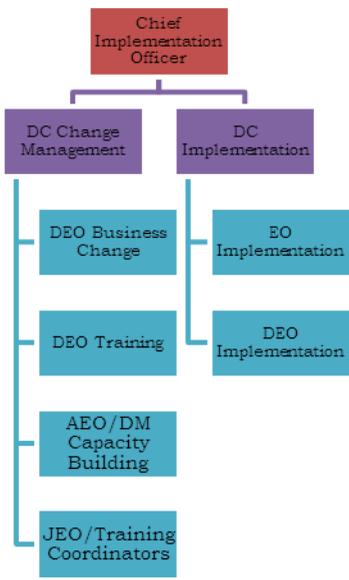
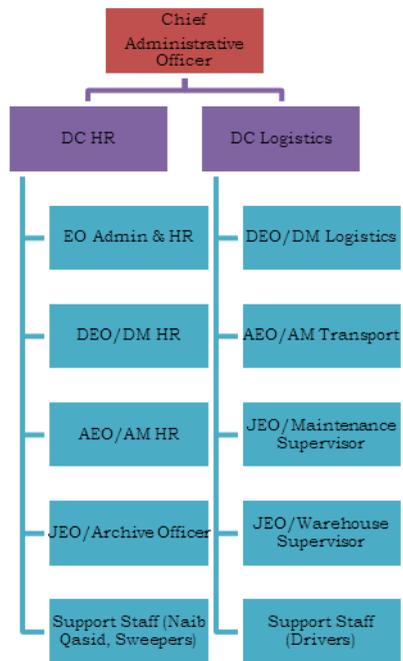
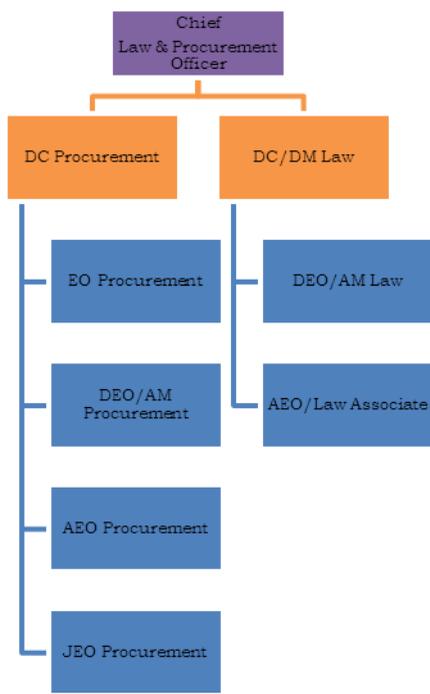
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## **Annexures**

**ANNEX-I-Organogram & Job Descriptions**  
**Organogram: Punjab Safe Cities Authority**





**Unit Wise Organograms**

Job Title	<b>Managing Director (PSCA 01)</b>
Appointing Authority	The Chairman Executive Committee
Reports to	<ul style="list-style-type: none"> <li>• Authority</li> </ul>
Rank	<ul style="list-style-type: none"> <li>• Not below the rank of Deputy Inspector General of Police</li> </ul>
Supervises	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master's Degree in social sciences or any other professional degree in relevant fields to the project</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 38-55 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• 17 or more years of police experience</li> <li>• Knowledge of information technology application and solutions</li> <li>• Experience of financial management</li> <li>• Experience in project management/implementation and possess basic knowledge of the Project Planning &amp; Procedures will be an advantage</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Leadership skills</li> <li>• Decision making skills</li> <li>• Problem solving skills</li> <li>• Communication skills</li> <li>• Conflict resolution skills</li> </ul>
Responsibilities	<p>Managing Director is the Chief Executive and would have the overall responsibility to deliver the IC3 project.</p> <ul style="list-style-type: none"> <li>• Strategically oversee the planning, design, development, and implementation of an integrated solution to meet the vision of the IC3.</li> <li>• Provide strategic leadership to all IC3 project teams.</li> <li>• Delegate authority at appropriate level to ensure efficiency and output and when required</li> <li>• Represent PSCA in all matters relating to the IC3 on behalf of the Authority and work closely with consultants to develop and manage the IC3 project plan on behalf of the department.</li> <li>• Represent the Authority in legal and decision making forums.</li> <li>• Attend meetings of Management Committee, Executive Committee and the Authority as prescribed in the ordinance</li> <li>• Supervise and coordinate the work of other staff posting in the PMU including Technology, Transition &amp; Transformation and HR &amp; Training.</li> </ul>

- Act as Principal Accounting Officer
- Provide leadership for design and implementation of strategic communication.
- Hold the staff officers accountable against a pre-defined performance criteria and HR policy
- Take all necessary disciplinary proceeding against violations of code of conduct, professional and discipline matters
- Act as Reporting officer for writing Performance Evaluation Reports of Chief Operating Officer and Counter Sign PERs of Chief of Units

**KPIs**

<b>GOAL</b>	<b>KPI</b>
Representation	<ul style="list-style-type: none"> <li>• No. of Authority Meetings attended</li> <li>• No. of Media Briefings</li> <li>• No. of decisions taken</li> <li>• No. of decisions implemented</li> </ul>
Ensure Stakeholders Management	<ul style="list-style-type: none"> <li>• No. of Coordination meetings</li> <li>• No. of Communications initiated</li> <li>• No of Communications responded</li> </ul>
Implementation and Hand over of IC3 facilities	<ul style="list-style-type: none"> <li>• No. of IC3 components completed</li> <li>• No. of Units completed</li> <li>• No. of Units in operational mode</li> </ul>
Ensure that risks and delays in implementation are timely highlighted to Authority	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> </ul>
Financial Management Achievements	<ul style="list-style-type: none"> <li>• % of Budget spent</li> <li>• No. of Audit paras addressed</li> <li>• No. of disciplinary actions taken</li> </ul>

Job Title	<b>Chief Operating Officer (PSCA 02)</b>
Appointing Authority	The Chairman Executive Committee
Reports to	Managing Director
Supervises	<ul style="list-style-type: none"> <li>• Chief Implementation Officer</li> <li>• Chief Technical Officer</li> <li>• Chief Administrative Officer</li> <li>• Chief Finance Officer</li> <li>• Chief Law &amp; Procurement Officer</li> <li>• Chief Monitoring and Evaluation Officer</li> <li>• Chief Coordination Officer</li> <li>• All Managerial Staff of PSCA 03 – PSCA 05</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Masters (at least 2nd division) from a recognized university in Engineering / Law / Computer Sciences / Public Administration</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 36-52 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of 15 years of experience in Police administration, public policy formulation and analysis on security issues at national and international environment</li> <li>• Knowledge of counter terrorism strategies in civilian setup</li> <li>• Exposure of an international working/learning environment will be an advantage</li> <li>• Awareness about application of IT in policing</li> <li>• Field experience and Implementation of Police projects in districts</li> <li>• Exposure of an international working/learning</li> <li>• Experience in project management/implementation and possess basic knowledge of the Project Planning &amp; Procedures</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Leadership skills</li> <li>• Administration &amp; Organizational development skills</li> <li>• Decision making skills</li> <li>• Problem solving skills</li> <li>• Communication skills</li> <li>• Capacity building and innovation skills</li> <li>• Implementation skills</li> </ul>

	<ul style="list-style-type: none"> <li>• skills Policy making</li> </ul>
Responsibilities	<p>As deputy of the Managing Director, assist the Managing Director to get the IC3 project executed within the approved resources and agreed deadlines. All his responsibilities are delegated by the Managing Director who is competent authority to alter/modify/re-define these roles and responsibilities</p> <ul style="list-style-type: none"> <li>• Coordinate contracts and procurement including development of RFP and the subsequent evaluation of the bids for the technology contractor</li> <li>• Act as the liaison between Project staff, contractor staff and the Authority</li> <li>• Coordinate the development of detailed work plans and time tables, Gantt Charts related to Project Management</li> <li>• Identify and sequence the activities in a way that scheduling, allocating resources, assessing risk and its management, and, finally, coordination of the various components of the projects under PSCA, is done as a whole thereby ensuring that the project is delivered on time</li> <li>• Ensure and lead technology, process and SOP development work and to identify cross functional work processes, hand offs, dependencies and information needs and flow and how these will be supported by new technologies</li> <li>• Develop media/communication strategy and implement it</li> <li>• Develop stakeholder Engagement strategy and strategic Communications plans</li> <li>• Keep all stakeholders of the project informed of progress and any issues, which may arise</li> <li>• Act as Principal accounting officer if so directed by the Managing Director</li> <li>• Take necessary disciplinary proceeding against violations of code of conduct and discipline matters</li> <li>• Write Performance Evaluation Reports of Chiefs of the Units and Junior Staff directly working under his/her supervision as Reporting Officer</li> </ul>

**KPIs**

**GOAL**

**KPI**

Representation	<ul style="list-style-type: none"> <li>No. of Meetings attended</li> <li>No. of decisions taken</li> <li>No. of decisions implemented</li> </ul>
Stakeholders Management	<ul style="list-style-type: none"> <li>Development of Stakeholders Management Plan</li> <li>No. of meetings with various stakeholders attended</li> </ul>
Media Management	<ul style="list-style-type: none"> <li>No. of Press statements issued</li> <li>No. of Communications with Media</li> <li>No. of Media campaigns completed</li> </ul>
Liaise with the consultants and the contractors on regular basis.	<ul style="list-style-type: none"> <li>Number of contacts with Consultants</li> <li>No. of joint actions taken successfully</li> </ul>
Ensure that risks and delays in implementation are timely highlighted to Authority	<ul style="list-style-type: none"> <li>No. and types risks highlighted in time</li> <li>No of mitigations actions taken</li> </ul>
Take all steps to achieve targets	<ul style="list-style-type: none"> <li>No of Targets given to Units</li> <li>% of Targets achieved</li> <li>No. of PERs written in time</li> </ul>
Financial Management	<ul style="list-style-type: none"> <li>% of Budget spent</li> <li>No. of Audit paras addressed</li> <li>No. of disciplinary actions taken</li> </ul>

Job Title	<b>Chief Technical Officer (PSCA 03)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>DC Systems</li> <li>DC Telecommunication</li> <li>DC Network&amp; Security</li> <li>DC Integration</li> <li>DC Field Assets</li> <li>DC Civil Works</li> <li>DC System Administration</li> <li>DC Database</li> <li>Other IT staff of PSCA</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Master/Sixteen (16) years of education in Computer Engineering, Software Engineering or Management Sciences or relevant field</li> </ul>
Age	<ul style="list-style-type: none"> <li>32-55</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of ten (10) years of working experience of handling projects of similar nature</li> <li>Experience of policing &amp; security environment is desirable</li> <li>Exposure of international learning</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Problem solving</li> </ul>

	<ul style="list-style-type: none"> <li>skills</li> <li>Analytical skills</li> <li>Communication</li> <li>skills</li> <li>Capacity building</li> <li>skills</li> <li>Implementation</li> <li>skills</li> <li>Technical Skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Supervise the designing, implementation of supply, installation, testing, commissioning and training, maintenance &amp; support of citywide command and control systems through experts</li> <li>Ensure the establishment of all the services related to Punjab Police Integrated Command, Control and Communication Centre (IC3) in the form of Video surveillance, Integrated data &amp; voice communication platform for telephone and radio communications, Traffic management (ANPR, ITMS, E-Ticketing, VMS etc.), Call Centre, Response management through dispatch system GPS-enabled vehicles, Automatic Vehicle Location System, Data centre and disaster recovery centre, Networking for provision of redundant connectivity links</li> <li>Ensure that during the establishment of the IC3 provisions are made to make it possible for the Centre to have appropriate data, information and information systems to support its operations and deliver services</li> <li>Ensure the provision of technical capability to provide support and maintenance for all the IC3 technologies</li> <li>Work with the technical staff and consultants to ensure that The Network Operation Centre (NOC) is providing a centralized, enterprise-wide service to manage the IT systems deployed at the IC3 and across the PP</li> <li>Report any violation of SOPs/Rules/Laws to Chief Operating Officer and activate accountability mechanism</li> </ul>

### KPIs

Goal	KPI
Reporting	<ul style="list-style-type: none"> <li>No. of meetings participated in preparation of RFPs</li> <li>% of incomplete procurement processes stopped</li> </ul>
ICDs (Interface Control Document)	<ul style="list-style-type: none"> <li>% of Mobile Telephone Providers i.e. how the location data will be extracted from the owner's equipment.</li> <li>% of Mobile Telephone Provides subscriber database.</li> <li>% of fixed line provider subscriber database.</li> <li>% of CRMS database.</li> <li>% of Vehicle licensing database.</li> </ul>
Survey Data	<ul style="list-style-type: none"> <li>% of Police Stations as currently being done.</li> <li>% of CCTV Positions.</li> <li>% of ANPR Positions.</li> <li>% data for the database as defined within the</li> </ul>

	<p>RFP for the GIS system.</p> <ul style="list-style-type: none"> <li>• % Collection of Data from the Punjab Police for the Resource Management System and all op ICDs for all the PITB applications being developed to be completed by go live ready for the phase 2 detailed designs.</li> <li>• Survey data for UAV launch sites.</li> <li>• Surveys of positions where the Mobile Control Rooms will be deployed which should be added to the operational and contingency plans.</li> <li>• Operational and contingency plans</li> </ul>
Policy Development	<ul style="list-style-type: none"> <li>• No. of System Policies Developed</li> <li>• No. of Policies implemented</li> <li>• No of updates in policy and procedures manual for the unit</li> <li>• No. of new or enhanced tools/documents prepared to assist staff/management</li> <li>• No. of participants that have completed training sessions (Calendar year)</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> <li>• Preparation of risk assessments and timely submission of its report to Chief Operating Officer</li> </ul>
Target Achievements	<ul style="list-style-type: none"> <li>• Targets given to Unit</li> <li>• % of Targets achieved</li> </ul>

Job Title	<b>Chief Implementation Officer (PSCA 04)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• DC Implementation</li> <li>• DC Change Management</li> <li>• Any other staff assigned to Implementation Unit</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education in Social Sciences, Law, Engineering, Economics, Business/Public Administration, IT or Management Sciences</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 30-45 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of eight (8) years of police service in supervisory position and exposure of Policy Formulation/Policy Analysis, Organizational Development and Organizational Management</li> <li>• Exposure of international learning environment</li> </ul>

Competencies	<ul style="list-style-type: none"> <li>• skills</li> <li>• skills</li> <li>• skills</li> <li>• skills</li> <li>• skills</li> </ul>	<ul style="list-style-type: none"> <li>Problem solving</li> <li>Persuasion skills</li> <li>Communication</li> <li>Capacity building</li> <li>Implementation</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Implement policies of the Authority in letter and spirit</li> <li>• Ensure Coordination with all stake holders on operational matters</li> <li>• Oversee training modules implementation and interact with key stakeholders along with Chief Operating Officer</li> <li>• Ensure that vision and policies of the Authority are communicated to all concerned without failure</li> <li>• Ensure that other units coordinate with each other during implementation of the projects</li> <li>• Liaise with the consultants and the contractors on regular basis</li> <li>• Ensure that risks and delays in implementation are timely highlighted</li> <li>• Take all lawful steps to achieve targets</li> </ul>	

### KPIs

Goal	KPI
Implement policies of the Authority in letter and spirit.	<ul style="list-style-type: none"> <li>• No. of Policies designed</li> <li>• No. of targets achieved taken</li> </ul>
Ensure Coordination with all stake holders on operational matters	<ul style="list-style-type: none"> <li>• No. of Coordination meetings</li> <li>• No. of Communications initiated</li> <li>• No of Communications responded</li> </ul>
Oversee training modules implementation and interact with key stakeholders along with Chief Operating Officer.	<ul style="list-style-type: none"> <li>• No. of training modules designed</li> <li>• No. of training sessions planned</li> <li>• No. of training sessions completed</li> <li>• No. of coordination meetings attended with Chief Operating Officer</li> </ul>
Ensure that other units are liaised with each other	<ul style="list-style-type: none"> <li>• No. of liaisons meetings arranged</li> <li>• No. of internal communications</li> </ul>
Liaise with the consultants and the contractors on regular basis.	<ul style="list-style-type: none"> <li>• Number of contacts made</li> <li>• No. of joint actions taken successfully</li> </ul>
Ensure that risks and delays in implementation are timely highlighted	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> </ul>
Take all steps to achieve targets	<ul style="list-style-type: none"> <li>• Targets given to Unit</li> <li>• Targets achieved</li> </ul>

Job Title	<b>Chief Monitoring &amp; Evaluation Officer (PSCA 04)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• DC Monitoring and Evaluation</li> <li>• DC Policy Analysis</li> <li>• Any other staff assigned to M&amp;E unit</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education in Social Sciences, Law, Engineering, Economics, Business/Public Administration, IT or Management Sciences</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 30-45 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum eight (8) years of experience of policing in supervisory position</li> <li>• Exposure of international learning environment</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Monitoring and Auditing skills</li> <li>• Interpretation skills</li> <li>• Analytical skills</li> <li>• Communication skills</li> <li>• Policy formulation/analysis skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Develop and strengthen monitoring, inspection and evaluation procedures</li> <li>• Monitor all project activities, expenditures and progress towards achieving the project output</li> <li>• Recommend further improvement of the logical frame work</li> <li>• Develop monitoring and impact indicator for the project success</li> <li>• Monitor and evaluate overall progress on achievement of results</li> <li>• Monitor the sustainability of the project's results</li> <li>• Provide feedback to the Chief Operating Officer on project strategies and activities</li> <li>• Suggest strategies to the Chief Operating Officer for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks</li> <li>• Report weekly, monthly, quarterly, half-yearly and annual progress on all project activities to the Chief Operating Officer</li> <li>• Conduct capacity assessment on existing monitoring and evaluation system Develop indicators and a monitoring strategy for the project</li> </ul>

#### **KPIs**

<b>Goal</b>	<b>KPI</b>
Monitoring	<ul style="list-style-type: none"> <li>• No. of Monitoring SOPs designed</li> <li>• % of targets achieved</li> </ul>
Ensure operational Coordination with all stake holders on matters	<ul style="list-style-type: none"> <li>• No. of Evaluation meetings</li> <li>• No. of Communications initiated</li> <li>• No of Communications responded</li> </ul>
Oversee training	<ul style="list-style-type: none"> <li>• No. of training modules designed</li> <li>• No. of training sessions planned</li> <li>• No. of training sessions completed</li> </ul>
Impact of Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• No. of liaisons meetings arranged</li> <li>• No. of internal lessons learnt</li> <li>• No. of rectifications made based upon reports</li> </ul>
Liaise with the consultants and the contractors on regular basis.	<ul style="list-style-type: none"> <li>• Number of Monitoring interviews</li> <li>• No. of joint actions taken successfully</li> </ul>
Ensure that risks and delays in implementation are timely highlighted	<ul style="list-style-type: none"> <li>• No. and types of risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> </ul>
Achievements	<ul style="list-style-type: none"> <li>• No. of Targets given to Unit</li> <li>• %Targets achieved</li> </ul>

Job Title	<b>Chief Administrative Officer (PSCA 04)</b>	
Appointing Authority	Managing Director	
Reports to	Chief Operating Officer	
Supervises	<ul style="list-style-type: none"> <li>• DC HR</li> <li>• DC Logistics</li> <li>• Any other staff assigned to the unit</li> </ul>	
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/internal recruitment</li> </ul>	
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education in Social Sciences, Engineering, Business/Public Administration, IT, Human Resource or Management Sciences or related field</li> </ul>	
Age	<ul style="list-style-type: none"> <li>• 31-50 Years</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>• Minimum of eight (8) years of administration experience in Public or Private organization</li> <li>• Experience of Human Resource Management in institutions of large work force in public or private sector</li> <li>• Strong knowledge and experience of logistics, inventory management and audit</li> <li>• Experience of minor procurement as per PPRA rules and other legal formalities</li> </ul>	
Competencies	<ul style="list-style-type: none"> <li>• skills</li> <li>• skills</li> <li>• skills</li> <li>• Policy formulation/analysis skills</li> <li>• promote multicultural, multi ethnic work environment</li> <li>• existing practices</li> </ul>	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Interpersonal skills</li> <li>Persuasion skills</li> <li>Communication</li> <li>Capacity building</li> <li>Implementation</li> <li>Ability to work and</li> <li>Ability to change</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Act as an effective channel for prompt reporting of all administrative issues, events, incidents and periodic status updates to Chief Operating Officer</li> <li>• Develop and modify HR policy of PSCA and IC3s</li> <li>• Outline the organizational structure, reporting lines, functions, roles, responsibilities and authority levels</li> <li>• Provide expertise regarding the sourcing, development and management of IC3 staff by providing support and guidance for line management in the following areas: <ul style="list-style-type: none"> <li>○ Resourcing – recruitment, selection and deployment</li> <li>○ Performance management</li> <li>○ Development – training &amp; management</li> </ul> </li> </ul>	

development

- Rewards and benefits
- Staff relations
- Develop IC3 Centre specific HR policies and procedures within an overall PP policy structure
- Ensure the timely delivery of necessary resources and capabilities to IC3 Centre by planning for facilities and inventories including accommodation, utilities, building services, equipment and special facilities such as training rooms, mobile command units etc.
- Ensure that IC3 Centre has the required number of appropriately skilled staff and that they are adequately trained and motivated to perform their roles effectively
- Develop and supervise a Performance Management System for IC3 Centre by setting performance goals that are SMART (Specific, Measureable, Attainable, Reliable, and Timely)

**KPIs**

Goals	KPI
Performance Reports	<ul style="list-style-type: none"> <li>• No. of performance/progress review reports submitted to Chief Operating Officer</li> <li>• No. of recruitment drives and staff training &amp; development programs launched</li> <li>• No. of performance appraisals done</li> </ul>
Team Building	<ul style="list-style-type: none"> <li>• No. of Coordination meetings</li> <li>• No. of Communications initiated</li> <li>• % of time allocated to resolve conflicts/issues</li> <li>• % of HR transactions completed by applicable deadlines</li> </ul>
Policy Development	<ul style="list-style-type: none"> <li>• No. of Policies designed</li> <li>• No. of new or enhanced tools/documents prepared to assist staff/management</li> <li>• No. of participants that have completed training sessions (Calendar year)</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• No. of meetings participated in purchasing inventory and preparation of RFPs</li> <li>• % of procurement completed within due time</li> </ul>
Professional Development	<ul style="list-style-type: none"> <li>• Number of trainings arranged/designed</li> <li>• No. of professional development plans implemented</li> </ul>
Austerity	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> <li>• Amount of money saved by proactively</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• No of disciplinary actions taken</li> <li>• No of convictions obtained</li> </ul>

Job Title	<b>Chief Finance &amp; Planning Officer (PSCA 04)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• DC Finance</li> <li>• DC Accounts</li> <li>• Any other staff assigned to the unit</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/Internal Recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master Degree (at least 2nd division) from a recognized university in the fields of Finance / Accounting / Law / IT / Commerce / Engineering OR Professional qualification from a recognized institute i.e. Chartered Accountant/CPA /ICMA/CFA or MBA</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 37- 50 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum 15 years of experience in progressively responsible financial leadership roles</li> <li>• Knowledge of accounting &amp; audit procedures</li> <li>• Well versed with Public Sector financial management/administration rules and regulations</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Managerial skills</li> <li>• Interpersonal skills</li> <li>• Communication skills</li> <li>• Problem solving skills</li> <li>• Creative skills</li> <li>• Coordination skills</li> <li>• Capacity building skills</li> <li>• Implementation skills</li> <li>• Financial Management skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Financial planning and record keeping as well as financial reporting to higher management</li> <li>• Timely approvals and releases of the funds.</li> <li>• Management of accounts, bookkeeping, and ensuring that all expenditures are in line with the provisions of rules and regulations</li> <li>• Review and process payments to the consultants</li> </ul>

ensuring that these are in line with contractual obligations

- Managing internal and external audits of PSCA and affiliated projects

### KPIs

Goal	KPI
Financial Reporting	<ul style="list-style-type: none"> <li>• No. of performance/progress review reports submitted to Chief Operating Officer</li> <li>• No. of performance appraisals done</li> <li>• Quarterly financial statements submitted to the Chief Operating Officer</li> <li>• Monthly cash flow statement (incoming/out flowing) submitted to the Chief Operating Officer</li> <li>• Quarterly financial planning for all units and its report submission to the Chief Operating Officer</li> <li>• Quarterly performance evaluation of the DCs &amp; its submission to the Chief Operating Officer</li> <li>• Quarterly report on working capital and its timely submission to the Chief Operating Officer</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• No. of Correspondence/meeting held with the other five units Chiefs</li> <li>• No. of Coordination meetings with Finance</li> <li>• No. of Communications initiated</li> <li>• % of time for Annual budget planning Sessions</li> <li>• % of time allocated to resolve non-conformities/ Audit issues</li> </ul>
Policy Development	<ul style="list-style-type: none"> <li>• No. of Financial Policies Developed</li> <li>• No. of Policies implemented</li> <li>• No of updates in policy and procedures manual for the unit</li> <li>• No. of participants that have completed training sessions (Calendar year)</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• No. of meetings participated in purchasing inventory and preparation of RFPs</li> <li>• % of pre audit sessions completed within due time</li> </ul>
Professional Development	<ul style="list-style-type: none"> <li>• Number of trainings arranged/ designed</li> <li>• No. of professional development plans implemented</li> </ul>
Financial Risk Management	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> <li>• Preparation of Financial risk assessments</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• No of disciplinary actions taken</li> <li>• No of convictions obtained</li> </ul>

Job Title	<b>Chief Law &amp; Procurement Officer (PSCA 04)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• DC Procurement</li> <li>• Any other staff assigned to the unit</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education in Social Sciences, Finance &amp; Accounts or Management Sciences</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 32-42 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum 10 years of administration, project Contract management and procurement experience</li> <li>• Well versed with Public Sector financial management/administration rules and regulations</li> <li>• Excellent knowledge of contract implementation in national and/or international environment</li> <li>• Well versed in PPRA framework and experience of handling mega projects in public or private sector</li> <li>• Excellent knowledge of Civil law, commercial law and litigation at senior judicial forums</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Financial Management skills</li> <li>• Interpersonal skills</li> <li>• Persuasion skills</li> <li>• Communication skills</li> <li>• Policy formulation/analysis skills</li> </ul>

	<ul style="list-style-type: none"> <li>• Technical Skills</li> </ul>	Relevant
Responsibilities	<ul style="list-style-type: none"> <li>• Deal with all legal matters related to PSCA and IC3 projects</li> <li>• Prepare contracts, MOUs etc. of PSCA to best serve the interests of the Authority</li> <li>• Managing overall legal issues of the PSCA and IC3s including logistic and staff management, coordination, with other line departments for the execution of the project</li> <li>• Ensure that all the procurements under the project are carried out in accordance with existing laws including PPRA Framework</li> <li>• Must demonstrate ability to maintain confidentiality of sensitive data</li> </ul>	

### KPIs

Goal	KPI
Procurement Reporting	<ul style="list-style-type: none"> <li>• No. of meetings participated in purchasing inventory and preparation of RFPs</li> <li>• % of procurements plans completed within due time</li> <li>• No of conflicts managed</li> <li>• % of items procured successfully</li> <li>• % of incomplete procurement processes stopped</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• No. of Correspondence/meeting held with the other five units Chiefs</li> <li>• No. of Coordination meetings with Finance</li> <li>• No. of Communications initiated</li> <li>• % of time for Annual budget planning Sessions</li> <li>• % of time allocated to resolve non-conformities/procurement issues</li> </ul>
Policy Development	<ul style="list-style-type: none"> <li>• No. of Contracts Developed</li> <li>• No. of Contracts implemented</li> <li>• No. of Procurement Policies Developed</li> <li>• No. of Policies implemented</li> <li>• No of updates in policy and procedures manual for the unit</li> <li>• No. of new or enhanced tools/documents prepared to assist staff/management</li> <li>• No. of participants that have completed training sessions (Calendar year)</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> </ul>

	<ul style="list-style-type: none"> <li>• Preparation of risk assessments and timely submission of its report to Chief Operating Officer &amp; M.D</li> <li>• Amount of money saved proactively</li> </ul>
Accountability	<ul style="list-style-type: none"> <li>• No of disciplinary actions taken</li> <li>• No of convictions obtained</li> </ul>

Job Title	<b>Chief Project Management Officer (PSCA 04)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Sixteen (16) years of education in Business, Management, Social Science, Engineering, Law, IT or a related field to the project</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 29-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of eight (08) years of working experience of project management handling preferably IT related or projects of similar nature</li> <li>• Experience of working on a lead role with a well-established firm/company will be preferred</li> </ul>

	<ul style="list-style-type: none"> <li>• Knowledge of policing &amp; security environment is desirable</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Management skills</li> <li>• Persuasion skills</li> <li>• Communication skills</li> <li>• Project Design and Implementation skills</li> <li>• Policy formulation/analysis skills</li> <li>• Ability to innovative new ideas</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Provide support to implement the project, manage project team and technical inputs;</li> <li>• Identify risks, mitigation plans, technical review and budget strategies;</li> <li>• Develops project plans that are practical and of appropriate scope, and includes identification of stakeholders, assessment of resource needs, and implementation timelines for IC3 Centres Project</li> <li>• Overall guidance and supervision of the IC3 Centre Project implementation unit in Lahore as well as in other cities;</li> <li>• Execution of a change management plan and evaluation and prioritization of all changes to the plan;</li> <li>• Supervise and coordinate the work of other staff posting in the PSCA and its projects;</li> <li>• Prepare annual and quarterly work plans for the PSCA and its projects;</li> <li>• Undertake project monitoring activities and prepare results based on regular reports and briefs;</li> <li>• Provide administrative and management support to PSCA Team and technical consultants;</li> <li>• Coordinate with the various stakeholders for effective coordination and dialogue;</li> <li>• Conduct of annual project reviews, annual audits and programme evaluations;</li> <li>• Monitor the schedule and summarize project progress;</li> <li>• Coordinate and complete projects, setting deadlines and summarizing responsibilities;</li> </ul>

#### KPIs

GOAL	KPI
Representation	<ul style="list-style-type: none"> <li>• No. of Meetings attended</li> <li>• No. of Seminars attended</li> </ul>



Liaise with the consultants and the contractors on regular basis.	<ul style="list-style-type: none"><li>• Number of contacts with Consultants</li><li>• No. of joint actions taken successfully</li></ul>
Ensure that risks and delays in implementation are timely highlighted to Authority	<ul style="list-style-type: none"><li>• No. and types risks highlighted in time</li><li>• No of mitigations actions taken</li></ul>
Take all steps to achieve targets	<ul style="list-style-type: none"><li>• No of Targets given to Units</li><li>• % of Targets achieved</li></ul>
Financial Management	<ul style="list-style-type: none"><li>• % of Budget spent</li><li>• No. of Audit paras addressed</li><li>• No. of disciplinary actions taken</li></ul>



Job Title	<b>Chief Coordination Officer (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Operating Officer
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/Internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education (at least 2nd division) from a recognized university in Management Sciences/ Engineering/Economics / Law/ Sociology/ Mass Communication / Political Science</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 27-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of 05 years of working experience in a public/private sector organization</li> <li>• Working knowledge of systems part of surveillance technologies will be given preference</li> <li>• Knowledge of ICT in policing will be given preference</li> <li>• Proficient in MS Word, Excel, Power point</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Interpretation skills</li> <li>• Persuasion skills</li> <li>• Communication skills</li> <li>• Interpretation skills</li> <li>• Implementation skills</li> <li>• Comprehension skill</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Support the Chief Operating Officer in implementing and developing policies, goals and tasks</li> <li>• Establishing and managing a performance monitoring framework with clear-cut goals, outcomes, outputs, inputs, processes, indicators, data needs and sources, and reporting formats and frequency, for effective monitoring, reporting and updating progress</li> <li>• Developing a comprehensive baseline of infrastructure provisions, basic services and infrastructure and collecting periodic data and information against the baseline to assess and report on the overall development</li> <li>• Assisting management and technical specialists in developing work plans and overall monitoring framework</li> <li>• Coordinating closely with the internal and external stake holders for data planning, identification of data sources, and collection of data for monitoring purposes</li> <li>• Monitoring and following up progress on various proposals, meetings, reports, working papers etc. with concerned authorities</li> <li>• Identifying key issues, lessons learned and best practices in PMU managed programs and projects and organize research and documentation; and conducting periodic evaluation</li> </ul>

## KPIs

Goal	KPI
Support the Chief of Implementation in implementing and developing policies, goals and tasks.	<ul style="list-style-type: none"> <li>• How many policies developed</li> <li>• Number and quality of goals set</li> <li>• How many Tasks given.</li> <li>• How much implementation as a percentage of tasks given</li> </ul>
Establishing and managing a performance monitoring framework with clear-cut goals, outcomes, outputs, inputs, processes, indicators, data needs and sources, and reporting formats and frequency	<ul style="list-style-type: none"> <li>• Preparation of performance monitoring framework</li> <li>• No. of Outcomes identified</li> <li>• % of outcomes achieved</li> <li>• No. of processes developed</li> <li>• % of processes Implemented</li> <li>• No. of processes reported</li> <li>• % of processes updated</li> </ul>
Developing a comprehensive baseline of infrastructure provisions, basic services and infrastructure and collecting periodic data and information against the baseline to assess and report on the overall development.	<ul style="list-style-type: none"> <li>• No of Baselines of services established</li> <li>• How much data collected</li> <li>• No. of documents/report on development made</li> <li>• No. of responses given to queries</li> </ul>

Job Title	<b>DC Change Management (PSCA 05)</b>	
Appointing Authority	Managing Director	
Reports to	Chief Implementation Officer	
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>	
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/internal recruitment</li> </ul>	
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Social Sciences, Business / Public Administration or Management Sciences</li> </ul>	
Age	<ul style="list-style-type: none"> <li>30-45 Years</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>Minimum eight (8) years of experience in police organization</li> <li>Exposure of international learning environment</li> </ul>	
Competencies	<ul style="list-style-type: none"> <li>skills</li> <li>Management Skills</li> <li>skills</li> <li>Practice of Police processes</li> <li>skills</li> <li>Policy formulation/analysis skills</li> <li>gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>Change Management</li> <li>Persuasion skills</li> <li>Stakeholders</li> <li>Communication</li> <li>Knowledge and</li> <li>Implementation</li> <li>Ability to promote</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support the Chief of Implementation in implementing and developing policies, goals and tasks</li> <li>Develop and implement a comprehensive Transition Plan for the migration of all identified relevant services into the IC3 Centre</li> <li>Develop the contingency plans and support for critical event planning</li> <li>Ensure that new processes and work practices are implemented and embedded in the IC3 operation</li> <li>Ensure change management and develop a model working culture in PSCA to be replicated in Police</li> <li>Ensure that IC3/PSCA Centre operational and business continuity plans provide adequate resilience and flexibility to maintain services for forecast demand volumes and critical and major incidents and emergency situations</li> <li>Ensure development of risk mitigation strategies and contingency plans against a natural and/or manmade disaster to protect failure at the IC3 Data Centre and those capabilities</li> </ul>	

exist to manage possible disruptions to the work of the Centre

- Ensure that the IC3 training program developed and delivered to support the operational roles and the new SOPs are implemented
- Develop process guides and handbooks for each leadership role in the IC3 Centre
- Ensure the strategic training approach for IC3 Centre staff by following the rule of 4 R's (right understanding, right options and selection, right operations and reactions, and right performance) in order to make them specialists who are able to perform and operate in the mission critical environment with the right attitude and fully professional manner

### KPIs

Goal	KPI
Complete assistance & support to the Chief of Implementation in identifying tasks, goals and developing policies for the Authority.	<ul style="list-style-type: none"> <li>• No. of policies developed,</li> <li>• Number of goals set.</li> <li>• No of activities assigned</li> <li>• % of activities implementation completed</li> </ul>
Development & Implementation of the Transition Plan for migration. Identification & documentation of relevant services into the IC3 for migration	<ul style="list-style-type: none"> <li>• % of transitions activities</li> <li>• % of plan completed</li> </ul>
Development & documentation of the Contingency Plan for critical event planning.	<ul style="list-style-type: none"> <li>• Whether contact established with stakeholders.</li> <li>• How many contingency plans developed.</li> <li>• How many gotten implemented/developed.</li> </ul>
Assurance review of implementation of the approved policies / plans for PPCI3 operations	<ul style="list-style-type: none"> <li>• Success rate based on end user assessment</li> </ul>
Identification, documentation and communication of any gaps /lapses / improvements to the Chief of Implementation.	<ul style="list-style-type: none"> <li>• No. of reviews conducted?</li> <li>• No. of gaps/lapses/improvements identified.</li> <li>• No. of communications.</li> <li>• No. of solutions possible rectifications/solutions recommended.</li> <li>• % of implementation after approval of supervisor.</li> </ul>



Development of a change management & corporate model replicable to the Police Department	<ul style="list-style-type: none"><li>• Preparation and reporting of Change Management Model</li><li>• % of Implementation</li></ul>
Assurance that there are SOPs in the Business Plan for IC3 Centre which address the forecast demand volumes and critical and major incidents and emergency situations	<ul style="list-style-type: none"><li>• No. of SOPs for Business Plan developed</li><li>• % of Implementation</li><li>• No. of Problems identified</li><li>• % of problems addressed</li></ul>
IC3 training program is developed and communicated to the relevant department(s)	<ul style="list-style-type: none"><li>• % of trainings completed</li><li>• % of problems addressed</li><li>• Quality assessment made by supervisor</li></ul>
Development, approval, documentation & communication of process guides and handbooks for each leadership role in the IC3 Centre.	<ul style="list-style-type: none"><li>• No. of documents prepared</li><li>• No. of documents approved and published.</li><li>• % of implementation of recommendations</li><li>• Quality assessment made by supervisor</li></ul>



Job Title	<b>Deputy Chief Implementation (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Implementation Officer
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education (at least 2nd division) from a recognized university in Management Sciences/ Economics / Law/ Sociology/ Mass Communication / Political Science</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 30-45 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of eight (08) years of experience in police organization</li> <li>• Exposure of international learning environment</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Implementation skills</li> <li>• Management skills</li> <li>• Interpretation skills</li> <li>• Persuasion skills</li> <li>• Communication skills</li> <li>• Policy Development skills</li> <li>• Ability to promote gender mainstreaming</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Develop and implement a comprehensive implementation strategy of all identified relevant processes and services into the IC3 Centre</li> <li>• Support the Chief of Implementation in implementing and developing policies, goals and tasks</li> <li>• Ensure that new processes and work practices are implemented and embedded in the IC3 operation</li> <li>• Ensure a model working culture in PSCA is replicated in Police</li> <li>• Ensure development</li> </ul>

of an effective implementation strategy for risk mitigation and contingency plans against a natural and/or manmade disaster to protect failure at the IC3 Data Centre.

- Ensure implementation of the IC3 training program is embedded in support to the operational roles and the new SOPs.
- Ensure implementation of strategic training approach for IC3 Centre staff by following the rule of 4 R's (right understanding, right options and selection, right operations and reactions, and right performance) in order to make them specialists who are able to perform and operate in the mission critical environment with the right attitude and fully professional manner

### KPI

Goal	KPI
Implement policies of the Authority in letter and spirit.	<ul style="list-style-type: none"> <li>• No. of Policies designed</li> <li>• No. of Policies implemented</li> <li>• No. of targets achieved taken</li> </ul>
Ensure Coordination with all stake holders on operational matters	<ul style="list-style-type: none"> <li>• No. of Coordination meetings</li> <li>• No. of Communications initiated</li> <li>• No. of Communications responded</li> </ul>
Oversee training modules implementation and interact with key stakeholders along with Chief Operating Officer.	<ul style="list-style-type: none"> <li>• No. of policy modules designed</li> <li>• No. of policy modules implemented</li> <li>• No. of coordination meetings attended with Chief Operating Officer</li> </ul>
Ensure that other units are liaised with each other	<ul style="list-style-type: none"> <li>• No. of liaisons meetings arranged</li> <li>• No. of internal communications</li> </ul>
Liaise with the consultants and the contractors on regular basis.	<ul style="list-style-type: none"> <li>• Number of contacts made</li> <li>• No. of joint actions taken successfully</li> </ul>
Ensure that risks and delays in implementation are timely highlighted	<ul style="list-style-type: none"> <li>• No. and types risks highlighted in time</li> <li>• No of mitigations actions taken</li> <li>• No. of risks successfully averted</li> </ul>
Take all steps to achieve targets	<ul style="list-style-type: none"> <li>• Targets given to Unit</li> <li>• Targets achieved</li> </ul>

Job Title	<b>DC Finance (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Finance Officer
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Master/Minimum sixteen (16) years of education in Finance, Accounting, Commerce, Business Administration or related discipline OR Professional qualification from a recognized institute i.e. Chartered Accountant/CPA /ICMA/CFA or MBA</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 29-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of seven (7) years of experience in progressively responsible financial leadership roles</li> <li>• Knowledge of computerized accounting programs, accounts payable &amp; accounts receivables, employee benefits, payroll systems and reporting, preparation of financial statements, preparation of financial reports</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Managerial skills</li> <li>• Problem solving skills</li> <li>• Analytical skills</li> <li>• Communication skills</li> <li>• Ability to work in a multi culture, multi ethnic work environment</li> <li>• Strong organization skills</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the Chief of Finance in implementing and developing policies, goals and tasks</li> </ul>

**Responsibilities**

- Accomplish finance human resource strategies by determining accountabilities; communicating and enforcing values, policies, and procedures; implementing recruitment, selection, orientation, training, coaching, counselling, disciplinary, and communication programs; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation strategies
- Develop finance organizational strategies by contributing financial and accounting information, analysis, and recommendations to strategic thinking and direction; establishing functional objectives in line with organizational objectives
- Establish finance operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, quality, and customer-service strategies; designing systems; accumulating resources; resolving problems; implementing change
- Develop organization prospects by studying economic trends and revenue opportunities; projecting acquisition and expansion prospects; analysing organization operations; identifying opportunities for improvement, cost reduction, and systems enhancement; accumulating capital to fund expansion
- Develop financial strategies by forecasting capital, facilities, and staff requirements; identifying monetary resources; developing action plans
- Monitor financial performance by measuring and analysing results; initiating corrective actions; minimizing the impact of variances
- Report financial status by developing forecasts; reporting results; analysing variances; developing improvements
- Updates job knowledge by remaining aware of new regulations; participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations
- Accomplish finance and organization mission by completing related results as needed

**KPIs**

<b>Goal</b>	<b>KPI</b>
Planning	<ul style="list-style-type: none"> <li>• Monthly/Quarterly/Annual financial planning for all the units Quarterly financial statements submitted to the Chief</li> <li>• Quarterly internal audits done</li> </ul>
Policies	<ul style="list-style-type: none"> <li>• No. of new policies, procedures and guidelines submitted and approved/implemented</li> <li>• No. of new initiatives to smooth/improve Financial Management Operations</li> <li>• Tax planning for the financial transactions made by the unit</li> <li>• Quarterly report on working capital</li> </ul>

	<ul style="list-style-type: none"> <li>management</li> <li>Semi-annual budget planning for all the units</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>Planning for the financial processes made</li> <li>Quarterly report on management of Unit</li> <li>Monthly performance evaluation reports submitted to the Chief</li> </ul> <p>No of follow up actions taken</p> <ul style="list-style-type: none"> <li>No. of contacts with concerned authorities.</li> <li>% of tasks completed</li> </ul>

Job Title	<b>DC Accounts (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Finance Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Masters/Sixteen (16) years of education in Finance / Accounting /MBA OR Chartered Accountant (ICAP), Certified Chartered Accountant(ACCA) or Certified Public Accountant (CPA) or Certified Management Accountant (ICMA/CIMA)</li> </ul>
Age	<ul style="list-style-type: none"> <li>29-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>In case of fully qualified chartered accountant minimum experience of 04 years</li> <li>In case of ACCA, CPA, ICMA/CIMA minimum of seven (7) years of post-qualification experience in accounting and financial management in public sector project</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Communication skills</li> <li>Analytical skills</li> <li>Persuasion skills</li> <li>Relevant Technical Skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support the Chief of Finance in implementing and developing policies, goals and tasks</li> <li>Accomplish accounting human resource strategies by</li> </ul>

determining accountabilities; communicating and enforcing values, policies, and procedures, implementing recruitment, selection, orientation, training, coaching, counselling, disciplinary, and communication programs; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation strategies

- Develop accounting organizational strategies by contributing accounting and financial information, analysis; and recommendations to strategic thinking and direction; establishing functional objectives in line with organizational objectives
- Establish accounting operational strategies by evaluating trends; establishing critical measurements; determining production, productivity, quality, and customer-service strategies; designing systems; accumulating resources; resolving problems; implementing change
- Provide financial projections by coordinating budget/forecast preparation; collecting, analysing, and consolidating financial information; advising departments on the collection and analysis of data
- Maintain sufficient funds by forecasting cash requirements and obligations
- Minimizes legally required taxes by studying regulations and presenting tax strategies to management filing returns
- Accomplish department and organization mission by completing related results as needed

#### **KPIs**

<b>Goal</b>	<b>KPI</b>
Accounts	<ul style="list-style-type: none"> <li>• Monthly cash flow statement (incoming/out flowing) by the unit</li> <li>• In-voices processed per month (payables) by the unit</li> <li>• Number of journal entries per month (accounting) by the unit</li> </ul>
Audit	<ul style="list-style-type: none"> <li>• Monthly report on accounts ledger</li> <li>• Month-end close calendar by all units of PSCA</li> <li>• Number of internal audits done</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• Tax planning for the financial transactions made</li> <li>• Quarterly report on working capital management</li> <li>• Monthly performance evaluation reports submitted to the Chief</li> <li>• No of follow up actions taken</li> <li>• No. of contacts with concerned authorities.</li> <li>• % of tasks completed</li> </ul>

Job Title	<b>DC Procurement (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Law and Procurement Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal Recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Master/Sixteen (16) years of education in Social Sciences, Business Administration, Law, Commerce or Management Sciences or related field</li> </ul>
Age	<ul style="list-style-type: none"> <li>29-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of 07 years of experience in procurement for a public/private sector organization</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Negotiation skills</li> <li>Communication skills</li> <li>Implementation skills</li> <li>Ability to work in a multi culture, multi ethnic work environment</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support the Chief of Contracts &amp; Procurement and policies, goals and tasks</li> <li>Handle full spectrum of purchasing functions</li> <li>Responsible for sourcing, selection and negotiation with suppliers to strive for the best commercial and delivery terms</li> <li>Must have knowledge of IT Equipment (Servers, Networking Equipment, Desktop, Laptops, Switches and Routers) and construction vendors.</li> <li>Evaluate vendor's quotation to ensure that they are in line with the technical and commercial specifications required</li> <li>Advise internal and external on issues regarding purchasing Terms &amp; Conditions</li> <li>In charge of daily operational purchasing needs such as planning, issuing and following up on Purchase Orders delivery and shipment schedules</li> <li>Manage purchasing cycle including request for quotation, PO creation, PO follow up, goods receipt and supplier billing</li> <li>Resolve supply, quality, service and invoicing issues with vendors</li> <li>Evaluate supplier performance based on quality standards, delivery time &amp; best prices and ensure all the criteria are met according to the organizational requirements and expectation.</li> <li>Prepare data or reports to support purchase strategy and cost down analysis</li> <li>Responsible for implementing internal procurement strategies to cater to high delivery and short lead time requirements</li> <li>Undertake any other ad-hoc duties as assigned</li> </ul>

## KPIs

Goal	KPI
Procurement	<ul style="list-style-type: none"><li>• Monthly procurement statement (incoming/out flowing) by the unit</li><li>• In-voices processed per month (payables) by the unit</li></ul>
Evaluation of Suppliers	<ul style="list-style-type: none"><li>• Monthly report on evaluation of suppliers/pre qualifications</li><li>• Methodology adopted</li><li>• Number of internal audits successfully completed</li><li>• No. of objections raised</li><li>• No. of objections addressed</li></ul>
Reporting	<ul style="list-style-type: none"><li>• Procurement planning for the financial transactions made</li><li>• Quarterly report on management of Unit</li><li>• Monthly performance evaluation reports submitted to the Chief</li><li>• No of follow up actions taken</li><li>• No. of contacts with concerned authorities.</li><li>• % of tasks completed</li></ul>

Job Title	<b>DC Human Resource (PSCA 05)</b>	
Appointing Authority	Managing Director	
Reports to	Chief Administrative Officer	
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>	
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/Internal Recruitment</li> </ul>	
Qualification	<ul style="list-style-type: none"> <li>• Master/Sixteen (16) years of education in Social Sciences, Business Administration, Public Administration, Human Resource or Management Sciences</li> </ul>	
Age	<ul style="list-style-type: none"> <li>• 27-40 Years</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>• Minimum of five (5) years of Management Experience in Public or Private organization</li> <li>• Knowledge of institutional development, human resource development and change management.</li> </ul>	
Competencies	<ul style="list-style-type: none"> <li>• skills</li> <li>• skills</li> <li>• skills</li> <li>• skills</li> </ul>	<ul style="list-style-type: none"> <li>• HRM skills</li> <li>• Problem solving</li> <li>• Interpersonal skills</li> <li>• Communication</li> <li>• Persuasion skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Support the Chief of Administration in human resource administrative policies, goals and tasks</li> <li>• Establishing and managing institutional development and human resource development policies and procedures as per government and organizational requirements</li> <li>• Chalking out comprehensive capacity building and institutional strengthening strategies/ plans</li> <li>• Conducting job evaluations and organization needs assessments periodically</li> <li>• Advising management on recruitment and selection strategies</li> <li>• Providing advice and playing a major role in work area reviews and change processes</li> <li>• Ensuring that the HR Information System data is updated and maintained accurately</li> <li>• Contributing to the continuous improvement of HR systems and practices in the organization</li> <li>• Organizing and facilitating all institutional development and HRM related policies, plans, meetings and trainings</li> <li>• Adopting an institutional strengthening approach which will be comprehensive, gradual and participatory, raising the awareness on institutional strengthening issues</li> <li>• Forming partnerships with other relevant organizations and entities both within and outside of the country in favour of the institutional</li> </ul>	

strengthening issues

- Preparation of TORs for relevant studies/surveys and supervision of the work of consultants
- Any other task assigned by the Managing Director

### KPIs

Goal	KPI
Hiring	<ul style="list-style-type: none"><li>• No. of partnerships developed with HR/Recruitment agencies within and outside the country</li><li>• No. of periodic job evaluations and Training Need Assessments (TNAs) conducted</li><li>• % of time contributed towards Organizational Development (OD) and service excellence</li></ul>
Policies	<ul style="list-style-type: none"><li>• No. of new policies, procedures and guidelines submitted and approved/implemented</li><li>• No. of TORs developed for consultants/contractual staff</li><li>• No. of new initiatives to smooth/improve HR Operations</li></ul>
Reporting	<ul style="list-style-type: none"><li>• Planning for the Recruitment processes made</li><li>• Quarterly report on management of Unit</li><li>• Monthly performance evaluation reports submitted to the Chief</li><li>• No of follow up actions taken</li><li>• No. of contacts with concerned authorities.</li><li>• % of tasks completed</li></ul>

Job Title	<b>DC Logistics (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Administrative Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Master/Sixteen (16) years of education in Social Sciences, Business Administration, Public Administration or Management Sciences OR Chartered Accountant/CPA /ICMA/CFA / MBA</li> </ul>
Age	<ul style="list-style-type: none"> <li>27-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of five (5) years of experience in a well-established organization</li> <li>Experience of ICT based logistics management system</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Persuasion skills</li> <li>Communication skills</li> <li>Interpersonal skills</li> <li>Monitoring skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support the Chief of Administration in implementing and developing policies, goals and tasks</li> <li>Plan, direct and evaluate the operation of all functions of the Transportation and Maintenance Division</li> <li>Develop, and implement controls to guard against revenue spillage and ensure that logistics are properly managed to ensure that assets, resources, supplies and vehicles are optimally utilized by optimum and economic utilization of resources</li> <li>Develop, establish, and direct execution of operating policies and procedures to support overall policies and objectives of IC3</li> <li>Manage IC3's revenue and expense goals, day-to-day operations and the continued development and advancement of staff</li> <li>Ensure that IC3's vehicles are operated efficiently and economically</li> <li>Establish and monitor performance-reporting systems (i.e. track performance against goals, ensure subordinate administrative and support staff provide quality regular reports, and provide regular updates</li> <li>Regularly evaluate operating procedures and create centralized best practices within different depots to ensure uniform performance throughout the organisation</li> <li>Hire, train, motivate, direct, coach, evaluate and retain high performers at every level</li> <li>Perform other administrative duties assigned by the</li> </ul>

**KPIs**

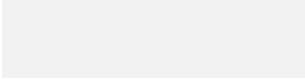
<b>Goal</b>	<b>KPI</b>
Operations	<ul style="list-style-type: none"> <li>• % of total budget spending as allocated</li> <li>• No. of performance reports submitted</li> <li>• % of time allocated to streamline the processes</li> <li>• % of skilled staff retained</li> <li>• Monthly report on inventory (in-stock/being used/expired)</li> <li>• Monthly reports</li> </ul>
Policies	<ul style="list-style-type: none"> <li>• No. of new policies, procedures and guidelines submitted and approved/implemented</li> <li>• No. of TORs developed for consultants/contractual staff</li> <li>• No. of new initiatives to smooth/improve HR Operations</li> </ul>
Hiring	<ul style="list-style-type: none"> <li>• No. of partnerships developed with HR/Recruitment agencies within and outside the country</li> <li>• No. of periodic job evaluations and Training Need Assessments (TNAs) conducted</li> <li>• % of time contributed towards Organizational Development (OD) and service excellence</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• Planning for the Recruitment processes made</li> <li>• Quarterly report on management of Unit</li> <li>• Monthly performance evaluation reports submitted to the Chief</li> <li>• No of follow up actions taken</li> <li>• No. of contacts with concerned authorities.</li> <li>• % of tasks completed</li> </ul>

Job Title	<b>DC Networks (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Technical Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal Recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Master/16 years education in Computer Engineering/Electrical/Electronics/Computer Science with a focus on communication technologies/IT or a related field</li> </ul>
Age	<ul style="list-style-type: none"> <li>27-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of five (5) years of experience in both voice and data transmission technologies</li> <li>Understanding Network/Communication infrastructures and topology</li> <li>Experience in preparing troubleshooting, training, user manual documents and presentations</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Relevant Technical Skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support the Chief of System Integration in implementing and developing policies, goals and tasks,</li> <li>Work with the external technical consultants to develop the requirements for Radio communication to support IC3 project.</li> <li>Ensure that both voice and data communication is aligned to the operational needs of Punjab Police.</li> <li>Validate and test the solution for Integrated Communication Platform.</li> <li>Design and implement communication architecture (including hardware and software technology, site locations, and integration of technologies), mobile communications and data service requirements.</li> <li>Support the implementation of the Communication solutions.</li> <li>Must demonstrate ability to maintain confidentiality of sensitive data.</li> </ul>

### KPIs

Goal	KPI
Project Implementation	<ul style="list-style-type: none"> <li>• % UATs completed and closed successfully</li> <li>• % UATS completed and closed successfully in planned cost</li> <li>• % UATS completed and closed successfully in planned time</li> </ul>
System Continuity	<ul style="list-style-type: none"> <li>• Data and Voice Communication uptime rate</li> <li>• Major system breakdowns per month</li> <li>• Minor system breakdowns per month</li> </ul>
Team Development	% subordinate team members achieving new technical certifications on job

Job Title	<b>DC Integration (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	Chief Technical Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal Recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Minimum of sixteen (16) years of education in Computer Engineering / Electronics Engineering or a related field with a focus on communication technologies</li> </ul>
Age	<ul style="list-style-type: none"> <li>27-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of five (5) years of experience in both voice and data transferring technologies</li> <li>Understanding Network/Communication infrastructures and topology</li> <li>Knowledge of installing and configuring new network devices</li> <li>Experience in preparing troubleshooting, training, user manual documents and presentations</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Ability to innovative new ideas</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Work with the external technical consultants to develop the requirements for integration of technologies of IC3 project.</li> <li>Validate and test the solution for Integrated Communication Platform for IC3 project.</li> <li>Design and implement communication architecture (including hardware and software technology, site locations, and integration of technologies), mobile communications and data service requirements.</li> <li>Provide administration support for integration of technologies of IC3 system.</li> <li>Support in preparation and evaluation of bidding documents in coordination with consultant's team.</li> <li>Provide technical inputs and expertise in all technical aspects related to integration of IC3 technologies.</li> <li>Research and suggest improvements in IC3 system based on upgradation of associated technologies.</li> <li>Must demonstrate ability to maintain confidentiality of sensitive data.</li> </ul>



- Perform other tasks as directed by the senior management

**KPIs**

Goal	KPI
Enforcement of Technology Adoption	<ul style="list-style-type: none"> <li>• % deployed solutions actually being used with 100% dependence without duplication of manual processes in parallel</li> </ul>
Network Security	<ul style="list-style-type: none"> <li>• % control on data security by employing intelligent system architecture and network encryption</li> <li>• No of security infringements per year</li> </ul>
Project Implementation	<ul style="list-style-type: none"> <li>• % UATs completed and closed successfully</li> <li>• % UATS completed and closed successfully in planned cost</li> <li>• % UATS completed and closed successfully in planned time</li> </ul>
System Continuity	<ul style="list-style-type: none"> <li>• Email Server uptime rate</li> <li>• Hosted public network servers uptime rate</li> <li>• Internal network infrastructure uptime rate</li> <li>• LAN Applications uptime rate</li> </ul>
Team Development	% subordinate team members achieving new technical certifications on job

Job Title	<b>DC Telecommunication (PSCA 05)</b>	
Appointing Authority	Managing Director	
Reports to	Chief Technical Officer	
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>	
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/Internal recruitment</li> </ul>	
Qualification	<ul style="list-style-type: none"> <li>• Sixteen (16) years of education in Information Technology, Telecommunications or a related field</li> </ul>	
Age	<ul style="list-style-type: none"> <li>• 27-40 Years</li> </ul>	
Experience	<ul style="list-style-type: none"> <li>• Minimum of five (5) years of experience of working on digital radio networks preferably with experience of 4G systems</li> </ul>	
Competencies	<ul style="list-style-type: none"> <li>• skills</li> <li>• skills</li> </ul>	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Problem solving</li> <li>Analytical skills</li> <li>Communication</li> <li>Ability to innovative new ideas</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• To assist in designing and implementation of radio communication infrastructure for IC3 project.</li> <li>• Provide administration support for integration of technologies related to IC3 system.</li> <li>• Managing the maintenance of the IC3 Radio network.</li> <li>• Liaising with the maintenance and support contractor for all issues associated with the IC3 Radio Systems.</li> <li>• Work with the consultant's team to develop requirements for radio communication and allied infrastructure for IC3 project.</li> <li>• Develop mechanism to ensure integration of all IC3 radio communication related technologies.</li> <li>• Support in preparation and evaluation of bidding documents in coordination with consultant's team.</li> <li>• Provide technical inputs and expertise in all technical aspects related to IC3 project.</li> <li>• Research and suggest improvements in IC3 system based on upgradation of associated technologies.</li> <li>• Acting as the Point of Contact for all radio issues within IC3 project.</li> <li>• Reporting, both written and oral reports, to IC3 management of status of the Radio network highlighting issues that may affect the IC3 Centre's role</li> <li>• Design and implement communication architecture (including hardware and software, site locations and integration of technologies), mobile communications and data service requirements.</li> <li>• Maintaining the confidentiality of sensitive data.</li> </ul>	

#### KPIs

Goal	KPI
Enforcement of Technology Adoption	% issues resolved through Helpdesk system
Support Response	<ul style="list-style-type: none"> <li>• % of calls answered within set timeframe</li> <li>• % of issues resolved within set timeframe</li> <li>• % Satisfaction response through helpdesk system</li> <li>• First call resolution rate</li> </ul>
System Continuity	<ul style="list-style-type: none"> <li>• Access Control System Uptime rate</li> <li>• CCTV Cameras Uptime rate</li> <li>• Network infrastructure uptime rate</li> <li>• Number of complaints/ working day</li> </ul>
Team Development	<ul style="list-style-type: none"> <li>• % subordinate team members achieving new technical certifications on job</li> </ul>

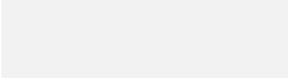
Deputy Chief Works (PSCA 05)	
Job Title	<b>Deputy Chief Works (PSCA 05)</b>
Appointing Authority	Managing Director
Reports to	<ul style="list-style-type: none"> <li>Chief Technical Officer</li> </ul>
Supervises	<ul style="list-style-type: none"> <li>Support staff as delegated by Unit Chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>BSc/BS Civil Engineering from recognized university</li> <li>Pakistan Engineering Council (PEC) certified Engineer</li> </ul>
Age	<ul style="list-style-type: none"> <li>38 – 50 years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum fifteen (15) years of working experience in relevant field i.e. civil works</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Managerial skills</li> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Relevant Technical skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Undertaking technical and feasibility studies including site investigations.</li> <li>Using a range of computer packages for developing detailed designs.</li> <li>Undertaking complex and repetitive calculations.</li> <li>Liaising with clients and a variety of professionals including architects and subcontractors.</li> <li>Compiling job specs and supervising tendering procedures.</li> <li>Resolving design and development problems.</li> <li>Managing budgets and project resources.</li> <li>Scheduling material and equipment purchases and delivery.</li> <li>Ensuring projects run smoothly and structures are completed within budget and on time.</li> <li>Any other duty assigned by the competent authority</li> </ul>

### KPIs

Goal	KPI
Technical Abilities	<ul style="list-style-type: none"> <li>Time taken to produce engineering solutions and designs, and to make changes.</li> <li>Quality of designs and drawings.</li> <li>Repeat business and referrals.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure Profitability of projects, and adherence to budgets.</li> </ul>
Team-player Attributes	<ul style="list-style-type: none"> <li>• Ability to express concern, suggestions, and ask appropriate questions.</li> <li>• Ability to act upon the advice given.</li> <li>• Ability to learn from past errors.</li> <li>• Level of professionalism when communicating with fellow employees</li> </ul>
Reporting Abilities	<ul style="list-style-type: none"> <li>• Ability to report to and seek assistance from reporting figures regarding technical solutions</li> <li>• Quarterly report on management of Unit</li> <li>• Monthly performance evaluation reports submitted to the Chief</li> <li>• % of tasks completed</li> </ul>

Job Title	<b>Executive Officer (Intelligent Traffic System) (PSCA-06)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of the unit assigned
Supervises	<ul style="list-style-type: none"> <li>• Technical staff as delegated by the Competent Authority</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial recruitment on contract basis through open competition</li> </ul>
Pay Package	<ul style="list-style-type: none"> <li>• Upto MP-II Pay Scale</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 25-35 Years</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Minimum sixteen (16) years of education in Transportation/Traffic Engineering, Electronics, Computer Science, Computer Engineering or a related field</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of three (03) years of experience in relevant field</li> <li>• Experience in designing roadway Intelligent Transportation Systems (ITS)</li> <li>• Research Work in ITS and Operation &amp; Maintenance of Traffic Signal will be preferred.</li> </ul>
Professional/Research Work	<ul style="list-style-type: none"> <li>• Excellent interpersonal, negotiation, report writing and communication skills.</li> <li>• Should have strong analytical and computation skills to handle large mathematical and statistical data for analysing road traffic conditions.</li> <li>• Should have strong computer literacy and ability to design traffic simulation systems.</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Develop the field traffic research methodology and statistical data gathering techniques and tools for any road traffic research. Review ITS reports, traffic engineering reports, roadway design reports, safety studies and related technical documents.</li> <li>• Conduct research for safe and efficient traffic flow and use traffic simulation softwares for analyses to develop road geometry, signal phase timing, to ease known bottlenecks and implement the proper road markings, signages, traffic lights, pedestrian management and intelligent monitoring systems.</li> <li>• Collaborate in the design and development of ITS concepts, including requirements analysis; technology review and selection; and development and communication of operational concepts, specifications, testing, and commissioning.</li> <li>• Reviews Designers specifications, data sheets, and other ITS-related design documents as necessary.</li> <li>• Supports the review and checks of ITS solutions including BOQ checks and reviews and/or prepares responses to RFIs for assigned design and construction projects.</li> <li>• Reviews the scope of design work according to the contract and monitors progress of design work by others.</li> <li>• Supports the Transportation Design Manager in meeting the requirements of the contract in terms of scope, performance, quality and safety and ensure the design is in sense of the client.</li> <li>• Supports the coordination of relevant drawings and their release for the execution of works. Supports the Transportation Design Manager in performing other tasks as deemed necessary.</li> <li>• Maintaining confidentiality of data.</li> </ul>

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- Perform any other tasks as assigned by the senior management.

Job Title	<b>Executive Officer (Technical) (PSCA 06)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief Technical Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal Recruitments</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Computer Engineering, Networking, Electronics Engineering, Information Technology or related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of three (03) years of working experience in a related field</li> <li>Experience of working on ICT related projects shall be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Interpretation skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Work with the consultant's team to develop requirements for network infrastructure, communication infrastructure, software's and surveillance system for IC3 project.</li> <li>Develop mechanism to ensure integration of all IC3 related technologies.</li> <li>Support in preparation and evaluation of bidding documents in coordination with consultant's team.</li> <li>Provide technical inputs and expertise in all technical aspects related to IC3 project.</li> <li>Research and suggest improvements in IC3 system based on upgradation of associated technologies.</li> <li>To assist in designing and implementation of network infrastructure, communication infrastructure, software and surveillance system.</li> <li>Ensure simultaneous working of all IC3 related application without interfering to each other.</li> <li>Provide administration support for integration of technologies related to IC3 system.</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li> <li>Response to all incoming correspondence done within 24-36 hours</li> <li>Review done of the outgoing correspondence</li> <li>Coordination done with the affiliated departments</li> <li>No. of meetings arranged &amp; attended</li> <li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li> <li>No. of field assignments executed</li> <li>Personal conduct and behaviour</li> </ul>

Job Title	<b>Executive Officer (Monitoring &amp; Evaluation) (PSCA 06)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief Monitoring & Evaluation
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Social Science, Law, Engineering, Public Administration, Information Technology or related discipline.</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of three (03) years of working experience in a related field</li> <li>Exposure of framing and implementing Monitoring and Evaluation Mechanisms</li> <li>Prior experience of working on government projects in the similar role will be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Interpretation skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Develop and strengthen monitoring, inspection and evaluation procedures</li> <li>Monitor all project activities, expenditures and progress towards achieving the project output</li> <li>Develop monitoring and impact indicator for the project success</li> <li>Monitor and evaluate overall progress on achievement of results</li> <li>Monitor the sustainability of the project's results</li> <li>Provide feedback to the Unit Chief on project strategies and activities</li> <li>Suggest strategies to the Unit Chief for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks</li> <li>Report weekly, monthly, quarterly, half-yearly and annual progress on all project activities to the Chief Operating Officer</li> <li>Conduct capacity assessment on existing monitoring and evaluation system Develop indicators and a monitoring strategy for the project</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li> <li>Response to all incoming correspondence done within 24-36 hours</li> <li>Review done of the outgoing correspondence</li> <li>Coordination done with the affiliated departments</li> <li>No. of meetings arranged &amp; attended</li> <li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li> <li>No. of field assignments executed</li> <li>Personal conduct and behaviour</li> </ul>

Job Title	<b>Executive Officer (Administration &amp; HR) (PSCA 06)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief Administration Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Social Sciences, Human Resource, Business Administration, Commerce, Public Administration or related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of three (03) years of working experience in relevant field</li> <li>Prior experience of working on government projects in the similar role will be given preference.</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Interpretation skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Act as an effective channel for prompt reporting of all administrative issues, events, incidents and periodic status updates to Chief Administrative Officer</li> <li>Assist in outlining the organizational structure, reporting lines, functions, roles, responsibilities and authority levels</li> <li>Support the sourcing, development and management of authority staff by providing support and guidance for line management in the following areas: <ul style="list-style-type: none"> <li>Resourcing – recruitment, selection and deployment</li> <li>Performance management</li> <li>Development – training &amp; management development</li> <li>Rewards and benefits</li> <li>Staff relations</li> </ul> </li> <li>Assist in developing HR policies and procedures</li> <li>Ensure the timely delivery of necessary resources and capabilities to IC3 Centre by planning for facilities and inventories including accommodation, utilities, building services, equipment and special facilities such as training rooms, mobile command units etc.</li> <li>Assist in developing and supervise a Performance Management System for IC3 Centre by setting performance goals that are SMART (Specific, Measureable, Attainable, Reliable, and Timely)</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li> </ul>

Job Title **Executive Officer (Procurement) (PSCA 06)**

Appointing Chief Operating Officer

- Response to all incoming correspondence done within 24-36 hours
- Review done of the outgoing correspondence
- Coordination done with the affiliated departments
- No. of meetings arranged & attended
- % of time contributed in assisting the Chiefs/Deputy Chief

Authority	
Reports to	Chief Law & Procurement Officer
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Business Administration, Public Administration, Economics, Commerce or related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of three (03) years of working experience in related field</li> <li>Prior experience of working on government projects in the similar role will be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Interpretation skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Negotiate with external vendors to secure advantageous term and finalize purchase details of orders and deliveries</li> <li>Process, purchase requisitions/orders within purchasing authority.</li> <li>Invite, assess, and award/recommend supplier tenders, bids, quotations and proposals.</li> <li>Administer contract performance, including delivery, receipt, warranty, damages and insurance.</li> <li>Maintain professional discipline and work in short time lines</li> <li>Ensure proper office management and execution of field assignments</li> <li>Deliver achievable products under the guidance of Chiefs &amp; Deputy Chiefs</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li> <li>Response to all incoming correspondence done within 24-36 hours</li> <li>Review done of the outgoing correspondence</li> <li>Coordination done with the affiliated departments</li> <li>No. of meetings arranged &amp; attended</li> <li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li> <li>No. of field assignments executed</li> <li>Personal conduct and behaviour</li> </ul>

Job Title **Executive Officer (Implementation) (PSCA 06)**



Appointing Authority	Chief Operating Officer
Reports to	Chief Implementation Officer
Supervises	<ul style="list-style-type: none"><li>Support Staff as delegated by unit chief</li></ul>
Mode of Appointment	<ul style="list-style-type: none"><li>By initial/internal recruitment on contract basis through open competition/Internal recruitment</li></ul>
Qualification	<ul style="list-style-type: none"><li>Sixteen (16) years of education in Social Sciences, Business Administration, Public Administration, Public Policy or related discipline</li></ul>
Age	<ul style="list-style-type: none"><li>25-35 Years</li></ul>
Experience	<ul style="list-style-type: none"><li>Minimum of three (03) years of working experience in relevant field</li><li>Prior experience of working on government projects in the similar role will be given preference</li></ul>
Competencies	<ul style="list-style-type: none"><li>Problem solving skills</li><li>Analytical skills</li><li>Communication skills</li><li>Interpretation skills</li><li>Comprehension skills</li></ul>
Responsibilities	<ul style="list-style-type: none"><li>Implement policies of the Authority in letter and spirit</li><li>Ensure Coordination with all stake holders on operational matters</li><li>Oversee training modules implementation and interact with key stakeholders</li><li>Ensure that vision and policies of the Authority are communicated to all concerned without failure</li><li>Ensure effective coordination of all units during implementation of the projects</li><li>Liaise with the consultants and the contractors on regular basis</li><li>Ensure that risks and delays in implementation are timely highlighted</li><li>Take all lawful steps to achieve targets</li><li>Ensure proper office management and execution of field assignments</li><li>Deliver achievable products under the guidance of Chiefs &amp; Deputy Chiefs</li></ul>
KPIs	<ul style="list-style-type: none"><li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li><li>Response to all incoming correspondence done within 24-36 hours</li><li>Review done of the outgoing correspondence</li><li>Coordination done with the affiliated departments</li><li>No. of meetings arranged &amp; attended</li><li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li><li>No. of field assignments executed</li><li>Personal conduct and behaviour</li></ul>

Job Title	<b>Executive Officer (Finance &amp; Planning) (PSCA 06)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of Finance
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition/Internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Business Administration, Economics, Accounting, Commerce or related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of three (03) years of working experience in relevant field</li> <li>Prior experience of working on government projects in the similar role will be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Interpretation skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support in planning, managing, implementing and monitoring of financial resource.</li> <li>Assist in planning for annual budgets, development as well as non-development, for the authority and its ongoing/new projects.</li> <li>Review of payments to the consultants to ensure their alignment with contractual obligations</li> <li>Assist in preparing financial proposals as per guidelines of the government.</li> <li>Develop financial strategies by forecasting capital, facilities, and staff requirements; identifying monetary resources; developing action plans</li> <li>Monitor financial performance by measuring and analysing results; initiating corrective actions; minimizing the impact of variances</li> <li>Update job knowledge by remaining aware of new regulations; participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations</li> <li>Accomplish finance and organization mission by completing related results as needed</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Up to date &amp; accurate file records, softcopy as well as hardcopy</li> <li>Response to all incoming correspondence done within 24-36 hours</li> <li>Review done of the outgoing correspondence</li> <li>Coordination done with the affiliated departments</li> <li>No. of meetings arranged &amp; attended</li> <li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li> <li>Personal conduct and behaviour</li> </ul>

Job Title	<b>Deputy Executive Officer (PSCA 07)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of the Unit Assigned
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition/internal recruitment</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Sixteen (16) years of education in Social Sciences, Human Resource, Business Administration, Public Administration, Law, Commerce or a related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 24 - 33 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum of two (02) years of working experience in relevant field</li> <li>• Prior experience of working on government projects in the similar role will be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Problem solving skills</li> <li>• Analytical skills</li> <li>• Communication skills</li> <li>• Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Assist in coordination with the relevant authorities to ensure access to database, units and personnel for the purpose of research and surveys related to the project</li> <li>• Support senior management in planning, managing, implementing and monitoring of financial resource.</li> <li>• Assist in formulation and implementation of business change strategy for effective functioning of IC3 project.</li> <li>• Assist in preparation of roles and responsibilities matrix for Punjab Police including senior command, junior command, and operational staff in relation to IC3 project.</li> <li>• Assist in outlining the requirement for sourcing, development and management of business change strategy implementation</li> <li>• Assist in developing framework for planning the training &amp; development needs of various operational units of and putting in place a strategic monitoring and review system for the same.</li> <li>• Coordination and support work flows of different units of the authority</li> <li>• Facilitate communication, meetings, coordination and cooperation between authority and its stakeholders</li> <li>• Maintain and develop internal communication links and processes between authority and communication agencies</li> </ul>



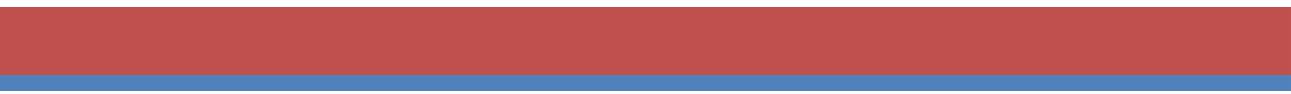
	<ul style="list-style-type: none"><li>• Provide support in organizing meetings and consultation workshops under the project and support the project team</li><li>• Coordinate and liaise regularly on project activities and implementation with different teams</li><li>• Able to establish priorities and to plan, coordinate and monitor work while prioritizing competing demands;</li><li>• Maintaining the confidentiality of sensitive data</li></ul>
KPIs	<ul style="list-style-type: none"><li>• Up to date &amp; accurate file records, softcopy as well as hardcopy</li><li>• Response to all incoming correspondence done within 24-36 hours</li><li>• Review done of the outgoing correspondence</li><li>• Coordination done with the affiliated departments</li><li>• No. of meetings arranged &amp; attended</li><li>• % of time contributed in assisting the Chiefs/Deputy Chiefs</li><li>• No. of field assignments executed</li><li>• Personal conduct and behaviour</li></ul>

Job Title	<b>Associate Executive Officer (Intelligence Traffic System) (PSCA 08)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of the unit assigned
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Electrical, Transportation Engineering or related discipline</li> </ul>
Pay Package	<ul style="list-style-type: none"> <li>Up to PKRs. 85,000/-</li> </ul>
Age	<ul style="list-style-type: none"> <li>23-28 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum One (01) year of working experience with the Intelligent Traffic System (ITS).</li> <li>Knowledge of traffic management system associated with the command, control &amp; communication systems is desirable</li> <li>Knowledge of preparing comparative analysis is desirable</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Assist the middle management in outlining requirement and thereof implementation of intelligence traffic system;</li> <li>Establish and execute framework for surveying of traffic field sites;</li> <li>Develop tasks and responsibilities, developing project milestones, assessing resource requirements and putting in place a strategic monitoring and review system;</li> <li>Assist middle management in project management to ensure that the project outcomes support the strategic direction of the project;</li> <li>Establish a framework for the planning and delegation of tasks and responsibilities, developing project milestones, assessing resource requirements and putting in place a strategic monitoring and review</li> </ul>



	<p>system;</p> <ul style="list-style-type: none"><li>• Develop, monitor, and review policies and programmes in areas of relevance to the project.</li><li>• Ensure that the work plan of the research is delivered in the most effective and efficient fashion.</li><li>• Reviews Design specifications, data sheets for Intelligent Transportation Systems (ITS), Solar Energy, Electronic Systems and other project related design documents as necessary.</li><li>• Assist middle management in planning, coordinating and delivery of tasks;</li><li>• Provide functional support in areas of transition, collects and analyses data, and prepares project materials;</li><li>• Must demonstrate ability to maintain confidentiality of sensitive data</li><li>• Perform any other tasks as assigned by the senior management.</li></ul>
KPIs	<ul style="list-style-type: none"><li>• Coordination done with the concerned department</li><li>• Timely response to the incoming correspondence of the unit</li><li>• Up to date diary of the correspondence (in/out)</li><li>• Accurate &amp; up to date file records</li><li>• No of new solutions proposed</li><li>• No of new solutions developed</li><li>• No. of proposals submitted</li><li>• Personal conduct and behaviour</li><li>• Respond to all correspondence within 24-36 hours</li></ul>

Job Title	<b>Associate Executive Officer (Field Assets) (PSCA 08)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of the unit assigned
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Sixteen (16) years of education in Electrical, Electronics Engineering or related discipline</li> </ul>
Pay Package	<ul style="list-style-type: none"> <li>Up to PKRs. 85,000/-</li> </ul>
Age	<ul style="list-style-type: none"> <li>23-28 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>One (01) year of experience of working with the solar technology and specialized field assets.</li> <li>Knowledge of solar technologies &amp; UAV associated with command, control &amp; communication systems will be desirable</li> <li>Knowledge of preparing comparative analysis is desirable</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Problem solving skills</li> <li>Analytical skills</li> <li>Communication skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Assist middle management in implementation of field sites equipment including surveillance cameras, poles etc.</li> <li>Assist middle management in field sites equipment management to ensure that their smooth implementation and functioning.</li> <li>Establish and execute the framework for surveying of field sites equipment</li> <li>Develop tasks and responsibilities, developing project milestones, assessing resource requirements and putting in place a strategic monitoring and review system.</li> <li>Assist the middle management in outlining requirements for specialized field equipment;</li> <li>Assist the middle management in implementation of specialized field assets;</li> </ul>



	<ul style="list-style-type: none"><li>• Ensure that the work plan of the research is delivered in the most effective and efficient fashion;</li><li>• Expertise to supervise and conduct field surveys to ensure that work execution should be in accordance with design specifications;</li><li>• Assist middle management in planning, coordinating and delivery of tasks related to field equipment;</li><li>• Provide functional support in areas of field sites equipment by collecting and analysing data;</li><li>• Must demonstrate ability to maintain confidentiality of sensitive data</li><li>• Perform any other tasks as assigned by the senior management.</li></ul>
KPIs	<ul style="list-style-type: none"><li>• Coordination done with the concerned department</li><li>• Timely response to the incoming correspondence of the unit</li><li>• Up to date diary of the correspondence (in/out)</li><li>• Accurate &amp; up to date file records</li><li>• No of new solutions proposed</li><li>• No of new solutions developed</li><li>• No. of proposals submitted</li><li>• Personal conduct and behaviour</li><li>• Respond to all correspondence within 24-36 hours</li></ul>

Job Title	<b>Associate Executive Officer (PSCA 08)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chief of the unit assigned
Supervises	<ul style="list-style-type: none"> <li>• Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial/internal recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Sixteen (16) years of education in Social Sciences, Business Administration, Sociology, Political Science, Public Administration, Law, Commerce or related discipline</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 23-28 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Minimum one (01) year of experience in relevant field.</li> <li>• Prior experience of working on government projects in the similar role will be given preference</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Problem solving skills</li> <li>• Analytical skills</li> <li>• Communication skills</li> <li>• Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Assist middle management in project management to ensure that the project outcomes support the strategic direction of the project.</li> <li>• Establish a framework for the planning and delegation of tasks and responsibilities, developing project milestones, assessing resource requirements and putting in place a strategic monitoring and review system.</li> <li>• Develop, monitor, and review policies and programmes in areas of relevance to the project.</li> <li>• Support middle and senior management at meetings, conferences, high level forums and committees and in their negotiations with the external stakeholders on complex policy issues.</li> <li>• Ensure that the work plan of the research is delivered in the most effective and efficient fashion.</li> <li>• Coordinate with the relevant authorities to ensure access to database, units and personnel for the purpose of research and surveys related to the project.</li> <li>• Assist middle management in planning, coordinating and</li> </ul>

	<ul style="list-style-type: none"> <li>delivery of tasks;</li> <li>Provide functional support in areas of transition, collects and analyses data, and prepares project materials;</li> <li>Must demonstrate ability to maintain confidentiality of sensitive data</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Coordination done with the concerned department</li> <li>Timely response to the incoming correspondence of the unit</li> <li>Up to date diary of the correspondence (in/out)</li> <li>Accurate &amp; up to date file records</li> <li>No of new solutions proposed</li> <li>No of new solutions developed</li> <li>No. of proposals submitted</li> <li>Personal conduct and behaviour</li> <li>Respond to all correspondence within 24-36 hours</li> </ul>
Job Title	<b>Junior Executive Officer (PSCA 09)</b>
Appointing Authority	Chief Operating Officer
Reports to	Chiefs of the units assigned
Supervises	<ul style="list-style-type: none"> <li>Support Staff as delegated by unit chief</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial recruitment on contract basis through open competition or internal recruitment</li> </ul>
Mode of Appointment	<ul style="list-style-type: none"> <li>By contract or by deputation</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Bachelor's degree (at least 2<sup>nd</sup> division) from a recognized university.</li> </ul>
Age	<ul style="list-style-type: none"> <li>20-30 Years</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Communication skills</li> <li>Reporting skills</li> <li>Office management skills</li> <li>Comprehension skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Support middle management in day to day tasks</li> <li>Organise office matter and ensure timely delivery of tasks assigned</li> <li>Diagnose business processes improvement opportunities and developing solutions using principles of process excellence and related tools</li> <li>Research and evaluate emerging trends in information technology field</li> <li>Research &amp; develop new ideas to add to the technical value</li> <li>Manage data and complete tasks for office work</li> <li>Performing assigned field and desk duties</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>Number of file processed</li> <li>Number of correspondence done</li> <li>Dealing with the other concerned departments</li> <li>No. of meetings coordinated and assisted</li> <li>% of time contributed in assisting the Chiefs/Deputy Chiefs</li> </ul>



Job Title	<b>Driver (PSCA 11)</b>
Appointing Authority	Chief Operating Officer
Reports to	DC HR
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Middle from a recognized Board</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-40 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>3 years hands on experience in relevant field of working in any public/private sector with Valid LTV/HTV Driving License</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Reporting skills</li> <li>Communication skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Supporting higher management in assigned tasks</li> <li>To enter the official tours/ mileage covered in the logbook of the vehicle and repair work</li> <li>Should check up the Fuel, M/oil, Radiator Water and Battery before starting the vehicle</li> <li>To acquaint himself with Traffic Rules and road sense.</li> <li>Shall look after the general up-keep of vehicle</li> <li>Shall drive the vehicle with utmost care keeping in view all the traffic rules etc.</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>% availability when needed</li> <li>% completeness of log book</li> <li>No of accidents per year (-ve)</li> <li>No of Challans per year (-ve)</li> <li>% perfection in maintenance of the vehicle</li> </ul>

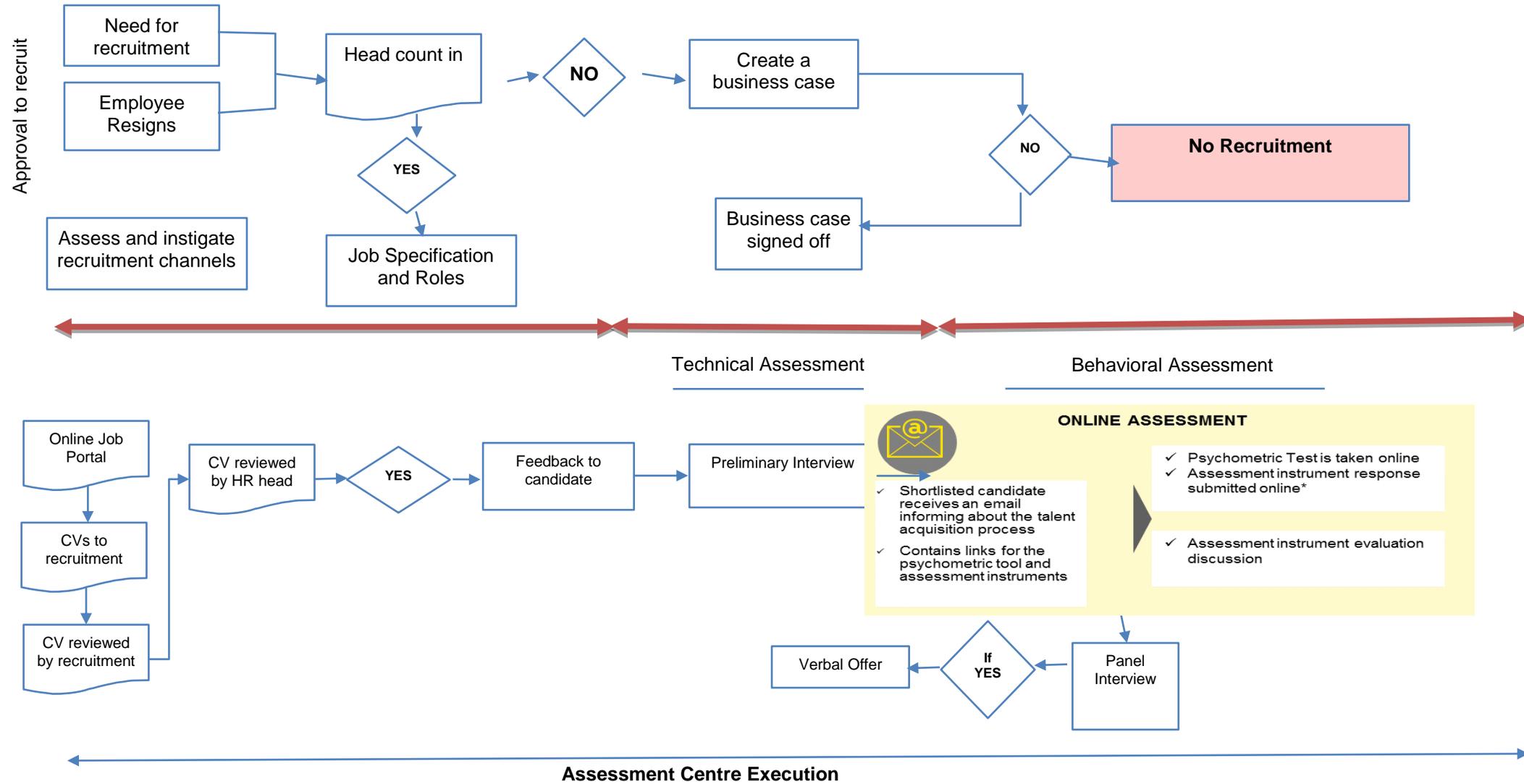
Job Title	<b>Dispatch Rider (PSCA 12)</b>
Appointing Authority	Chief Operating Officer
Reports to	DC HR
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Matric (at least 2<sup>nd</sup> division) from a recognized Board</li> </ul>
Age	<ul style="list-style-type: none"> <li>20-30 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>3 years hands on experience in relevant field of working in any public/private sector with Valid Motorcycle Driving License</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Reporting skills</li> <li>Communication skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Supporting higher management in assigned tasks</li> <li>Delivery of letters and packages to destination</li> <li>Performing assigned field and desk duties</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>% parcels and letters delivered on time</li> <li>No of parcels and letters delivered</li> <li>% availability when needed</li> <li>No of traffic challans per year</li> <li>No of accidents per year</li> <li>% perfection in maintenance of vehicle</li> <li>% perfection in maintenance of records</li> </ul>

Job Title	<b>Naib Qasid (PSCA 12)</b>
Appointing Authority	Chief Operating Officer
Reports to	DC HR
Mode of Appointment	<ul style="list-style-type: none"> <li>• By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>• Literate</li> </ul>
Age	<ul style="list-style-type: none"> <li>• 20-30 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>• Two-year experience in the relevant field of working in any public/private sector</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>• Reporting skills</li> <li>• Communication skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>• Supporting higher management in assigned tasks</li> <li>• Carrying official files/papers/letters from one place to another within and outside the office premises</li> <li>• To clean office furniture and record before office hours</li> <li>• General arrangement and tidiness of the office, furniture including dusting of office furniture, record etc.</li> <li>• Provide drinking water and serve tea to the officers and staff</li> <li>• Appropriate and proper behaviour with the visitors</li> <li>• Carriage of steel boxes containing secret/confidential files from one office to another</li> <li>• Shifting of articles of furniture from one place to another</li> <li>• Performing assigned field and desk duties</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>• % availability</li> <li>• % perfection in etiquettes when dealing with officers and visitors</li> <li>• % perfection in following orders</li> </ul>

Job Title	<b>Chowkidar (PSCA 12)</b>
Appointing Authority	Chief Operating Officer
Reports to	DC HR
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Literate</li> </ul>
Age	<ul style="list-style-type: none"> <li>25-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>3 years' hands on experience in relevant field of working and physical fitness</li> <li>Preference will be given to retired army personnel</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Reporting skills</li> <li>Communication skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Supporting higher management in assigned tasks</li> <li>Ensure safety and security of the office</li> <li>Keep vigilance and remain alert</li> <li>Gate keeping</li> <li>Liaison with CCTV control room and immediate reporting of CCTV/IP Cameras and Access Control System discrepancies or malfunctioning to officer in charge</li> <li>Any other task/work assigned</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>% Availability</li> <li>% Perfection in maintenance of related records, gate passes, visitor log and security issues log</li> <li>No of security related issues and suggestions reported to management</li> <li>No of security breaches (-ive)</li> </ul>

Job Title	<b>Sweeper (PSCA 12)</b>
Appointing Authority	Chief Operating Officer
Reports to	DC HR
Mode of Appointment	<ul style="list-style-type: none"> <li>By initial recruitment on contract basis through open competition</li> </ul>
Qualification	<ul style="list-style-type: none"> <li>Literate</li> </ul>
Age	<ul style="list-style-type: none"> <li>21-35 Years</li> </ul>
Experience	<ul style="list-style-type: none"> <li>Minimum of two (2) years of working experience as Sweeper in public/private sector</li> </ul>
Competencies	<ul style="list-style-type: none"> <li>Reporting skills</li> </ul>
Responsibilities	<ul style="list-style-type: none"> <li>Supporting higher management in assigned tasks</li> <li>Clean the office</li> <li>Sweep washroom/bathroom/kitchen</li> <li>Clean the office premises</li> <li>Remove and clean dustbins on daily basis</li> <li>Any other work pertaining to cleaning</li> <li>Ensure safe sanitation and drainage</li> <li>Any other task/work assigned</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>% availability</li> <li>% perfection in cleanliness</li> <li>% perfection in daily updates on cleaning tasks checklists</li> </ul>

## ANNEX-II Recruitment on Merit





**STEP 1:** Advertisement of the Posts after its Identification, Creation and Approval for Recruitment

**STEP 2:** Short listing

**1<sup>st</sup>STAGE:** Shortlisting of the candidate as per the eligibility criteria of the post advertised

**2<sup>nd</sup>STAGE:** Written/Online/Verbal/Skill Based Tests/Assessments of the shortlisted candidates (Optional)

**3<sup>rd</sup>STAGE:** Preliminary Interview (Optional)

**STEP-3:** Final Interview by the Selection Committee.

In case of senior level posts, the Selection Committee may opt for Assessment Centre of the shortlisted candidates. Assessment Centre may include case studies/scenarios to assess behavioral and technical/job specific competencies of shortlisted candidates. The Selection Committee may run the Assessment Centre itself or hire the services of a competent firm for the same. The Assessment Centre may include behavioral, technical, human resource or any other such experts as deemed appropriate by the Selection Committee. The Assessment Centre may be conducted at 3<sup>rd</sup> Stage of Step-1 or at Step-3 in which case the Final Interview may also become part of the Assessment Centre.

**STEP-4:** Job Offer Letter

**STEP-5:** Medical Fitness Test by the candidate

**STEP-6:** Appointment Letter by the Authority

**MERIT:**

The following process shall be observed for determining merit for selection to positions advertised under the recruitment policy of the Punjab Safe Cities Authority:

1. Following Selection Committees are constituted by the competent authority and shall be notified by the Administrative Secretary:

<b>Committee</b>	<b>Powers of Recruitment</b>	<b>Membership</b>
A	PSCA 01-02	i. Chairman Executive Committee/Chief Secretary (Chairman) ii. Chairman Management Committee/IGP, Punjab iii. Additional Chief Secretary Home, Punjab iv. Secretary Services, S&GAD, Punjab
B	PSCA 03-05	i. Chairman Management Committee/IGP, Punjab (Chairman) ii. Managing Director, PSCA, Lahore iii. Chief Operating Officer, PSCA, Lahore (Secretary)

		<ul style="list-style-type: none"> <li>iv. Additional Secretary (Home), Punjab OR a representative of Police Department not below the rank of Senior Superintendent of Police (SSP)</li> <li>v. Any other co-opted member from concerned departments including Finance Department, S&amp;GAD Department, PITB as deemed appropriate by the Appointing Authority</li> </ul>
C	PSCA 06-09 & 11-12	<ul style="list-style-type: none"> <li>i. Managing Director (Chairman)</li> <li>ii. Chief Operating Officer (Secretary)</li> <li>iii. Additional Secretary (Home), Punjab OR a representative of Police Department not below the rank of Senior Superintendent of Police (SSP)</li> <li>iv. Any other co-opted member from concerned departments including Finance Department, S&amp;GAD Department, PITB as deemed appropriate by the Appointing Authority</li> </ul>
D	PSCA 10	<ul style="list-style-type: none"> <li>i. Deputy Chief HR PSCA (Chairman)</li> <li>ii. Deputy Secretary (Home), Punjab OR a representative of Police Department not below the rank of Superintendent of Police (SP)</li> <li>iii. Any other co-opted member from concerned departments including Finance Department, S&amp;GAD Department, PITB as deemed appropriate by the Appointing Authority</li> </ul>

2. All internal shortlisting stages shall be supervised by the Administration Unit.
3. A Scrutiny Sub Committee shall be notified by the Managing Director or Chief Operating Officer which shall evaluate the applications and ensure they conform to the eligibility criteria for recruitment.
4. At Stage-I, initial merit shall be established after assigning marks to tangible qualifications/experience of the applicants.
5. The shortlisted candidates at Stage-I may undergo process of written or online test at Stage -II of shortlisting. The Scrutiny Sub Committee may shortlist up to five (5) candidates against each position to appear before the selection committee for interview.
6. The Managing Director or Chief Operating Officer may authorize third party testing by a well- reputed testing agency. The written test may be conducted online or in-person calling the shortlisted candidates at a pre-determined venue after giving reasonable time.
7. The shortlisted candidates at Stage-II may be called for a preliminary interview or Test where they will be assessed the following:
  - i. Competency Criteria: The Selection Committee may set competency criteria for specific positions and may conduct tests for assessments
  - ii. Psychometric Criteria: The Authority may set behavioral criteria for specific positions and may conduct tests for assessments

Nature of Competencies Competencies/Proficiency Level	Behavioural			
	PL-1 Fundamental Awareness (Basic Knowledge)	PL-2 Intermediate (Practical Experience)	PL-3 Advanced (Applied Theory)	PL-4 Expert (Recognized Authority)
<b>Decision Making</b>	Applicable when a candidate does not proactively move forward to take action on team and personal responsibilities and would typically needs more direction or information than other team members	Applicable when a candidate is able to review problems and make decisions with less supervision however; these decisions may or may not bring about desired results	Applicable when a candidate demonstrate his abilities to analyse problems effectively and makes appropriate decisions without causing delays in service is able to cope with uncertainty	Applicable when a candidate demonstrates abilities to make effective decisions within limited time, develops highly creative and effective solutions despite the absence of information and short time frames
<b>Leadership</b>	Applicable when a candidate <ul style="list-style-type: none"> <li>- Focuses on own work, motivates own self and peers towards high performance within own work area</li> <li>- Limited exposure to a leadership role</li> <li>- Lacks strategic planning and understanding of goals and objectives of organization</li> <li>- Unable to delegate, inspire and communicate</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Clear understanding of goals and objectives of organization</li> <li>- Ability to formulate teams and delegate work</li> <li>- Ability to lead</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to understand integration of integrate cross functional work areas/teams towards unified and strategic goals</li> <li>- Promotes a work culture of delegate authorities, rewards, appreciations, accountability and responsibility.</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to devise and implement strategic goals and objectives of organization</li> <li>- Embeds ownership and high sense of responsibility across the organization</li> <li>- Translate cross functional, individual working teams towards strategic goal of organization</li> </ul>
<b>Communication</b>	Applicable when a candidate is unable to demonstrate his/her communication skills and is unwilling to listen to others, stubborn in holding on to his/her own perspective without considering other people's views and insights, use a similar communication style regardless of audience and/or situation (e.g., senior leader, peer co-worker,	Applicable when a candidate actively listens to others and puts him/herself in other people's shoes to gain a better understanding of what they are saying.	Applicable when a candidate is able to communicates intentions, ideas and feelings openly and directly to others.	Applicable when a candidate demonstrates an openness and accepting persona allowing other and particularly reluctant persons to express his/her views.
<b>Team Building</b>	Applicable when a candidate fails to involve his/her team in defining goals and planning the ways to achieve team success, does not maintain an understanding of where the team is toward reaching its goals; therefore, is unable to provide adequate feedback	Applicable when a candidate monitors team performance continuously and provides meaningful feedback and real time project updates to stakeholders	Applicable when a candidate involves team members in defining ways to achieve desired results and defining expectations about how team members will work together	Applicable when a candidate encourages a sense of mutual accountability in team settings that motivates individuals to do his/her best for each other and exceed goals, provides direction

				to less experienced team leaders on how to monitor the team without interfering with progress
<b>Accountability</b>	Applicable when a candidate fails to take ownership of personal or team performance; refrains from coaching team members to improve performance, inconsistently meets commitments to others or delivers on commitments late	Applicable when a candidate commits to the organization goals and finds ways to get team members more involved toward accomplishing organization strategic objectives	Applicable when a candidate takes his/her responsibilities seriously and consistently meets expectations for quality, service, and professionalism	Applicable when a candidate exceeds his or her commitment to others by frequently delivering work early and presents oneself as a polished professional who exemplifies success and credibility; inspires others to be more professional
<b>Problem solving</b>	Applicable when a candidate demonstrates an inability to make judgements or solve problems, severely impaired in handling problems, similarities and differences	Applicable when a candidate demonstrates a moderate difficulty in handling problems, similarities and differences	Applicable when a candidate demonstrates an ability to effectively solve problems, similarities and differences;	Applicable when a candidate adept at solving problems including financial affairs; conflicts and crisis situations with relative ease
<b>Conflict Resolution</b>	Applicable when a candidate understands conflicting situation but is unable to develop alternative solutions to meet needs of conflicting parties and resist in accommodating others	Applicable when a candidate is aware of and has exposure to conflict resolution however, he/she is unable to effectively use/implement this competency	Applicable when a candidate demonstrate his conflict resolution abilities by openly addressing such situations as they arise to ensure all team members are able to meet commitments successfully and maintain strong relationships	Applicable when a candidate demonstrate his conflict resolution by effectively identifying and managing potential conflicts within team members relationships to prevent disagreements from arising along with managing conflicts
<b>Analysis</b>	Applicable when a candidate is completely unable to demonstrate his/her analytical skills in terms of gathering information, analyzing and evaluating a situation	Applicable when a candidate demonstrates his/her analytical skills in terms of gathering and analyzing information but not evaluating effectively	Applicable when candidate is able to demonstrate his/her analytical skills by gathering, analyzing and evaluating information	Applicable when candidate demonstrates his/her analytical skills by gathering, analyzing, evaluating information to bring about impactful results
<b>Organizational Development</b>	Applicable when a candidate lacks complete understanding and exposure to organizational development, cannot identify and clarifies roles, responsibilities, expected	Applicable when a candidate completely understands the concept of organization development however, has a limited exposure to and clarity	Applicable when a candidate is able to completely demonstrate his/her organizational development skills, has	Applicable when a candidate has complete understanding and exposure to organizational development and is able to

	outcomes and collaboration among different departments/units of organization	about roles and responsibilities of different departments/units of organization and collaboration among them	exposure and understanding of roles and responsibilities of different departments/units but lacks collaboration among them	clearly identify roles and responsibilities of different departments/units and collaborate their work towards strategic goals of organization
<b>Persuasion</b>	Applicable when a candidate faces difficulty in conveying his/her position to others, particularly when faced with opposing personality/view point	Applicable when a candidate moderately articulates his/her position and helps others understand the underlying issues and concerns	Applicable when a candidate effectively articulates his/her position and helps others understand the underlying issues and concerns	Applicable when a candidate strongly conveys his/her position well even when faced with an engaged audience with a high degree of opposition
<b>Management Time/HR/Asset</b>	Applicable when a candidate demonstrates exposure to management skills, but fails on their effective delivery	Applicable when a candidate demonstrates his/her abilities and exposure to management skills and their effectively delivers	Applicable when a candidate demonstrate effective exposure to management skills and delivers his/her managerial tasks on time	Applicable when a candidate is able to demonstrate his/her management skills which lead to fruitful impacts towards overall goals and strategic vision of organization
<b>Risk Assessment</b>	Applicable when a candidate is aware of risks associated with transition from existing processes to tech-driven ones however; cannot effectively identify them	Applicable when a candidate identifies risks associated with transition from existing processes to tech-driven ones however; fails to mitigate them	Applicable when a candidate identifies and mitigate risks associated with transition from existing processes to tech-driven ones	Applicable when a candidate deters risks associated with transition from existing processes to tech-driven ones by anticipating them
<b>Creativity &amp; Innovation</b>	Applicable when a candidate demonstrates ability to create and innovate however; not much effective in implementing them	Applicable when a candidate demonstrates his abilities to challenge the status quo by continuously reviewing personal work processes and questioning traditional or established processes to make improvements	Applicable when a candidate effectively applies existing practices or processes to new work situations to benefit from, takes appropriate action to address inefficiencies in work processes and establishes improved ways of getting the job done	Applicable when a candidate encourages others to maintains an entrepreneurial spirit that breaks down barriers to promote new and creative ways to meet goals, inspires others to develop and implement new ideas and ways to approach work that benefit the State and its customers
<b>Nature of Competencies</b>	<b>Technical</b>			
<b>Information Communication</b>	Applicable when a candidate understands the concept of information communication	Applicable when a candidate is able to converge all audio-visual and	Applicable when a candidate has knowledge and practical	Applicable when a candidate has knowledge and practical working

<b>Technology</b>	technology and knows about audio-visual and networking components however; could not converge them with computer networks through cables/links	telephonic networks with computer networks using a single unified system of cabling, signal distribution and management.	working experience of working of audio-visual and telephonic networks with computer networks in areas particular to security and surveillance	experience of information communication technology in areas particular to security and surveillance and has developed strategies and work plans related to it.
<b>Building materials and construction sequence</b>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to identify basic materials for construction of a building to be used for integrated surveillance purposes</li> <li>- Ability to set up a sequence of activities required from end to end delivery of building</li> <li>- Ability to identify stakeholders involved in the process</li> <li>- Ability to identify potential vendors/contractors for supply of materials for construction of building</li> <li>-</li> </ul>	Applicable when a candidate <ul style="list-style-type: none"> <li>- Understand the appropriate use of materials for construction of building.</li> <li>- Ensure timely compliance of activities in a sequential manner for effective delivery of building</li> <li>- Set up tasks and responsibilities to all stakeholders involved in the process</li> <li>- Ability to identify material testing requirement</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to understand the detail joining materials in terms of patters, orientation, sealing and composition.</li> <li>- Ensure joining of materials in sequential manner</li> <li>- Negotiate with the vendors/contractors for supply of materials for best value for the money</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Understand critical sequencing of construction.</li> <li>- Ability to undertake technical and feasibility studies of building materials</li> <li>- Ensure most appropriate material testing is applied</li> </ul>
<b>Design, Drawing and Architecture</b>	Applicable when a candidate <ul style="list-style-type: none"> <li>- Demonstrate understanding of design, drawings and architecture of building in terms of basic board drawing skills and basic CAD skills.</li> <li>- Understands the basic structural requirements in terms of tier-2 and tier-3 building for surveillance and security purpose</li> <li>-</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to create foundation plans and framing plans.</li> <li>- Ability to identify basic specification context.</li> <li>- Understand the stakeholders involved in the process and liaising with them</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Understand end to end process from designing till commissioning of building</li> <li>- Ability to document materials used for specifications.</li> <li>- Ability to ensure timely and sequential delivery of all components of building as per its architecture</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to identify and resolve design and development problems.</li> <li>- Ensure that the building is developed to cater to all requirements of a surveillance and security systems</li> <li>- Ensure that the architecture of building will cater to its future demands</li> </ul>
<b>Surveillance Systems &amp; Technologies</b>	Applicable when a candidate <ul style="list-style-type: none"> <li>- Understands the concept of surveillance systems and technologies</li> <li>- Knowledge of surveillance equipment including different type of cameras, their feed and surveillance being done through them</li> <li>- Knowledge of the purpose of installing</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Functional knowledge and working experience with the surveillance systems and technologies, their types and purposes</li> <li>- Implemented different types of surveillance systems and related technologies</li> </ul>	Applicable when a candidate <ul style="list-style-type: none"> <li>- Understands end to end process for installation of surveillance systems and technologies starting with the need assessment to feasibility to project plan to procurement to installation</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Delivered end to end process for surveillance systems and technologies starting with the need assessment to feasibility to project plan to procurement to installation to testing, commission and</li> </ul>

	<p>surveillance systems and technologies and their functioning</p> <ul style="list-style-type: none"> <li>- Understands the trends of industry dealing with surveillance systems and technologies</li> </ul>	<ul style="list-style-type: none"> <li>- Understands major stakeholders concerning surveillance systems and technologies</li> <li>- Able to identify and connect with firms/entities dealing with the surveillance systems and technologies</li> </ul>	<p>to testing, commission and maintenance</p> <ul style="list-style-type: none"> <li>- Delivered projects involving integrative surveillance systems and technologies</li> <li>- Understands associated systems including traffic management system and field surveillance.</li> <li>- Dealt with the firms/entities in surveillance systems and technologies</li> </ul>	<p>maintenance Devised concept of operations for different type of surveillance systems including IPNV, mobile, ANPR, facial recognition cameras</p> <ul style="list-style-type: none"> <li>- Delivered integrative systems including traffic management systems with surveillance technologies</li> <li>- Command over surveillance technologies, their connectivity and integration.</li> </ul>
<b>Communication Infrastructure</b>	<p>Applicable when a candidate</p> <ul style="list-style-type: none"> <li>- Understands the concept of different types of communication infrastructure including: <ul style="list-style-type: none"> <li>o Wired communication (optical fibre)</li> <li>o Wireless communication (4G/LTE)</li> </ul> </li> <li>- Knowledge of digital and analogue radio communication</li> </ul>	<p>Applicable when a candidate has</p> <ul style="list-style-type: none"> <li>- Working experience with communication infrastructure (wired or wireless)</li> <li>- Working experience with digital and analogue radio communication</li> <li>- Knowledge of installing and configuring network devices</li> <li>- Understanding of network topologies</li> <li>- Knowledge of industry dealing with communication infrastructure</li> </ul>	<p>Applicable when a candidate has</p> <ul style="list-style-type: none"> <li>- Delivered projects related to communication infrastructure</li> <li>- Experience in preparing troubleshooting, training, user manual documents related to communication infrastructure</li> <li>- Dealt with major stakeholders in communication infrastructure industry</li> </ul>	<p>Applicable when a candidate has</p> <ul style="list-style-type: none"> <li>- Devised strategies for building, commissioning and maintaining communication infrastructure</li> <li>- Design and implemented communication architecture (including hardware and software technology, site locations, and integration of technologies), mobile communications and data service requirements</li> </ul>
<b>Financial Management &amp; Administration</b>	<p>Applicable when a candidate</p> <ul style="list-style-type: none"> <li>- Understand the financial management and its key requirements including budgeting, planning, release, expenditure and reconciliation of funds</li> <li>- Ability to understand the administrative requirements of setting up and functioning of a project team</li> <li>- Understanding of public sector financial management</li> <li>- Understanding of public sector recruitment procedures</li> </ul>	<p>Applicable when a candidate has</p> <ul style="list-style-type: none"> <li>- Ability to highlight issues in financial management and administration and resolve them</li> <li>- Ability to logically and objectively define the sequence of the activities and milestones attached with financial management</li> <li>- Ability to set out communication process and set processes and procedures for the team to achieve a collective goal.</li> </ul>	<p>Applicable when a candidate</p> <ul style="list-style-type: none"> <li>- Improvise on the project financial and administrative plans and</li> <li>- Resolve issues and conflicts arising in the working of the project team</li> <li>- Ability to take action to reduce or eliminate risks associate with financial management in a timely manner</li> </ul>	<p>Applicable when a candidate has</p> <ul style="list-style-type: none"> <li>- Ability to provide strategic planning for financial management with long term effects</li> <li>- Formulate strategic task teams and implement the required operational strategy</li> <li>- Working experience with public sector financial management and auditing</li> <li>- Working experience with</li> </ul>

		- Ability to comprehend and manage resource required to achieve particular milestones	- Ensure compliance with the delivery of financial and human resource to the overall project delivery plan	public sector administration
<b>Project Management</b>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to understand the project plan and stakeholders' requirements</li> <li>- Comprehend the functioning of a project team</li> <li>- Understand the risks and their severity in hampering the project progress</li> <li>- Ability to logically and objectively define the sequence of the activities and milestones</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to highlight the issues in project plan and negotiate with stake holders</li> <li>- Evaluate the communication process and set processes and procedures for the team to achieve a collective goal.</li> <li>- Categorize the risks and set them according to their priority level</li> <li>- Manage resource required to achieve the milestones</li> <li>- Ability to oversee and manage the deliverables of the projects before and after taking over of the deliverables</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to improvise the project plans and resolve stakeholders' conflicts</li> <li>- Ability to resolve issues and conflicts arising in the working of the project team</li> <li>- Ability to take action to reduce or eliminate those risks in a timely manner</li> <li>- Improvise the project schedule and provide the solution to the conflicts arising in the comparison</li> <li>- Provide the delivery plan for the project so that the deliverables can be used to their full potential</li> </ul>	Applicable when a candidate has <ul style="list-style-type: none"> <li>- Ability to provide strategic planning of project with long term effects</li> <li>- Ability to provide strategic solutions to handle long terms resolution plans and effective implementation</li> <li>- Ability to formulate strategic task teams and implement the required operational strategy</li> <li>- Ability to provide strategic project schedule with long term effects</li> <li>- Ability to provide the strategic plan for the multiple coordinated deliverables with their effective utilization plan in long term</li> </ul>
<b>Police Operations Knowledge</b>	Applicable when demonstrate his limited understanding of common practices, laws and procedures involved in police operations	Applicable when a candidate is demonstrate reasonable familiarity with practices, laws, SOPs and procedures of police operations	Applicable when a candidate adequately describes his understanding and implementation capabilities of practices, laws, SOPs and procedures of police operations	Applicable when a candidate is well-versed at describing and implementing practices, laws, SOPs and procedures of police operations and can easily explain how they provide legal authority for policing activities
<b>Change Management</b>	Applicable when a candidate lacks experience to identify obstacles to change, rarely takes steps to remove obstacles and implement change	Applicable when a candidate meets expectations to identify obstacles to change, and taking steps to remove obstacles and implement change	Applicable when a candidate at times exceeds expectations to identify obstacles to change, and taking steps to remove obstacles and implement change	Applicable when a candidate is exceeds expectations to identify obstacles to change, and taking steps to remove obstacles and implement change

- iii. Managing Director/Chief Operating Officer may define any other competency or amend already defined competencies and their level for any position of PSCA or its projects and may include the same for the assessment of the shortlisted candidates.
- iv. An Answer Key for each of the above mentioned competencies shall be developed by the Authority and submitted to the Selection Committee for effective evaluation.
- v. The competencies and psychometric testing shall be used only for shortlisting purposes at Stage III and have no weightage for final merit.
- vi. The above process will be used to draw up a merit list and employment shall be offered to the candidates in the descending order of merit shown below:

#	Type of position (PSCA Scale)	Educational Qualification	Professional Qualification/ Research Work*	Experience (if required)** Written Test/Online Assessment Test+	Interview	Total Marks
1	PSCA 01-02	40	10	20	30	100
2	PSCA 03-05	40	10	20	30	100
3	PSCA 06-09	50	10	20	20	100
4	PSCA 10	60	10	20	10	100
5	PSCA 11-12	60	10	20	10	100

\*if professional qualification/Research Work is not required these marks will be added to the educational qualification

\*\* If experience is required, marks will be assigned in the following manner:  
*Marks for experience = [Years of experience / number of years of max experience required] X Total marks allocated to experience*

**No.****Lahore**, the [Date]**OFFER LETTER\***

Dear Mr. /Ms.

With reference to your interview and subsequent discussions, we are pleased to offer you appointment as \_\_\_\_\_ with effect from \_\_\_ of \_\_\_\_\_ subject to the following terms and conditions:

1	Pay Package	Lump sum pay amounting to Rs. ----/- P.M. inclusive of all allowances.
2	Medical Fitness Certificate	The employee will appear before the registered/authorized medical practitioner as per directions of the appointing authority for medical examination and on having been declared medically fit the employee will be able to join the service.
3	Tenure	The contract shall be valid for a period as specified in the offer letter.
4	Probation	The employee shall be on probation for a period of three (3) months from the date of joining and will be confirmed subject to satisfactory performance and verification of antecedents.
5	Pension	Appointment on contract basis may be non-pensionable.
6	Contribution/G. P. Fund/Group Insurance / Benevolent Fund	<p>a. The employer may not pay any pension or Contributory Provident Fund.</p> <p>b. The employee may not contribute towards Group Insurance and Benevolent Fund.</p> <p>c. The employee may also not contribute General Provident Fund.</p>
7	Tax Requirements	The employee will be individually responsible for payment of taxes levied by FBR as per the laws. However, any such taxes may also be deducted from salary at source if the employer requires.
8	Leave	Leave for whatever purpose per year with pay may not exceed 30 days.
9	Travelling Allowance	Travelling allowance to be paid as per actual cost basis and according to terms and conditions prescribed by the employer.

10	Transfer/Posting	The appointment shall be post specific and non-transferable. The employee will not under any circumstances claim any right for transfer from one post to another. However, competent authority may transfer him in best interest of the project.
11	No right of regular appointment	The appointment shall not confer any right of regular appointment, nor shall such appointment be regularized under any circumstances.
12	Training	The appointee shall have to undergo essential training programme, as may be prescribed.
13	Performance Evaluation	The employee's performance shall be assessed/evaluated on regular basis keeping in view his efficiency and conduct as per the Contract Employment Policy 2004 and performance evaluation form attached.
14	Appointment on the basis of forged /bogus documents, concealment of criminal record	<p>a. The appointing authority shall perform all necessary reference checks on the submitted documents and background of the employee. If any of the provided information incorrect, the authority reserves the right to alter the above package or cancel the contract as such.</p> <p>b. The employee shall declare on a specified form that he/she was not involved/convicted in a criminal case of moral turpitude. Any concealment on this account may result in termination of the contract.</p> <p>c. If at any stage, it is discovered that the person appointed on contract had obtained the appointment on the basis of forged/bogus documents or through deceit, fraud, and misrepresentation, mala fide or by any unfair and unlawful means, the appointment shall be considered to be void.</p> <p>d. Contract holder shall be liable to refund all amounts received from the government as a consequence of appointment in addition to such other action as may be taken against him under the law.</p>
15	Recovery of loss caused to the government	Recovery of any pecuniary loss caused to the employer shall be affected from the contract employee.
16	Performance of duties	The employee shall be liable to perform duties in public interest, as may be entrusted to him by the competent authority from time to time.
17	Discipline	a. The employee shall observe all the administrative, legal and operational policies, directions, rules and regulations as promulgated by the Employer

	from time to time.
	b. In case of any misconduct on employee's part during the contract, departmental action will be initiated against the employee under PSCA Rules /Regulations and any major/minor punishment can be inflicted as under the rules/regulations. In case of any major punishment, the contract will be terminated and no appeal will lie against the termination of contract.
18 Other Employment(s)	Employee shall not engage in any other employment(s) which may cause a conflict of interest.
19 Termination of Contract	The Employer may terminate the contract on fifteen (15) days' notice or upon payment on fifteen (15) days' pay without assigning any reason.
20 Bond	(i) The Employee will furnish/sign a "Bond" for the sum of Rs. 300,000/- to commit that he/she will not leave the organization before two (2) years without permission of the Competent Authority  (ii) The Employee may apply for permission to leave the organization on fifteen days' notice and upon payment of the amount stipulated in the "Bond".
21 Interpretation to the terms & condition	The interpretation of the terms & condition and the decision of the competent authority in this behalf shall be final.

*Note: As per the requirement, the Terms & Conditions can be revised at the time of issuance of Appointment Letter provided that both parties agreed on the same.*

*\* Offer Letter and the Terms and Conditions may vary.*

3 If you are willing to accept the offer of appointment, please communicate your acceptance of the same in writing.

4 You should report for duty at your own expenses along with the "**Medical Fitness Certificate**" duly issued by the registered/authorised Medical Facility, to the undersigned, within TEN (10) days from the date of issuance of this offer letter, failing which the offer of appointment shall be treated as withdrawn.

We welcome you on board as a valued member of our team.

Chief Administrative Officer  
Punjab Safe Cities Authority  
Lahore



**No.**

**Lahore**, the [Date]

**APPOINTMENT CONFIRMATION LETTER**

In continuation of this Authority's offer of appointment as [Post\_Title] in terms of the Offer Letter dated [Offer\_Letter\_Date] and subsequent joining of [Tile\_Mr/Ms] [Full\_Name] dated [Joining\_Date] on successful completion of six months probationary period, [Tile\_Mr/Ms] [Full\_Name] appointment is hereby confirmed with effect from [Confirmation\_Date]

2. All other terms and conditions of the Offer Letter and the provisions of the PSCA Service Regulations, 2017 and other applicable regulations, directions, circulars or decisions of the Punjab Safe Cities Authority as amended from time to time, shall remain applicable.

[Signature and name of authorized Admin Officer]

Distribution:

### Schedule of Entitlements

#### 1 Pay through Open Market Recruitment Contract/Deputation:

PSCA Grade	Nature of Positions	No of Posts	Maximum Package
PSCA 01	Managing Director	1	Upto MP-1
PSCA 02	Chief Operating Officer	1	Upto MP-1
PSCA 03	Head of IT Technical Unit	1	Upto Rs. 1,500,000
PSCA 04	Unit Head/Chief Project Management Officer	6	Upto 500,000
PSCA 05	Deputy Unit Head	13	Upto MP-II
PSCA 06	Executive Officer	7	Upto MP-III
PSCA 07	Deputy Executive Officer	7	Upto Rs. 100,000
PSCA 08	Associate Executive Officer	7	Upto Rs. 80,000
PSCA 09	Junior Executive Officer	4	Upto Rs. 32,000
PSCA 10	Police Communication Officer	1000	Min Rs. 30,000
PSCA 11	Support Staff (Driver)	15	Upto Rs. 23,000
PSCA 12	Support Staff (Naib Qasid, Chowkidar, Dispatch Rider, Sweeper)	31	Upto Rs. 15,000
		1093	

\* MP Scales will be as notified/approved by the Government of the Punjab from time to time and reproduced below for reference.

#### 2 Salary Structure, increments and number of stages for employees for Ad hoc Postings:

Grades	Positions	Equivalence
PSCA-1	Managing Director	BS 20 OR Above
PSCA-2	Chief Operating Officer	BS 19 OR Above
PSCA-3	Head of IT Unit	BS 19 OR Above
PSCA-4	Head of Unit/Chief Project Management Officer	BS 18 OR Above
PSCA-5	Deputy Unit Head	BS 18 OR Above
PSCA-6	Executive Officer	BS 18
PSCA-7	Deputy Executive Officer	BS 17
PSCA-8	Associate Executive Officer	BS 17

PSCA-9	Junior Executive Officer	BS16
PSCA-10	Police Communication Officer	BS 14
PSCA-11	Support staff	BS 7
PSCA-12	Support staff	BS 5

### 3 Allowances and Benefits:

S. No.	Description	%age of Basic Pay	Remarks
1.	House Rent Allowance	As per Contract	As per Contract
2.	Utility Allowance	As per Contract	As per Contract
3.	Medical Allowance	As per Contract	As per Contract
4.	Conveyance Allowance	As per Contract	
5.	Driver's Allowance	As per Contract	
6.	Orderly Allowance	As per Contract	
7.	Maintenance & Fuel Allowance	As per Contract	
8.	Petrol	As per Contract	
9.	Provision of Security Guards	As per Contract	
10	Other Perks	As per Contract	

To Be specified by the Authority

Government of Pakistan  
FINANCE DIVISION  
(Regulations Wing)

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No. F. 3 (2) R-4/2011

Islamabad the 13<sup>th</sup> December, 2016.

**OFFICE MEMORANDUM**

Subject: **Revision of Management Position Scales (MP-I, MP-II, MP-III)**

The undersigned is directed to refer to this Division's O.M.No. 3(2)R-4/2011 dated 24-12-2012 on the above subject and to say that the Prime Minister has been pleased to approve the revision of Management Position(MP) Salary Package with effect from 01-12-2016, as given below:

Description	MP-I					
	Existing w.e.f 01.01.2013			Revised w.e.f 01.12.2016		
	Min.	Incr.	Max.	Min.	Incr.	Max.
<b>Basic Pay</b>	263000	20000	324,000	289,300	22000	355300
<b>HouseRent</b>	101000	-	142000	101000	-	142000
<b>Utilities</b>	13100	-	16200	13100	-	16200

Description	MP-II					
	Existing w.e.f 01.01.2013			Revised w.e.f 01.12.2016		
	Min.	Incr.	Max.	Min.	Incr.	Max.
<b>Basic Pay</b>	110000	16500	176000	121000	18150	193600
<b>House Rent</b>	66000	-	110000	66000	-	110000
<b>Utilities</b>	5500	-	8800	5500	-	8800

Description	MP-III					
	Existing w.e.f 01.01.2013			Revised w.e.f 01.12.2016		
	Min.	Incr.	Max.	Min.	Incr.	Max.
<b>Basic Pay</b>	77000	11000	110000	84700	12100	121000
<b>HouseRent</b>	33000	-	44000	33000	-	44000
<b>Utilities</b>	3850	-	5500	3850	-	5500

**NOTE:**

- i.** The pay of an incumbent will be fixed at the corresponding stage in the revised MP Scale at which he was drawing pay before revision.
- ii.** The revised MP package will be automatically admissible to the existing incumbents working in MP Scales. However, the extension, if required, of the existing contract of MP Scale holders, will be considered only if their performance is found satisfactory after evaluation by the Performance Evaluation Committee and approval of the competent authority as per rules.
- iii.** Monetization of transport facility shall remain same as per existing rates given below:

MP-I	Rs. 95,910/-
MP-II	Rs. 77,340/-
MP-III	Rs. 65,060/-

**PERQUISITES/FACILITIES:**

2. The following perquisites and facilities already admissible to the MP Scale holders in terms of Finance Division's O.Ms No.3(7)R-4/98 dated 18-08-1998 and 01-09-1998 as amended from time to time, shall remain in force

S.	Descriptio	MP-I	MP-II	MP-III
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#	n			
1.	TA/DA on domestic official tour	As admissible to civil servants of the highest grade.	As admissible to civil servants of the BPS-21.	As admissible to civil servants of BPS-20.
2.	TA/DA on official duty abroad	As admissible to civil servants in Cat-I.	As admissible to civil servants in Cat-II.	As admissible to civil servants in Cat-II.
3.	Medical Facilities	Reimbursement of medical and hospitalization charges for self, spouse and children for treatment received at Govt. or Govt. Recognized institutions in Pakistan.	As in the case of MP-I Scale.	As in the case of MP-I Scale.
4.	Leave	The incumbent shall earn leave on full pay @ 3 days per month for the period of duty. The leave shall be availed during the currency of contract period. Title in leave shall expire on expiry of contract. If given a fresh contract, the period of earned leave available in respect of the previous contract shall not be carried forward.	As in the case of MP-I Scale.	As in the case of MP-I Scale.
5.	Gratuity	One month's basic pay for each completed year of service provided that they are not retired civil servants as they are already drawing pension.	One month's basic pay for each completed year of service provided that they are not retired civil servants as they are already drawing pension.	One month's basic pay for each completed year of service provided that they are not retired civil servants as they are already drawing pension.
6.	Period of Contract	As determined by the appointing authority but cannot exceed two years.	As in the case of MP-I.	As in the case of MP-I.
7.	Termination of Contract	On one month's notice from either side or payment of one month's basic pay in lieu thereof.	On one month's notice from either side or payment of one month's basic pay in lieu thereof.	On one month's notice from either side or payment of one month's basic pay in lieu thereof.

Sd. /  
(Tahir Mehmood Khokhar)  
Deputy Secretary (Reg-V)  
Tele: 9204386

**All Ministries/Divisions/Departments:**

Copy to Web-Master Finance Division with request to upload the same on Finance Division's website

**ANNEX-VI Non-Disclosure Agreement**

**NON-DISCLOSURE AGREEMENT**

**EMPLOYMENT, CONFIDENTIAL INFORMATION, AND INVENTION ASSIGNMENT AGREEMENT**

As a condition of my employment with Punjab Safe Cities Authority, its subsidiaries, affiliates, successors or assigns (together the "Employer"), and in consideration of my further employment with the Employer and my receipt of the salary hereafter paid to me by Employer and the Employer's agreement in Section 2(a) (i), I agree to the following terms and conditions of this Employment, Confidential Information and Invention Assignment Agreement (the "Agreement"):

**1. Employment:**

I UNDERSTAND AND ACKNOWLEDGE THAT THE OFFER FOR EMPLOYMENT WITH THE EMPLOYER AS "[NAME OF POST]" HERE UNDER IS BASED ON THE REPRESENTATIONS AND INFORMATION PROVIDED BY ME.

That upon the acceptance of the terms and conditions of employment contained in this Agreement the Employer will issue a Letter of Appointment favouring me as an Employee, containing the date of joining/reporting to the concerned officer in the Employer.

That within seven days of the receipt of the letter of appointment I will join/report to the concerned Officer of the Employer failing which the letter of appointment will stand withdrawn/cancelled and I will have no right, entitlement and or any claim whatsoever against the Employer while the Employer can pursue its rights to the employee through all legal means available to enforce this agreement.

**2. Confidential information:**

**(a) Employer Information:**(i)The Employer agrees that upon the commencement of my employment, it will make available to me that Confidential Information of the Employer that will enable me to optimize the performance of my duties to the Employer. In exchange, I agree to use such Confidential Information solely for the Employer's benefit. Notwithstanding the preceding sentence, I agree that upon the termination of my employment, the Employer shall have no obligation to provide or otherwise make available to me any of its Confidential Information. I understand that "Confidential Information" means any Employer proprietary information, technical data, software programs, codes, trade secrets or know-how, including, but not limited to, research, product plans, products, services, customer lists and customers (including, but not limited to, customers of the Employer on whom I called or with whom I became acquainted during the term of my employment), markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, hardware configuration information, marketing, finances or other business information disclosed to me by the Employer either directly or indirectly in writing, orally or by drawings or observation of parts or equipment. I further understand that Confidential Information does not include any of the foregoing items which has become'

publicly known and made generally available through no wrongful act or omission of mine or of others who were under confidentiality obligations as to the item or items involved or improvements or new versions thereof. (ii) I agree at all times during the term of my employment and thereafter, to hold in strictest confidence, and not to use or access, except for the exclusive benefit of the Employer, or to disclose to any person, firm or corporation without written authorization of the Board of Directors of the Employer, any Confidential Information of the Employer.

**(b) Third Party Information:** I recognize that the Employer has received and in the future will receive from third parties their confidential or proprietary information subject to a duty on the Employer's part to maintain the confidentiality of such information and to use it only for certain limited purposes. I agree to hold all such confidential or proprietary information in the strictest confidence and not to disclose it to any person, firm or corporation or to use it except as necessary in carrying out my work for the Employer consistent with the Employer's agreement with such third party.

**(c) Theft of Employer's electronic data:**

(i) I will not bring any personal data storage device in the Employer premises without explicitly written and recorded permission from the management. This includes devices like USB storage devices, hard disk drives, personal laptops, cellular phones with built-in internal memory or removal data storage media, optical media, wireless or Bluetooth enabled gadgets with capability of data storage or any other data storage / transfer device not listed here.

(ii) I will not transfer/ upload any file stored on the Employer's network or any of the Employer's computers / computing devices to the Internet without explicitly written and recorded permission from the management. This includes uploading to any online file sharing/ storage server, P2P, FTP, email attachment, transmission of files through chat messengers or any data transmission/ uploading mechanism not listed here.

(iii) I understand that any attempt to transfer / transmit any file stored on the Employer's computers / storage devices will be treated as theft and the Employer will have the right to initiate criminal proceedings against me under the relevant laws.

**(d) Unauthorized contact with Employer's clients or vendors:**

(i) I will not attempt to have unauthorized contact with any of the Employer's clients or clients of any client or vendor of the Employer through any electronic or conventional mode without explicitly written and recorded permission from the management.

(ii) I will not enter into any relationship with the Employer's clients or vendors that may cause conflict of interest during my term of employment.

**3. Inventions:**

**(a) Inventions Retained and Licensed:** I have attached hereto, as Exhibit A, a list describing all inventions, original works of authorship, developments, improvements, and trade secrets which were made by me prior to my employment with the Employer (collectively referred to as "Prior Inventions"), which belong to me, which relate to the Employer's proposed business, products or research and development, and which are not assigned to the

Employer hereunder; or, if no such list is attached, I represent that there are no such Prior Inventions. I agree that I will not incorporate, or permit to be incorporated, any Prior Invention owned by me or in which I have an interest into a Employer product, process or machine without the Employer's prior written consent. Notwithstanding the foregoing sentence, if, in the course of my employment with the Employer, I incorporate into a Employer product, process or machine a Prior Invention owned by me or in which I have an interest, the Employer is hereby granted and shall have a nonexclusive, royalty-free, irrevocable, perpetual, worldwide license to make, have made, modify, use and sell such Prior Invention as part of or in connection with such product, process or machine.

**(b) Assignment of Inventions:** I agree that I will promptly make full written disclosure to the Employer, will hold in trust for the sole right and benefit of the Employer, and hereby assign to the Employer, or its designee, all my right, title, and interest in and to any and all inventions, original works of authorship, developments, concepts, improvements, designs, discoveries, ideas, trademarks or trade secrets, whether or not patentable or registrable under copyright or similar laws, which I may solely or jointly conceive or develop or reduce to practice, or cause to be conceived or developed or reduced to practice, during the period of time I am in the employ of the Employer (collectively referred to as "Inventions"), except as provided in Section 2(e) below. I further acknowledge that all original works of authorship which are made by me (solely or jointly with others) within the scope of and during the period of my employment with the Employer and which are protractible by copyright are "works made for hire". I understand and agree that the decision whether or not to commercialize or market any Invention developed by me solely or jointly with others is within the Employer's sole discretion and for the Employer's sole benefit and that no royalty will be due to me as a result of the Employer's efforts to commercialize or market any such Invention.

**(c) Maintenance of Records:** I agree to keep and maintain adequate and current written records of all Inventions made by me (solely or jointly with others) during the term of my employment with the Employer. The records will be in the form of notes, sketches, drawings, and any other format that may be specified by the Employer. The records will be available to and remain the sole property of the Employer at all times.

**(d) Patent and Copyright Registrations:** I agree to assist the Employer, or its designee, at the Employer's expense, in every proper way to secure the Employer's rights in the Inventions and any copyrights, patents, mask work rights or other intellectual property rights relating thereto in any and all countries, including, but not limited to, the disclosure to the Employer of all pertinent information and data with respect thereto, the execution of all applications, specifications, oaths, assignments and all other instruments which the Employer shall deem necessary in order to apply for and obtain such rights and in order to assign and convey to the Employer, its successors, assigns, and nominees the sole and exclusive rights, title and interest in and to such Inventions, and any copyrights, patents, mask work rights or other intellectual property rights relating thereto. I further agree that my obligation to execute or cause to be executed, when it is in my power to do so, any such instrument or papers shall continue after the termination of this Agreement. If the Employer is unable because of my mental or physical incapacity or for any other reason to secure my signature to apply for or to pursue any application for any patents (local or foreign) or copyright registrations covering Inventions

or original works of authorship assigned to the Employer as above, then I hereby irrevocably designate and appoint the Employer and its duly authorized officers and agents as my agent and attorney in fact, to act for and in my behalf and stead to execute and file any such applications and to do all other lawfully permitted acts to further the prosecution and issuance of letters patent or copyright registrations thereon with the same legal force and effect as if executed by me.

**(e) Exception to Assignments:** I understand that the provisions of this Agreement requiring assignment of Inventions to the Employer shall not apply to any invention that I have developed entirely on my own time without using the Employer's equipment, supplies, facilities, trade secret information or Confidential Information except for those inventions that either (i) relate at the time of conception or reduction to practice of the invention to the Employer's business, or actual or demonstrably anticipated research or development of the Employer or (ii) result from any work that I performed for the Employer. I will advise the Employer promptly in writing of any inventions that I believe meet the foregoing criteria and not otherwise disclosed on Exhibit A.

**4. Conflicting Employment:** I agree that, during the term of my employment with the Employer, I will devote my full time and efforts to the Employer and I will not engage in any other employment, occupation, teaching, study or consulting activity, nor will I engage in any other professional activity without prior written authorization of the Employer; failing to do so will be treated as a material breach of this agreement.

**5. Returning Employer Documents, etc.** I agree that, at the time of leaving the employment of the Employer, I will deliver to the Employer (and will not keep in my possession, recreate or deliver to anyone else) any and all devices, records, data, notes, reports, proposals, lists, correspondence, specifications, drawings, blueprints, sketches, materials, equipment, other documents or property, or reproductions of any aforementioned items developed by me pursuant to my employment with the Employer or otherwise belonging to the Employer, its successors or assigns, including, but not limited to, those records maintained pursuant to paragraph 3(c). In the event of the termination of my employment, I agree to sign and deliver the "Termination Certification" attached hereto as Exhibit B.

**6. Notices:** In the event that I leave the employment of the Employer, I hereby grant consent to notification by the Employer to my new employer about my rights and obligations under this Agreement. In case, I decide to leave the employment, I shall give advance written notice according to the terms of the offer letter or if the same is not mentioned in the offer letter, I shall be liable to give **Thirty (30) days** advance written notice failing which **Thirty (30) days** salary shall be liable to be forfeited / deducted and or the Employer may take any other measures that the Employer deems fit.

**7. Interference:** I agree that during the course of my employment and for a period of eighteen (18) months immediately following the termination of my relationship with the Employer for any reason, whether with or without good cause or for any or no cause, at the option either of the Employer or myself, with or without notice, I will not, either directly or indirectly, interfere with the Employer's contracts and relationships, or prospective contracts and relationships, including, but not limited to, the Employer's customer or client contracts and relationships.

**8. Non-Compete:** I acknowledge that I will derive significant value from the Employer's agreement in Section 2(a)(i) to provide me with that Confidential Information of the Employer to enable me to perform my duties. I further acknowledge that my fulfilment of the obligations contained in this Agreement, including, but not limited to, my obligation neither to disclose nor to use the Employer's Confidential Information other than for the Employer's exclusive benefit and my obligation not to compete contained in subsection (a) above, is necessary to protect the Employer's Confidential Information and, consequently, to preserve the value and goodwill of the Employer. I further acknowledge the time, geographic and scope limitations of my obligations under subsection (a) above are reasonable, especially in light of the Employer's desire to protect its Confidential Information, and that I will not be precluded from gainful employment if I am obligated not to compete with the Employer during the period and within the Territory as described above.

**9. Representations:** I agree to execute any proper oath or verify any proper document required to carry out the terms of this Agreement. I represent that my performance of all the terms of this Agreement will not breach any agreement to keep in confidence proprietary information acquired by me in confidence or in trust prior to my employment by the Employer. I have not entered into, and I agree I will not enter into, any oral or written agreement in conflict herewith.

**10. Interpretation of Agreement:** I agree that any dispute, claim or controversy concerning my employment or any dispute, claim or controversy arising out of or relating to any interpretation, construction, performance or breach of this Agreement, shall be settled by the Competent Authority and the decision in this behalf shall be final.

**11. General Provisions: (a) Governing Law Consent to Personal Jurisdiction: THIS AGREEMENT WILL BE GOVERNED BY THE LAWS OF THE ISLAMIC REPUBLIC OF PAKISTAN. I HEREBY EXPRESSLY CONSENT TO THE PERSONAL JURISDICTION OF THE COURTS LOCATED IN LAHORE SHALL HAVE EXCLUSIVE JURISDICTION TO ADJUDICATE UPON ANY CLAIM OR DISPUTE ARISING FROM OR RELATING TO THIS AGREEMENT.**

**(b) Entire Agreement:** This Agreement sets forth the entire agreement and understanding between the Employer and me relating to the subject matter herein and supersedes all prior discussions between us. No modification of or amendment to this Agreement, nor any waiver of any rights under this Agreement, will be effective unless in writing signed by the party to be charged. Any subsequent change or changes in my duties, salary or compensation will not affect the validity or scope of this Agreement.

**(c) Severability:** If one or more of the provisions in this Agreement are deemed void by law, including, but not limited to, the covenant not to compete in Section 10, then the remaining provisions will continue in full force and effect.

**(d) Successors and Assigns:** This Agreement will be binding upon my heirs, executors, administrators and other legal representatives and will be for the benefit of the Employer, its successors, and its assigns.

**(e) Construction:** The language used in this Agreement will be deemed the language chosen by the parties to express their mutual intent, and no rules of strict construction will be applied against either party.

**(f) Counterparts:** This Agreement may be executed in any number of counterparts, each of which shall be enforceable, and all of which together shall constitute one agreement.

**12.** I acknowledge and agree to each of the following items;

**(a)** I am executing this Agreement voluntarily and without any duress or undue influence by the Employer or anyone else; and

**(b)** I have carefully read this Agreement. I have asked any questions needed for me to understand the terms, consequences and binding effect of this Agreement and fully understand them; and

**(c)** I sought the advice of an attorney of my choice if I wanted to before signing this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement on the day, month and year first set forth below; provided, however, that the Employer executed this Agreement solely for the purpose of entering into the covenants contained in Section 2(a)(i).

EMPLOYER: \_\_\_\_\_ Date

EMPLOYEE \_\_\_\_\_ Date

Witness 1 \_\_\_\_\_ Date

Witness 2 \_\_\_\_\_ Date

Exhibit A

LIST OF PRIOR INVENTIONS

AND ORIGINAL WORKS OF AUTHORSHIP (belong to me prior to joining the Employer)

Title	Date	Identifying Number or Brief Description

Number of inventions or improvements: \_\_\_\_\_

EMPLOYER: \_\_\_\_\_ Date

EMPLOYEE \_\_\_\_\_ Date



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EXHIBIT B

Punjab Safe Cities Authority

**TERMINATION CERTIFICATION**

I certify that I do not have in my possession, nor have I failed to return, any devices, records, data, notes, reports, proposals, lists, correspondence, specifications, drawings, blueprints, sketches, materials, equipment, other documents or property, or reproductions of any aforementioned items belonging to Punjab Safe Cities Authority, its subsidiaries, affiliates, successors or assigns (together, the "Employer").

I further certify that I have complied with all the terms of the Employer's Employment, Confidential Information and Invention Assignment signed by me, including, but not limited to, the reporting of any Inventions and original works of authorship (as defined therein), conceived or made by me (solely or jointly with others) covered by that agreement.

I confirm my agreements contained in Section 2 (Confidential Information), Section 7 (Interference) and Section 8 (Covenant Not to Compete) of the Employment, Confidential Information and Invention Assignment.

\_\_\_\_\_ Date



**Performance Appraisal Form**

<b>Employee ID</b>	<input type="text"/>	<b>Designation</b>	<input type="text"/>	<b>Gender</b>	M <input type="checkbox"/> F <input type="checkbox"/>	<b>Name</b>	<input type="text"/>
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<b>Appraisal for Duration From</b>	D	D	-	M	M	-	Y	Y	Y	Y	<b>To</b>	D	D	-	M	M	-	Y	Y	Y	Y
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<b>Current Post Joining Date</b>	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<b>Initial Joining Date</b>	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	-	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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<b>PSCA Grade</b>	<input type="text"/>	<b>Mode of Appointment</b>	Contract <input type="checkbox"/>	<input type="text"/>	<b>If Applicable BS</b>	<input type="checkbox"/>	<b>Previous Appraisal Date</b>	D	D	-	M	M	-	Y	Y	Y	Y
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<b>Name</b>	<input type="text"/>	<b>First Line Appraiser Designation</b>	<input type="text"/>	<b>Name</b>	<input type="text"/>	<b>Second Line Appraiser Designation</b>	<input type="text"/>
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<b>Appraisal Date</b>	D	D	-	M	M	-	Y	Y	Y	Y	<b>Score</b>	<b>Section A</b>	<input type="text"/>	<b>Section B</b>	<input type="text"/>	<b>Total= A+B</b>	<input type="text"/>
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**A. General factors review:**

Rate each factor out of the total marks; 1 being the lowest and 5 being the highest

Sr #	General Factors	Rating by appraiser	REMARKS
1	<b>Communication skills</b> - Effectively expresses in individual or In group situations. Written and verbal message is clear, concise and easily understood	2 1 2	
2	<b>Effective and timely decisions</b> - Comprehensively analyzes the matter and makes logical decision in a timely manner (including the decision related to routine responsibility of the individual)	2 2 1	
3	<b>Problem solving</b> - Identifies problems and uses relevant information to make recommendations on sound rationale	1 2 2	
4	<b>Planning and organizing</b> - Establishes and manages work priorities and efficiently allocates time	3 2	



<b>5 Results oriented / productivity</b> - Focuses on the end results, and makes concerted effort to achieve the desired output in line with established rules	3 2
<b>6 Functional and technical skills</b> - Sound knowledge of the laws, rules and regulations related to their field. Is aware of best practices and international trends	3 2
<b>7 Teamwork</b> - Role of the employee in collective strength of the department and carrying out the team task effectively	2 3
<b>8 Quality of output</b> - Can produce quality output in Daily business Difficult situations	2 1 2
<b>9 Availability</b> - The extent to which employee is punctual and available normally In crises	1 2 2
<b>10 Independence</b> - The extent of work performed with little or no supervision	3 2
<b>Total points achieved in Section A (out of 50):</b>	<b>50</b>

**B. Targets Review** Please list the most important 5 assigned/ agreed targets/KPIs only, the total number of targets/KPIs should be 50. Rate each KPI\* on the Grade of 1 to 10, 1 being the lowest and 10 being the highest.

Sr #	Targets/KPIs	KPIs (If different from previous year)	Achievement	Rating by appraiser against each target on the basis of above mention Grade	REMARKS
1.				10	
2.				10	
3.				10	
4.				10	
5.				10	

**Total points achieved in Section B (out of 50)**

\* *Key Performance Indicators:* KPIs will be reviewed, revised and changed on quarterly basis through quarterly review of the work of the employee.

**C. Summary of Ratings**

A	Rating of Section (A)	<input type="text"/>
B	Rating of Section (B)	<input type="text"/>
A+B	Final rating [(Part A) + (Part B)]	<input type="text"/>

**D. Comments and feedback**

Appraiser's comments

Comments by second line appraiser

Recommendation					
Reward/Bonus		Promotion		Training	
Yes	No	Yes	No	Yes	No
Remarks		Remarks		Remarks	

**E. Name and signatures**

	<b>First line appraiser</b>	<b>Second line appraiser</b>	<b>Appraisee</b>
<b>Name</b>			
<b>Signature</b>			
<b>Date</b>			

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