

HUMAN RESOURCES AND ADMINISTRATION PROCEDURE MANUAL



Public Utilities Commission of Sri Lanka

Public Utilities Commission of Sri Lanka

Preamble

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1. Introduction

1.1. Objectives of this manual

Provide guidance to the Chairman, Members of the Commission, Director General and Members of Staff of the Public Utilities Commission of Sri Lanka with regards to Human Resources and Administrative policies and procedures.

Provide a regulatory framework as a simplified working guide, illustrating all existing and new policies and procedures in a systematic and orderly manner in order to allow all employees to understand the Human Resources and Administrative procedures of the PUCSL.

1.2. Electronic Distribution

For ease of distribution and accessibility, this manual is available electronically on the PUCSL intranet as well as in the form of a document for all PUCSL members of staff and other relevant stakeholders.

1.3. Management and Control of the Manual

The Director – Human Resources (HR) shall be responsible for the maintenance of this manual. All enquiries or matters related to this manual should be directed to the Director – HR. The information presented in this manual is confidential and is intended for internal use only. It shall not be revealed to any persons outside the Commission without the written permission of the Members of the Commission.

The Director – Human Resources shall be responsible for the following:

- Maintain a record of the distribution of the manual. Hard copies of the manual shall be distributed to all five members of the Commission, Directors of all functions and any other stakeholders deemed appropriate.
- Carry out periodic reviews of the manual. When the general policies and procedures become obsolete or additional procedures are deemed necessary for the efficient functioning of the Commission, recommendations shall be made by the Director HR to update the manual.

1.4. Core components of Corporate Governance

There will be five core components of Corporate Governance of the PUCSL. These are expressed to fulfill the requirements of Good Governance, which will enable to achieve higher levels of efficiency and effectiveness in the PUCSL. The components are as follows:

Stakeholders' Right

Stakeholders' Rights means that their interests are clearly and adequately defined, respected and safeguarded to enable them to exercise their rights in having a voice in the governance of the PUCSL.

Accountability

Accountability of the PUCSL means the accountability of the Management to the stakeholders in fulfilling their rights and responsibilities to attain the objectives of the PUCSL and protect the assets of PUCSL.

Oversight

The understanding of oversight is that the PUCSL should actively and effectively perform management and operations to safeguard to safeguard the best interests of the PUCSL and its stakeholders.

Transparency

Transparency should be achieved through timely and accurate disclosures of information to allow stakeholders to be informed about finances, operations and services of the PUCSL.

Incentives

Incentives should be adopted to recruit, motivate and retain the best qualified senior management staff, professionals and other members of staff and to elicit best efforts from them.

1.5. Definition and explanations

Commission means, the Commission which consists of five members appointed by the Minister with the concurrence of the Constitutional Council.

Office of the Commission means the organization established under the Public Utilities Commission of Sri Lanka.

Chairman means, the person appointed by the Minister as the Chairman of the Commission. Chairman includes the Deputy Chairman under the Act.

Categories of Staff:

Non-executive Grade staff – Unskilled, Semi-Skilled or Skilled means a member of staff, who is in a stipulated grade of the service of the Commission. Employees that fall under this category include Management Assistants (Grade 1 to 3) and Drivers (Grade 1 to 3).

Executive Grade staff – means a member of staff, who is in a stipulated grade of the service of the Commission. Employees that fall under this category include the grades Director General, Deputy Director General, Director, Deputy Director, and Assistant Director.

Director General – means the Chief Executive Officer (CEO) and who any given time is functioning as the Director General of the Commission.

Deputy Director General – means a member of the staff who at any given time is functioning as the Deputy Director General of the Commission.

Director – means a member of the staff who at any given time is functioning as a Director of the Commission. A Director is appointed to overlook every function of the PUCSL.

Secretary to the Commission – means the officer appointed by the Commission to function as the Secretary to the Commission.

Appointment – means the conferment of any paid office in the service of the Commission, whether subject to or not subject to subsequent confirmation, either as first appointment of a person not already in the service of the Commission or a subsequent appointment or a promotion or a transfer involving an increase of salary or any change in status.

Member of Staff – means a person holding a permanent, temporary, casual or contract post in any Grade of the Commission.

He – means the “Male” and “Female” member of staff of the Commission.

Incremental date – means the calendar day on which an increment falls due.

Incremental period – means the period commencing from the date in which an increment is granted or a salary step is decided, to the date immediately preceding the date on which the next increment is due. This is normally a period one year unless the incremental date is altered in accordance with this manual.

Effective date – means the date from which a salary should be paid as approved by the Commission.

Promotion – means the appointment in accordance with an approved scheme of recruitment, of a member of staff holding a post to a post or grade which is superior to the post he holds, or the grade to which he belongs.

Re-employment – means an appointment to a post in the Commission's service of a member of staff, who has left the Commission.

Reinstatement – means the restoration to Commission's service of member of staff who had been interdicted or dismissed or whose probationary appointment had been terminated or who had vacated office.

Resignation – means voluntary relinquishing of duties by member of staff.

Salary – means the consolidated salary determined by the Commission.

Scheme of recruitment – means the schemes approved by the Commission for the purpose of recruitment of the members of staff of the Commission.

Transfer – means the moving of a member of staff from one post to another or from one division / branch / office in the same services or in the same grade with no change in salary.

2. Corporate Structure of the PUCSL

2.1. Vision and Mission Statements

2.1.1. The Vision Statement

“Create an environment for all inhabitants of Sri Lanka and the contributors to its development, to have access to essential infrastructure and utility services in the most economical manner within the boundaries of the sustainable development agenda of the country.”

2.1.2. The Mission Statement

“Regulate all the utilities within the purview of the Public Utilities Commission of Sri Lanka, to ensure safe, reliable and reasonably priced infrastructure services for existing as well as future consumers in the most equitable and sustainable manner.”

2.2. Establishment of the PUCSL

Public Utilities Commission of Sri Lanka is a Body Corporate, established under the Public Utilities Commission of Sri Lanka Act No. 35 of 2002 and such law will have the highest recognition and overriding authority in the performance of Powers, Functions and duties of the Office of the Commission.

2.3. Objectives, Powers, Functions and Duties of the PUCSL

The objectives, powers, functions and duties of the PUCSL as stipulated by the law in relevant section 14, 15, 16 and 17 of the aforesaid PUCSL Act No. 35 of 2002 will be applicable for any development area of the PUCSL.

2.4. Constitution of the Commission

The PUCSL shall consist of the five members appointed by the Minister with the concurrence of the Constitutional Council as stated in Section 3 of the PUCSL Act.

2.5. Chairman

There shall be a Chairman of the PUCSL appointed by the Minister according to Section 8 of the said Act.

2.6. General responsibilities, Best practices and Roles of the Commission

2.6.1. General Responsibilities

The Commission should exercise its mandate, rights, duties and responsibilities with integrity and good faith as the custodian of public resources as required by the said Act. The Commission should at all times be conscious of its onerous responsibilities, as the outcomes of any decisions and actions carried out without proper planning will ultimately be borne by the public at large.

2.6.2. Best Practices

The Commission should debate the strategic decisions openly and constructively in the best interest of the PUCSL. For this purpose dissenting views of the members of the Commission should also be heard and regard dissent as an obligation and treat no subject as undiscussable or undebatable.

2.6.3. Roles of the Commission

2.6.3.1. Leadership role

In its leadership role, the duties of the Commission are as stated below:

- a) Determine the Vision and Mission of the PUCSL and how best it could serve the interests of its stakeholders.
- b) Ensure that legal requirements are fulfilled and the PUCSL operates in accordance with the provisions of the PUCSL Act and other relevant legal instruments.
- c) Frame policies for implementation by management, so as to achieve optimum returns and benefits to its stakeholders.
- d) Review national policy objectives periodically with that of the PUCSL and provide strategic direction to formulate long term goals and objectives for future growth.
- e) Ascertain the financial needs to meet the goals and objectives are generated or procured on a timely basis without interruption, for smooth functioning of the PUCSL.
- f) Ensure proper accountability by maintaining adequate records, documents and books of accounts.
- g) Ensure that an effective risk management system is in place, to insulate the PUCSL against disruptions and setbacks.

2.6.3.2. Oversight role

As regards to its oversight role, the Commission is responsible for overall policy preparation and implementation management in the PUCSL and to establish effective systems of control as checks and balances with responsibility shared widely amongst senior management. For this purpose the responsibilities of the Commission are as follows:

- a) Ensure the Commission policies are executed in the same spirit as it was framed in the best interest of the PUCSL and the public at large.
- b) Monitor the activities of the Management by means of management information reports and evaluate performance, to ensure that the PUCSL is on the correct track in its operations.

- c) If results do not match desired expectations, take immediate remedial action to ensure that PUCSL objectives are achieved.
- d) Appoint competent personnel as executives and ensure that efficiency, effectiveness and economy are achieved.
- e) Report to the Minister, Committee on the Public Enterprises and Stakeholders, as required.

2.6.4. Duties of the Secretary to the Commission

The Secretary to the Commission appointed by the Commission shall:

- a) Ensure that Commission Procedures formulated and accepted by the Commission are followed and guidance is provided to members of the Commission on legal requirements regarding Commission proceedings.
- b) Circulate in a timely manner the notice of Commission meetings, agendas of meetings, and Commission Papers together with other relevant documents and minutes of previous meetings to each member of the Commission and that Commission Papers are circulated well in advance and not less than seven (07) days before Commission meetings.
- c) Follow up actions on Commission decisions.
- d) Assist members of the Commission by providing both internal and external reliable and relevant information.
- e) Maintain confidentiality of the Commission proceedings and documentation.
- f) Attend to other functions, as stipulated or directed by the Commission / Director General of the PUCSL.

2.7. Organisation structure of the PUCSL

The organisation structure of the PUCSL will be developed by the Office of the Commission and will be reviewed and revised as decided by the Commission. The Commission has the authority to revise the structure as it pleases, depending on the changing management situations and other appropriate considerations. Nevertheless, such revision has to be logical and reasonable.

However, whenever any such revision is made it is mandatory for the Commission to give due consideration to the affected members of staff and take appropriate action to compensate for any loss of standing of such members of staff by readjustment, replacement or financial compensation in lieu.

2.8. Organisation and Line of Responsibility

The PUCSL shall have its own members of staff for the execution of the functions assigned to it. The DG is the CEO of the PUCSL. He will act on the directions given by the Commission. With the written approval of the Commission, he may delegate his powers to other responsible members of staff of the PUCSL.

All members of staff shall be provided with lists of duties (job descriptions). Each member of staff is responsible for the proper and efficient discharge of the duties so assigned. The DG will from time to time, as appropriate, revise the list of duties and the members of staff shall abide by such revisions.

2.9. Main Functional Clusters

The main functional clusters of the PUCSL shall be dictated by the following main functions of the PUCSL and they are as follows:

Licensing:

Overall responsibility for exercising licensing as per legislations and monitor the compliance.

Tariff and Economic Affairs:

Overall responsibility for tariff determination of distribution & consumer tariff, transmission & bulk tariff & also to assist in promoting competitiveness & ensuring fair deal to the consumers.

Regulatory Affairs:

Overall responsibility for formulation & issuance of regulations, codes, standards & rules to regulate the electricity industry.

Consumer Affairs:

Responsible for consumer protection; dealing with consumer grievances, consumer education and also deal with communication and media relations.

Inspectorate:

Responsible for the functions specified in Section 6 of the SL Electricity Act 2009, and Electrical Inspectorate regulations made by Ministry of Power & Energy.

Environment Efficiency & Renewable:

To promote energy efficiency—both supply side and end-user efficiencies and renewable energy. Further to deal with regulations to meet the requirements of environmental agencies.

Legal:

Responsible for two distinct areas of work: (i) will provide legal support on day to day basis such as scrutiny & legal vetting of contracts and documents; drafting orders;

Processing cases for fines and penalties and, (ii) deal with dispute resolution process.

Finance:

To maintain accounts of the Commission as per approved manual and looking-after its finances. To receive all moneys due to commission and also make payments on behalf of the commission.

Human Resources:

To look-after the personnel matters relating to the commission, such as recruitment of staff, pay fixation, training, application of conduct rules to the employees of the Commission and all related activities.

IT and MIS:

Development and maintenance of regulatory information management system – including PUCSL’s own internal procedures; data management and documentation. IT will include maintenance of software and user support within PUCSL; trouble shoot networking problems; security of data; and maintenance of website.

Communication:

Responsible for communicating the decisions and information of the commission to stake holders and the public. To manage relationship with the external world, including government, stakeholders, and public. Communication with the media, organizing and management of public hearings.

Internal Audit:

Responsible for auditing the strict compliance of procedures and operations safeguarding the reliability and integrity of its financial and operational information; compliance with laws, regulations, and contracts; and ensuring that systems and controls are in place to safeguards the assets of the Commission.

3. Employment

3.1. Policy

The objective of this policy is to outline the process to be used by the Commission to select and recruit the most suitable candidate(s) timely for the available position(s).

3.2. Procedure

3.2.1. Manpower Assessment and Human Resource planning

Assessing the human resource requirement shall be carried out by Human Resource division of PUCSL at the beginning of the year in consultation with the Director General. The initial cadre plan is prepared based on the assessment and inputs by the Heads of Divisions. The assessment must specify the grades of the employees, the number of employees required for each grade, the allocated budgetary plan for the next financial year, and any foreseeable changes during the year. The approval from the Commission is obtained for this cadre plan, and shall then be forwarded to the Ministry for its final approval.

Once approval is granted, the HR division shall inform all other divisions and relevant individuals about the final cadre plan and recruitment shall take place based on this plan.

Any manpower requirement outside the approved cadre plan shall be prepared by the Director HR alongside the recommendations of the relevant Divisional Director and submitted for the approval of the Commission via the Director General.

3.2.2. Types of Employment

Appointment into the PUCSL shall be done on the following terms:

a) Permanent Staff

Appointment on permanent terms shall be the type of employment where the period of service is up to the mandatory retirement age of sixty (60) years subject to other provisions contained in this Manual.

b) Contractual / Fixed – term Staff

Appointment on Contract shall be the type of employment where the terms of employment are defined as a Fixed Term Contract of initially One (1) year of employment between the PUCSL and the employee. An employee shall be changed from permanent employment to contractual employment once they reach their retirement age. In addition, the Commission shall also consider recruiting individuals who are passed retirement age in the event that they are unable to attract appropriate skilled applicants.

3.2.3. Justification for Employment

Positions shall be deemed to be vacant as a result of the following:

- Retirement
- Resignation
- End of Contract

- Dismissal
- Death
- Redundancy
- Vacation of employment
- Permanent disablement
- Any other causes and / or reasons

3.2.4. Recruitment Procedure

a) Notification of Vacancies

The relevant Divisional Director shall immediately notify the Director HR and the Director General when a vacancy for any particular position is expected to take place within three (03) months of such occurrence. Prior to conducting the recruitment for the vacant position, the relevant Director of the function must re-assess the functions of the job and identify if the vacant position can be fully or partly absorbed by an already existing position(s), or can be filled using another form of employment such as trainee/internship or contractual employment.

If the Director is certain that there are no qualified employees within the Division / PUCSL to fill the vacancy internally, he shall recommend that the vacancy be filled externally. The relevant Divisional Director initiates the **Staff Requisition Form (Refer Annexure A1)** which specifies the basic requirements of the position. The Director HR shall then prepare a Commission Paper to be presented to the Commission to obtain its approval to fill the upcoming vacancy.

b) Methods of Filling Vacancies

Vacancies shall be filled through any of the following methods:

i. Promotions

Where the Divisional Director is satisfied that there is an employee who is competent to fill a vacant post, the responsible Divisional Director shall recommend through the Director HR to the Director General, that the vacancy be filled by promotion within the department/PUCSL. The Director HR may even internally advertise the position with the consent of the relevant Divisional Director.

ii. Advertising

The vacant position shall be advertised externally if it is believed that such capacity is lacking within the PUCSL.

The job advertisement must be prepared strictly based on the relevant Job Description (JD) and Job Specification (JS). The job advertisement shall be prepared by the HR Division for which the consent of the HOD is obtained. This is then passed on to the Director General for final approval, and published on the local newspapers and the PUCSL official website once the Commission approval is granted. Applications for an advertised position are accepted up to two weeks from the date of advertising.

iii. Recruitment Agencies

Recruitment agencies may be used if the PUCSL considers as appropriate to fill a vacancy that arises in the Deputy Director grade and above. After obtaining the approval of the Director General, the approval of the Commission must also be obtained for using a recruitment agency to fill a vacancy.

3.2.5. Selection Procedure

3.2.5.1. Initial Screening of Applicants

Applications are received either in writing or online till the closing date.

Short Listing

- CV shortlisting shall initially be carried out by the HR Division in consultation with the relevant Divisional Director depending on what the position may be. This shortlisting is purely based on the contents of the CV. Where necessary, final shortlisting may also be done by the Director General following the initial screening conducted by Director HR.
- The short listing shall always be strictly guided by JD and JS.
- Short listing shall be done within a period of not more than three (03) working days from the closure of receiving applications
- Short listed applicants shall be given reasonable notice for interviews specifying time, and place of interview via email or telephone call or registered post by the HR Division.

3.2.5.2. Aptitude testing

Aptitude testing or a Written Assessment Test shall be carried out for certain positions based on the requirement as specified by the Scheme of Recruitment.

3.2.5.3. Interview Process

All selections shall be done by means of an interview process. Interviews can be structured, unstructured or competency-based, focusing on the knowledge, skills, abilities and personality attributes required as per the job advertisement. Candidates called for interviews are expected to fill the standard **Employment Application Form (Refer Annexure A2)**.

The selection process may consist of the following phases:

- a) Once the shortlisting is complete, the interviews shall be conducted by the Director HR along with the relevant Divisional Director and the Secretary to the Commission. This will also be the final interview for all non-executive positions.
- b) For key positions a second or final round of interviews shall be conducted by the Director HR along with the Chairman / Deputy Chairman, Director General, Deputy Director General, Secretary to the Commission and the Divisional Director.
- c) In certain cases, another final interview shall be carried out by the Commission for certain Executive levels and all Director level staff.
- d) A standard **Interview Assessment Form (Refer Annexure A3)** should be used for interviewing a candidate.

3.2.5.4. Commission approval

Following the selection of the final candidate, the Director HR presents a Commission Paper to the members of the Commission in order to obtain approval of hiring the new employee

3.2.5.5. Background verifications and Referral checks

Background verifications and reference checks must be conducted before the employment contract is issued. It shall be done for the purpose of obtaining information about the candidate's behavior and work performance from prior employers. The process of background verification of the candidates includes 4 main areas:

1. Verification of education details
2. Verification of Pre-employment details
3. Reference checks
4. Criminal verifications (obtaining Police Certificates)

Verification of a candidate's education details and pre-employment details shall be completed for all categories of employees.

Reference checking shall be conducted via telephone call or email. The standard **Reference Check Form (Refer Annexure A4)** must be used.

All verifications shall be conducted upon the consent of the employee, and all information acquired must be maintained with strictest confidentiality.

Enhanced Background verifications

Enhanced background verifications include carrying out a criminal verification of the candidate in order to obtain a police clearance certificate. Enhanced background verifications may be conducted for key positions and at the discretion of the Commission and the senior management of the PUCSL.

3.2.5.6. Medical Testing

All employees who are selected for a permanent post shall be required to attend a medical examination with a Commission approved medical practitioner within a period of one (01) month from the date of assuming duties.

The Director General shall have the discretion of paying the newly appointed member of staff his remuneration until the Commission has received the results of the medical examination.

If the medical results are found to be negative, then the employee's appointment shall be cancelled and he shall be paid for the days he worked.

3.2.5.7. Letter of Appointment

- a) The Letter of Appointment for newly appointed members of staff shall be signed by the Director General or the Chairman of the Commission as appropriate. The Letter of Appointment must be presented to the appointee by the HR Division prior to the date of appointment.
- b) The **Letter of Appointment (Refer Annexure A5)** should be in accordance with the standard format.
- c) Along with the Letter of Appointment, a copy of the JD and JS shall also be given to the new employee.
- d) It is the responsibility of the member of staff to return the signed copy, accepting the terms and conditions, of the Letter of Appointment to the HR Division on or before the date of commencement of his/her employment.

3.2.6. Onboarding Process

3.2.6.1. Documenting – Personal Files

- a) The appointee shall be required to sign and accept the Letter of Appointment.

- b) The appointee is required to provide the following documents; birth certificate, National Identity Card/Passport, educational certificates, school leaving certificate, Service Letters from previous employers, character certificate, a valid Grama Niladari Certificate, bank pass book and any other relevant documents.
- c) It shall be the responsibility of the employee to provide all updated information about himself and his past employment records on the standard Application Form.

3.2.6.2. Issuing laptops and system access

It is the responsibility of the HR Division to inform the ICT and MIS division prior to the new member of staff starting work in order for them to prepare the relevant hardware required to begin work and other system accesses needed.

It is necessary for the new member of staff to complete the **Request for System Access Form (Refer Annexure A6)** provided by the ICT and MIS Division prior to being given the hardware and all other relevant accesses necessary to begin his/her job.

3.2.6.3. Issuing employee IDs

This procedure refers to issuing, maintaining, replacing and returning employee IDs.

- a) The issuance of an employee ID card to be worn by an employee shall create a safe and secure work environment within the PUCSL and for outside identification purpose.
- b) An Employee Identification Card shall be given within one (01) week of his date of join, and would consist of the following information; the employee's name, designation, NIC number, photograph and Division attached to.
- c) It is the responsibility of the employee to display the ID at all times while at office or place of work.
- d) In case of misplaced ID cards, the employee shall immediately inform the HR Division, and make a written request for a new one. A replacement fee shall be charged from the employee in the case of a misplaced ID card.
- e) Other reasons for issuance of replacement employee ID include the following; change in employment position and place, change of employee name, and damage caused to the card due to wear and tear. No fee shall be charged from the employees for these reasons.
- f) An employee who is entitled to the provision of a Business Card shall be so provided within one (01) month of joining the PUCSL. In the case where the status of an employee changes, a new card shall be issued.
- g) Employee ID cards are the property of the PUCSL and must be returned to the HR Division upon cessation of employment of the person concerned.

3.2.6.4. Induction training

- It is the responsibility of both the HR Division and relevant Divisional Director to welcome the employee and ensure that he is guided through the induction procedure.
- The induction shall help the new employee to merge with the new work environment and be familiarised with the various aspects of his new job.
- This will also provide an opportunity for the new employee to meet his superiors and co-workers.

3.2.6.5. Job handover process

- i. The Commission adopts the process of job handing over to enable the new incumbent to be familiarized with the new job faster for effective and efficient performance. The same applies on transfer and position change of an employee in the Commission.
- ii. The current holder of the job shall complete the standard **Job Handover Document (Refer Annexure A7)** which will be signed by both parties and counter signed by the Divisional Director.

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- iii. The Divisional Director shall facilitate a knowledge transfer discussion with both the incoming and outgoing job holders.

3.2.7. Probation period and Confirmation

The Commission's intention of the probationary period is to allow the employee time to familiarize themselves with the basic responsibilities of the new position, and to allow the Commission to assess the employee's performance, and the employee to better understand the Commission and what is required of them.

- a) The length of the probationary period for all employees shall be a period of one (01) year with a possibility of an extension by a further period. Any extension shall be communicated to the relevant employee in writing. Decision to extend the probationary period is at the discretion of the Director HR, Divisional Director and/or Director General depending on the position.
- b) The contract for a probationary period may be terminated by either party without notice of termination.
- c) It is the responsibility of the immediate superior to monitor the performance and conduct of the employee during his probationary period. The HR Division shall issue the standard **Probation Evaluation Form (Refer Annexure A8)** to the relevant HOD one (01) month prior to the date of expiry of the probation period. The relevant HOD shall return the duly completed form to the HR Division within a week from date of receipt.
- d) Confirmation of employment, extension of probationary period or termination of probation contract shall be dependent on the probationary review conducted above.
- e) The decision of either to confirm or extend the probationary period of an employee must be conveyed in writing strictly before the expiry date of the probationary period.
- f) An employee who has successfully completed his probation may be confirmed in writing by issuing a Confirmation Letter, with effect from the date of expiry of their probationary period.

4. Attendance, Holidays and Leave

4.1. Policy

The purpose of this policy is to provide guidance in the determination of working hours, attendance, holidays and leave within the PUCSL, and applies to all members of staff of the Commission (permanent and fixed-term).

4.2. Procedure

4.2.1. Working hours

- i. The commencing time and closing time will vary according to the Commission's requirements (times relevant to particular Division will be communicated to employees appropriately). Employees are required to be at their respective places of work at the stipulated time of commencement applicable to that workplace and should not stop work or leave such workplace until the stipulated closing time without prior permission/ authorization of the Divisional Director or HR Division.
- ii. Working hours are decided purely at the discretion of the Commission in consideration of efficiency, relevant statutory regulations and the needs of the business. Such working hours may be varied at the discretion of the Commission as and when the need be.
- iii. An employee will be required to work in excess of the normal working hours if required and requested to do so by the relevant Divisional Director.
- iv. Working hours shall be from 08:30 a.m. to 04:30 p.m. Monday to Friday. However, for members of staff of Management Assistant level and below the work hours will be from 08:00 a.m. to 05:00 p.m. **Both categories shall include one (1) hour for meals and rest.**
- v. All staff members are allowed to use up to **Three (03) days** per calendar month to cover up late attendance as prescribed below;
 - For members of staff of Management Assistant level and below– To sign in any time between 7.45am to 08.15am and sign off after Nine (09) hours between 04.45pm and 05.15pm.
 - For members of staff above Management Assistant level – To sign in any time between 08.15am to 08.45am and sign off after Eight (08) hours between 04.15pm and 04.45pm.
- vi. Apart from the above, employees are allowed to use up to two (02) more days as late attendance days. Therein the members of staff of Management Assistant level and below can report to work until 08.30 and members of staff above Management Assistant level can report to work until 09.00 am up to two (02) days before the ½ day will be deducted from the balanced casual leave.

4.2.2. Overtime

All members of staff in the Management Assistant shall be entitled to overtime payments as per standard statutory requirements. The rate shall be as follows; for every hour covered after the general working hours, the employee shall be entitled to 1 ½ times the hourly rate (i.e. hourly rate × 1.5 where (*hourly rate = monthly wage/240*)). All members of staff who fall under the Wages Board Ordinance such as drivers the hourly rate shall be calculated using *monthly wage/200*. Computation of hourly rate:

- If daily paid, 1/8th of the daily rate
- If monthly paid, 1/8th of monthly rate divided by 30 (1/240th of the monthly rate)
- If paid fortnightly, 1/8th of the fortnightly rate divided by 14

- If paid weekly, 1/8th of the weekly rate divided by 7

4.2.3. Attendance Registry

- Daily attendance is recorded via the use of a finger print scanner linked to the HRIS and leave management system of the PUCSL. Divisional heads are required to authorize and verify the attendance report before it is sent to the HR Division
- The HR Division shall ensure that a Monthly Attendance Summary is prepared and sent to the Payroll by the required time

4.2.1. Punctuality

Members of staff are expected to have timely and regular attendance when reporting to their duties. In the event that the member of staff is unable to meet this expectation, he/she shall inform the relevant Director and obtain prior approval. This approval shall include both late arrivals to and early departures from the workplace.

Failing to report to work on time and/or leaving work prior to the end of the scheduled work time with prior approval shall be deemed as employee tardiness.

Half a day of casual leave shall be deducted if the employee fails to report to work on time for two (02) consecutive days a month even after not utilizing the initial 3 days of flexi time. The deduction of casual leave shall take place from the third day onwards.

4.2.2. Weekly Holidays

- A week is defined as the period between midnight on any Saturday to the midnight in the succeeding Saturday
- Every employee shall be allowed in each week, one and a half (1 and 1/2) days weekly holidays in the case of all Shop and Office Act employees and, one (1) full weekly holiday plus a shorter working day for all other employees. The weekly holiday need not necessarily be half (1/2) day on Saturday and one (1) day on Sunday. When a weekly holiday cannot be given in the same week it should be given in the following week.
- A member of staff shall be required to work not less than twenty-eight (28) hours (exclusive of overtime and intervals for meals, tea, etc.) in any week in order to be entitled to weekly holidays.
- Where the weekly holiday is not Sunday but some other day for any category, as determined by the Commission, the relevant Division shall prepare a roster before the commencement of the month in which the rest days shall fall and the employee shall be informed of the days appointed as his/her weekly holidays. This shall be the responsibility of the Head of Department in consultation with the Finance, HR and Admin Division.
- A 'half-holiday' means a day on which that person is not employed for more than five hours, exclusive of any interval allowed for rest or meals etc. If an employee is not employed for more than five hours on a Saturday (Customary weekly half-holiday), the employee need not be allowed an additional half holiday in lieu.

4.2.3. Public holidays

Statutory Holidays and Poya Days

Statutory holidays and Poya days are regarded as normal working days in terms of attendance for all employees. However, in respect of such statutory holidays and Poya days employees will be entitled to the overtime or, in the case of the statutory holiday, a holiday in lieu instead of the overtime pay as mentioned in Section 3.2.2.

For working on a Full Moon Poya Day, employees below the Management Assistant grade shall be paid the rate per day increased by a further fifty percent (50%), but shall not be entitled to an extra holiday in lieu or, in the case of the statutory holiday, a holiday in lieu / instead of the extra rate of pay.

4.2.4. Statutory holidays

- The Statutory Holidays declared at present are:
 1. Tamil Thai-Pongal Day
 2. The National Day (4th February)
 3. The Day immediately prior to the Sinhala & Tamil New Year Day
 4. The Sinhala & Tamil New Year Day
 5. May Day
 6. The Day immediately succeeding the Full Moon Poya Day of the month of Wesak
 7. Milad-Un-Nabi (Prophet Mohamed's Birthday)
 8. Christmas Day

- Employees shall be entitled to a paid holiday with full remuneration on statutory holidays

- Employees required to work on a statutory holiday should be employed only for the duration of the normal working hours and should be given a paid holiday in lieu on or before the end of that financial year or be paid double the rate at which the employee will be remunerated for that day (In such an event no holiday in lieu needs to be granted)

- Each Division will forward a list of the employees required to work on public holidays to the HR Division a week before the holiday concerned.

Statutory Holidays Coinciding with Weekly Holidays

When a statutory holiday falls on a customary weekly holiday, as per Shop & Office Act the following should be allowed:

- a. The holiday on full pay before the 31st of December same calendar year
- b. Double pay for work on the holiday in case a holiday in lieu is not granted

4.3. Leave

4.3.1. Annual Leave

In the first year of employment, a member of staff shall not be entitled to Annual Leave. Members of staff will be granted annual leave depending on the date of join during the second year or as follows:

01 st January to 31 st March	-	14 days
01 st April to 30 th June	-	10 days
01 st July to 30 th September	-	07 days
01 st October to 31 st December	-	04 days

Conditions governing taking leave

- Annual Leave should be availed of during the calendar year in which it is due except, as provided for hereunder and cannot be accumulated for use in subsequent years. Leave not taken during year is forfeited.
- In the event of the employee not being able to fully utilize their Annual Leave entitlement due to a request by the Management, such leave will be held over, but must in all cases be taken before 31st March of the following year, failing which, such leave shall be forfeited
- Leave shall be carried forward only for special reasons such as going abroad, marriage, and education and for representing Sri Lanka in sports. A maximum of seven (7) days can be carried forward for a period of one (1) year on a special approval of the Director General.
- It is the responsibility of all Divisional Directors to plan out before the beginning of each calendar year, the manner in which the consecutive seven (7) day period of leave could be availed of by the staff. As far as possible, the preferences of employees with regards to dates of taking leave should be accommodated.
- Applications for Leave should be submitted at least three (03) working days prior to the day in which he/she intends to take leave.
- Remaining leave of two (02) previous years can be obtained upon completion of leave given for a year, if the member of staff avails such leave to visit a foreign country.
- A Medical Certificate from a Government Medical Practitioner would be valid only for a maximum continuous period of fourteen (14) days. If an extension of leave is sought a Medical Certificate should be obtained from a government hospital/ recognized private hospital or Government Medical Officer/ recognized Medical Officer employed in a private hospital. If this is not complied with the HR Division may refuse to accept such medical leave
- The leave period recommended by a medical certificate covers all working days and holidays, i.e., weekly holidays, statutory holidays, Poya days, etc., falling within that period. However, it is only the working days, which are deducted from the leave entitlement

4.3.2. Casual Leave

A permanent member of staff of the PUCSL shall take up to seven (07) days casual leave in a year, provided that in the first year he will be entitled to such leave only on proportionate basis. In calculating such leave, any holidays referred to under Section 3.2.6. falling within the leave period shall be excluded.

In the first year of employment this leave may be obtained computed on the basis of one (01) day for each period of two (02) months service.

Casual leave will be granted only in the year in which it is due, subject to the exigencies of the service. Casual leave not availed during the year will lapse at the end of that year.

All members of staff shall apply for casual leave via the HRIS system. However, Drivers' applications for casual leave shall be made on the prescribed form, submitted reasonably in advance to the requested leave dates and shall be handed over to the Director HR for appropriate approval.

4.3.3. Maternity Leave

All female members of staff in a permanent, temporary, casual or trainee category of employment under the Shop and Office Act shall be entitled to eighty four (84) working days of maternity leave with full pay in respect of every live child

birth for the first two children. For the birth of a third or subsequent child or a dead child or a viable fetus, a total of forty-two (42) working days will be granted.

All female members of staff in a permanent, temporary, casual or trainee category of employment under the Maternity Benefits Act shall be entitled to eighty four (84) days of maternity leave with full pay in respect of every live child birth for the first two children. For the birth of a third or subsequent child or a dead child or a viable fetus, a total of forty-two (42) days will be granted.

Full pay maternity leave granted should not be deducted against the normal leave in respect of permanent or temporary or casual or trainee members of staff and that leave shall be treated as special leave.

Applicant for maternity leave is expected to take her leave before the date of confinement. However the period of full pay shall not exceed eighty four (84) days.

4.3.4. Paternity Leave

All members of staff shall be entitled to a paternity leave period of three (03) working days consecutively from the birth date of the child. The member of staff shall be required to submit the birth certificate of the child or the hospital discharge sheet when he reports to work after the leave period.

4.3.5. Medical Leave

- All permanent and fixed-term members of staff of the PUCSL are entitled for twenty one (21) days of medical leave on account of illness
- An employee who is absent due to reasons of illness shall inform his immediate supervisor as soon as possible. If the leave is in excess of two (02) days on account of illness, the employee shall support this with the provision of a certificate from a registered medical practitioner
- If the leave is in excess of seven (07) days, including public holidays, weekly holidays or any other holidays that fall within that period, the medical certificate in support shall need to be obtained from a Govt. medical practitioner or by a medical practitioner approved or accepted by the Commission
- The PUCSL reserves the right to request any member of staff to report to a medical officer nominated by the Commission to examine the member of staff, before considering the request to grant the leave asked for
- Medical leave over a period of three (03) months and over consecutively shall be considered on the basis of a recommendation of a Govt. Medical Council

4.3.5.1. Medical leave encashment

Unutilized medical leave shall be reimbursed to the member of staff at the end of the year.

4.3.6. Accident Leave

- If a member of staff absents himself from work as a result of an injury sustained by him in an accident met during the course of the performance of his duties and under circumstances specifically attributed to the nature of his duties, they are granted accident leave and also paid in accordance with terms and conditions of the insurance policies which the Commission has taken in respect of them, subject however, to the provisions of the Workman's Compensation Act, where applicable

- Members of staff shall provide a medical certificate from a Govt. Medical practitioner in support of the application for such leave which needs to be approved by the Commission
- Application for accident leave shall be directed to the Director HR via the relevant Divisional Director with his observations
- Accident leave on full pay for one (01) year and thereafter for a further six (06) months on half pay shall be granted by the Commission according to the nature of the injury with the recommendation of the Govt. medical council
- A preliminary investigation shall be conducted before granting accident leave for any member of staff based on the accident or medical report
- Accident leave may be granted to members of staff based on the following considerations:
 - (a) Whilst on duty
 - (b) Whilst on duty but in performance of an act which is within the scope of his ordinary duties
 - (c) As a consequence of any act performed in the execution of his duties
 - (d) Whilst on official journey
 - (e) From his place of residence to his place of work to report for duty
 - (f) From his place of work to his place of residence after duty

OR

Whilst on a journey from his place of work to attend an official work or, whilst on the return journey to his work place provided that the member of staff:

- (g) Has not met with the injury acting in violation of any law or Commission rules

AND / OR

There is contributory negligence on the part of the member of staff. Such leave shall not be counted against his normal quota of leave.

4.3.7. Leave for infectious / terminal diseases

- A member of staff who contact modifiable infectious diseases, and who is thereby precluded from attending to work, have the option of having his absence during the period of infection set off against unutilized medical, casual and annual leave in that year
- Any absence in excess of the leave available out of medical leave (including accumulated), annual and casual leave will be on half day and / or no pay leave, as the case may be
- A member of staff shall be expected to inform the immediate supervisor or the HR Division immediately he has been contracted with a modifiable infectious disease
- He shall not be required to attend the workplace until a registered medical officer approves of the return to work by the presentation of medical certificate stating the employee is in a fit state to attend work and is free from the infection
- The diseases that are considered by the Sri Lanka Health Authorities as infectious will be considered infectious by the PUCSL
- A member of staff, permanent or fixed-term, who has completed one (01) years' continuous service, suffering from Tuberculosis or Leprosy or Cancer and who is considered by a Govt. medical officer to have a reasonable chance of recovery, shall be granted full paid leave for two uninterrupted period of six (06) months each. When

such leave is exhausted, half-pay leave or no pay leave will be considered by the Commission based on Govt. Medical Council recommendations

- The Commission shall consider other conditions such as HIV/AIDS on a case by case basis to provide facilitation for medication, care, rehabilitation and social mingle

4.3.8. Duty leave

All permanent / temporary staff members are granted duty leave for the following purposes;

- Any employees who are in reserve lists of volunteer units of any Armed Forces
- To attend any examinations conducted by PUCSL or any other state organization with regards to language proficiency
- To attend any medical examination
- To cast votes for elections or referendums
- Any other official purpose approved by the Commission

Any member of staff granted duty leave should be in the normal course; report back to his place of work once his presence is no longer needed for the purpose for which the duty leave was granted

In order to obtain duty leave, a member of staff shall submit an application via the Divisional Director to HR Division for approval. Approval should also be obtained from the Director General if required. A member of staff shall not leave his place of work until such leave is approved.

When members of staff are required to travel out of office for official purposes, the said member shall be expected to show up at the office and apply for duty leave through the system. Failure to do so shall result in the employee being recorded as not reported to work.

In addition to this, if the member of staff is to leave the office premises for not less than thirty (30) minutes, they shall be required to record their departure and arrival times on the "*Movement Register*".

4.3.9. No-pay Leave

- No-pay is not an entitlement
- The grant of authorized no-pay leave will be decided on recommendation by relevant Divisional Director through HR Division approved by the Director General, and where relevant, subject to the approval of the Commission
- No-pay leave will be approved only in exceptional circumstances
- No-pay leave must be differentiated from unauthorized absence

4.3.10. Leave application procedure

- For all members of staff in the Management Assistant grade and above, leave shall be applied for prior approval via the HRIS system through which an email is sent by the employee to their relevant supervisor and HR Director for approval. In the case of an emergency where the member of staff was unable to obtain prior approval, only verbal approval shall be entertained. Merely sending a text message would not be considered as prior approval for leave.

- For all members of staff below Management Assistant grade, the leave application process is carried out by completing the **Leave Application Form (Refer Annexure A9)** used by the Commission and handing it over to the relevant supervisor and HR Director for approval
- All leave applied for shall be recorded in the “Leave Register” which shall be maintained by the Administration Division
- Since annual leave by its very nature must be applied for in advance, it must also be availed of a mutually convenient time. The Commission will thus inform employees of the periods of the year in which annual leave will not be granted based on operational/ business requirements

4.3.11. Leave Encashment

All employees are entitled for leave encashment of their annual leave balance on cessation of employment.

4.3.12. Leave on Termination of Employment

- Members of staff should apply to their Divisional Director for grant of their annual leave entitlement prior to resignation
- Such annual leave is granted as a combination of annual leave earned during the previous year plus leave earned during the year of termination.
- Where any balance of leave cannot be allowed for reasons such as, notice of termination of employment is insufficient or where the employment is terminated without prior notice, the PUCSL has to pay full remuneration to the employee for the number of days leave the employee is entitled to.

4.3.13. Working additional hours

This clause shall apply to all members of staff above Management Assistant level of the PUCSL. Any member of staff who aims to work additional hours on any particular day must obtain approval at least three (03) working hours prior to any additional hours to be worked after normal working hours. The approval shall be obtained by submitting the **Prior Approval for Additional Work Form (Refer Annexure A10)** to the Director General or Deputy Director General via the Director Finance or Director HR.

Recommendations by the relevant immediate supervising authority should be endorsed in the prior approval request validating the requirement of working additional hours. The recommendations should indicate exact demand of additional work required to meet deadlines which cannot be completed during the normal working hours.

The Finance Division should verify additional hours of work claimed by Form 35 against the requested total hours mentioned in the Prior approval form before making payment of claimed amount.

All requests to be noticed as follows:

- Week days – Before 3.00pm for any additional work carrying out after 5.00 pm
- Weekends, Poya days or Public holidays – Before 24 hours to the holiday

The below facilities shall be arranged upon request for the members of staff who intend to work additional hours during a particular day:

- Expense for a cup of tea of maximum LKR 150/- upto 09:00 p.m.
- Expenses for dinner and transport to a maximum LKR 350/- up to 09:00 p.m.

Members of staff who are required to, work past 9:00 p.m. or report to work before 6:00 a.m. shall be entitled to use a taxi to travel to and from work/home.

This procedure applies for additional hours worked during weekdays and Poya days as well.

5. Performance Management

5.1. Policy

The Public Utilities Commission of Sri Lanka is committed to the continuous learning and professional development of all its members of staff and aims to implement and sustain modern and strategic human resources practices including a progressive performance management system.

5.2. General Provisions

- Performance Management shall be a continuous process involving an agreement between the member of staff and supervisor on performance targets in every unit for every employee, formulating strategies to achieve the targets, evaluation and review of performance, agreeing on new targets and employee personal development.
- Its main aim shall be the improvement of productivity of all PUCSL employees.
- Performance reports shall be the basis for determining performance gaps and training needs, promotion and other forms of rewards and review of job designs.
- Performance Management shall be very critical to the achievement of the individual targets and PUCSL objectives and employee personal development.

5.2.1. Performance Agreements

- i. At the beginning of the appraisal period the employee and superior shall discuss and identify clear performance objectives and Key Performance Indicators (KPIs) throughout the performance cycle
- ii. These performance objectives should align with the Divisional objectives and the overall Commission goals and institutional values. Performance objectives and KPIs shall be documented in the **Performance Evaluation Form (Refer Annexure A11)**
- iii. The training and development needs of the individual to perform the job and personal development needs will be also discussed, identified and documented at this phase

5.2.2. Interim Review

Monthly performance reviews are carried out in the Divisional level. These reviews shall be done by the relevant Divisional Director or Deputy Director General. They can be on-going and serve the following purposes.

- To find out how the work progress/ performance is to date.
- To coach the employee in his/her job and facilitate performance.
- To improve communication between manager and employee.
- To modify/change individual performance objectives if the need arises.

In addition to the above monthly reviews, biannual performance reviews shall be carried out every June and December of every year.

5.2.3. Performance Evaluation

- i. A performance evaluation shall be carried out for all employees at the end of the appraisal period (June and December) by the immediate superior and is reviewed by Director HR.

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- ii. In addition to the yearly evaluation, the Divisional Director shall be advised to carry out informal periodic reviews of his employees to monitor progress throughout the year.
 - iii. Appreciative or constructive feedback shall be given to the employee during these reviews
 - iv. The final evaluation shall be carried out at the end of the year, and the review forms must be discussed and signed by both the employee and supervisor. The employee shall receive a copy of this form, and a copy shall be retained for his personal file.
 - v. It is the responsibility of the relevant Divisional Director to ensure that timely performance reviews of his employees are carried out. These reviews shall determine the employee's career progression.

6. Training and Development

6.1. Policy

The Public Utilities Commission of Sri Lanka values the continuous development of all members of staff in support of our overall strategy. We aim to provide opportunities for long term career development where this meets both individual needs and Commission objectives.

6.2. Procedure

6.2.1. Annual Training Plan

- The training and development requirement for all members of staff shall be developed by the Director HR at the beginning of the year or at the end of the previous year, and forwarded to the Director General and thereafter The Commission for approval in the form of a divisional training plan/calendar.
- The annual training budget shall be developed by the Director HR which includes the two separate training plans for local and foreign training respectively. This is done following the assessment of the business needs and past records of the training provided in the previous years.
- Based on the annual training budget, the provisions shall be allocated to the respective budgets and Divisions on a need basis.
- The Director HR shall have an understanding of the following aspects when preparing the training budget for the year:
 - i. Categories of employees, which include members of staff from non-Executive level to Executive level
 - ii. The number of training hours allocated for each level of employees
 - iii. The method of training that will be used for each of these levels (understood after discussion with the relevant Divisional Director)
 - iv. The prevailing rates of the external training vendors that the Commission anticipates on utilizing.

6.2.2. Training Needs Identification

Overall training needs shall be identified by the Divisional Director or the individual himself. If the member of staff believes that he requires training on a specific type of skill or knowledge related to their job, he shall request from the relevant Divisional Director or Director HR, who will then obtain approval from the Commission.

Once needs are identified, it is the responsibility of the Divisional Director to communicate this need to the Director HR for the necessary action to be taken.

The following structured approach will be adopted in order to meet the training and development of the employees. The training needs assessment consists of the following steps:

1. Identify problem need
2. Determine design of needs analysis
3. Collect data
4. Analyze data

5. Provide feed back

6.2.2.1. Identify problem need

- i. Listing out of the individual deliverables and the routine functions assigned to respective executive employee.
- ii. Performance interface-Recommendations on training and development of individual employee as forwarded by the supervising officer in the individual performance appraisals carried out bi-annually.

6.2.2.2. Determine design of need analysis

- i. Identify the knowledge and the skill levels required for individual employee.
- ii. Decide the subject area relevant to the upgrading of knowledge and skill levels for deliverables/routine functions.
- iii. Compilation of the published training calendars /training opportunities of the year obtained from the relevant institutions.

6.2.2.3. Collect data

- i. Select the subject areas on priority basis corresponding to the deliverables assigned as per the contents of the training courses.
- ii. Consideration of the budgetary allocation under the foreign/local training.

6.2.2.4. Analyse data

- i. Prioritize the training opportunities available that best suit to fill the skill and knowledge gap in line with the budgetary allocations.
- ii. Final selection of the most suitable training opportunity for the individual employee.

6.2.2.5. Provide feedback

- i. Submission of comprehensive course feedback report to the Commission.
- ii. Conduct of a knowledge sharing session of the training among the employees.

6.2.3. Training Committee

The Commission appointed training committee shall serve the purpose of selecting appropriate nominees from all eligible members of staff for special local and/or foreign trainings to be held by the Commission.

The Committee shall consist of the following Directors: Deputy Director General, relevant Divisional Director and Director HR.

6.2.4. Types of Training Programmes

The following are methods of training and development that can be used by the PUCSL to develop its staff:

- a) **Induction** training shall be given to employees (hired, promoted or transferred). [Refer 3.2.6.4](#)

- b) **In house, on the job training (OJT)** for the category of plant employee level. All employees shall be subject to OJT up to the first three (3) months of their date of join. The training shall be conducted at the employees work station in a systematic manner by a co-worker or the immediate supervisor. An evaluation of the employee shall be carried out after the first three (3) months of commencement of the job.
- c) Instructor – led training programmes, otherwise referred to as **classroom training**, offered in the form of lectures, seminars, discussions, experiential techniques (case studies/role plays/etc.) and computer – based training. This kind of training includes training or knowledge sharing on various governing laws, rules & regulations, circulars, procedures, personal qualities & skills, etc.
- d) **Coaching and mentoring** may occur on the job. These sessions are tailored to the employee’s individual needs and allow the employee to understand themselves and their performance levels, and remove barriers to enhance their performance. Mentoring is more or less an informal means of training and does not necessarily involve the employee’s immediate superior being the mentor. It is at the discretion of the employee to choose their own mentor.
- e) Providing **feedback** shall be useful for the HOD in obtaining information about the employee’s performance. Consistent feedback is important in order to ensure high performance.
- f) **Outward bound (OB)** training shall be provided to relevant employees at the discretion of the Commission or the Director General and is dependent upon the employee’ job function.

Evaluation

It is important that all training and development initiatives are evaluated with respect to their effectiveness from both a Commission and a personal perspective, by the relevant Divisional Director and the HR Division at the end of every session. Methods of evaluation shall include:

- The use of an evaluation form at the end of every training session held by the Commission or any third party vendor. The **Post Training Evaluation Form (Refer Annexure A12)** can be used for this purpose.
- A performance review process conducted by the relevant Divisional Director or immediate superior to evaluate the extent to which the agreed development activities have achieved the intended objectives of the training.
- Informal discussions held with the Divisional Director or immediate superior regarding any training attended.
- Long-term monitoring of employees (preferably every three (3) months) to recognize the return on investment (ROI) of the training and development initiatives.

The Divisional Director and HR Division shall be responsible in maintaining the training records of all training and development initiatives undertaken by the Commission. The following records shall be maintained:

- i. Training needs analysis records
- ii. Annual training plan
- iii. Staff training records
- iv. Training attendance records
- v. Details of training programmes
- vi. Summary of session Evaluations
- vii. Training Evaluation Form after the first three (3) of commencement of the job

6.2.5. Foreign Training and traveling on duty

- Foreign training shall include the following; a scholarship, fellowship, study tour, seminar or any award which contains an element of training and/or enhancement of a member of staff's qualifications, knowledge or skills, and develop personality attributes
- Travel on duty means when a member of staff travels abroad for a purpose which is directly part of the employee's duties, such as for a conference on behalf of the PUCSL or for transacting PUCSL business, signing agreements, negotiating, contracting or for inspections before purchase of supplies, etc.
- Employees shall be nominated for foreign training programmes at the discretion of the Commission and the Director HR. Nominations shall be on the basis of the employee's performance
- A member of staff sent abroad for a period less than one month will not be required to serve an obligatory period of service
- For periods over one month, the obligatory service period shall be four times the period of leave abroad, subject to a minimum of one (01) year and a maximum of ten (10) years
- Following the training programme, it is the responsibility of the employee who obtained the training to convey the knowledge gained to all relevant employees, peers and superiors in the form of a presentation

6.2.5.1. Allowances for foreign travel

Apart from the per diem and other allowances mentioned above, members of staff travelling abroad for a training or any other official purposes, are provided with the below mentioned allowances;

- Combined allowances*

The combined allowance will be paid as per the table below (in US \$ per full day (24 hours)):

Category of countries (in terms of Schedule 01 in Circular No. M.F.01/2015/01)	1 st category (US \$)	2 nd category (US \$)
1	200	170
2	260	230
3	330	280
4	400	340
5	530	420

The first category consists of:

- Ministers, Governors of Provinces, Members of Parliament, Provincial Council Ministers and Chairmen, Mayors of Municipal Councils and Chairmen of Urban Councils and Pradeshiya Sabahs.
- The Govt. officers who draw an initial monthly salary of LKR 36,755/- or above in terms of public Administration Circular 6-2006 (related to the amendments)
- Judges of the Supreme Court and Courts of Appeal, Chairmen of Commissions, Heads of Foreign Missions in the foreign service, Presidential Advisors, Governor, Deputy Governor of the Central bank of Sri Lanka, Chairmen,

General Managers and CEOs of state banks, Vice Chancellors of universities, Chairmen, CEOs of public corporations, Statutory bodies and Govt. owned companies.

All other officers except as mentioned above come under the second category.

- *Incidental allowances*

- i. Payment of incidental allowance for travel abroad for the purposes of study, training, discussions and conferences related to expansion of qualifications, knowledge and skills.

The incidental allowance covering all expenses such as travelling, airport taxes and telephone incurred abroad shall amount to US \$ 40 per day for a maximum period of 30 days.

- ii. Payment of incidental allowances for travel abroad representing the Govt. in foreign mission or official purpose or duties related to the subject falling within the scope of the institute, which cannot be performed within the island.

The incidental allowance covering all expenses such as travelling, airport taxes and telephone incurred abroad shall amount to US \$ 75 per day for a maximum period of 15 days.

- *Reimbursable expenses*

Prior to leaving for official foreign travels, the following expenses which are incurred within the country by the officer travelling abroad can be reimbursed by the Commission.

- i. Passport and visa fees
- ii. Embassy fees
- iii. Insurance charges – the insurance cover not exceeding the limit of LKR 2,400,000/- shall be provided to the member of staff travelling abroad.

Members of staff shall adhere to all clauses mentioned in Circular No. M.F. 01/2015/01 and any amendments made to it in relation to the above mentioned allowances.

- *Warm clothing allowance*

Any member of staff who shall be required to visit a foreign country on official purposes shall be entitled to an amount equivalent to GB £ 75 in Sri Lankan Rupees as a warm clothing allowance. This allowance shall only be given once every five (05) years.

If the particular foreign travel is funded by a foreign agency and for such foreign travel the member of staff has already obtained a warm clothing allowance, such allowances shall also be considered when calculating the five (05) years above.

The member of staff shall be required to submit proof of purchases once such allowance is granted and made use of.

Hence, for these purposes, countries / location with cold climate can be defined as:

All countries North or Northern longitudes of thirty five (35) degrees

Or

All countries South or Southern longitudes thirty (30) degrees

Or

All countries / locations above five thousand (5000) feet of elevation

6.2.5.2. Allowances for local travel on official duty

- *Per diem and foreign currency allowance*

Per diem shall be paid to an employee who will be required to travel overseas on duty for at least a night. Each level of employees shall be provided with an Overseas Travel Allowance per day.

The amount payable shall be evaluated and recommended by the Director HR, and shall be finally approved by the Director General and/or the Commission.

- *Accommodation allowance for official travel*

All employees shall be entitled to a combined allowance when travelling locally on official duty. The combined allowance includes both food and lodging per day. The entitlements are as mentioned below:

	Combined allowance (LKR)	Time and distance
Executive category	4,000	Out of Colombo city limits for one night out stay
Non-executive category	3,000	Out of Colombo city limits for one night out stay

In addition to the above, members of staff shall be entitled to a subsistence allowance of LKR 500 for working after hours on Saturday or half a day on Sunday.

- *Meal allowance for official travel*

In addition to the above, member of staff shall also be entitled to a meal allowance when travelling on official work as mentioned below;

- Less than six (06) hours – no meal allowance
- Between 6 to 12 hours – LKR 500
- Between 12 to 24 hours – LKR 1,000

6.2.6. Eligibility for Training

- The following categories of member of staff shall not be entitled to be sent abroad for study or training:
 - Those members of staff who are not on contract appointment with the PUCSL and who do not have at least one year in service to be completed before the contract period is over.

- Members of staff who will not possess an adequate period to cover bonded compulsory period on return before they reach their optional age of retirement
- Those who have violated any condition previously in regard to study and training abroad
- All employees, confirmed in the service of the PUCSL, shall be eligible to attend in house training, outside seminars and training programmes on need-based recommendations

6.2.7. Approval Process

- I. It is the responsibility of the employee to obtain approval from the Divisional Director and thereby the Director General before attending any type of training and development initiatives
- II. The Divisional Director's approval shall be dependent on factors such as budget, the ability of the division to function in the employee's absence, and the relevance of the activity to either the employee's current position or their professional development plan
- III. If the duration of the training period is more than one month, a training bond of 4 times the duration of the training period (minimum bond period – 1 year, maximum bond period – 10 years).

6.2.8. Guarantee bonds for study leave/training programs

All members who are sent for study or training abroad and who are required to sign bonds should furnish such bonds with two (02) sureties/guarantors acceptable to the PUCSL or a bank guarantee before proceeding on study leave/training. In any case that the employee has refused to attend to the training by his or her own desire, upon payment of full or part expense related to the particular training programme from commission's funds employee should repay such expenses to the Commission.

6.2.9. Guidelines

- Two (02) sureties must be named for signing of bonds/agreements giving the full name, age, employment and address
- It is the responsibility of the member of staff that the two (02) sureties provide well in advance documentary of proof to the effect that they are in possession of land, and/or land or are income tax payers to prove the capability to pay the surety or the maximum penalty that will be laid down in the bond, if the member of staff proceeding on study leave/training defaults the bond/agreement
- A member of staff traveling abroad on study or training should obtain the approval of the appropriate authority
- Following the approval from the Director General and the Commission, it will be the responsibility of the member of staff to obtain all travel documents and permits
- All members of staff who are sent abroad for training have to submit a report to the Director General via the Divisional Director based on the programme, what was gained from the training/study opportunity and how the member of staff plans to utilize the knowledge and experiences of the programme in his work
- The member of staff has the sole responsibility in submitting the payment receipt of the course fee and the photo copy of the training completion certificate to Finance/Human Resources Division.

7. Promotions and Transfers

7.1. Policy

This policy shall be applicable to all employees of the Public Utilities Commission of Sri Lanka. The purpose of this policy is to recognize and reward meritorious performance, to ensure equity, fairness and objectivity in matters relating to promotions and transfers, and to integrate the aspirations of growth and development of employees with the present and future requirements of the Commission.

7.2. Procedure

7.2.1. Promotions

- Whenever a vacancy arises in the Commission, the HR Division in consultation with the Divisional Director or vice versa shall recommend to the Director HR or Director General whether it should be filled internally for the purpose of providing employees with an opportunity to upgrade themselves, if they are suitable and satisfy the criteria laid down for the particular job, or filled externally by making a fresh recruitment
- If it is to be filled internally it can be done through a recommendation or internal advertisement
- It has been emphasized that competence at lower level would not necessarily mean that an employee has the potential to perform at a higher level of responsibility or technical skill
- Promotions from within can be on the basis of a probationary period of one (01) year (optional) on a need basis on the understanding that an assessment would be made at the end of a specified period to decide on confirmation in that position. This would give flexibility to revert an employee to the earlier position/ level when the employee cannot cope with new demands providing security of employment for the employee.

7.2.2. Transfers

- Transfers will generally occur via job rotation among technical positions for every three (03) years and will take effect at the discretion of the Director General, Divisional Director and/or Director HR
- Transfers shall not result in a lowering in job status in terms of the PUCSL system of grading unless employees, for reasons beneficial to them, voluntarily accept such position. E.g., Employee who, for reasons of health opts for a less strenuous job which is of lower rank.
- All transfers shall be communicated in writing with the signature from the Director HR and Director General through the use of the **Transfer Approval Form (Refer Annexure A13)**

8. Remuneration

8.1. Policy

PUCSL remuneration policy and procedures are designed to reward competitively the achievement of sustainable performance, attract and retain the right kind of employees and, reflect our objectives of good corporate governance and sustained, long term value creation for all its stakeholders.

8.2. Procedure

8.2.1. Payment of Salary

- i. Remuneration shall be in the form of salary and allowances and any other forms of remuneration payable to the various categories of employees as shall be determined by the Director General and the Commission from time to time subject to the statutory requirements such as minimum wages and BRA.
- ii. All posts in the PUCSL shall be classified by title and salary scale in accordance with the duties and responsibilities carried by the post as established by the Commission. Grading systems and its justification for the classification of the various posts will be documented and transparent for the information of staff.
- iii. Salaries will be reviewed periodically to be in line with market rates. This review will be initiated by the HR Division. A review in salary will not mean an increase. Salary reviews are taken in consultation with the Director General and the Commission.
- iv. Salaries will be credited to individual bank accounts, as per details provided by the employee to the HR Division within ten (10) days of the end of the salary month.
- v. Income tax or other statutory tax payments imposed by the Government of Sri Lanka will be borne by the individual staff member

8.2.2. Acting Salary

For a member of staff appointed to act in another post, an "Acting Salary" is paid to the employee based on the kind of position they acting for. However, the payment shall depend on the following:

- If the acting post is at a higher level than the post the employee is currently in.
- If the acting post is similar to the post the employee is currently in.
- If the acting post requires the employee to act full time on it and it is anticipated that a full time employee will be appointed in the near future.
- If the post in which he is appointed act is vacant or the holder of that post is absent.

Period of which acting salary is payable

Acting salary is only payable for a maximum period of three (03) months during which a member or staff acts:

- i. In a post for which there is no substantive holder or the holder is absent
- ii. In a succession of post in addition to his substantive duties
- iii. In a post under a combination of the circumstances referred to above

The Commission has the discretion to extend the period of acting and pay the acting salary to a member of staff for acting in a post or attending to the duties of a post or covering up of duties under special or unavoidable circumstances. Acting pay shall not be paid if the acting period is less than one (01) month and shall be only one fourth (1/4th) of the salary of the holder of the substantive post.

Allowances

- 1) Some allowances can be part of the consolidated salary for some categories of staff as indicated in their appointment letters. Current allowances paid are mentioned below:

Director General

Professional allowance – 20% of basic salary

Postgraduate allowance – 20% of basic salary

Exodus allowance – 10% of basic salary

Statutory risk allowance – 30% of basic salary

PUCSL maintained car and driver

Fuel for car (300L)

Reimbursement of mobile phone bill for up to LKR 6,250/-

Reimbursement of residential phone bill for up to LKR 10,000/-

Deputy Director General

Professional allowance – 15% of basic salary

Postgraduate allowance – 15% of basic salary

Exodus allowance – 10% of basic salary

Statutory risk allowance – 30% of basic salary

PUCSL maintained car and driver (or driver allowance of LKR 20,000)

Fuel for car (225L)

Reimbursement of mobile phone bill for up to LKR 4,000/-

Director

Professional allowance – 15% of basic salary

Postgraduate allowance – 15% of basic salary

Exodus allowance – 10% of basic salary

Vehicle allowance – LKR 60,000/-

Driver allowance – LKR 20,000/-

Fuel for car (150L)

Reimbursement of mobile phone bill for upto LKR 4,000/-

Deputy Director

Professional allowance – 10% of basic salary

Postgraduate allowance – 10% of basic salary

Exodus allowance – 10% of basic salary

Vehicle allowance – LKR 60,000/-

Fuel for car (100L)

Reimbursement of mobile phone bill for upto LKR 4,000/-

Assistant Director

Professional allowance – 10% of basic salary

Postgraduate allowance – 10% of basic salary

Exodus allowance – 10% of basic salary

Travelling allowance – LKR 40,000/-

Reimbursement of mobile phone bill for up to LKR 3,500/-

Reimbursement of a postgraduate course fee

Motor vehicle loan up to 5 million at an interest of 4.25% p.a.

Management Assistants

Cost of living allowance – LKR 7,800/-

Qualification pay – 15% of basic salary

Special allowance – 15% of basic salary

Travelling allowance – LKR 5,000/- per month

Motor vehicle loan of up to 5 million at an interest of 4.25% p.a.

Drivers

Cost of living allowance – LKR 7,800/-

Special allowance – 15% of basic salary

Travelling allowance – LKR 2,500/- per month

Motor vehicle loan of up to 5 million at an interest of 4.25% p.a.

2) The rest of the allowances shall be as indicated below and are payable subject to availability of funds as authorized and budgeted for:

- **Professional allowance**

Members of staff in the permanent category who are entitled for a professional allowance are eligible for this if they are a full member of the following bodies:

Local –

- The Institute of Engineers Sri Lanka
- Bar Association of Sri Lanka
- Sri Lanka Economic Association
- CIMA, ICASL, ACCA, CFA
- Computer Society of Sri Lanka
- IPM, Sri Lanka

Foreign –

- Institute of Electronics and Electrical Engineers
- Institute of Engineering and Technology (UK)
- CIMA (UK), ACCA (UK)
- British Computer Society
- Australian Computer Society
- Chartered Institute of Personnel Development (CIPD, UK)

For employees in the permanent executive category and those who hold a masters level qualification or higher from a UGC approved university, the postgraduate allowance will be paid from the effective date of the degree if it was awarded while in PUCSL. If not, allowance will be paid from the date of submission of the degree certificate

- **Exodus allowance**

Members of staff in the permanent executive category will be eligible for this allowance after completing three (03) years of service at the PUCSL

- **Travel insurance**

Members of staff in the permanent executive category who may be requested to travel abroad for official purposes are entitled for travel insurance depending on the destination of travel

- **Meal and refreshment allowance**

Allowances paid for meals and refreshments for a member of staff working additional hours are described in the Remuneration policy and procedure under Section 3.2.12.

- Any other allowances at the discretion of the management.

8.2.3. Staff loans

Loans are granted subject to availability of adequate funds. Types of loans currently granted include, vehicle loans property loans and distress loans.

Overall eligibility

Members of staff are not eligible for Commission loans given the occurrence of any of the below activities;

- If the member of staff is not a permanent and confirmed employee in the service
- If the member of staff has obtained no-pay leave for more than ten (10) days during the previous twelve (12) months from the application of the loan

- Stoppage of salary increments due to misconduct
- Having been taken action against due to misconduct
- Negligence in performance of duties
- Misuse of any prior loans given to the employee
- If both spouses are part of PUCSL, only one spouse is eligible for a loan.

Surety / Guarantor

A guarantor should satisfy the following conditions:

- Must be a permanent and confirmed member of PUCSL staff
- Must not be indebted to PUCSL or if indebted his own indebtedness together with the amounts of the loan for which he is a surety should not exceed his total salary of two (02) years
- Must hold a position of authority over the member of staff applying for the loan
- Must be a public servant holding a permanent appointment and is in a Grade similar to or higher than that of the principle borrower

If the surety/guarantor is dismissed or dies or resigns or their service is terminated for whatever cause, the employee must provide another guarantor within a period one (01) month.

If the member of staff fails to furnish an acceptable guarantor as required, he shall be ordered to repay the balance outstanding. If this balance is not paid, recovery shall be effected unless otherwise decided by the PUCSL to double the monthly installment and at a rate of interest increased by five percent (5%).

Rules

- Payment of the loan will be subject to the statutory forty percent (40%) deductions limit.
- The granting of these loans will be subject to availability of funds and will be made on a basis of priority.
- If a member of staff intends to purchase a second hand vehicle locally, such a vehicle should be valued by a professional valuer and then submit the valuation certificate along with the Vehicle Loan application.
- The loan application must be recommended by the Head of Division.
- An employee of the commission will be not be entitled for any vehicle allowance applicable in the case where the relevant employee is granted a vehicle loan.

Recoveries

- Recoveries in equal monthly installments and within the number of installments stipulated in respect of each category of loans. If in the division into equal monthly installments there is a balance, it may be recovered with the first installment
- Recoveries shall commence from the month immediately after in which the loan was granted
- If in the event of retirement, resignation, dismissal or death the member of staff has not completed the repayment of his loan, the balance due will be recovered from any part of the salary due to him or from his guarantor

8.2.3.1. Motor Vehicle loan

Eligibility

All confirmed and permanent employees in Assistant Director and below levels are eligible to apply for a Motor Vehicle Loan from a financial institution authorized by the Central Bank of Sri Lanka. Maximum loan amount entitled is rupees five million (LKR 5Mn) by any employee. The maximum repayable period of the loan is five (5) years. In the case where the applicant is above the age of 55 years the repayable period can go on till the applicant attain the age of sixty (60) years.

The employee will be liable to pay an interest amount of 4.25% or an amount as prescribed by relevant government circulars where the rest of the interest component will be borne by the Commission. The applicant must be a permanent and confirmed employee of the Commission.

A member of staff shall be eligible to obtain a motorcar loan only once in five (05) years and any previous vehicle loan (s) should have been repaid in full before another loan is obtained.

Once the loan is approved, the applicant must provide the following documents to the Divisional Director and Director HR for inspection within three (03) months of approval;

- A declaration that he/she is the sole owner of the vehicle.
- The certificate of registration of the vehicle in his/her name. This certificate is kept in the custody of PUCSL until the interest portion is reimbursed.
- A receipt duly signed on a stamp by the seller in support of the purchase of the vehicle.
- The vehicle has been purchased outright and no other payments are due thereafter.
- Comprehensive insurance certificate in the name of the employee and a sum not less than the amount of the loan.

Once permission is granted for the loan, the employee must provide the following documents;

- An agreement in the prescribed form
- A surety or guarantee bond
- A promissory note for the full amount
- A letter in the prescribed form for deduction of the installment of the loan from the salary

8.2.3.2. Property / Housing loans

All confirmed and permanent employees are entitled to apply for a housing loan through a state-owned bank with a cap of LKR eight (8) million. The maximum repayable period for the property loan is 15 years.

The member of staff shall only be required to pay 4.25% per annum of the interest amount component, where the remainder of the interest, which may be subject to a capped amount stated as per any relevant Government circular, shall be reimbursed by the PUCSL.

Recoveries shall be made via equal monthly installments and within the number of installments stipulated in the relevant loan category. If in the division in to equal monthly installments there is a balance, it may be recovered in the first installment. Recoveries shall commence in the month immediately after in which the loan was granted.

If in the event of retirement, resignation, dismissal or death, a member of staff has not completed repayment of his loan, the balance will be recovered from any part of the salary due to him, or from the balance of the medical fund due to him or from any other monies due to him that could be legally charged.

8.2.3.3. Distress loans

All permanent employees with a minimum of three (03) years of service are eligible to apply for a distress loan. The purpose for a distress loan includes the following;

- Illness
- Education
- Bereavement of the family
- Wedding in the immediate family circle
- Any other similar cases of distress

The maximum amount given to an employee as a distress loan is ten (10) months consolidated salary with a maximum repayable period of five (05) years with an interest rate of 4.25%.

The distress loan is granted at any time provided that no other loan under this category has been availed of during the past one (01) year and all outstanding amounts have been settled in full, and shall be subject to the availability of funds.

Rules

- All guarantors for distress loans should be permanent members of staff of the PUCSL and should be equal to higher status than the applicant. The guarantors shall not be permitted to guarantee more than two such distress loans.
- Payment of the loan will be subject to the statutory forty percent (40%) deductions limit.
- A distress may be granted at any time provided that no other loan under this category has been availed of during the previous six months and all outstanding amounts have been settled in full.

8.2.4. Deductions

Authorised deductions are those which can be made only with the consent of an employee. Such deductions should not exceed forty per cent (40%) including statutory deductions of the employees' salary.

Statutory Deductions

Authorised deductions do not include deductions made under an obligation to pay PAYE or other taxes, EPF/ETF or to satisfy an order/decreed of a Court. Other deductions include:

- Premium on life insurance policies
- Festival advance recoveries
- Salary advance recoveries
- Recoveries on over payment of salary including half pay and no pay leave recovery
- Housing loans obtained from National Housing Development Authority
- Donation to the Government

8.2.5. Annual Increments

- The HR Division shall ensure that the individual performance evaluation appraisals are done bi-annually
- Increment amount shall be decided by the Director General and the Commission and it will be based on the rating after the performance evaluation as well as other relevant factors such as inflation rate, market rates and statutory requirements for minimum salaries/wages
- After salary recommendation has been approved by the Commission, the HR Division will inform the employee of his/ her increment in writing
- Employees who are suspended from employment shall not be entitled for annual increments. In the case where the said employee is reinstated in their position as a result of not being guilty for the offence, they shall be paid the arrears for such increment
- Deferment of increments may take place if the member of staff has not performed to the expected standard from the last incremental date
- A member of staff shall be promptly informed when an increment is suspended, stopped, reduced or deferred about the period for which such disallowance would operate and reasons as to why such an action was taken. Increments

shall only be granted if the member of staff has served the full increment period. Refer Disciplinary Manual for further details.

- Increment upon confirmation will be at the sole discretion of the Director General and shall depend on the grade and performance during the probationary period.
- The member of staff shall be issued, in writing, a letter for each annual increment, and this letter shall be acknowledged by the employee by signing and returning a copy of the same to the HR Division.

8.2.6. Compensation Review

The HR Division along with the Director General and the Commission is responsible to carry out a compensation review of all members of staff every three (03) years in order to provide competitive revisions in line with the market pay levels. A compensation and benefits benchmarking survey may be optional.

9. Insurance

9.1. Workmen's Compensation

9.1.1. Policy

According to Workmen's Compensation Ordinance, the PUCSL should pay compensation to its members of staff or their dependents in instances of injury or death of employees that;

- arise out of the members' of staff employment, and
- arise in the course of their employment, or where employees contracts an occupational disease due to the nature of their employment.

The amounts to be paid are prescribed under different schedules of the Ordinance.

9.1.2. General Provisions

9.1.2.1. Individuals entitled to compensation

- Members of staff who suffer personal injury caused by an accident arising out of and in the course of his/her employment.
- Members of staff who contract any disease that could reasonably be attributed to the nature of his/her employment.
- Members of staff who contract any occupational diseases.
- Dependents of employees who die as a result of any accident or occupational disease.

9.1.2.2. Payment of Compensation

- To be entitled for compensation, the;
 - accident must have arisen out of and in the course of the members' of staff employment;
 - accident causing the injury must have arisen both out of and in the course of the employment; and
 - occupational diseases should have been contracted by being employed in the process described by the Act. The contraction of the disease shall deem to be an injury by accident unless the Commission proves the contrary.
- Compensation is paid for the result of the injury (death, permanent total disablement, permanent partial disablement, and temporary disablement) and not for the injury.
- A claim for compensation has to be initiated within 02 years of the occurrence of the accident, disease, or death.
- Where the member of staff dies due to the injury or disease, the compensation would be paid to the dependents of the deceased:
 - Wife, legitimate minor son, unmarried daughter, and widowed mother of the deceased can get compensation without presenting proof that they were dependents of the deceased.
 - Husband, parent other than widowed mother, illegitimate son, illegitimate daughter, etc, have to provide proof that they were dependents of the deceased to be entitled to compensation.
- In the case of death, compensation would not be paid directly to a person of legal disability or to a woman, and must be first deposited with the Commissioner. If direct payment was done by the Commission, without depositing the money with the Commissioner, it would be regarded as compensation was not made.
- However, if the Commission has spent for the deceased employee's funeral, that amount can be deducted from the compensation payable, subject to the following limitations.
 - If the compensation is up to LKR 200,000, LKR 10,000 is allowed to be deducted

- If the compensation is up to LKR 300,000, LKR 15,000 is allowed to be deducted
- If the compensation is up to LKR 500,000, LKR 20,000 is allowed to be deducted
- In instances of death, permanent total disablement, and permanent partial disablement, compensation has to be paid as a lump sum payment.
- In instances of temporary disablements, compensation will be paid as half monthly sums till the disablement ceases.

9.1.2.3. Claiming compensation

- In case of injury, the injured employee should make an application to the Commission in the prescribed form, together with the Medical Certificate.
- In case of death, the dependents should make an application to the Commission in the prescribed form, together with the Death Certificate.
- Prior to making an application, the notice of the accident must be given to the PUCSL, orally or in writing. However, in the following circumstances this notice is not compulsory.
 - If the claim is regarding a death which has occurred in the premises of the PUCSL, or in a place controlled by, or belonging to the PUCSL.
 - If it can be proved that the Commission had the knowledge of the accident by other means.
- The PUCSL too must report the accident to the Commissioner of Labour within fourteen (14) days in the prescribed form. If the PUCSL fails to notify the accident to the Commissioner of Labour, he will be subject to a fine on conviction.
- The application has to be made within two (2) years of the accident or death. However, the Commissioner has the discretion to admit any claim even where due notice is not given or where the claim is not made within two (2) years.

9.1.2.4. Record maintenance

The PUCSL shall maintain a notice book of accidents, and forward the annual returns of the accidents to the relevant authorities.

9.2. Surgical and Medical Insurance Scheme

A Medical Benefits Scheme and a Fund was established by the Commission for the benefit of all members of staff and their dependents.

The objectives of the Scheme are as follows:

- a) To assist in the payment of expenses incurred by the members of staff or their spouses or dependents in connection with medical, surgical, maternity. Ophthalmic, dental or any other illness determined by the PUCSL.
- b) To motivate the members of staff and to build up a healthy work team and thereby obtain their optimum contribution towards achieving the organizational objectives more effectively.
- c) To attract competent and skilled personnel to the PUCSL to perform and discharge its powers, functions and duties in public utilities industries and protect the interest of consumers.

9.2.1. The rules and regulations

The rules and regulations applicable to the Surgical and Medical Insurance Scheme (“The Scheme”) are treated as guidelines for reimbursement of claims. The Commission is at the discretion to amend, revise or abolish these rules.

9.2.2. Membership

The following categories of members of staff of the PUCSL shall be eligible to be the members of the Fund:

- a) All permanent members of staff
- b) All contractual members of staff
- c) Casual members of staff who are filling the vacancies in the approved cadre
- d) Each member of staff eligible for membership in the Fund shall make his application at the beginning of every financial year of the Scheme to the Director HR in writing in such form as the Committee shall prescribe and such application shall be signed by him.

Any applicant for membership, who shall comply with the conditions in the rules, shall be admitted and the applicant's name shall be placed in the Register. Thereafter, he will be entitled for the benefits under the Scheme.

In the case of both husband and wife employed in the PUCSL both shall become members of the Fund and entitled to the benefits separately under the Scheme. However, only one of them shall be entitled to claim the benefits for their dependent children.

9.2.3. Dependents

Dependents of a member of the Fund are as follows:

- a) The spouse
- b) The children who are under 18 years of age, unmarried and unemployed will be limited up to the maximum of three children. However, if any child is a full time student, up to 24 years of age he will be considered as a dependent.
- c) The parents of unmarried members, who are declared as dependents at the time of the application.
- d) When a member in c) above marries, the parents will cease to be members.

9.2.4. Payments procedure

Payments for the Fund shall be made only in respect of a member of the Fund, his spouse and dependents as described in the rules above.

Reimbursement claims should be submitted to the Board of Trustees of the Fund in the appropriate form within two (02) months of the related payment. The claim should be supported with the following documents:

- a) Original prescription
- b) Original bills or original receipts which should be in the name of the claimant
- c) Original receipts for the payment of laboratory tests, x-ray, consultants, specialists, physiotherapy, etc.

The name of the patient should be clearly indicated in the documents submitted with the claim. They are liable to be rejected if they fail to do so.

No payments shall be made from the scheme until the claims have been approved by the members of the Board of Trustees. The Commission of Trustees may sanction the payment of an advance from an individual member's account in the scheme to meet exceptionally urgent medical expenses or to meet a deposit required by a patient seeking admission to a hospital or nursing home. This should not be applied as a general rule.

9.2.5. Medical expenses provide under the Scheme

The medical expenses provided under this scheme shall be defined and reimbursement of the expenditure on medical bills as per details given below:

9.2.5.1. Indoor Benefits

Reimbursement of the bills for expenses including hospitalization, nursing home charges, cost of drugs, injections, dressings, tests, physiotherapy, fees for physicians/surgeons/anesthetists, and maternity costs subject to the following maximum amounts:

- a) Hospitalisation or Nursing home charges
- b) Medical and operation expenses including specialist's services, surgeon's fees, anesthetist's fees, nursing fees on the recommendation of the specialist, etc.
- c) Government hospital per day (non-paying wards maximum 14 days).
- d) Waiting period of waived off.
- e) Normal child birth cover.
- f) Pregnancy related ailments and complications during the pregnancy period.

9.2.5.2. Outdoor Benefits

- a) Cost of drugs, injections, dressings, laboratory tests, x-ray, physiotherapy, maternity expenses, etc. as per the terms and conditions of the service provider.
- b) Specialist Consultants fees, tests and investigations, dental treatment, cost of spectacles (once on 3 years), eye tests, and pregnancy related ailments are covered.
- c) Precautionary vaccinations are covered.

9.2.5.3. Provisions

- All professional charges / doctors' fees and medical expenses will be paid on the market rate.
- Caesarian / abnormal child birth is covered after 10 months waiting period for new inclusions. Pregnancy related ailments are covered.
- Claim documents should be submitted to the claims department within 90 days from the bill date. At the time of expiry of the policy, all outstanding claims including re-submissions should be submitted within 30 days.
- In the event of hospitalization, the follow-up drugs to be accommodated only for 2 weeks.
- Claims are settled on reimbursement basis. Direct settlement is only for approval hospitals per attached hospital list.
- Following tests expenses are reimbursed under indoor limit on the recommendation of the Doctor, without admission to the hospital. There is no direct settlement for such payments; MRI, Endoscopy, Colonoscopy, Bronchoscopy, Sigmoidoscopy, CT scan.

- All certificates, information and evidence required by the corporation shall be furnished at the expense of the insured in English.
- Cataract operations and the cost of the lens kit for the cataract surgeries is also covered.
- Inclusions – premium charged in full.
- Deletions – refund pro-rata basis subjected to no claims.
- Mid way inclusions are granted only for the following situations; new recruitment, new born baby (subject to policy age limit), newly married. All dependant inclusions for existing employees should be done within one month from the renewal date.
- Hospitalization for dental surgeries could be entertained only for surgeries under general anesthesia subject to the Doctors’ charges.
- Geographical limit is only within Sri Lanka.
- Annual limits cannot be upgraded between the policy year.
- Cover for OPD surgeries under local anesthesia (surgeries available without hospitalization) done by a general surgeon (all superficial skin and subcutaneous surgeries including removal of abscess, cysts, warts, gangrenes, lumps, hematomas, nails, lymphomas, furuncles, callosities, keloids, skin tags and external manipulations of fractures and traumas) shall be paid for within the given limit.
- Cover is provided to each member subject to the age limits given unless it is specifically mentioned in the policy. Those have not submitted their birthdays will be covered if they are within the given age limit at the time of a claim.

Exclusions

- Expenses for any routine or prescribed medical checkup or examination, external and / or durable medical / non-medical equipment of any kind used for diagnosis and / or treatment and / or monitoring and / or maintenance and / or support including CPAP, CAPD infusion pump, oxygen concentrator etc., ambulatory devices like walker, crutches, belts, collars, caps, splints, stings, braces, stockings, gloves, hand soaps, etc. of any kind, diabetic footwear, glucometer / thermometer and similar related items and also any medical equipment, which are subsequently used at home, administrative fees, biomedical waste fees, medical records charges and any luxury taxes.
- Medical expenses relating to any hospitalization primarily for diagnostic, x-ray or any other investigations.
- Any sexually transmitted diseases or any condition directly or indirectly caused by or associated with HIV or any syndrome or condition of a similar kind commonly referred to as AIDS.
- Medical administration charges incorporated to the bill being issued by Lanka Hospitals, will not be entered under the policy.
- Spectacles, tests, investigation medical examination reports issued through mobile clinics.
- Doctors’ channeling receipts, prescriptions issued through opticians.

9.2.6. General conditions

- a) The Commission shall review and approve a new medical benefits scheme according to the needs of the members with the recommendations of the Board of Trustees every three (03) years.

- b) Members of staff shall be required to make a declaration as per the specified form details regarding the spouse and the dependents, when entering the scheme and any changes thereafter should be notified immediately.
- c) The Board of Trustees shall maintain a book of accounts for each individual member in which all contributions and payments will be entered.
- d) Each member may appoint any person to be his nominee(s) for the purpose of receiving any amount due shall be payable in the event of his death whilst being a member.
- e) Every such appointment of nominee(s) shall be made by declaration in writing substantially in the prescribed form and shall be signed by the member before two witnesses.
- f) If the member has made no nomination at the time of his death the entire balance will be transferred to the Fund.
- g) If a member has not claimed for any of the above mentioned medical services during the year, he shall be paid a "No-claim bonus" determined by the Board of Trustees.
- h) Decision of the PUCSL on any of the matters arising from this Scheme and the Fund shall be final and conclusive.
- i) Any violations of the terms and conditions of this Chapter by the Board of Trustees or a member of the Scheme shall be subject to disciplinary action.

9.3. Personal accident insurance

9.3.1. Provisions

- a) The sum insured shall be subject to forty-eight (48) times of the basic monthly remuneration which excludes other emoluments or individual sum insured; whichever is the lesser amount.
- b) The member of staff shall be required to submit the names together with dates of births for the relevant year.
- c) All members should be active to work and in good health at the time of taking the cover.

9.3.2. Schedule

Event	Results	Compensation
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<p>Bodily injury, caused solely by violent, accidental, external and visible means which injury shall independently of any other cause be the sole cause of any of the results (a) to (i)</p>	<p>a) Death</p> <p>b) Total and permanent loss of all sight in both eyes</p> <p>c) Total loss by physical severance of both hands or both feet or of one hand or one foot</p> <p>d) Total loss by physical severance of one hand or one foot together with the total and permanent loss of all sight in one eye</p> <p>e) Total and permanent loss of all sight in one eye</p> <p>f) Total loss by physical severance of</p>	<p>Occurring within three months of the happening of the event</p>	<p>a) 100% of sum insured</p> <p>b) 100% of sum insured</p> <p>c) 100% of sum insured</p> <p>d) 100% of sum insured</p> <p>e) 50% of sum insured</p> <p>f) 50% of sum insured</p>	
	<p>g) Total disablement (temporary or permanent) from engaging in or attending to usual</p> <p>h) Partial disablement from engaging in or attending to usual business</p>		<p>g) At the rate of 0.4% of sum insured or weekly wage whichever is less per week. Subject to maximum LKR 30,000</p> <p>h) At the rate of 0.1% of sum insured or 1/3 of weekly wage whichever is less per week. Subject to maximum LKR 5,000 per week</p>	<p>For a period not exceeding twenty six (26) weeks from the happening of the event</p>
	<p>i) Total and permanent disablement from engaging in or attending to usual business and from engaging in and attending to business of any kind</p>		<p>Occurring within twelve months of the happening of the event</p>	<p>i) At the rate of 10% of sum insured per year</p> <p>For a period not exceeding ten (10) years beginning from one year after the happening of the event and payable half yearly but not in advance</p>
<p>Compensation shall not be payable for:</p> <ol style="list-style-type: none"> More than one of results (b) to (f) and when payable for one of those results shall not be payable for any other of the results caused by the same event not for any of the results caused by any subsequent event. Either or both of results (g) and (h) or for results (i) until the total amount has been agreed. More than one of the results (g) to (i) in respect to the same period of time. 				
Event	Results		Compensation	

<p>Bodily injury, caused solely by violent, accidental, external and visible means which injury shall independently of any other cause be the sole cause of any of the results (a) to (f)</p>	<ul style="list-style-type: none"> a) Death b) Total and permanent loss of all sight in both eyes c) Total loss by physical severance of both hands or both feet or of one hand or one foot d) Total loss by physical severance of one hand or one foot together with the total and permanent loss of all sight in one eye e) Total and permanent loss of all sight in one eye f) Total loss by physical severance of 	<p>Occurring within three months of the happening of the event</p>	<ul style="list-style-type: none"> g) 100% of sum insured h) 100% of sum insured i) 100% of sum insured j) 100% of sum insured k) 50% of sum insured l) 50% of sum insured
<p>Compensation shall not be payable for more than one of results (a) to (f) and when payable for one of those results shall not be payable for any other of the results caused by the same event not for any of the results caused by any subsequent events.</p>			

10. Grievance Handling

10.1. Policy

This policy is to ensure mental wellbeing of employees towards productive work by providing channels of communication to air grievances to the management and get them settled fairly, within a reasonable time frame and effectively as possible.

10.2. Procedure

- i. This policy applies to all current PUCSL members of staff, regardless of them being permanent employees or under fixed-term employment
- ii. The Commission encourages informal resolution of complaints. Employees should first discuss the complaint with their immediate supervisor within three (3) days of the situation whenever possible. If the complaint is not resolved as a result of this discussion, or such a discussion is not appropriate under the circumstances, the employee can proceed to making an official complaint to the immediate supervisor
- iii. If the employee feels the complaint was not resolved in discussion with his immediate supervisor, they may prepare and submit a formal written complaint for review by the person to whom the employee's immediate supervisor reports to
- iv. The procedure mentioned in (iii) involves that the employee shall prepare a **Grievance Record Form (Refer Annexure A14)** and submit it to the Director HR within seven (7) days of the initial discussion held with the immediate supervisor in part (i).
- v. The Director HR shall then review the complaint, forward a copy to the Director General (if appropriate), and schedule a meeting for the employee, the Director General and Director HR to discuss the complaint. Following the meeting, the Director General shall issue a written decision within five (5) days of the meeting
- vi. As a last resort, if the employee is yet not satisfied with the decision reached in part (v), they may proceed to submitting the complaint directly to the Commission. The Commission's decision is considered final, provided he consults the Director HR when reaching the decision. This decision shall be given within fourteen (14) days of the meeting.

NOTE: The time limits mentioned in the above procedure are subject to modifications depending on the case and the operational requirements. The Commission shall have the authority to resolve any disputes regarding the implementation of this complaint procedure, including determination of the appropriate decision makers.

10.3. Confidentiality and Impartiality

It shall be the responsibility of both the HR Division and Director General to maintain impartiality during the grievance handling process of employees mentioned above, and to uphold confidentiality of all information obtained during the process.

11. Termination of Employment

11.1. Policy

This policy is intended to provide direction to the Divisional Directors and members of staff when a decision is made by either party to end the employment relationship. This policy applies to all employees in the Commission.

The termination of employment contract can take place due to any of the following reasons:

1. Resignation
2. Retirement
3. Medical condemnation
4. Non disciplinary terminations (E.g. VRS-Voluntary Retirement Scheme)
5. Unsatisfactory service during the probation period
6. Vacation of post
7. Disciplinary terminations
8. End of the contract period

11.2. Procedure

11.2.1. Resignation

- a) An employee may resign from the PUCSL by giving a duly written and signed resignation notice
- b) All notices of resignations shall be addressed to the Director General or Director HR via their Divisional Directors and forwarded for consideration and appropriate decision
- c) The period of notice shall be three (03) months for all members of staff, or payment of three (03) month's salary in lieu of notice before resigning
- d) Once the Commission is in agreement to accept the resignation, the **Letter of Acceptance of Resignation (Refer Annexure A15)** shall be issued to the resigning member of staff.
- e) The resignation of a member of staff shall not be accepted under the following circumstances:
 - i. Where a member of staff has not served the bonding period;
 - ii. Where a member of staff has not fully handed over all Commission equipment/ property; or
 - iii. Where a member of staff is under investigation.
- f) Acceptance/rejection of resignation shall be communicated to the member of staff before the expiry of the resignation notice
- g) In the event that resignation is rejected, the grounds for refusal as well as the consequences shall be clearly stated in the letter to the member of staff.

11.2.2. Retirement

The retirement age of the PUCSL is sixty (60) years. If the member of staff wishes to continue his service with the PUCSL, he may do so until he reached sixty (60) years of age. If a member of staff wishes to serve in the PUCSL after reaching the retirement age, he may apply to the Director General for an extension of service, on an annual basis.

The PUCSL reserves the right to retire any member of staff at any time if he is certified by a duly constituted Government medical council as medically unfit for service or on grounds of proven general inefficiency.

When a member of staff is to be retired, the Director General shall ensure that the vacation leave available to his credit is granted before the date of retirement.

11.2.3. Medical Condemnation

In the event a member of staff is unable to continue employment due to ill health, the Commission at its discretion will request the member of staff concerned to undergo a medical examination carried out by a Commission nominated Medical Officer. On completion of the Medical Examination, if the member of staff is found to be medically unfit for employment the Management will medically condemn the employee.

11.2.4. Non – Disciplinary Termination

- a) In the case of members of staff who have been in employment for more than one (01) year, lay-off, retrenchment or termination of services for reasons other than on disciplinary grounds can take effect only with either the prior written consent of the worker or the prior written approval of the Ministry.
- b) Whenever lay-off, retrenchment, closure or termination of services of members of staff due to non-disciplinary reasons such as economic or technological reasons become necessary, the employer shall make an application to the Ministry seeking the Minister's approval for effecting such lay – off, retrenchment or termination.

11.2.5. Unsatisfactory service during the probation period

It is the responsibility of the Divisional Director and Director HR to conduct the probationary review of the member of staff one (01) month prior to the expiration of the probationary period. Following the review, if they find that the member of staff concerned has not performed to the expected standard, the employee shall be informed in writing two (02) weeks prior to the end of the probationary period, to discontinue the employment.

11.2.6. Vacation of Post

It is the responsibility of the Commission to establish the intention on the part of the employee not to return to work of abandon employment in relation to vacation of post. Therefore, all prolonged unauthorized absence situations should not be considered as vacation of post.

When a member of staff verbally or otherwise contacts the employer or furnishes a medical certificate to cover the absence, there is no possibility of treating the situation as VOP unless after such intimation, an unreasonable length of time elapses or there is other evidence of deserting the post.

Repayment of any dues / loans

In the event that the member of staff who vacated his post has any dues or loans that they owe the Commission, it shall be the duty of the HR Division to ensure that the relevant member of staff repays the loans or dues. The division shall adopt one or all of the following steps in order to do this:

- If the Commission is unable to contact the member of staff, a Letter of Demand shall be sent to the employee stating the amount owed and the date before which the repayment must be made to the Commission.
- The Commission shall also retain the right to recover these dues / loans from the Guarantors / Suretors of the member of staff who vacated his post.
- The Commission also retains the right to withhold any leave encashment of the employee due to this reason.
- Finally, if none of the above steps prove any success, the Commission shall have the right to resort to legal formalities.

11.2.7. Disciplinary terminations

Refer Disciplinary Manual for the complete procedure.

11.2.8. End of contract period

At the end of the contract period, the Commission shall have the discretion of extending or terminating the contract. When the employment is intended for a specific period of time, both the Commission and the member of staff are aware as to when the contract is to end. Unless the Commission chooses to renew it, the contract automatically lapses on the expiry of the agreed period. No obligation shall arise on the part of the Commission to extend the contract beyond the agreed period.

It must be noted that the maximum age of the member of staff to which a contract shall be annually extended is up to sixty seven (67) years of age. The Commission reserves the right to cease the employment of any contract employee when he / she reached the age of 67 years.

11.3. Exit Clearance Procedure

The purpose of this policy is to establish a uniform exit clearance procedure for all PUCSL employees upon their termination of employment. Upon separation, it shall be the responsibility of the employee to return all Commission issued property, and to relinquish any automated system accesses. The process shall be completed by all members of staff on or before the final day of employment.

11.3.1. Clearance from the Divisional Director, Finance Division, IT & MIS Division, and HR Division

11.3.1.1. Clearance from the relevant Divisional Director

- The member of staff shall be responsible for notifying their immediate superior or Divisional Director of their intent to end to the contract of employment with the PUCSL one (01) month prior to final date of employment.
- The notification shall be given in writing to the Divisional Director, stating information about the reason to leave, the anticipated date of separation and any other information that is deemed as important.

- It is the responsibility of the Divisional Director to inform the Director HR of the intension of the employee to leave the PUCSL.
- The Divisional Director shall initiate the exit clearance process upon being notified by the employee's intent to separate.

11.3.1.2. Clearance from the Finance Division

- The Finance Division shall be responsible for ensuring that all provisions such as the final salary, statutory payments, leave encashment, etc. are processed.
- Shall be responsible for deducting any unpaid payroll advances or other dues from the employee's final check

11.3.1.3. Clearance from the ICT and MIS Division

- The HR division shall notify ICT and MIS Division of the date and time on which to terminate the employee's access to computer and telephone systems
- The ICT and MIS Division shall be responsible to ensure that all equipment such as personal computers, mobile phones, etc. are returned to the PUCSL
- In relation to ICT Security measures, the division shall be responsible for ensuring that the employee's system and business applications accesses such as passwords, finger print access, email access, etc. are removed from the system
- The final decision on which point all employee access shall be removed of the member of staff shall be decided by the relevant Divisional Director, HR Director or any other authorized personnel

11.3.1.4. Clearance from the HR Division

- Upon the receipt of the letter of resignation the Commission issues an acceptance of same or take action otherwise as per the situation
- The **Exit Clearance Form (Refer Annexure A16)** shall be given to the member of staff once the resignation letter is accepted
- The HR Division shall ensure that all provisions in the employment letter are met prior to the final date of employment. This includes:
 - Any outstanding overtime payments
 - Statutory payments (i.e. EPF/ETF/Gratuity)
 - Leave encashment
 - Unused Annual Leave
- Other PUCSL property such as the employee's Commission ID card, office keys, all related documents (both hard copies and soft copies), Credit cards, mobile phone, etc. shall be returned to the HR Division
- It is the responsibility of the Director HR to carry out the exit interview process for the member of staff
- Following termination, the HR Division shall provide the member of staff a letter outlining the status of their benefits upon termination
- It is the responsibility of the Director HR to maintain confidentiality of all information obtained from the exit clearance process.

11.3.2. Handing over of duties

[Refer 1.2.6.4](#) of this Policy manual for a detailed description of the Procedure.

11.3.3. Exit Interview

Exit interviews can be used as an important process through which the PUCSL may be able to gather information with regards to the working environment. When notified that a member of staff is terminating employment, the Director HR will schedule an exit interview. All information gathered considered confidential and is reported periodically in summary form.

11.3.4. Service Certificate

Once the employment is ended, an employee shall be issued with a certificate of service that indicates the nature of work performed by them, his period of employment and any other information the Commission regards important for the employee's future.

The Director HR shall be responsible for issuing the Service Certificate to employees in Executive grade and below. The Director General and/or the Commission shall be responsible for issuing the Service Certificate to employees that are in the Managerial grade and above.

11.4. Payment of final dues

11.4.1. Terminal Benefits

Statutory contributions

A member of staff upon termination of employment will be eligible for the following terminal benefits. Finance and HR Divisions shall fill the required forms for claiming any EPF and ETF payments.

- i. Gratuity (subject to years of service)
- ii. B Card

11.4.1.1. Payment of Gratuity Act – Act No. 12 of 1983

This act provides for payment of gratuity by employer to its employees at the time of termination of employment, for the services provided by the employee. This payment is entitled for employees who have served the employer for more than 5 years continuously.

Calculation of gratuity

- With respect to monthly paid employees – half a month salary for each year of completed service.
- With respect of daily paid employees – 14 days salary for each year of completed service.

11.4.1.2. B Card

The B card shall be released to employee at the time of resignation from employment. It shall be the responsibility of the HR Division to retain a signed copy of the B card in the employee's personal file, and ensure that the employee signs of an

acknowledgement form stating that the original B card was handed over to them and a only a copy of it was retained at the time of resignation.

However, at the time of leaving, if the employee is still in the process of repaying a Commission loan, the B Card shall not be released until the whole payment has been paid to the Commission.

12. Record Maintenance

12.1. Policy

Effective record management is an important part of the PUSCL's operations in order to ensure proper record retention, meet legal requirements and privacy protection, and minimizing the cost of record. This policy applies to all records, regardless of whether they are maintained in hard (paper) copy, electronically, or in any other form.

12.2. Procedure

12.2.1. Personal Files

- i. An employee's personal file contains necessary job-related and personal information and shall be maintained by the HR Division.
- ii. Personal files should be maintained with the strictest confidentiality and with limited access, and shall have the below mentioned documents, and any other document the Commission deems important:
 - a. Employee Personal Information
 - b. Application form
 - c. Educational certificates (copy)
 - d. Past employment service letters (copy)
 - e. Birth Certificate (copy)
 - f. ID (copy)
 - g. Passport (first page copy)
 - h. Character certificates
 - i. Letter of Appointment
 - j. Letter of acceptance of appointment
 - k. Declaration of allegiance to the Constitution of Democratic, Socialist Republic of Sri Lanka
 - l. Declaration of Assets and Liabilities
 - m. Letter of Confirmation
 - n. Letters of Increments
 - o. Letters of Promotions
 - p. Letters of Warning
 - q. Employee handbook issue note
 - r. Vehicles, Mobile Phone, Computer and other material issuing letters with acceptance signature
 - s. Background Verification Forms
 - t. Job Description
- iii. The Director HR shall ensure that the personal files of employees after termination of employment are stored separately from those currently in service. The maximum retention period for such documents is six (6) years

12.2.2. Remuneration & other statutory payment related records

- All salary revisions / increments shall be communicated in writing to the member of staff.
- Records pertaining to salaries shall be maintained in a confidential manner by the Payroll. Where the law stipulates the type of salaries records to be maintained, the Payroll shall ensure adherence to such requirements.

- All past records pertaining to salaries will be preserved by the Payroll for a period of four (04) years and made available for inspection.

EPF / ETF Records

- Employees joining the PUSCL will be required to complete relevant EPF/ ETF documentation.
- The relevant documents to be completed will be given to the employee by the Director HR at the time of commencement of employment. The responsibility for providing correct personal information will rest with the employee

12.2.3. Leave and attendance

- The Commission shall maintain in the prescribed form and manner, a record of the hours actually worked by each person, including particulars of all overtime work, and of all holidays and leave allowed to or taken by each person
- Attendance of members of staff in the Management Assistant level and above is recorded via the use of a finger print scanner which inputs both arrival and departure of all employees
- In the unfortunate event that the member of staff forgets to place his finger print on the scanner when arriving or departing, the member of staff shall inform both IT & MIS and HR Division who will then enter details into the system manually
- The leave and attendance records will be maintained by the HR Division or any other authorised person assigned by the Commission. Past records pertaining to leave and attendance will be maintained for a period of four (04) years
- The Commission shall also maintain a “movement register” which may be used to record the arrival and departure to and from office during their working hours

12.2.4. Internal Memos

The Commission shall use internal memos as a means of communicating any changes made to the existing policies or procedures of the PUCSL, to all relevant members of staff.

Memos regarding any policy or procedure changes shall be initiated only after such change is inscribed in the relevant procedure with due approval. A memo shall be a consequent document to any policy change.

Once the change is communicated to the intended recipient (who is usually all Divisional Directors), the recipients shall ensure that this change be communicated to all other employees in the Division.

Memos shall only be sent by the Director General via the Director HR or directly. Contents of such memos must be incorporated into the relevant policy and procedure as appropriate.

PUCSL aims to adopt an e-Communication system through which all information may be transferred to the members of staff rather than carrying it out manually. Responses to these transferred information shall be deemed valid even without any signed document.

13. Occupational Health and Safety

13.1. Policy

The PUCSL aims to provide a healthy and safe work environment for its employees and hence minimize the risk of workplace injuries, accidents or illnesses.

The Commission works to ensure that effective practices are in place to protect the health, safety and well-being of our employees, guests and any person granted access to the PUCSL premises. This policy is applicable to all employees, guests and any person granted access to the PUCSL premises

13.2. General Provision

13.2.1. Definitions

The following definitions apply to this policy;

Occupational Health and Safety is defined as matters related to the health and safety of employees, guests and any other person in the premises of the workplace.

A *workplace* is defined as a location where an employee is, or is likely to be engaged in work while employed by PUCSL.

13.2.2. Responsibilities

13.2.2.1. Commission's responsibilities

- a) It is the primary responsibility of PUCSL to guarantee a safe and healthy working environment for its employees
- b) The Commission shall provide assistance, guidelines and advice to all Divisions, members of staff and any other relevant stakeholders regarding the PUCSL Health and Safety procedures in place
- c) All members of staff shall be provided with the Employee Occupational Health and Safety handbook at the start of their employment.

13.2.2.2. Members' of staff responsibilities

The responsibilities of each employee are as follows;

- a) Take reasonable care for the health and safety of him/herself and of other persons who may be affected by his/her acts or omissions; use or wear any equipment, protective devices or clothing required by the employer
- b) Report all accidents, injuries and illnesses occurring in the workplace or occurring whilst travelling to or from the workplace to the HR Division
- c) All members of staff shall ensure that they attend any relevant occupational health and safety training

14. ICT security and the Protection of Confidential information

14.1. Policy

The essence of the PUCSL Data Security Policy is to establish standards and guidelines for accessing and protecting data of a confidential and classified nature. The access for Intranet, Internet and email facility are purely given for official work. The above systems are maintained and serviced by the ICT and MIS Division

14.2. Procedure

The users are advised to ensure that such facilities are not misused and the following instructions are to be followed by each user irrespective rank and file:

- All members of staff must adhere and comply with the ICT Policies of the Commission. Ensure that the confidential information that is in the computer is 100% secured
- Members of staff shall not share their passwords with other members without prior approval
- Do not allow any unauthorised person to access your computer without your consent
- If such an incident occurs, immediately inform the IT & MIS Division
- Repairs, maintenance and updating work will be done by the IT & MIS Division
- No user can log into or use another employee's machine without prior approval
- No one can use other staff members email accounts to send email unless he obtained prior approval from the authorized person
- Shared folders and emails are only to save official information. Personal information (e.g. photos, songs, documents) shall not be saved in those folders. All personal data will be deleted without prior notice
- Employees shall not be allowed to bring their own Personal Computers/ Laptops/ Data Discs /CD/USB pen drives and plug into corporate networks without prior consent from the ICT and MIS Division
- The Commission intends to implement a "bring your own device" (BYOD) policy in its future operations. Once this policy is implemented, members of staff shall be allowed, with the consent of the Director ICT and MIS, to use their own electronic devices including laptops, tablets and mobile phones

Protection of Confidential Information

In view of the nature of competition of the industry, following secrecy clauses which constitute fundamental conditions of employment would govern and form part of the terms and conditions of employment.

- i. Regarding any access, or gained knowledge of confidential facts and information relating to the Commission's business, all members of staff are required to observe strict secrecy with regard to such confidential facts and information that they come to know from time to time.
- ii. If at any time during the tenure of employment any member of staff makes, discovers, improves, develops, designs, invents a product or process relating to or affecting any of the Commission's services, products, methods

or systems, employees shall immediately communicate same in writing to the relevant Divisional Director giving full details of incident.

In addition to the above, employees are bounded by the following terms and conditions relating to the above which are required to, be strictly adhered to and complied with.

- a) Refrain from personally or by letters, advertisement or otherwise to obtain customers for any purposes, firm or Commission (other than this Commission) carrying on any business of the kind carried on by the employer.
- b) Employees are strictly precluded from furnishing to any other Commission or competitor any names of the employer's customers and or utilising such customers for any employees benefit or that of a competitor. Any violation of the above clause in its entirety or partly, would entitle the employer to restrain you from acting in violation thereof by an injunction and/or declaratory action and/or a restraining order by a duly constituted court of law and in addition to claim compensation.

14.3. Email

Email has legal status as a document and is accepted as evidence in court of law. Even when it is used for private purposes, PUCSL can be held responsible for the contents of email messages, including any attachments. Access to emails can be demanded as part of legal action in some circumstances.

It is therefore important that email is used within the following guidelines:

- All members of staff must comply with the email policy
- Email should mainly be used for formal business correspondence and care should be taken to maintain the confidentiality of sensitive information
- If electronic messages need to be preserved, they should be printed out and filed. Management has the right to access incoming and outgoing email messages to determine whether staff usage or involvement is excessive or inappropriate
- Any official mail communications done via Gmail or Yahoo Mail or any other sources besides the Commission assigned email system shall not be considered legitimate. All official documents/information must be transferred via the Commission mail system.

To avoid the misuse and abuse of email, the following instructions are to be observed by all users.

- No material is to be sent as email that is defamatory, in breach of copyright or business confidentiality, or prejudicial to the good standing of the Commission in the community or to its relationship with stakeholders
- Email should not contain material that pertains to the personal relationships
- The email records of other persons are not to be accessed except by the management (or persons authorised by management)
- All correspondence should go through the document controller. Violation of the mentioned practice will be considered as breach of discipline and appropriate actions will be taken

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- When using email a person must not pretend to be another person or use another person's computer without permission
 - Mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted

Failure to comply with these instructions is a disciplinary offence and will be subjected to appropriate investigation. In serious cases, the penalty of an offence, or repetition of an offence, may include dismissal. Employees need to be continually aware that some forms of email conduct may also be open to criminal prosecution.

14.4. Internet

The internet is a facility provided by Commission for business use. Access shall be authorised by Director on the basis of business needs. Management has the right to access the system to determine whether private use is excessive or inappropriate. It is the responsibility of the members of staff to not over-use or abuse the access given to them.

The following activities, using Commission internet access are not permitted:

- Attending to personal activities of a business nature
- Viewing, other than by accident, sites or incoming emails portraying obscene, violent, defamatory and unlawful material that could cause the Commission or any of its stakeholders to be in jeopardy verbally, in writing or pictorially downloading or printing material as described above
- Showing to others, or allowing to be seen by others, items as described above
- Repeated or prolonged use that is not directly relevant to the user's work
- Introducing computer viruses by failing to follow Commission ICT policies and procedures
- Downloading software from the internet to unauthorised disks and CD ROMs on to the internal network

15. Corporate Communications

15.1. Policy

This Policy has been developed to provide all staff with an understanding of the boundaries that the PUCSL sees as appropriate for their professional, and in some circumstances, personal use of telephone calls and social media.

15.2. Procedure

In compliance with the Right to Information Act, No. 12 of 2016, an Information Officer shall be nominated by the Commission. This Information Officer shall perform his/her functions in line with the provisions of the Act in dealing with the information requested by the general public and other stakeholders.

Assistance to Information Officer

In terms of section 23(3) of Right to Information Act, for the proper discharge of the duty imposed on the Information Officer under the Act, where assistance is sought from any such officer, it shall be the duty of such officer to provide the required assistance.

In terms of section 39(2) of the Act, any officer whose assistance was sought for by the information officer under section 23(3) and who fails without reasonable cause to provide such assistance, shall commit an offence under the Information Act, and shall on conviction after summary trial by a magistrate be liable to a fine not exceeding ten (10) thousand rupees.

15.2.1. Phone Calls

Office fixed telephones shall only be used for official purposes. Members of staff entitled for official mobile phones or mobile phone allowance may primarily use it for work-related communication. Members of staff may be permitted to make personal calls using the official mobile phone or allowance, provided that the use is not significant.

Members of staff who are entitled to official mobile phones will be held completely responsible for the device and all calls made and charges incurred. It is hence essential that the device be kept secure and the use of it by any other individual is prohibited.

15.2.2. Social Media

Only officers specifically authorised by the Director General are allowed to make comment on behalf of the Commission to any media outlet, and this also applies to social media outlets.

15.2.3. Media Content Management

- Information requests under the Right to Information act should be dealt in line with provisions of the RTI Act.
- General information requests by general public and other stakeholders should be attended by immediately.
- The content of leaflets, press notices, posters, banners and any other publicity material should be proofed and approved by the Director of Corporate Communication.

Responding to media

Responding to media, participation at media interview, press conferences, making official statements shall be coordinated by Corporate Communication Division and carried under the supervision of Director General

In addition to Director General, following staff members have been authorized by the Commission to respond to media inquiries and participate in media interviews in respect of their subject area, or any other nominated by Director Corporate Communications in consultation with the Director General

Deputy Director General

Director-Tariff and Economic Affairs

Director Inspectorate

Director Licensing

Director Regulatory Affairs

Director Consumer affairs

Director Corporate Communication

Director Environment Efficiency and Renewable

When and where required Director General will nominate other staff members for attending media interviews.

The person who is on duty at the reception upon receiving such media inquiries over the telephone should direct to the Director Corporate Communication or any Assistant Director in the Corporate Communication division in the absence of the Director Corporate Communication.

16. Human Resources Budget

16.1. Policy

The Human Resources budget will comprise of the total budgeted expenses the PUCSL has allocated for the financial year for the purpose of managing its people. The PUCSL is dedicated to the effective management of its people whilst providing appropriate care. In addition to the salary and wage related expenses this policy also includes the intended human resource development costs that we would incur in providing various benefits and facilities to its employees.

16.2. Scope of the HR Budget

The overall Human Resources budget shall cover the following areas:

- 1) Salary and Wage related costs
 - a. Remuneration – salary allowance, increments, beyond budget recruitments
 - b. Provision for Superannuation (EPF / ETF)
 - c. Provision for Gratuity
- 2) Training and Development costs (including foreign training costs)
- 3) Welfare & Other Benefits (E.g. annual staff events)
- 4) Accommodation and vehicle rent

16.3. Process of development of HR Budget

- The HR budget and the training plan shall be developed by the Director HR at least one (01) month prior to the beginning of the next financial year
- The budget must be developed considering the overall business plan of the Commission, and taking into account individual budget plans provided by Divisional Directors
- Following the preparation of the budget, approval is obtained from the Director General and thereafter presented to the Commission for final approval.

17. Ethics and Code of Conduct

17.1. Policy

Ethical compulsions in the Commission's service delivery demand the introduction of rules of ethics and conduct for member of staff of the PUCSL.

17.2. General

The reputation of PUCSL has been built based upon the stakeholder and public confidence in its integrity. All members of staff shall therefore at all times conduct themselves in a manner that maintains and enhances the reputation of PUCSL.

Members of staff shall be expected to:

- Perform their duties with skill, care, diligence and impartiality.
- Comply with laws, PUCSL Regulations and Rules, relating to the performance of their duties.
- Comply with any lawful directions.
- Treat all stakeholders with courtesy and recognizing their needs and rights.
- Avoid waste and extravagance in the use of PUCSL resources.
- Not indulge in in unfair discrimination by dispensing favours or prevailing upon any other PUCSL members to do so.
- Not make any kind of private promises, which shall be binding upon the duties of any employee.
- Not use any data/information received by the employee for the performance of their official duties for his/her own benefit or benefit of their family members, friend, acquaintance, etc.
- Not divulge any information received by any member of staff or contained in any document received by him in the course of his duties, otherwise than in accordance with the requirements in the performance of his duties, without the Director Generals permission
- Provide information to the appropriate authority any information relating to any acts of corruption, which they may receive in the course of their duties.

17.3. Benefits

No member of staff shall accept any remuneration or other benefits whatsoever for his personal use, any family member, friend, etc. from any person who has entered into, or going to enter into, any contractual, proprietary, financial or any similar relationship with PUCSL.

No member of staff shall take advantage of his official position in order to obtain any benefit whatsoever for himself, any member of his family or any friend or associate. Benefits shall include offers of gifts, free travel, hospitality, entertainment or accommodation.

No member of staff shall accept any gift offered to him in his official capacity without the permission of the appropriate authority.

17.4. Declaration of Assets and Liabilities

- All members of the Commission and Executive grade staff are required to conform to the provisions of the Declaration of Assets and Liabilities Law, No. 1 of 1975 and its amendments.
- Declare without delay any assets and liabilities owned by themselves, their spouse and any dependent children.
- Declare any other financial interest, direct or indirect, the employee may have in any property or financial or material benefit which may accrue to them or their spouse or any dependent children.
- No employee should let any financial interest come into conflict in the performance of their official duties.
- Whenever an employee or their spouse acquires any new assets, details must be furnished to the DG for inclusion in the Personal file.

17.5. Hospitality

- No member of staff shall accept invitations for diplomatic receptions, meals or other hospitality by foreign missions or personnel of international organizations, unless the occasion has an official purpose, accepted by the management.
- The conduct of members of staff whether at diplomatic or other official receptions or functions, should be characterized by the highest standards of decorum and dignity. Consumption of liquor at such receptions or functions will be a serious breach of conduct
- When accepting any invitations for meals or any form of entertainment from businessmen or other interest groups, a member of staff should use the strictest discretion so as to avoid the impression that through the provision of hospitality as such an attempt is being made to secure the influence or favour of the employee.
- No member of staff shall be seen at a casino or other place where facilities have been provided for gambling, betting, etc.

17.6. Conduct in Foreign countries

The conduct of employees when travelling abroad should be such that it does not diminish the standard of the employee of PUCSL.

Employees must be conscious of the fact that standards of rectitude, dignity, decorum and confidentiality expected from them in foreign countries must meet the strictest test.

17.7. Dress code

The Commission does not require members of staff to wear uniforms. However, it is important that staff should be appropriately dressed for work at all times in manner that demonstrates professionalism, decency and respect for colleagues, clients, visitors and the general public. The Commission has authorized the following dress code for all members of staff in order to ensure that employees dress in a manner acceptable to all stakeholders of the Commission.

Professional Staff (Assistant Director and above)

Male staff – collared shirt, slacks, trousers, office shoes with (appropriate coloured) socks, tie (T-shirts and denims shall not be allowed)

Female staff – saree

Non-professional staff (Management Assistants and below)

Male staff – collared shirt, slacks, trousers, office shoes with (appropriate coloured) socks, tie (T-shirts and denims shall not be allowed). All Drivers are required to wear white coloured, short sleeved shirts and black coloured trousers along with black coloured shoes at all times during duty hours.

Female staff – saree

All male Management Assistants staff in the Consumer Affairs division shall be required to wear a tie when dealing with consumers

17.8. Instructions to be adhered to during Commission meetings

It is important that member of staff participating in any Commission meetings maintain a certain decorum during the period of the meeting, and after. The following rules shall need to be adhered to during any meetings:

Leave for all members of staff shall not be granted / sought on the day of meetings of the Commission except in cases of illness or any other unavoidable circumstances of which the Commission shall be informed of prior to the day of the meeting and approval from the Director General is obtained.

All participating members of staff shall not leave the meeting premises during the proceedings of the Commission meeting. Written permission must be obtained from the Director General prior to leaving the meeting.

18. Welfare and Benefits

18.1. Policy

This policy aims to cover most, if not all, welfare and benefits packages provided to all members of staff of the PUCSL.

18.2. General Provisions

18.2.1. Medical Insurance Scheme

All permanent staff grades of the PUCSL shall be entitled for Hospitalization cover & Out Patients Department Cover Approved by the senior management of the Commission.

18.2.2. Annual Staff Events

The Commission shall have annual staff events for all employees at the end of each financial year with the purpose of increasing employee engagement in organization. The event shall take place in the Commission premises or any other premises such as a hotel, subject to the availability of funds and the premise.

18.2.3. Personal accident scheme

The Personal Accident Scheme shall be provided to members of staff who are prone to a higher degree of risk when carrying out their day-to-day occupations.

18.2.4. Reimbursement of postgraduate fees

A member of staff in the Assistant Director level or higher, who wishes to follow their postgraduate studies, shall be assisted to do so by financial support provided by the Commission. The maximum amount to be reimbursed shall be ~~five (05Rs. 500,000.00) times the basic remuneration~~ or the full course fee, whichever is the lesser amount

It shall be noted that the reimbursement of the full or part of the course fee shall depend upon the place in which the course is studied in. The Commission shall have the discretion to give priority to any course read for via Government universities or institutes.

Any member of staff who wishes to have their postgraduate fees reimbursed shall be required to sign a Bond or Agreement with the PUCSL for a period of which shall depend on the length of the course and the amount to be spent by the Commission.

18.2.5. Reimbursement of Membership Fee

A member who has obtained a membership of a professional organization shall reimburse the annual membership fee paid to such professional organizations. For this purpose, please refer to the list of professional organizations mentioned in page 44 of this manual. Further the most relevant professional membership for their profession shall be considered.

19. Administration

19.1. Vehicle Management policy & procedure

19.1.1. Policy

This policy is meant for systematic and effective use of vehicles owned and hired by the PUCSL for the benefit of both the user employees and the Commission

19.1.2. Procedure

- All vehicles owned or hired by the PUCSL are meant for official use in attending to the work of PUCSL. Allocation of a specific vehicle is done by the Director HR or a member of staff managing the vehicle fleet. The final approval should come from the Director General.
- Member of staff travelling in the vehicle should be responsible for the mileage done during each trip and should not deviate from the normal route.
- A member of staff who travels in a hired/rented vehicle should enter in a running sheet the following details in duplicate before departure and release of vehicle after arrival. The original copy is given to the driver and the duplicate is retained by the member of staff;
 - Traveled destinations from departure and arrival
 - Date and time of departure and arrival
 - Meter reading before and after the journey and the distance travelled
 - Purpose of travel
 - Signed by the member of staff travelled
- Drivers of all PUCSL owned vehicles must return to their units, garage or parking place immediately upon completion of his duty. When the milometer is out of order, it shall be repaired or replaced early. The driver must make an entry to this effect in the Daily Running Chart and in the Vehicle Log Book.
- The Daily Running Chart should be maintained under the prescribed headings, where a separate entry shall be made for each journey.
- A member of staff who requires a vehicle for official transport should make a request using a standard **Vehicle Requisition Form (Refer Annexure A17)**. The requisition for transport is categorized under the following categories;
 - **Transport requirement for long distance travel**

Completed applications for such requisitions must be handed over to the AD 48 hours prior to the date of journey with the approval of the Director General or Deputy Director General.

A senior person of the executive staff should be named as in charge of the journey.

The senior person should obtain the expenses for the fuel from the Finance division prior to the date of journey.

Fueling for long distance travel

It is the responsibility of the member of staff travelling a long distance for official purposes to request for a certain allowance for fuel from the Finance division prior to the trip.

Following the completion of the trip, the relevant member of staff shall fill in the appropriate form in which the details of the vehicle number, mile or meter reading and the signature of the authorized officer shall be entered and the presented to the Finance division as proof of travel.

Refilling the fuel tank – it is compulsory that the fuel tank be filled completely before commencing any long journey.

All journeys shall commence from the Commission premises. The driver shall be allowed to request the money required for the full tank of fuel from the finance division. Any remaining money should be returned to the finance division once the journey is complete. Once the journey is complete, all drivers and vehicles shall need to come back to the Commission premises.

➤ **Transport requirement for short distance travel**

The requirement should be notified to the AD verbally or via email at least 3 working hours before the journey.

The Director HR or the AD will inform the relevant division or person the availability of the vehicle and make arrangements accordingly. If a vehicle is not available, a cab service or trishaw shall be arranged.

19.1.3. Authorisation of Outstation Duties

Any member of staff requires transportation facilities by a pool vehicle to attend an outstation duty, should get prior approval from the head of Division/Director General by using the format of **Authorisation for Outstation Duty (Refer Annexure A18)**.

In such case any Assistant Director, Management Assistant or a Driver obliged to arrive to the office before 5.00am or leave the office after 9.00pm based on the travel requirement will get transportation facilities between home and office through a cab service arranged by the Human Resources Division. Additionally, they will get paid with a meal/refreshment allowance accordingly.

All the equipment and items to be taken from the office to facilitate the outside duty shall be mentioned in the relevant asset registers maintained in particular divisions.

Requesting officer of the journey shall be responsible in handling cash to fuel the pool vehicle during the journey and fuel bill and running chart should be signed by the said officer.

All the above requirements should be mentioned and approved by the HOD through the format of Authorization for Outstation Duty.

19.1.4. Instructions to Director HR & Administration / Assistant Director HR & Administration

1. Check the status of the GPS devices installed in pool vehicles on a daily basis.
2. Ensure that daily running charts (G 268) of the pool vehicles are updated daily by the respective drivers.
3. System log- in to the Dialog GPS system should take place every day by 9.00am in order to keep track of all moving vehicles and any unusual movements.
4. Following alerts are available on the system.
 - Over speeding alarm.
 - Door open alarm.

5. Ensure that to monitoring of all vehicle statuses including the following,
 - Engine condition
 - Ignition
 - Speed limits, if exceeding allowed figures
6. Ensure that when a pool vehicle is on the move, the movements are shown in the real time monitoring system.
7. Always be cautious on the SMS and email alerts that are being generated. Such SMS should be re-directed to the Executive in Charge of the journey. If the SMS is of early warning nature, such statuses must be verbally communicated to the Executive in charge of the respective journey.

Reconciliation of Reports

1. The driving reports that are available in the system must be checked against the daily running chart (G 268) prepared by the Drivers of respective pool vehicles on daily basis.
2. The reports on reconciliation of driving /running status of each vehicle should be forwarded to the monthly Commission meetings.

19.1.5. Instructions to Drivers

Follow the instructions in the maker's handbook and supervise work of cleaner, if available (the cleaner should always assist the driver in the proper maintenance of the vehicle and should not be detailed to do any particular job alone). Attend to minor repairs of the vehicle in his charge and to wash and clean the vehicle as and when necessary.

Daily:

1. Check water level in radiator and distilled water level in battery; keep terminal and battery top clean; check oil level sump and petrol level in tank.
2. Test brakes and lights.
3. Check tire pressure, if possible, otherwise whenever fuel is taken.
4. Check steering.
5. Start engine and listen for any unusual noise.
6. Report to the supervising officer in writing defects if any and ensure that these are attended to at once.

Weekly – sufficient time or preferably a half day should be devoted for the following essential maintenance items: -

1. Complete washing of body and chassis.
2. Clean engine springs, transmission and steering with brush. The equipment in the vehicle should also be cleaned or washed as may be desired under the supervision of a responsible officer of the institution.
3. Attend to all greasing points.
4. Check and replenish all oil levels; (i) Sump, (ii) G-Box, (iii) Differential, (iv) Steering box.
5. Check and replenish battery with distilled water and clean terminals and tighten, where necessary.
6. Check any rattles, squeaks, or other noises while on the run.
7. Clean and oil tools.

Monthly or at every 1,000 miles – whichever is earlier

1. Complete high pressure lubrication service at the nearest recognized garage. In the case of new vehicles, the first service should be at 500 miles and preferably the first three services should be carried out at the garage of the agents or their representatives as these services are generally free.
2. Drain and refill sump as per maker's instruction manual.
3. Check battery electrolyte sp. Gravity.
4. Oil rotor arm shaft.
5. Air cleaner – remove, clean and wet with fresh oil.
6. Lubricate oil nipple on water pump or as per instruction manual.
7. Tighten body bolts and nuts.

At every 5,000 miles –

1. Drain and refill differential and gear box in addition to monthly items.
2. Clean and repack wheel hubs with grease.
3. Attend to all items as per instruction manual.
4. Rotate wheels including spare wheel, (i) left front wheel with right rear wheel, (ii) right front wheel with left rear wheel where possible.
5. Repack speedo-cable with grease.
6. Dynamo-unscrew wick type lubricator and refill up with oil if wick is dry.

Miscellaneous

1. Engine oil – oil should be changed when engine is warm. Oil filter and elements should be cleaned or replaced at intervals as instructed by manufacturers.
2. Battery – if the battery gets rundown, it should be tested at a battery service station and recharged, if possible. If a new battery is found defective within the guarantee period of one year, the matter should be reported promptly to the officer-in-charge.
3. Decarbonizing – the general falling off of engine performance, pinking, increased fuel consumption are indicative of need for decarbonizing. Decarbonizing should be done generally after the first 10,000 miles and thereafter as the need arises.
4. Tools and accessories – the driver is personally responsible for the safe custody and care of the tools and accessories of the vehicle.
5. Accidents – accidents should be reported to the nearest police station and to the officer-in-charge of the vehicle. Serious notice would be taken of failure to report or any attempt to suppress such information.
6. Polishing – this should be done as and when necessary.
7. The above instructions may be varied according to manufacturer's instructions or deemed necessary adverse working conditions.

General

1. No driver smelling of liquor should drive a vehicle.
2. The use of the vehicle for any purpose or for the transport of any person should be with the authority of the officer-in-charge of the vehicle.
3. Observance of speed limits and traffic rules on highways laid down by local authorities and police, the provisions of the Motor Traffic Act No. 14 of 1951, and the regulations made thereunder should be strictly adhered to.
4. No unauthorized person should be allowed to drive the vehicle or attend to repairs.
5. The quantity of fuel as appearing on fuel orders should be received in full and not in parts directly into the tank of the vehicle.
6. The consumption of petrol and engine oil drawn should be checked up with mileage performed, and any appreciable difference brought to the notice of the officer-in-charge.
7. Any damage to the vehicle by accident or otherwise and any repair necessary should be promptly reported to the officer-in-charge. The cost of repairs to vehicle caused by neglect of duty or carelessness on the part of the driver will be surcharged against him apart from any other disciplinary action.
8. The driver is responsible for the safe custody of the vehicle and the load when a custodian is not specially provided for the purpose. He must take necessary precautions to safeguard goods against theft or damage from fire or other causes.
9. When an article or equipment, tools or stores are lost on the road the driver will at once report the loss to the nearest police station and he will also immediately on his return to the headquarters furnish a written report to the officer in charge.
10. Drivers of vehicles are forbidden to carry intoxicating liquors (beers, spirits, etc.) on their vehicles unless such articles form part of their load, duly authorized by a responsible person.
11. Drivers of all vehicles must return to their units, garage or parking place immediately on completion of duty. Seriously notice will be taken of loitering whilst on duty or delay in returning to the unit after completion of duty.
12. When milometers get out of order they should be repaired or replaced early. The driver should make an entry to that effect in the Daily Running Chart and in the Vehicle Log Book. He should enter the mileage by reference to earlier records or milometers of other vehicles covering the same journey or milestones.
13. The Daily Running Chart should be maintained under the prescribed headings. A separate entry should be made for each journey. The folio when duly filled in by the driver should be handed over to the officer-in-charge of the vehicle.

19.1.6. Hiring / rental of vehicles

The Commission may hire or rent out vehicles from reputed, private sector organizations to provide transport for the PUCSL members of staff who are entitled for official vehicles so as to avoid excessive expenditure on vehicle repairs and maintenance.

When hiring/renting vehicles from private sector organizations, quotations should be called from among registered suppliers and suitable contractors will be selected in accordance with Tender Procedures on the following conditions:

- a) On running kilometer basis with contractor providing the vehicle, driver, fuel, service insurance coverage and all repairs.
- b) On monthly rental basis with fuel supplied by PUCSL, the contractor attending to insurance cover, servicing, driver and all repairs.

c) On monthly rental basis with fuel and driver provided by the PUCSL, and the contractor attending to insurance cover, servicing and all repairs.

d) For other purposes, the Commission will also consider hiring vehicles as and when required from contractors selected through tender procedure at competitive prices.

19.1.7. Allowance for official travel

A fuel allowance is paid to those members of staff who are entitled to vehicles for official travel and travel to/from home and office. The monetary value of the allowance should be computed based on the fuel quota allowance allocated to each member of staff as approved by the Commission.

Fuel quotas will be revised periodically by the Commission by taking into the consideration the changes in the fuel prices and availability of adequate funds in the PUCSL.

Members of staff who are entitled for PUCSL owned vehicles for the use of official shall not be provided with a fuel allowance.

Please refer the Remuneration policy and procedure under Section 7.2.1 for further details and information.

19.2. Policy and procedure for reservation of Commission facilities – meeting rooms

19.2.1. Policy

This policy is meant for effective and economical use of facilities of PUCSL – meeting rooms for the benefits of users and the Commission.

19.2.2. Procedure

- A meeting room shall be reserved via the intranet three (03) days prior to the date of meeting and the intended user must ensure that the facility has been reserved for his usage.
- The users of the meeting rooms must ensure that the place is properly cleaned and the furniture and equipment are in right place and working order.
- It is the responsibility of the member of staff who reserved the meeting room to use the furniture and equipment carefully and without any damages.
- In the event that two parties shall need to reserve the resource for the same time, approval shall be sort from the DDG with regards to which party is given the priority.

19.3. Policy and procedure for requesting refreshments for events

All payments related to refreshment requirements for the meetings, training programmes and other events held in the Commission shall be approved by the HOD of the requesting officer and Finance Division by using the format **Request for approval of advance payment for refreshment requirements (Refer Annexure A19)**.

Ordering officer has to be responsible about the vendor, items and quantity of the order. Further he / she has to mention the order collecting method whether to get delivery facilities from the vendor or to collect by sending a driver. In case requesting delivery facilities from the vendor due to unavailability of a driver, ordering officer has to sign and confirm the requirement

19.4. Policy and procedure for manning the reception desk during work hours

19.4.1. Policy

This policy is intended to inform members of staff of the procedure to be followed when manning the reception desk during work hours.

19.4.2. Procedure

The manning of the reception desk of the PUCSL shall be on roster basis. It is mandatory that the reception desk is continuously manned throughout the working hours. The receptionist shall not leave the reception desk under any circumstances with the presence of the reliever.

The hours of manning required include the period between 7:30 am and 5:00 pm.

The assigned member of staff for the reception desk shall report to work every Monday or the day commencing the week before 7:30 am.

If the Management Assistant (Front Office) is unable to report for duty before 7:30 am, he/she shall be required to inform the Director HR or immediate supervisor well in advance about the delay and arrange for an alternate person to man the desk. This procedure also applies for any Front Office employee who intends to leave the premises early as well.

19.5. Policy and procedure for handling visitors to PUCSL

19.5.1. Policy

This policy intends to ensure the safety and security of the PUCSL staff, visitors, and its property and that only authorized personnel have access to the its facilities, and also to treat a visitor in the most friendly and hospitable manner.

19.5.2. Procedure

- The first contact point for the visitor is the receptionist and therefore she is required to cordially welcome the visitor with a smile and pleasantries.
- The receptionist shall then attend to the formalities with regard to identification and security requirements.
- She will then inquire for the need of the visitor and shall direct him/her to the relevant Division/officer.
- During the waiting time the receptionist must also look in to any needs or inquiries of the visitor.
- The receptionist must ensure that any belongings of the visitor kept in her custody are safely returned and the visitor is shown the way out.

19.6. Policy and procedure for main door key handling

19.6.1. Policy

This policy intends to ensure the safe handling of the keys to the main door and prevent any unauthorized access into the premises.

19.6.2. Procedure

- Nominated members of staff assigned to handle the main door keys. They shall be required to arrive early and collect the key from the main security office at the ground floor of the building and open the main door. The nominated members of staff may change from time to time.
- The member of staff who collects the keys from the security must examine the envelope to see if it has been tampered with.
- Thereafter, the keys must be handed over to the receptionist.
- After office hours, the last member of staff leaving the workplace must lock the main door and seal the key in an envelope with cello tapes, and place his signature on the envelope on both sides. The sealed envelope shall then be handed over to the OIC at the main security office in the ground floor of the building.

19.7. Policy and procedure for dispatch of letters/parcel

19.7.1. Policy

This policy intends to ensure speedy and prompt dispatch of letters and parcels from the PUCSL to the right recipient.

19.7.2. Procedure

Dispatch of letters (registered, non-registered, airmail)

- All outward letters are handed over to the receptionist for entering into the outward registry with the list of names
- The receptionist enters all letters into the outward registry specifying under the relevant categories
- Once registered, all letters are handed over to the back office for stamping. If there is no one available in the back office, the MA shall stamp the letters, while entering same into the register stating the amount, name and signature
- The back office person will deliver all letters to the post office

Dispatch of letters / parcels using the courier service

- These letters/parcels must be handed over to the receptionist at least one hour before a messenger from the courier Commission arrives
- The receptionist will complete the courier slip and register it in the outward letter registry by mentioning the register number

Hand delivery of letters / parcels

- All letters and parcels to be hand delivered must be given to the receptionist before 11 a.m. everyday
- She will thereby enter the correspondents to the outward registry and hand it over to an MA for dispatch
- The MA should ensure that the letter/parcel is hand delivered to the intended recipient in the quickest way possible
- If there is no transport, the MA must inform the HR division or Deputy Director HR

Inward letters / parcels

- All letters / parcels received should be handed over to the receptionist and then to be date stamped by her
- All letters / parcels received must be entered into the inward registry with reference of the registration giving the inward registration number. If a letter/parcel is addressed to a particular employee of the PUCSL, such letters shall be directly given to the intended recipient
- All letters received and registered must be forwarded to the Chairman through the Secretary to the Commission

Receipts / transmission of facsimile correspondents

- MA or back office staff should constantly monitor the receipt of such facsimile correspondents at the machine
- All correspondents received should then be handed over to the receptionist who will then enter same into the inward letter registry

19.8. Emergency evacuation procedure

The PUCSL emergency evacuation procedure shall be based on the overall BOC Merchant Tower emergency evacuation procedure.

When the fire alarm heard, members of staff must remain calm, focused and alert in respective locations for further instructions. Once the announcement is made to vacate the building, members of staff of the PUCSL shall be required to adhere to the following guidelines:

- Use the emergency staircase and exit from the Serendib road front and proceed to area No 02.
- Disabled persons to assemble at earmarked Assembly Area at second floor lift lobby.

19.9. Policy and procedure for events planning

19.9.1. Policy

This policy intends to ensure that all events organized by the PUCSL are rolled out and/or managed as smooth as possible. It outlines the process to be followed by all stakeholders involved in planning the relevant event.

19.9.2. Procedure – Public Hearings (Consultations)

- Public hearings or consultations shall be done periodically and when the need arises. The purpose of a public hearing shall be to receive testimony from the general public at large regarding a local issue or proposed government action.
- The Director Inspectorate shall begin the process for the public hearing by ensuring that advertisements are published on the press about the hearing in order to invite the general public.
- Following the decision made by the relevant Divisional Director, a Commission Paper shall be prepared to obtain Commission approval to conduct the hearing or consultation (budget, stakeholders involved, venue at which it is to be held, etc.)
- During a hearing, the PUCSL shall allow the public to bring out their issues or ideas regarding any related subject. During a consultation, the PUCSL shall present various ideas to the general public and obtains feedback regarding the presented ideas.

19.9.3. Procedure – Awareness programmes

- Awareness programmes are carried out continuously on a monthly basis.
- Areas in which these programmes are carried out include; safety in using electricity, electricity licensing programmes and external programmes for electricians.
- The external programmes shall be conducted by qualified external Engineers on a monthly basis. It is mandatory for all electricians to participate in these programmes.

19.9.4. Procedure – Exhibitions

Some of the exhibitions conducted include; National exhibitions and Education department exhibitions.

Public Utilities Commission of Sri Lanka

HR and Administration Manual

Annexures A- Specimen Forms

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1. Employee Requisition Form

DETAILS OF THE POSITION		
Purpose of the recruitment: Replacement/ Budgeted New Position/Above Budget New Position		
JOB TITLE:	NAME (In case of a replacement):	
	DATE OF LEAVING:	
IF IT IS MORE THAN ONE PERSON (Please state no s of persons required)		
BASIS OF APPOINTMENT (PLEASE TICK)		
PERMANENT <input type="checkbox"/>	FROM	TO
FIXED TERM <input type="checkbox"/>	NEW POSITION <input type="checkbox"/>	
	REPLACEMENT <input type="checkbox"/>	
Can the position's key functions (in full or part) be absorbed into any other existing position (s) or any other options? Yes <input type="checkbox"/> No <input type="checkbox"/>	Proposed method of recruitment External <input type="checkbox"/> Internal <input type="checkbox"/> Is the position budgeted for? Yes <input type="checkbox"/> No <input type="checkbox"/>	
DETAILS OF VACANT POSITION (INSTEAD, ATTACH JD IF AVAILABLE)		
OBJECTIVES OF THE JOB:		
JOB DESCRIPTION (KEY DUTIES)	JOB SPECIFICATION	
1.	QUALIFICATIONS	
2.		
3.		
4.	KNOWLEDGE	
5.		
6.		
7.	EXPERIENCE	
8.		
9.		
	SPECIAL REQUIREMENTS	

10.	
------------------------------	--

SKILL REQUIREMENTS

SKILLS	LOW	AVERAGE	HIGH
Leadership			
Numerical			
IT Literacy			
Team Work			
Customer Care			
Communication & PR			

APPROVAL

Comments of Head of Division

Signature

Date

Comments of Director HR / Director General

Signature

Date

PUBLIC UTILITIES COMMISSION OF SRI LANKA
Employee Personal History

Designation: _____

1. Personal

Given name/s: _____ Family name: _____

Title (*circle*): Mr. / Mrs. / Miss / Dr.

Date of birth: _____

Gender: Male Female

Marital status: _____

National ID Number: _____

Contact Details:

Permanent _____ address: _____

Phone: _____ Email: _____

Are you able to work legally in the country? Yes No

2. Education and Training

Institution	Qualification/s attained	Year

3. Employment History

Dates (From/To)	Employer name and nature of business	Position held and main duties	Reason for Leaving

4. Family Information

	Name	Civil Status	Occupation
SPOUSE			
CHILDREN			

5. Medical history

Do you have any pre-existing illness or injury which could be affected by the work duties of your job?

Are there any reasonable actions this employer could take to accommodate the issue outlined above, so that you would be able to perform the job (E.g. Reasonable modifications to work station, work equipment or work conditions)?

6. Personal Information

Have you ever applied to work for company before? Yes No

If yes, please explain (include date) :

Do you have any relatives, friends, or acquaintances working for company? Yes No

If yes, state name and relationship:

Have you ever been convicted of a criminal offence? Yes No

If yes, please describe the crime (s), when and where convicted and disposition of the case:

I hereby certify that the information given above is true and correct.

Signature of the Applicant

Date

For the use of HR Division only

--

3. Interview Assessment Form

Candidate Name:		Job Position:	
Date of Interview:		Name of Interviewer:	
<input type="checkbox"/> 1 st Interview		<input type="checkbox"/> 2 nd Interview	
Language Proficiency	English	Sinhala	Tamil
	<input type="checkbox"/> Professional <input type="checkbox"/> Average <input type="checkbox"/> Minimum	<input type="checkbox"/> Professional <input type="checkbox"/> Average <input type="checkbox"/> Minimum	<input type="checkbox"/> Professional <input type="checkbox"/> Average <input type="checkbox"/> Minimum
Competency		Candidate Rating	Job Relevancy
Communication: Expresses thoughts clearly in writing and verbally; projects positive manner in all forms of communication; responds diplomatically		<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant
Problem Solve / Decision making: Demonstrates ability to make decisions; involve others as appropriate; demonstrate ability to resolve issues		<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant
Building trust: Demonstrates ability to keep commitments and meet deadlines; exhibits integrity and honesty with colleagues and customers; open to views of others; responsible and accountable		<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant
Conflict resolution: Demonstrates ability to resolve conflict with person directly involved; listening skills		<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant
Teamwork: Demonstrates ability to work as part of a team; seeks others' expertise and perspectives; looks for opportunities to support others on the team		<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant

Customer Service Oriented: Demonstrates strong customer service orientation with the ability to provide clear information; ability to handle difficult customer; meet deadlines	<input type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak	<input type="checkbox"/> Very relevant <input type="checkbox"/> Somewhat relevant <input type="checkbox"/> Not relevant
Work Experience Rating: Does the candidate possess experience directly related to the position? Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak <input type="checkbox"/>		
Remarks:		
Job Knowledge, Skills and Abilities Rating: Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak <input type="checkbox"/>		
Remarks:		
Overall Assessment Rating: Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak <input type="checkbox"/>		
Remarks:		
Signature of Interviewer:		Date:
Final comments:		
Approval of Director – HR:		
Signature:		Date:

3. Employee Reference Check Form

Applicant: _____ Position: _____

Name of the referee: _____ Title: _____

Company/Designation: _____ Email/Tel No: _____

Reference check conducted by: _____

General questions	
What is the nature of your relationship with the applicant?	
How would you describe the applicant's overall work performance?	
What would you say are the applicant's strengths?	
What would you say are the applicant's development areas (eg. weaknesses)?	
Have you had any concerns with their performance?	

Please rate the following characteristics between 1 and 5. If it is Not Applicable, you may mark it as N/A

5 – Excellent

4 – Very Good

3 – Good

2 – Satisfactory

1 – Unsatisfactory

Work Ethic	Rate	Comments
Initiative		
Dependability / Trustworthiness		
Reliability and punctuality		
Level of commitment to the work he/she does		

Work Performance	Rate	Comments
How quickly does he/she learn new skills?		
What level of supervision did he/she require to carry out her work?		
How would you rate his/her interpersonal skills?		
How would you rate his/her ability to work under pressure?		
His/her ability to work with a team?		
How would you rate his/her ability to adapt to change?		
What would you rate his/her overall performance as?		

Do you have any additional comments?

Signature & Date: _____

4. Job Handover Form

Emp Name:	Emp No.:
Job Title:	
Division:	
Reason for Work Handover:	<input type="checkbox"/> Vacation <input type="checkbox"/> Transfer <input type="checkbox"/> End of Employment
<input type="checkbox"/> Other	If so, please Specify:
Taken over by:	Employee No.:

Note: This form must be filled and completed before releasing the employee and a copy of this must be attached to the Exit Clearance Form. The employee should include all relevant files, documents and material relevant to work/task being handed over. Extra pages may be used if required.

I. Any task(s) which are pending or under progress at the time of handover:

Tasks	Status

II. Document/File Reference

Document / File	Description	Location

III. Electronic Files

Document / File	Description	Location

IV. Financial Commitment, if any:

Commitment	Amount	Remark

V. Any other particulars relevant to the job being handed over;

ACKNOWLEDGEMENT

Handing over employee	Taking over employee	Head of Department
Signature:	Signature:	Signature:
Emp No.:	Emp No.:	Name:
Date:	Date:	Date:

5. Probation Evaluation Form

PROBATION RECORD

Job Title:		
Grade:		
Department / Section:		
Post Start Date:		
Head of Division:		
	Date Due	Please tick when completed
Initial Meeting		
01 year review:		

ONE YEAR REVIEW

(To be completed by the Head of Division in discussion with the employee)

<i>(please tick)</i>	Improvement required	Satisfactory	Good	Excellent
Quality and accuracy of work				
Efficiency				
Attendance				
Time Keeping				
Work relationships (team work and interpersonal communication skills)				
Competency in the role				
If any areas of performance, conduct or attendance require improvement please provide details below.				

Summarise the employee's performance and progress over the period			
Should the employee's probationary period be extended?			YES / NO
If YES, please provide reasons and, where appropriate, specify any areas of improvement required and how these will be monitored.			
Length of the extension (max 3 months):			
New Probation Period completion date:			
Have the objectives identified for this period of the probation been met?	YES / NO	If NO, what further action is required?	Review Date
Have the training / development needs identified for this period of the probation been addressed?	YES / NO		
Employee's Signature:			
HOD's Signature:			
Date:			

Director – Human Resources:

Signature:

Date:

6. Performance Appraisal Form

PART A

Review Period – From:

To:

Date of Review:

Name of Employee			
Date of Employment		Current Job Title	
Duration in Current Job		Division	
Current Salary (Rs.)			%
Appraiser's Name			
Appraiser's Job Title			

PART B

GUIDE LINES

Performance appraisal is important to ensure that people understand what is expected from them and how their contribution fits with the overall objectives of the organisation. It is also helpful to establish personal development options.

Performance Management needs to include the key elements of -

- **Planning** : i.e. setting objectives (objectives should be measurable/ quantifiable to avoid subjective assessment)
- **Managing** : ongoing review of objectives
- **Appraisal interview** : allows the appraiser and the job holder to step back and,
 - Assess the overall performance through reviewing objectives and results
 - Discuss the evolution of the job itself and of the job holder in the job
 - Review the personal competence of the job holder
 - Discuss and agree on possible development options

The Performance Appraisal system is for the benefit and development of the Appraisee, NOT the Appraiser. Hence, the benefit of the discussion should be focused on the self-realization and the development of the Appraisee.

A principle of effective performance management is the ongoing communication between manager and job holder: **the appraisal interview itself is even more important than completing a formal document.** This provides opportunity for positive reinforcement to job holders who are performing well (strong points) and contributes to improving involvement.

This process provides for an improvement initiation when necessary (weak points) or for adjustments to objectives due to changing organizational requirements.

The commitment of the Appraiser and Appraisee towards the development and result orientation of the Appraisee, should be absolute. Without this commitment, the appraisal system will crash and reduce to only document filling.

RATING

OUTSTANDING (4):

Consistently meets and often exceeds all relevant performance standards. Shows initiative and innovativeness, works collaboratively, has strong technical & interpersonal skills.

GOOD (3):

Meets all relevant performance standards. Seldom exceeds or falls short of desired results or objectives.

AVERAGE (2):

Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Employee has not sustained significant improvement, as required since the last performance review.

POOR (1):

Consistently falls short of performance standards.

INSTRUCTIONS

The Appraiser has described the employee's contributions in each of the following performance categories. Therefore, since the last performance evaluation any ratings awarded MUST support and be substantiated by narrative comments.

The Appraiser is expected to be as objective as possible relating outcome to tasks and impact from the Key Steps to Achieve.

The final rating will be worked out on the basis of 65% for PART C, 15% for PART D and 20% for PART E.

LINKING PERFORMANCE TO ALLOWANCES/ REWARDS

% ACHIEVEMENT	RATING
60% - 70%	1
71% - 80%	2
81% - 90%	3
91% - 100%	4

NOTE:

The threshold for acceptance of quality of deliverables/ achievement against performance is 60%. Achievement below 60% is considered unacceptable.

PART C

Individual KPIs

Period – From:

To:

Name of the Deliverable	Key steps to achieve					Fund disbursement				Outcome 100%
	General (X)	Achievement 100%	Critical (Y)	Achievement 100%	When	Budgeted amount	When	Amount disbursed	Rating 100% (Z)	

Final Outcome will be given by,
 = $\{[(3 * ((X * 0.3) + (Y * 0.7))) + (Z)] / 4\}$

Job Holder:

Head of Division:

Date :

Date :

PART D: Job Tasks

Mark '1 to 4' on any of the following ratings on the horizontal that describe the employee where,
 4 = Outstanding ; 3 = Good; 2 = Average; 1 = Poor

Description	Outstanding	Good	Average	Poor	N/A	Rationale for Rating
TOTAL						

PART E

PERSONAL COMPETENCE

For each area circle the most appropriate assessment that describes how well the job holder demonstrated the competence on the job throughout the period under review. Include comments if you wish.

Rating:

4 - Outstanding; **3**–Good; **2**–Average; **1**–Poor; **NA** - Not Applicable

i Managing for Results

Is able to see the big picture, establishes goals that are challenging and realistic and applies the appropriate tools to achieve short and long term job objectives.

4	3	2	1	NA
---	---	---	---	----

ii Being effective on a Technical Basis (Professionalism)

Maintains, builds and applies professional know how and expertise in performing job functions to support PUCSL objectives.

4	3	2	1	NA
---	---	---	---	----

iii Being effective on an Individual Basis

Is self-confident and emotionally stable, has the courage to act decisively. Copes with stress. Engenders trust.

4	3	2	1	NA
---	---	---	---	----

iv Adaptability/ Flexibility

Remains effective in a changing environment and in different situations and modifies approach and style to achieve a goal. Anticipates and accepts changes.

4	3	2	1	NA
---	---	---	---	----

v Leading People

Utilizes appropriate interpersonal styles and methods in guiding others towards task accomplishment. Able to motivate people and to communicate effectively.

4	3	2	1	NA
---	---	---	---	----

vi Developing People

Develops people to their full potential. Delegates responsibility and authority effectively.

4	3	2	1	NA
---	---	---	---	----

vii Analyzing and Applying Judgment

Assesses the strengths and relevance of options and select the best option/s for solution/s.

4	3	2	1	NA
---	---	---	---	----

viii Solving Problems/ Decision Making

Takes responsibility and ownership of the problem until it is solved, makes clear recommendations. Strives for a workable, timely solution.

4	3	2	1	NA
---	---	---	---	----

ix Planning and Organization

Has overview and organizes the team to ensure that plans are translated into action. Checks progress, approves or modifies and sees that plan is rolled forward.

4	3	2	1	NA
---	---	---	---	----

x Integrity

Has an uncompromising commitment to honour moral, ethics, Values and principles with consistency.

4	3	2	1	NA
---	---	---	---	----

General Behavioral and Attitudinal observations of the Appraisee:

PART F

EVALUATION OF IMPACT ON TRAINING

DATE	TRAINING AREA	NO. OF HOURS	CUM. HOURS	SIGNATURE		IMPACT ON SKILL/ BEHAVIOUR/ ATTRIBUTE
				TRAINEE	MANAGER	

PART G

INDIVIDUAL DEVELOPMENT PLAN

AREAS TO BE DEVELOPED OR IMPROVED IN THE CURENT JOB:
(Training needs to be addressed)

Action by:

PROPOSED OPTIONS FOR CAREER DEVELOPMENT

Action by:

JOB HOLDER'S COMMENTS

Signature of the Appraisee:

Signature of the Appraiser:

COMMENTS OF THE APPRAISER'S SUPERVISOR

Signature:

Date:

**PERFORMANCE APPRAISAL
FOR
NON-EXECUTIVES**

PART A

Review Period – From:

To:

Date of Review:

Name of Employee			
Date of Employment		Current Job Title	
Duration in Current Job		Division	Consumer Affairs
Current Salary (Rs.)		Last Increment (Rs.)	%
Appraiser's Name			
Appraiser's Job Title			

PART B**GUIDELINES****1. Review Ratings****'4'** Outstanding (Meets all job requirements fully)**'3'** Good (Meets critical job requirements)**'2'** Average (Meets some job requirements)**'1'** Poor (Meeting job requirements is very low)**NA** Not Applicable (This is a case where a respective criteria becomes non-applicable to the relevant tasks/behaviour)**2. Application**

The tasks assigned under the respective person will require to be reviewed and assessed at the end of each appraisal review period in order to identify changes, additions or replacements of individual tasks.

The ratings when applied to each key task must be done objectively as possible. The appraiser must be prepared to justify the ratings distribution.

3. Areas for Evaluation

The job tasks assigned to the employee will be evaluated using ratings 1 to 4 as given above. These ratings will account for 75% of the total appraisal rating. The balance 25% will be applicable to the review criteria on the soft skills area.

PART C: Job Tasks

Mark '1 to 4' on any of the following ratings on the horizontal that describe the employee where,
 4 = Outstanding ; 3 = Good; 2 = Average; 1 = Poor

Description	Outstanding	Good	Average	Poor	N/A	Rationale for Rating
Deliverable Work						
TOTAL						

JOB TASK

PART D

Mark '1 to 4' on any of the following ratings on the horizontal that describe the employee where,
 4 = Outstanding ; 3 = Good; 2 = Average; 1 = Poor

Description	Outstanding	Good	Average	Poor	N/A	Rationale for Rating
JOB KNOWLEDGE						
Consider necessary technical knowledge and the level of understanding of the total job and how it links to the ultimate expectation.						
JUDGEMENT / PROBLEM-SOLVING						
Employee's ability to assess and implement simple work solutions, generate alternatives for approval and decides how he can best do it. This includes the ability to prioritize work and handle confidential information						
TEAM WORK						
Describe the employee's ability to collaborate/work with others, inside and outside one's own area in order to accomplish department goals.						
LEADERSHIP						
Ability to influence others positively and get their support to finish tasks. Assertive and self-confident. Earns respect from others and is a person of integrity.						
ATTITUDE						
Consider loyalty, willingness to accept change and compliance with PUCSL policy.						

--	--	--	--	--	--	--

QUALITY OF WORK						
Adherence to accuracy and standards expected in the output.						
LEARNING ABILITY						
Ability to grasp new ideas, methods and instructions and be able to apply at work						
DEPENDABILITY						
Consider performance in meeting deadlines & accuracy in output, fulfilling responsibilities without prodding.						
COMMUNICATION						
Consider accuracy, clarity and adequacy of written and oral communications.						
ATTITUDE						
Consider loyalty, willingness to accept change and compliance with PUCSL policy.						
PUNCTUALITY						
Timeliness and ability to execute discipline in complying with laid-down timelines.						
INITIATIVE & INNOVATIVENESS						
Ability to think differently and have the courage to initiate approved ideas.						
TOTAL						

PART E

<p>AREAS TO BE DEVELOPED OR IMPROVED IN THE CURENT JOB: (Training needs to be addressed)</p> <p>PROPOSED OPTIONS FOR CAREER DEVELOPMENT</p>	<p>Action by:</p> <p>Action by:</p>
--	--

<p>JOB HOLDER'S COMMENTS</p>

<p>Signature of the Appraisee:</p>	<p>Signature of the Appraiser:</p>
---	---

<p>COMMENTS OF THE APPRAISER</p> <p>Recommendations for salary revisions:</p>
--

<p>COMMENTS OF THE APPRAISER'S SUPERVISOR</p> <p>Signature:</p>	<p>Date:</p>
--	---------------------

7. Post Training Feedback Form

Date:

Topic:

Resource Person:

	Outstanding (4)	Very good (3)	Good (2)	Poor(1)
Presentation skills				
Was the material clear				
Was the presentation easy to understand				
Presenter's ability to hold the interest of the audience				
Opportunity for interaction & questions				
Overall Rating				
Most enjoyable learning session of the day				
Quality of handout				
Overall rating of the programme				

Comments :

8. Staff Transfer Approval Form

Date: _____

Name & Emp No.			
Current Position		Requested Position	
Current Division		Requested Division	
Date of Employment		Total of service Years/ Months	
Previous Disciplinary action	Yes/No	Details of disciplinary action	
Reasons for transfer <i>(to be filled by HR Department)</i>			

Approved Transfer by: _____	Approved Transfer by: _____
Releasing Head of Division	New Head of Division

Director – Human Resources	Director General
_____	_____
(Prepared By)	(Approved By)
Date :	Date :

9. Grievance Record Form

This form must be used when an employee brings an alleged grievance to the attention of their Supervisor and or Head of the Division and when the intention of the employee is to activate Step I of the Grievance Policy for the PUCSL Staff. This form must be given to the Director – HR.

Name: _____
Date: _____
Division: _____
Contact Number: _____

Outline details of the alleged grievance (attach full details):

Outcome Sought:

Has the alleged grievance been made elsewhere: Yes/ No

If yes, provide details:

I acknowledge that I have read the “Grievance Procedure for the PUCSL” and that I will be bound by its provisions. I confirm that this alleged grievance has been submitted pursuant to the Grievance Policy.

Signature:

Date:

If the alleged grievance remains unresolved, the complainant may decide to escalate it to Step II of the “Grievance Policy”. If so the supervisor is to note this form with details of the action taken to the date of the escalation, sign it and forward it to the HR Division, including any other relevant documentation.

Action taken (to be completed by Director – HR and/or Director General)

Superior Name: _____

Signature

Date

10. *Acceptance of Resignation*

10th Xxxxxx 2014

Mr. / Ms. XXXXXXXX XXXXX

No. Xx

XXXXXXXXXXXXX,

XXXXXXX.

Dear XXXXXXX,

ACCEPTANCE OF RESIGNATION

We refer to your letter dated 07th Xxxxxx 2014, tendering your resignation with effect from 07th Xxxxxx 2014 your resignation is hereby accepted.

Please ensure that you follow the correct handing over procedure before your departure from the Company. Your salary and other payments (if any) will be paid in accordance with labour law of Sri Lanka.

We take this opportunity to thank for your service rendered during your tenure with the company and wish you all the success in the future.

Thanking you

Yours truly,

PUCSL

Xxxxxx XXXXXXXX

(Designation)

11. Exit Clearance Form

Name		EMP No	
Department		Date Joined	
Designation		Effective date of resignation	

Instructions

To be completed and handed over to the HR Division at the time of resigning / termination of employment.

TO: Head of Division for Clearance

	YES	NO
Files Returned		
Work related Tools, Equipment returned		
Office Keys / Stationery returned		
Financial outstanding settled		
Visiting cards / Business cards returned		
Clearance Approved: _____ Date: _____		

TO: Finance Division for Clearance

	YES	NO
Loans settled		
Bank references / guarantors withdrawn		
IOU / Cash Advances settled		
Clearance Approved: _____ Date: _____		

TO: IT and MIS Division for Clearance

	YES	NO

Personal computer		
Mobile phone (s)		
System access (passwords, email, etc.)		
Finger print access		
Exit Interview		
Clearance Approved: _____ Date: _____		

TO: Human Resources Division for Clearance

	YES	NO
Company ID Card returned		
EPF Card returned to the employee		
Staff uniforms returned (if any)		
Office keys		
Exit Interview		
Clearance Approved: _____ Date: _____		

For Official Use Only

Employees' Dues: -

Date joined		Date of resignation			
Unused Leave	Annual Leave		+	Holiday Leave	Total
Salary					
Deductions					
Gratuity () years' service					
Net Payable					
Remarks					

_____ Date _____ Approved by – Director – HR _____ Checked by _____

12. *Vehicle Requisition Form*

1. Name of requesting employee: _____
 2. Long distance travel / Short distance travel: _____
 3. Purpose of transport: _____
 4. Destination: _____ Date: _____
 5. Time of Departure: _____ Expected time of return: _____
 6. No of persons travelling: _____
 7. Approval by Manager:
Signature: _____ Date: _____
 8. Approval by Director/General Manager
Signature: _____
- (For use By HR Division)*
- 8 Vehicle No Allocated: _____
 - 9 Confirmation by security
Time Out: _____ Time In: _____
Meter out: _____ Meter in: _____
Signature: _____ Date: _____ Signature: _____ Date: _____
 - 10 Details Recorded By:
Signature: _____ Date: _____

13. Contract of Employment

DATE,

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

XXXXXXXXXXXXXXXXXXXX.

Dear Ms. xxxxxxxxxxxxxxxxx,

Post of xx

Reference is made to the application submitted by you to the Public Utilities Commission of Sri Lanka about the post of xxxxxxxxxxxxxxxxxxxxxxx and subsequent selection interviews held in this regard, we are pleased to inform you that the Commission has decided to appoint you as xxxxxxxxxxxxxxx with effect from 01st March 2018 subject to the following terms and conditions.

1. You shall report to the xxxxxxxxxxxxxxx and will be under his control & supervision in your day to day duties.
2. You will be on probation initially for a period of twelve (12) months which may be extended by the Commission depending on your performances. Your performance will be continuously evaluated during the said probation period. In the event your performance being found unsatisfactory the Commission may terminate your services and in the event of your performance being found satisfactory your confirmation in service will be communicated to you in writing.
3. You will be placed at the salary point of Rs. xxxxxxxxx of grade xxx salary scale per month. In addition you will be paid the following monthly allowances.

Traveling allowance	-	Rs. xxxxxxxxxxx
Reimbursement of mobile phone bill up to		Rs. xxxxxxxxx

4. Your responsibilities will include the duties/functions assigned by the job description applicable to the post (of which a copy is attached hereto) and all such other duties that come under the normal purview of your job scope, and you will be subject to such regulations and conditions of service as may be prescribed by the Commission/Director General, from time to time. When necessity arises, you may be called upon to attend any other legitimate work assigned by the Commission/Director General.
5. You will be a member of the Employee’s Provident Fund (EPF) as well as the Employee’s Trust Fund (ETF). You will contribute 10% of your monthly salary to the EPF and at the same

Contd.P/2

time the Commission shall make a contribution of 15%. The Commission shall make a contribution of 3% of the salary to the ETF.

- 6. You shall maintain utmost secrecy at all times with regard to the documents, information or any other matter pertaining or connected to the work of the Commission or those to the Government. Any breach of these requirements shall amount to an act of misconduct.
- 7. You will be bound by the provisions of the Public Utilities Commission of Sri Lanka Act No. 35 of 2002, the manual of administrative & disciplinary procedures of the Commission with amendments, any other ordinances, By-Laws, regulations and rules etc, made in so far as applicable to you.
- 8.
- 9. You may terminate your services with the Commission by giving a minimum of three (03) calendar months' notice in writing or reimbursement of three (03) months' salary in lieu, incase if you wish to terminate the employment.
- 10. You should serve in any part of the country; you are called upon to serve.
- 11. Before taking up office, you are required to sign a Declaration of Secrecy form given to you by the Commission.
- 12. If you are agreeable to accept the appointment subject to the above terms and conditions, kindly signify acceptance by signing and returning the duplicate hereof.

We are happy to welcome you to our organization and look forward to a pleasant association.

Yours faithfully,

.....

Designation



ACCEPTANCE

Director-General,
Public Utilities Commission of Sri Lanka

I accept the terms and conditions given vide reference letter of appointment 2015/PUC/PF(76) dated 30th November 2015.

Name:.....

Signature.....Date:.....

FORM 2

PUBLIC UTILITIES COMMISSION OF SRI LANKA

ACT NO. 35 OF 2002

Declaration of secrecy

I.....

having being appointed as the Secretary / to the staff* of the Public Utilities Commission of Sri Lanka do solemnly declare and affirm / swear* that during my tenure of office, I shall not disclose to any person other than to a person as the ordinary cause of my duty would require, or use for personal gain or benefit any information confidential or otherwise relating to any matter dealt with by the Public Utilities Commission of Sri Lanka

Declarant

Date:

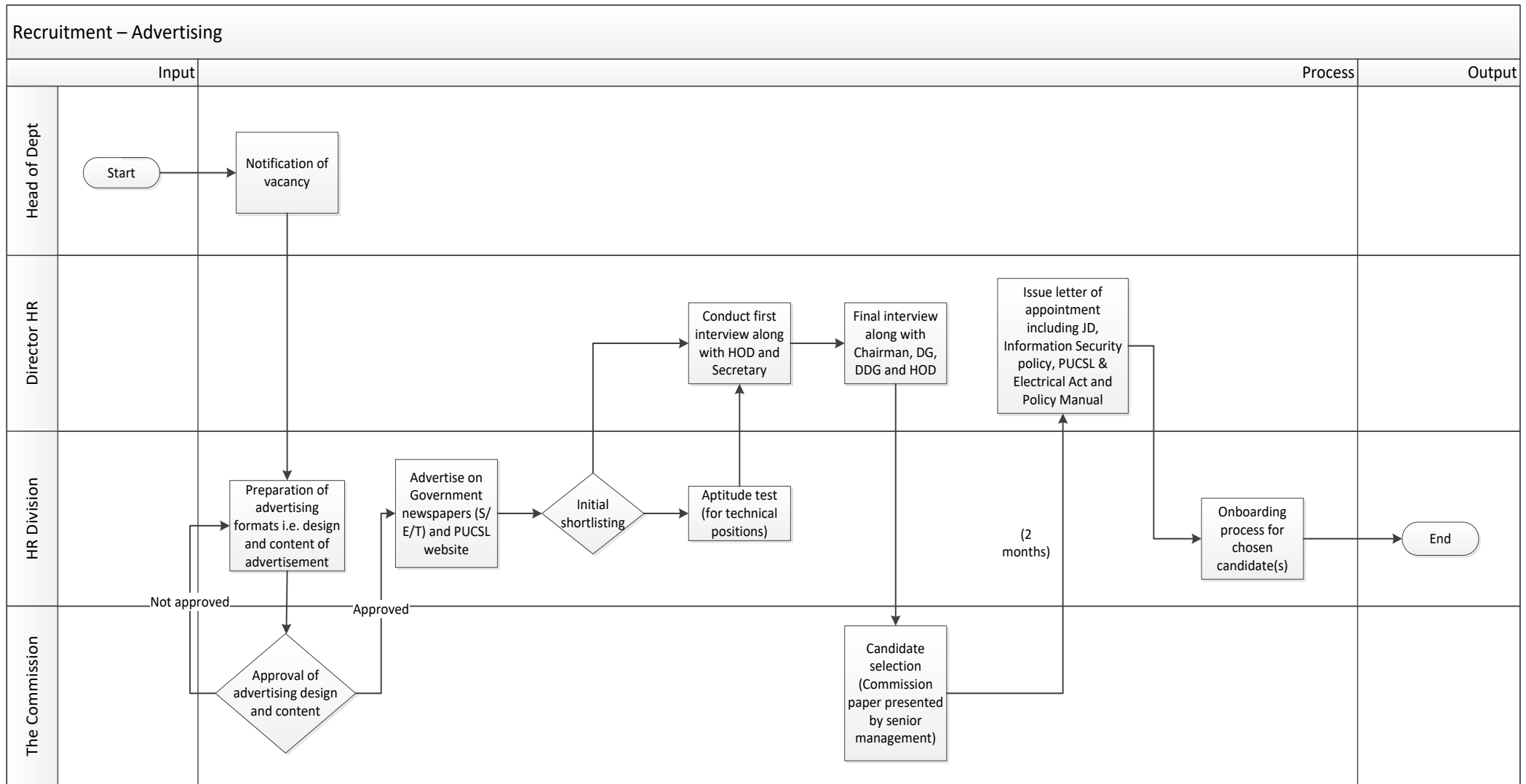
(*Delete words which are inapplicable)

Chairman

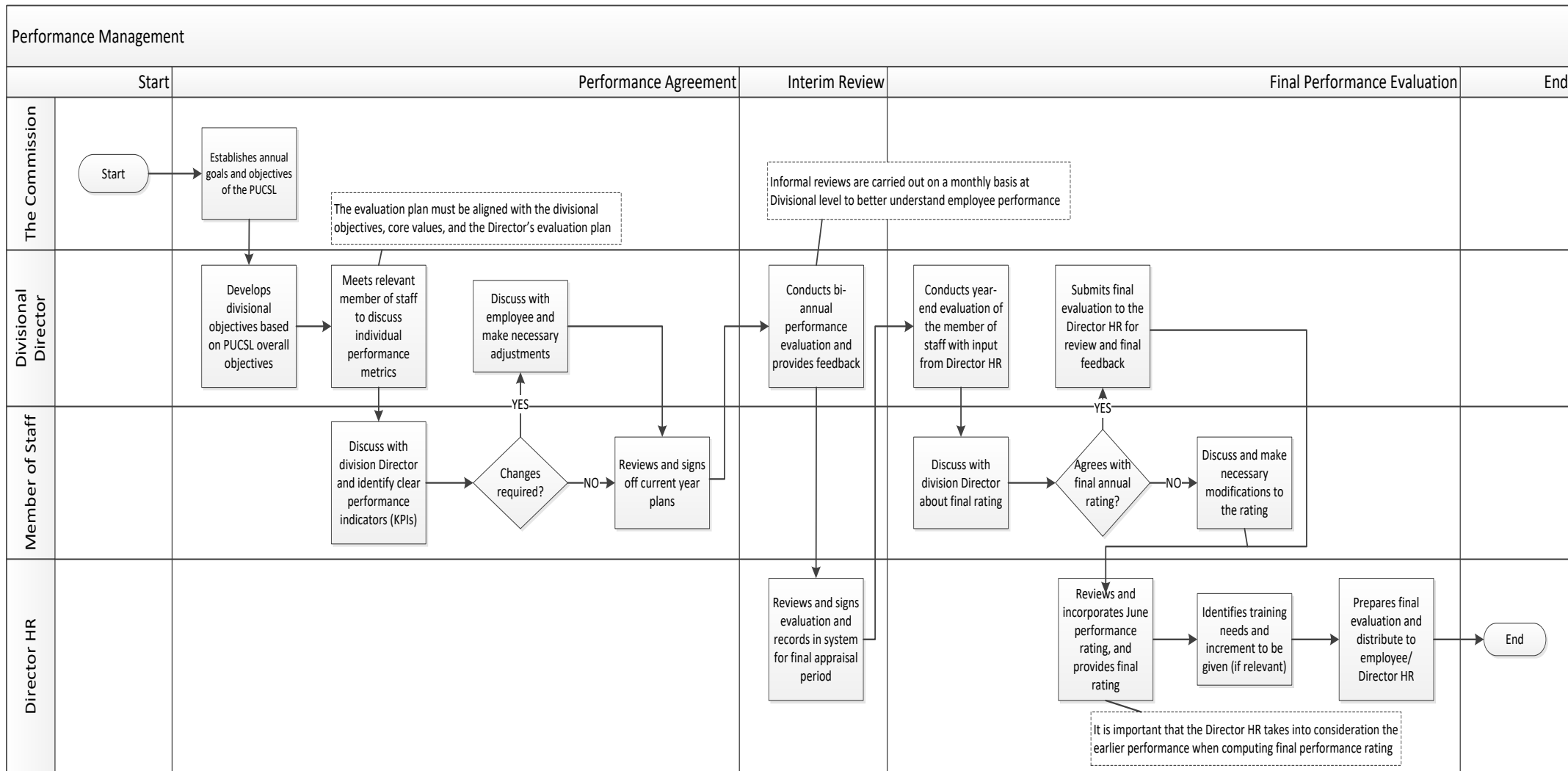
PUBLIC UTILITIES COMMISSION OF SRI LANKA

Annexure B – Process Maps

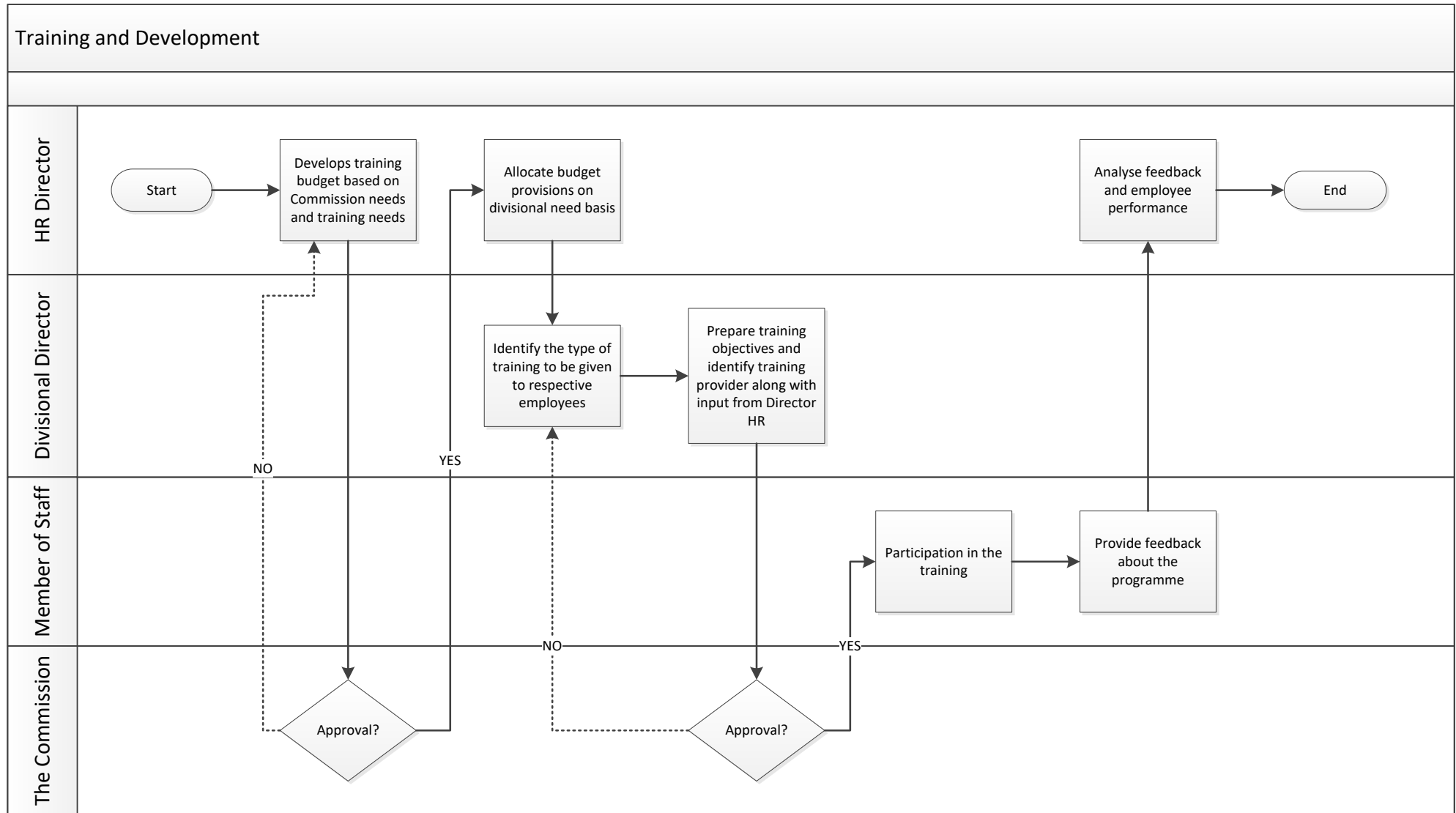
1.1. Recruitment



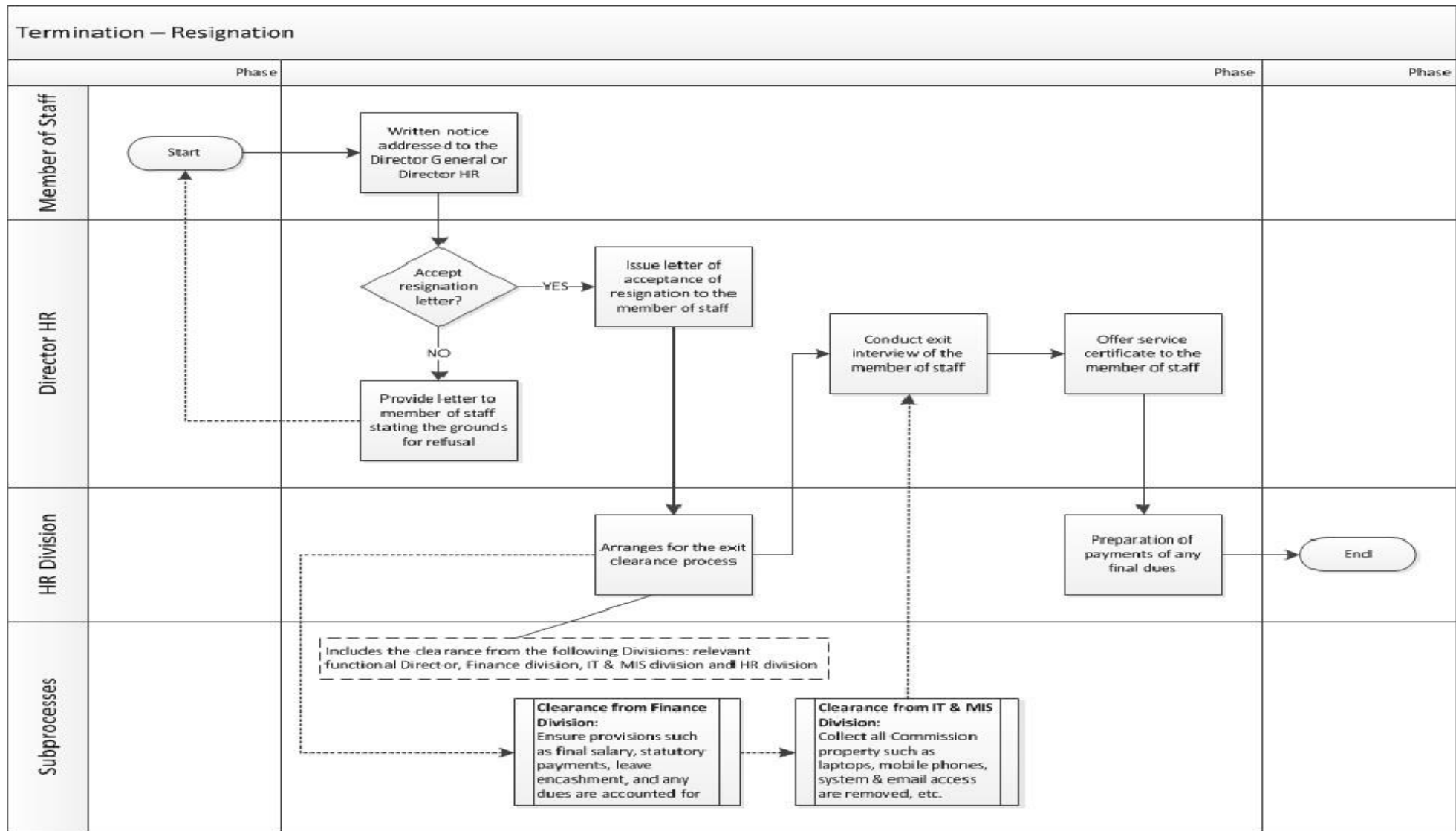
1.2. Performance Management



1.3. Training and Development



1.4. Termination – Resignation



1.5. Termination – Retirement

