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**Performance Management in DHA Islamabad after  
Expansion**



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## BUSINESS PROJECT ACCEPTANCE CERTIFICATE

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## Contents

<b>PERFORMANCE MANAGEMENT IN DHA ISLAMABAD</b> .....	5
<b>AFTER EXPANSION</b> .....	5
<b>1. Introduction</b> .....	5
<b>1.1 Background</b> .....	5
<b>1.2 Research problem</b> .....	5
<b>1.3 Research Questions</b> .....	6
<b>1.4 Significance of the study</b> .....	7
<b>2. Literature Review</b> .....	8
<b>2.1 Overview of Human Resource Management</b> .....	8
<b>2.2 Performance management in organizations</b> .....	9
<b>2.3 Performance Management tools and techniques</b> .....	10
<b>2.4 Key performance indicators (KPIs)</b> .....	11
<b>2.5 Rewards and incentives in performance management</b> .....	12
<b>3. Critical analysis of the prevailing HR mechanisms at DHA Islamabad-Rawalpindi</b> .....	15
<b>3.1 Annual Confidential report</b> .....	15
<b>3.2 Job Descriptions</b> .....	17
<b>3.3 Training opportunities</b> .....	18
<b>3.4 Bonus Policy</b> .....	20
<b>3.5 Leave policy</b> .....	21
<b>3.6 Health Insurance Policy</b> .....	23
<b>3.7 Interest-free loan policy</b> .....	24
<b>3.8 Car installments policy</b> .....	26
<b>3.9 Employee Recognition Policy</b> .....	27
<b>4. RECOMMENDATIONS</b> .....	29
<b>4.1 Job Descriptions:</b> .....	29
<b>4.2 Training Opportunities:</b> .....	29
<b>4.3 Bonus Policy:</b> .....	29
<b>4.4 Leave Policy:</b> .....	30
<b>4.5 Health Insurance Policy:</b> .....	30
<b>4.6 Interest-Free Loan Policy:</b> .....	31
<b>4.7 Car Installments Policy:</b> .....	31

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<b>4.8 Employee Recognition Policy:</b> .....	<b>31</b>
<b>5. CONCLUSION</b> .....	<b>32</b>

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# **PERFORMANCE MANAGEMENT IN DHA ISLAMABAD**

## **AFTER EXPANSION**

### **1. Introduction**

#### **1.1 Background**

Defence Housing Authority (DHA) Islamabad-Rawalpindi, a real estate development organization that has emerged as a pioneer in the twin cities. Since its establishment in 1998, the DHA has undergone significant expansion, with seven phases already developed and plans for further expansion (2 x new phases) in the near future. This growth has led to an increase in employment opportunities, with nearly 1000 new employees hired in the last year alone, bringing the total to approximately 4200 employees. Despite this expansion, the HR mechanisms at DHA Islamabad-Rawalpindi have remained largely unchanged since its establishment, which has led to a general lack of direction in HRM practices. The primary instrument used for performance management is the annual confidential report (ACR) and the employee of the year awards. While these mechanisms have served the organization well in the past, the changing nature of work, the increased emphasis on performance-based outcomes, and the dynamic nature of the real estate industry require a more systematic approach to HRM practices.

To improve the HR mechanisms at DHA Islamabad-Rawalpindi, this business project aims to investigate the existing performance management procedures and identify areas for improvement. Specifically, the study will focus on five designated positions and suggest key performance indicators (KPIs) based on their job descriptions, as well as rewards and incentives for employees. By suggesting improvements in the HR mechanisms, the business project aims to increase employee performance and contribute to the organization's overall success.

This study is significant because it addresses a critical issue facing DHA Islamabad-Rawalpindi and other real estate development organizations. In the highly competitive real estate industry, organizations must continuously improve their HRM practices to attract and retain top talent, and ultimately, succeed in the market. The background of this study highlights the growth and expansion of DHA Islamabad-Rawalpindi, and the need to improve its HR mechanisms to align with the changing needs of the organization and the industry. The subsequent parts of this project will delve deeper into the literature review, research methodology, results, conclusion and recommendations.

#### **1.2 Research problem**

The research question for this study is:

"How can the existing performance management procedures be improved at DHA Islamabad-Rawalpindi to enhance employee performance?"

This research question has been formulated to address the specific goal of the study, which is to investigate the existing performance management procedures at DHA Islamabad-Rawalpindi and

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suggest improvements to enhance employee performance. The research question is focused on improving the HR mechanisms at the organization to align with the changing needs of the organization and the industry.

To answer this research question, the study will identify the existing performance management procedures at DHA Islamabad-Rawalpindi, including the annual confidential report (ACR) and employee of the year awards. The study will then investigate the job descriptions and roles of five designated positions within the organization to identify key performance indicators (KPIs) that are relevant and meaningful for each position. Based on the identified KPIs, the study will suggest improvements to the performance management procedures, including rewards and incentives that align with the KPIs and help to enhance employee performance.

The research question is important because it addresses a critical issue facing DHA Islamabad-Rawalpindi and other organizations in the real estate industry. Performance management is an essential component of HRM practices and can significantly impact employee motivation, productivity, and job satisfaction.

### **1.3 Research Questions**

As already elucidated, the primary research question of this study is:

**"How can the existing performance management procedures be improved at DHA Islamabad-Rawalpindi to enhance employee performance?"**

This research question is broad and aims to investigate the performance management procedures at DHA Islamabad-Rawalpindi to identify areas for improvement that can lead to enhanced employee performance. To answer this question, the study will focus on the following sub-questions:

**What are the existing performance management procedures at DHA Islamabad-Rawalpindi?**

This sub-question aims to identify and analyze the existing performance management procedures at DHA Islamabad-Rawalpindi, including the annual confidential report (ACR) and employee of the year awards.

**What are the job descriptions and roles of the five designated positions selected for the study?**

This sub-question aims to identify and analyze the job descriptions and roles of the five designated positions selected for the study. The designated positions will be selected based on their relevance and importance to the organization's success.

**What are the key performance indicators (KPIs) relevant to the designated positions?**

This sub-question aims to identify and analyze the KPIs relevant to the designated positions based on their job descriptions and roles.

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**How can the identified KPIs be incorporated into the existing performance management procedures?**

This sub-question aims to suggest improvements to the existing performance management procedures by incorporating the identified KPIs. The study will suggest rewards and incentives that align with the KPIs to enhance employee performance.

**What are the potential benefits of the suggested improvements to the performance management procedures?**

This sub-question aims to evaluate the potential benefits of the suggested improvements to the performance management procedures. The study will assess the impact of the suggested improvements on employee performance, motivation, and job satisfaction. These sub-questions will help the study to identify areas for improvement in the performance management procedures at DHA Islamabad-Rawalpindi and suggest improvements that can lead to enhanced employee performance.

#### **1.4 Significance of the study**

The significance of this study lies in its potential to contribute to the understanding of performance management in the real estate industry and provide practical recommendations for enhancing employee performance at DHA Islamabad-Rawalpindi. The following are some of the key aspects that highlight the significance of this study:

**Importance of performance management:** Performance management is a critical component of human resource management (HRM) that has a significant impact on employee motivation, job satisfaction, and overall organizational success. Enhancing performance management procedures can lead to better alignment of employee performance with organizational goals, improved productivity, and greater employee satisfaction.

**Timely need for performance management improvement:** DHA Islamabad-Rawalpindi is one of the leading real estate developers in the twin cities and has been expanding rapidly over the years. However, the HR mechanisms, including performance management procedures, have not been reviewed to keep pace with the expansion. Therefore, there is a pressing need to improve the existing performance management procedures to align with the changing needs of the organization and the industry.

**Relevance to the real estate industry:** The real estate industry is a highly competitive and dynamic industry that requires effective performance management to maintain a competitive edge. The findings of this study can be valuable to other real estate organizations facing similar challenges in managing their employee performance.

**Unique contribution to the literature:** There is limited research available on performance management in the real estate industry, particularly in the context of Pakistan. This study will make a contribution to the literature by providing evidence on the existing performance

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management procedures at DHA Islamabad-Rawalpindi and suggesting improvements that can enhance employee performance.

**Practical implications for organizations:** The study's recommendations can provide practical implications for other organizations in the real estate industry and beyond. The study's findings can be used by organizations to improve their performance management procedures, align employee performance with organizational goals, and enhance employee satisfaction.

Significance of this study lies in its potential to contribute to the understanding of performance management in the real estate industry in general and provide practical and tailored recommendations for enhancing employee performance at DHA Islamabad-Rawalpindi. The study's findings can have implications for other organizations facing similar challenges in managing their employee performance and can provide valuable insights for further research in this area.

## 2. Literature Review

### 2.1 Overview of Human Resource Management

Human resource management (HRM) is a crucial function in any organization, as it involves managing the organization's workforce to achieve its goals and objectives. HRM is a strategic function that aims to align an organization's human resources with its strategic objectives. Recruitment and selection are essential functions of HRM, as they involve identifying the skills, knowledge, and abilities required for the job and selecting the best-suited candidates for the organization. Recruitment and selection involve sourcing potential candidates, screening, interviewing, and selecting the best candidates for the job. Effective recruitment and selection practices can help the organization attract and retain the best talent, which can contribute to the organization's success.

Training and development are also critical functions of HRM, as they help improve the skills and competencies of employees, enhance their job satisfaction and motivation, and ensure that the organization has the required talent to achieve its strategic objectives. Training and development can take various forms, including on-the-job training, mentoring, coaching, and formal training programs.

Compensation and benefits are essential components of HRM, as they play a critical role in attracting, retaining, and motivating employees. Compensation refers to the total reward package offered to employees, including salary, bonuses, incentives, and benefits. Effective compensation practices can help the organization attract and retain the best talent, increase employee motivation and job satisfaction, and contribute to the organization's success.

Performance management is a critical function of HRM, as it involves measuring and evaluating employee performance, providing feedback to employees, and identifying areas for improvement. Performance management can take various forms, including annual performance reviews, ongoing feedback and coaching, and goal setting. Effective performance management can help align



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employee performance with organizational goals, improve productivity, and increase employee satisfaction.

Employee relations involve managing the employer-employee relationship, including addressing grievances, ensuring compliance with labor laws and regulations, and maintaining positive workplace relationships. Effective employee relations practices can help improve workplace morale and reduce employee turnover. HRM involves managing an organization's workforce to achieve its strategic objectives. The key functions of HRM include recruitment and selection, training and development, compensation and benefits, performance management, and employee relations. Effective HRM practices can help an organization attract and retain the best talent, improve productivity, and contribute to the organization's success.

## **2.2 Performance management in organizations**

Performance management is a process that involves several steps. The first step is to set clear and specific performance goals that align with the organization's strategic objectives. This involves defining what success looks like for the organization and translating that into specific performance goals for employees. Once performance goals are set, managers must provide employees with regular feedback and coaching to help them achieve those goals. This involves providing both positive and constructive feedback to employees on their performance, and working with them to identify areas where they need additional support or training.

Evaluation of employee performance is also a crucial step in performance management. This involves objectively measuring and evaluating employee performance against the established performance goals. Evaluation can be based on a variety of factors, including productivity, quality of work, customer satisfaction, and adherence to organizational policies and procedures. Performance management can also involve various tools and techniques, such as 360-degree feedback, which involves collecting feedback from a variety of sources, including peers, subordinates, and supervisors. Goal setting is another common approach, where employees work with their managers to set specific, measurable, and achievable goals that align with the organization's objectives.

Effective performance management can have several benefits for organizations. By aligning employee performance with organizational goals, performance management can help improve productivity and increase employee satisfaction. It can also identify areas where employees need additional support or training, which can lead to increased employee development and career growth. However, performance management can also be challenging. Setting clear and specific performance goals can be difficult, and evaluating employee performance objectively can be a challenge. Additionally, employees may be resistant to feedback or may not take the feedback seriously, which can hinder their performance improvement. By setting clear and specific performance goals, providing regular feedback and coaching, and evaluating employee performance objectively, organizations can improve productivity, increase employee satisfaction, and achieve their strategic objectives.

Effective performance management can also help organizations to identify and address issues related to employee performance. This can include identifying underperforming employees and

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taking steps to improve their performance, as well as identifying high-performing employees and providing them with opportunities for career growth and development. Performance management can also help organizations to identify areas where they need to make changes to their policies, procedures, or practices. For example, if employees consistently fail to meet their performance goals, this may be an indication that the goals are unrealistic or that employees need additional support or training to meet them. This information can help organizations to adjust their performance management strategies to better meet the needs of their employees and improve overall performance. Performance management can also help organizations to comply with legal and regulatory requirements related to employee performance. This can include ensuring that performance evaluations are conducted in a fair and unbiased manner, and that employees are provided with the opportunity to provide feedback on their performance evaluations.

### **2.3 Performance Management tools and techniques**

Performance management tools and techniques are approaches that organizations can use to effectively manage employee performance. These tools and techniques can vary depending on the organization's goals, culture, and resources. One common performance management tool is the performance appraisal, which is a formal evaluation of an employee's performance. The performance appraisal typically involves a rating system that evaluates employee performance against predetermined criteria, such as meeting job expectations, demonstrating competency in specific skills, and achieving performance goals. Another tool is goal setting, which involves setting clear and specific performance goals that align with the organization's strategic objectives. Goal setting can be done in collaboration between employees and their managers, and can help to clarify expectations and provide a roadmap for achieving success.

Feedback is also an essential performance management tool. Regular feedback provides employees with insight into how they are performing and what they can do to improve. This feedback can be given through one-on-one meetings, regular check-ins, and ongoing communication. Other performance management tools and techniques include mentoring and coaching, performance improvement plans, 360-degree feedback, and recognition and rewards programs. These tools and techniques can help organizations to motivate and engage employees, improve productivity, and identify areas for improvement.

It is important for organizations to choose the performance management tools and techniques that are best suited to their needs and culture. An effective performance management system should be flexible, adaptable, and responsive to the needs of both employees and the organization as a whole. Technology has also had a significant impact on performance management tools and techniques. Many organizations now use software platforms and applications to automate the performance management process, making it more efficient and effective. These tools can include performance management software that tracks employee goals, progress, and feedback, as well as data analytics tools that provide insights into employee performance and areas for improvement. However, it is important to note that technology alone cannot replace the human element of performance management. Effective performance management requires ongoing communication and collaboration between employees and their managers, as well as a culture of continuous improvement and development.

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Another important consideration for performance management tools and techniques is ensuring that they are fair, unbiased, and free from discrimination. This can involve providing training to managers and employees on how to conduct performance appraisals and evaluations objectively, as well as establishing clear criteria and standards for evaluating employee performance. The use of performance management tools and techniques can help organizations to improve employee performance, increase productivity, and achieve their strategic objectives. By choosing the right tools and techniques, and implementing them in a fair and consistent manner, organizations can create a culture of high performance and continuous improvement.

## **2.4 Key performance indicators (KPIs)**

KPIs are quantifiable measures that are used to evaluate progress towards achieving specific goals or objectives. In the context of performance management, KPIs can be used to track individual, team, or departmental performance and identify areas for improvement. The first step in identifying KPIs is to determine the goals and objectives of the organization. Once these goals are established, it is important to identify the specific metrics that will be used to measure progress towards achieving these goals. For example, if the organization's goal is to increase sales, KPIs could include the number of new customers acquired, the average value of each sale, and the percentage of repeat business. KPIs can also be used to evaluate individual employee performance. In this case, KPIs would be developed based on the employee's job responsibilities and the specific goals they are expected to achieve. For example, a sales representative might be evaluated based on their number of sales, conversion rate, or average sale value.

It is important to note that KPIs should be specific, measurable, and relevant to the goals of the organization. They should also be aligned with the employee's job responsibilities and the overall strategy of the organization. In addition, KPIs should be achievable and realistic, and provide employees with a clear understanding of what is expected of them. The use of KPIs can have several benefits for organizations. They can help to align employee performance with organizational goals, provide a basis for objective evaluation of performance, and identify areas for improvement. KPIs can also help to motivate employees by providing them with clear and measurable goals to work towards. It is important to use KPIs in a way that is fair and consistent. The selection of KPIs should be based on objective criteria, and the evaluation of performance should be done in a way that is free from bias or discrimination. In addition, KPIs should be regularly reviewed and updated to ensure that they remain relevant and effective in achieving the organization's goals.

Once the KPIs have been identified, it is important to set targets or benchmarks for each metric. These targets should be challenging yet achievable, and provide employees with a clear understanding of what is expected of them. It is also important to establish a system for tracking progress towards these targets, and providing regular feedback to employees on their performance. In order to effectively use KPIs in performance management, it is essential to have a system for collecting and analyzing data. This can involve the use of software or other tools to track performance metrics and generate reports. These reports can then be used to identify trends or areas for improvement, and to provide feedback to employees on their performance. It is also important to consider the potential limitations of KPIs. While they can be an effective tool for

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evaluating performance, they should not be used in isolation. Other factors such as job responsibilities, teamwork, and interpersonal skills should also be considered when evaluating employee performance.

In addition to identifying KPIs, it is important to consider how they will be used in the performance management process. KPIs should be integrated into the overall performance management system, which may include regular performance reviews, goal setting, and feedback mechanisms. During performance reviews, managers should discuss progress towards KPIs with employees, provide feedback on their performance, and identify areas for improvement. This can help employees to understand their strengths and weaknesses, and to develop strategies for improving their performance.

Goal setting is another important aspect of performance management, and KPIs can play a key role in this process. By setting specific goals that are aligned with KPIs, employees can have a clear understanding of what is expected of them, and be motivated to work towards achieving these goals. Feedback mechanisms such as coaching and mentoring can also be used to support employees in their efforts to improve their performance. By providing regular feedback and guidance, managers can help employees to develop new skills and behaviors that will enable them to achieve their goals and improve their performance over time. Another important aspect of using KPIs in performance management is to establish a system of rewards and incentives that are tied to the achievement of these metrics. This can help to motivate employees to perform at their best, and to align individual goals with organizational objectives. Rewards and incentives can take many forms, including bonuses, promotions, recognition, and additional training and development opportunities. It is important to ensure that these rewards are meaningful and aligned with employee preferences and interests.

However, it is also important to be mindful of potential drawbacks of using rewards and incentives in performance management. For example, if rewards are too heavily weighted towards specific KPIs, this can create a culture of competition and potentially lead to unethical behavior or gaming of the system. Therefore, it is important to establish a balanced approach to rewards and incentives, and to ensure that they are used in conjunction with other performance management tools and techniques.

The use of KPIs can be a powerful tool for performance management in organizations. By identifying key metrics that are aligned with organizational objectives, and integrating them into the performance management process, organizations can improve overall performance and productivity, and support employees in their efforts to achieve their goals and improve their performance over time.

## **2.5 Rewards and incentives in performance management**

Rewards and incentives are an important part of performance management in organizations, as they can help to motivate employees to perform at their best, and to align individual goals with organizational objectives. In this section of the book, we will explore the role of rewards and incentives in performance management, and discuss some of the key considerations when designing and implementing reward systems. One important consideration when designing reward

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systems is to ensure that rewards are aligned with organizational objectives and individual performance. This means identifying key performance indicators (KPIs) that are aligned with organizational goals, and using these metrics to evaluate employee performance. By tying rewards and incentives to the achievement of these KPIs, organizations can motivate employees to work towards shared goals, and ensure that rewards are tied to actual performance.

Another important consideration is to ensure that rewards are fair and equitable. This means taking into account factors such as tenure, job level, and individual performance when determining rewards. It is also important to ensure that rewards are transparent, and that employees understand the criteria for earning rewards. In addition to financial rewards such as bonuses and salary increases, organizations can also offer non-financial rewards such as recognition, promotions, and additional training and development opportunities. These rewards can be particularly effective for motivating employees who are not motivated solely by financial incentives, and can help to create a culture of learning and development within the organization.

However, it is important to be mindful of potential drawbacks of using rewards and incentives in performance management. For example, if rewards are too heavily weighted towards specific KPIs, this can create a culture of competition and potentially lead to unethical behavior or gaming of the system. Therefore, it is important to establish a balanced approach to rewards and incentives, and to ensure that they are used in conjunction with other performance management tools and techniques.

When designing a reward system, it is also important to consider the timing of rewards. Providing timely and frequent feedback can help employees to stay motivated and engaged, as they can see the direct impact of their efforts on their performance and rewards. Additionally, providing regular feedback allows employees to make adjustments and improvements to their performance in real time, which can ultimately lead to better results. It is also important to ensure that reward systems are regularly reviewed and evaluated to ensure that they remain effective and aligned with organizational objectives. This means regularly reviewing the KPIs and metrics used to evaluate performance, as well as the types of rewards and incentives offered, to ensure that they are driving the desired behaviors and outcomes. By regularly reviewing and adjusting reward systems, organizations can ensure that they are maximizing the impact of their performance management efforts, and that they are providing employees with the tools and incentives they need to succeed. When it comes to selecting specific rewards and incentives, there are a wide range of options that organizations can choose from. Some common rewards and incentives include:

**Monetary rewards:** These can include bonuses, raises, or profit-sharing programs.

**Non-monetary rewards:** These can include things like extra vacation time, flexible work arrangements, or special recognition programs.

**Development opportunities:** These can include opportunities for training, career development, or mentorship programs.

**Work-life balance incentives:** These can include things like on-site childcare, gym memberships, or healthy meal options.

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**Social incentives:** These can include things like team building activities, social events, or company outings.

When selecting rewards and incentives, it is important to consider the specific needs and preferences of employees, as well as the broader organizational culture and goals. Additionally, it is important to ensure that rewards are aligned with performance metrics and KPIs, so that they are effectively driving the desired behaviors and outcomes. A well-designed reward and incentive system is an important component of an effective performance management program. By providing employees with the right tools and incentives, organizations can help to motivate and engage their workforce, drive performance, and ultimately achieve their goals. In addition to selecting specific rewards and incentives, it is also important to consider how they will be communicated to employees. Clear communication is essential in order to ensure that employees understand the performance metrics and behaviors that are being rewarded, as well as the specific rewards that are available. Communication can take many forms, including regular performance reviews and feedback sessions, company-wide announcements and newsletters, and individualized communications to employees who have earned rewards or incentives. The key is to ensure that employees are kept informed of their progress, as well as the rewards that are available to them, in order to help them stay motivated and engaged.

Another important consideration is the role of managers in the performance management process. Managers play a critical role in setting performance expectations, providing regular feedback, and ensuring that employees have the resources and support they need to succeed. As such, it is important to provide managers with the tools and training they need to effectively manage their teams and drive performance. Yet another important consideration in designing rewards and incentives programs is to ensure that they are aligned with the company's overall goals and objectives. For example, if the company is focused on innovation and new product development, then rewards may be designed to encourage employees to generate new ideas, file patents, or collaborate on cross-functional teams.

Similarly, if the company is focused on cost reduction and efficiency, then rewards may be designed to encourage employees to identify process improvements, reduce waste, or streamline operations. By aligning rewards and incentives with company goals, organizations can ensure that employees are working towards the most important objectives, and that their efforts are being properly recognized and rewarded. Rewards and incentives must be fair and transparent. Employees need to understand how rewards are earned, and what they can do to improve their chances of earning them. Similarly, employees need to believe that the rewards are being distributed fairly and equitably, based on objective performance metrics rather than subjective or biased evaluations. It is important to regularly evaluate the effectiveness of rewards and incentives programs, and to make adjustments as needed. This may involve soliciting feedback from employees, reviewing program metrics and outcomes, or conducting surveys or focus groups to understand how employees perceive the program. By regularly evaluating and refining rewards and incentives programs, organizations can ensure that they are driving the desired behaviors and outcomes, and that they are keeping pace with changing business needs and employee expectations.

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Rewards and incentives are an important part of performance management in organizations. By designing and implementing reward systems that are aligned with organizational objectives, fair and transparent, and balanced with other performance management tools and techniques, organizations can motivate employees to perform at their best, and achieve shared goals and objectives. Ultimately, a successful performance management program requires a holistic approach that considers a wide range of factors, including performance metrics and KPIs, rewards and incentives, communication, and managerial support. By taking a comprehensive approach to performance management, organizations can create a culture of high performance, engagement, and continuous improvement.

### **3. Critical analysis of the prevailing HR mechanisms at DHA Islamabad-Rawalpindi**

DHA Islamabad- Rawalpindi was established as a housing society as Morgah I & II in the early 90s. It was then just in the planning phase with land being bought and allocated for a residential scheme. It was formally re-named as Defence housing authority in the year 1998. Formal provincial assembly act and National assembly act were enacted in 2013 which briefly elaborated on governing structure of the authority. The inner functions of the organization were left to the discretion of the CEO. There is a culture that permeates in most local organizations where HR is left at the backburner and instead all efforts are diverted towards functions that generate income. This is done without realizing that proper HR mechanisms affects the overall performance of the organization. DHA Islamabad is no different and has remained so since its inception. HR mechanisms were developed in 1998 and have practically remained same with small improvements over the years. The main HR mechanisms in DHA Islamabad-Rawalpindi are elaborated below:-

#### **3.1 Annual Confidential report**

**Mr Mohsin Nishat presently working as head of HR in Sapphire textile mills once told his EMBA class that “There are only three things wrong with Annual Confidential report, It is annual, It is confidential and It is a report”.**

ACRs are an obsolete feedback mechanism which has been done away with in most of the fortune 500 companies. It is a basic Performa which enlists a pen picture of an employee. This may refer to employee behavior and competencies depending on the line manager who fills it. The next portion is the grading (A: 90 and above, B: 80-90, C:70-80, D:60-70, E: Less than 60). ACR policy provides a structured framework for evaluating employee performance. It allows supervisors to assess employees' strengths, areas for improvement, and overall job performance based on objective criteria. This structured evaluation process helps in ensuring fairness and consistency across the organization. It also serves as a valuable tool for employee development and career progression. Through the ACR, employees receive feedback on their performance, which can help them identify their strengths and areas for growth. This feedback enables employees to focus on improving their skills and competencies, enhancing their professional development and

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advancement opportunities within DHA. ACR also facilitates transparency and communication between supervisors and employees. It provides a platform for supervisors to communicate their expectations, provide constructive feedback, and discuss performance-related matters with their subordinates. This open and transparent communication fosters a positive working relationship and promotes a culture of accountability and continuous improvement.

Furthermore, the ACR policy helps in identifying high-performing employees and recognizing their contributions. By evaluating employee performance on an annual basis, the policy enables the organization to identify individuals who consistently excel in their roles. This recognition not only boosts employee morale and motivation but also encourages a culture of excellence and healthy competition within DHA. ACR also contributes to organizational effectiveness and productivity. By assessing individual performance, the policy allows DHA to identify areas where additional support, resources, or training may be required. This helps in optimizing the utilization of human resources, ensuring that employees are well-equipped to perform their duties efficiently and effectively. ACR serves as a performance management tool, helping in identifying underperforming employees and implementing appropriate measures for improvement. Through the evaluation process, supervisors can address performance issues, provide guidance and support, and implement performance improvement plans as necessary. This contributes to maintaining high standards of performance and accountability within DHA.

### **Limitations:**

The use of Annual Confidential Reports (ACRs) in DHA Islamabad-Rawalpindi has both positive impacts and limitations. On the positive side, the ACR system provides a formal mechanism for evaluating employee performance on an annual basis. It allows supervisors to provide feedback, assess employees' strengths and areas for improvement, and make informed decisions regarding promotions, transfers, and training opportunities. The ACRs also serve as a record of employees' performance history, aiding in succession planning and career development discussions. However, the ACR policy in DHA Islamabad-Rawalpindi is not without limitations. One drawback is the delayed feedback that results from the annual evaluation cycle. Employees may go throughout the year without knowing how their performance is perceived by management, leading to a lack of timely course correction or recognition of their achievements. This delay in feedback can hinder employees' growth and motivation.

Another limitation is the limited visibility provided by the ACRs. The reports typically consist of basic grading and a brief personality description, lacking comprehensive performance metrics and key performance indicators (KPIs). This reliance on subjective evaluations and discretionary judgment of managers can introduce bias and result in inconsistent and unfair assessments. Employees may not have a clear understanding of the specific criteria against which they are being evaluated, making it difficult for them to improve or align their efforts with organizational goals. Absence of a comprehensive grading system and standardized metrics leaves room for bias and favoritism to influence the evaluation outcomes. This can create a work environment where



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personal relationships and subjective opinions take precedence over objective performance assessments. Employees may perceive the evaluation process as unfair and question the transparency and credibility of the results.

To address these limitations, it is important for DHA Islamabad-Rawalpindi to consider implementing measures that enhance the effectiveness of the ACR policy. This includes providing training and guidance to supervisors on conducting fair and constructive evaluations, incorporating KPIs and performance metrics into the evaluation process, and establishing a comprehensive grading system that evaluates multiple dimensions of performance. Regular check-ins and ongoing performance discussions throughout the year can also supplement the annual evaluation process and facilitate timely feedback and development conversations.

Introducing mechanisms for employees to provide feedback on the evaluation process, such as surveys or feedback sessions, can help identify areas for improvement and ensure a more inclusive and transparent evaluation system. By addressing these limitations and refining the ACR policy, DHA Islamabad-Rawalpindi can create a more effective and equitable performance evaluation process that supports employee growth, motivation, and organizational success.

### **3.2 Job Descriptions**

DHA Islamabad-Rawalpindi provides its employees with job descriptions that outline their tasks and responsibilities. This practice contributes positively to the organization's HR mechanisms by offering employees clarity about their roles and responsibilities. The job descriptions facilitate effective communication, collaboration, and performance evaluation while enhancing overall organizational efficiency.

The job descriptions at DHA Islamabad-Rawalpindi enable employees to have a clear understanding of their job requirements and the specific areas in which they are expected to perform. This clarity helps employees align their efforts, prioritize tasks, and work towards achieving their objectives effectively. Moreover, the job descriptions foster communication and collaboration within the organization, minimizing role ambiguity and reducing the likelihood of overlapping responsibilities or miscommunication.

Furthermore, the job descriptions serve as a foundation for performance evaluations and career development at DHA Islamabad-Rawalpindi. With well-defined roles and responsibilities, supervisors can objectively assess employee performance against the expectations outlined in the job description. This evaluation process becomes more transparent and fairer when there is a clear understanding of what is expected from each employee.

#### **Limitations**

There are some limitations associated with the job descriptions at DHA Islamabad-Rawalpindi. One limitation is the lack of flexibility inherent in static job descriptions. In today's dynamic work

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environment, roles and responsibilities can evolve rapidly, and job descriptions may not adequately capture these changes. This lack of flexibility can hinder employees' ability to adapt and contribute effectively. Another limitation is the limited scope of job descriptions, which may restrict employees' potential for growth and development. Employees may feel constrained by the narrow focus outlined in their job descriptions, preventing them from exploring new opportunities or taking on additional responsibilities that could contribute to their professional growth.

Additionally, there is a potential for role ambiguity when job descriptions do not provide sufficient detail or clarity. This ambiguity can arise from overlapping responsibilities or unclear task definitions, leading to confusion, decreased productivity, and conflicts between employees who are unsure about their respective roles and responsibilities. Moreover, job descriptions may not adequately reflect employees' skill sets, as they primarily focus on specific tasks and responsibilities rather than considering the broader range of skills, knowledge, and qualifications required for effective performance. This limitation may result in underutilization of employees' relevant skills and hinder their opportunities for growth and contribution in areas where they excel. The job descriptions may lack a focus on essential soft skills and competencies required for success in the role. Soft skills such as communication, leadership, problem-solving, and teamwork play a vital role in performance and collaboration but are often overlooked in job descriptions. Failing to incorporate these skills may limit employees' overall effectiveness and hinder their growth potential.

A significant limitation is the absence of Key Performance Indicators (KPIs) in the job descriptions. KPIs are essential for setting measurable goals and objectively evaluating performance. Without clearly defined performance metrics, it becomes challenging to assess employees' effectiveness accurately. Implementing KPIs aligned with organizational goals and objectives would enhance the effectiveness of performance evaluations and enable better identification of employee strengths and areas for improvement. To address these limitations, DHA Islamabad-Rawalpindi must consider periodic reviews and update the job descriptions to reflect the evolving nature of roles and responsibilities. Incorporating flexibility, considering a broader scope of responsibilities, recognizing employees' skill sets, including soft skills and competencies, and implementing KPIs would contribute to a more comprehensive and effective job description policy at DHA Islamabad-Rawalpindi.

### **3.3 Training opportunities**

DHA ensures that employees receive hands-on experience and guidance from experienced colleagues or supervisors, facilitating their professional growth and enhancing job performance. This approach allows employees to immediately apply their learning in real work situations, reinforcing their knowledge and improving their overall effectiveness. Moreover, on-the-job training provides mentoring and coaching opportunities, fostering a supportive learning environment. Considering the cost-effectiveness of this approach, DHA optimizes resources by utilizing existing staff and workplace settings for training purposes.

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## **Limitations:**

One notable limitation in the current HR mechanisms is the absence of training programs for employees. Training plays a crucial role in enhancing employee skills, knowledge, and overall performance. By investing in training initiatives, DHA Islamabad-Rawalpindi can empower employees, boost their productivity, and align their skills with organizational objectives. Implementing regular training sessions, workshops, and skill development programs would be highly beneficial.

DHA Islamabad-Rawalpindi faces several limitations in its training opportunities. The organization lacks formal training programs that provide structured and comprehensive learning experiences for employees. This absence hinders their ability to acquire new skills and knowledge necessary for their professional growth. There is a limitation in on-the-job training at DHA Islamabad-Rawalpindi. The organization does not have well-defined frameworks in place to offer hands-on experience and guidance to employees in their respective roles. This can limit their practical skill development and hinder their ability to apply theoretical knowledge to real-world scenarios. The absence of partnerships with external training providers is another problem. DHA Islamabad-Rawalpindi has not established collaborations with expert-led organizations to offer specialized training programs. This restricts employees' access to a wide range of training topics and industry-specific knowledge that could contribute to their professional development. And DHA Islamabad-Rawalpindi does not place sufficient emphasis on professional development. The organization lacks comprehensive strategies such as internal workshops, seminars, and mentoring programs to facilitate ongoing learning opportunities and career guidance for employees. As a result, employees may struggle to acquire new knowledge, stay updated with industry trends, and develop critical skills required for their current and future roles.

The organization also underutilizes online learning platforms, which limits employees' flexibility in pursuing additional learning opportunities. By not leveraging digital resources, DHA Islamabad-Rawalpindi misses out on providing employees with convenient access to self-paced courses and a wide range of relevant training materials necessary for their skill development. Moreover, DHA Islamabad-Rawalpindi does not prioritize cross-functional exchanges and job rotations. This limitation means that employees may have limited opportunities to broaden their skill sets, gain different perspectives, and develop a comprehensive understanding of the organization's operations. This lack of exposure to diverse roles and responsibilities can hinder collaboration and inhibit employee growth. There is a lack of performance-based training initiatives at DHA Islamabad-Rawalpindi. The organization does not establish a clear link between training opportunities and employee performance, making it difficult to align training programs with individual development needs and organizational objectives. This limitation can result in reduced employee motivation and hinder the organization's ability to foster a high-performing and engaged workforce. To address these limitations, DHA Islamabad-Rawalpindi should consider implementing formal training programs, enhancing on-the-job training frameworks, establishing

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partnerships with external training providers, placing a greater focus on professional development initiatives, leveraging online learning platforms, promoting cross-functional exchanges, and incorporating performance-based training approaches. By addressing these areas, DHA can create a supportive learning environment, enhance employee skills, and drive organizational success.

### **3.4 Bonus Policy**

DHA Islamabad-Rawalpindi has implemented a bonus policy that serves as a significant motivator and recognition tool for its employees. This policy entails providing employees with two full bonuses each year, equivalent to their basic pay. The decision to offer such substantial bonuses reflects the organization's commitment to rewarding and appreciating the hard work, dedication, and contributions of its workforce. The provision of bonuses that match an employee's basic pay is a compelling aspect of DHA's bonus policy. This approach ensures that the bonus is not merely a token gesture but a meaningful financial reward that holds substantial value for employees. By aligning the bonus amount with the basic pay, DHA recognizes the significant role that employees play in the organization's success and seeks to adequately compensate them for their efforts. The implementation of this bonus policy can have several positive effects on employee morale and motivation. Financial rewards are widely acknowledged as powerful motivators that can incentivize employees to perform at their best. By offering two full bonuses each year, DHA provides a tangible and impactful incentive for employees to go above and beyond in their roles. This can lead to increased productivity, enhanced job satisfaction, and improved employee engagement.

The bonus policy at DHA Islamabad-Rawalpindi contributes to a culture of recognition and appreciation within the organization. By acknowledging employees' contributions through monetary rewards, DHA demonstrates its commitment to valuing and recognizing their hard work. This recognition not only fosters a sense of pride and accomplishment among employees but also strengthens their loyalty and commitment to the organization. The implementation of a generous bonus policy can also have positive ripple effects throughout the organization. When employees feel valued and rewarded for their efforts, it creates a positive work environment that promotes teamwork, collaboration, and a shared sense of purpose. This, in turn, can lead to improved employee retention rates, as employees are more likely to stay with an organization that recognizes and rewards their contributions.

#### **Limitations:**

The bonus policy which provides employees with two full bonuses equivalent to their basic pay each year, has several positive aspects. However, it is important to consider certain limitations associated with this approach. One limitation is the lack of differentiation based on performance. The bonus policy provides the same amount to all employees, regardless of their individual

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performance or contributions. This lack of differentiation may not effectively incentivize high performers or acknowledge their exceptional efforts. It could lead to a sense of unfairness among employees who consistently go above and beyond in their roles. Another limitation is the potential for reduced motivation. If the bonus is provided as a fixed entitlement without any performance-based criteria, it may diminish employees' motivation to excel or strive for excellence. Without a clear link between performance and reward, some employees may perceive the bonus as an expected entitlement rather than a merit-based recognition. Offering two full bonuses each year can place a significant financial burden on the organization. This may impact DHA's ability to invest in other areas, such as employee development, infrastructure improvements, or expansion plans. Managing financial resources effectively becomes crucial to ensure the sustainability of the bonus policy.

While financial rewards are important, they should not be the sole means of recognizing and motivating employees. The bonus policy may overlook other forms of non-monetary recognition, such as verbal appreciation, career advancement opportunities, or professional development initiatives. Incorporating a more comprehensive approach to employee recognition can help address this limitation and contribute to overall employee satisfaction and engagement. The bonus policy also lacks flexibility in terms of considering individual circumstances or adapting to changing organizational needs. In certain situations, such as budget constraints or financial downturns, DHA finds it challenging to maintain the same level of bonuses. This lack of flexibility could lead to employee disappointment or frustration. There is also a potential for inequitable distribution if the criteria for bonus allocation are not transparent or fair. DHA should ensure that the criteria are clearly communicated to employees and that the process is objective and unbiased. This will help create a positive work environment and maintain employee trust and morale.

To address these limitations, DHA Islamabad-Rawalpindi should consider implementing a more comprehensive and performance-driven bonus policy. Incorporating performance-based criteria, considering individual contributions, and exploring a mix of financial and non-financial recognition strategies can help maximize the effectiveness and fairness of the bonus policy while maintaining a healthy balance between employee motivation and organizational sustainability. Transparent and fair criteria should be established for determining eligibility and distributing bonuses to ensure that the process is perceived as equitable by employees. Additionally, it is essential to periodically review and evaluate the bonus policy to ensure its continued effectiveness and alignment with the organization's goals and financial capabilities.

### **3.5 Leave policy**

The leave policy demonstrates a positive commitment to work-life balance and acknowledges the importance of employee well-being. By providing employees with 20 days of annual leave, the organization recognizes the need for time off to rest, rejuvenate, and attend to personal matters. This allocation of leave enables employees to take a break from work and recharge, contributing

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to their overall physical and mental well-being. The option to accumulate up to 180 days of leave is advantageous for employees who may require longer periods of time off due to personal circumstances, such as health issues or family responsibilities. This flexibility allows employees to manage their leave according to their individual needs and obligations, providing them with a sense of control and work-life balance. It recognizes that employees may have varying needs and responsibilities outside of their work commitments and provides them with the opportunity to prioritize and allocate their leave accordingly.

### **Limitations:**

One limitation is the potential accumulation of excessive leave. Although employees are allowed to accumulate up to 180 days of leave, it may result in challenges for the organization. The accumulation of a significant amount of leave can lead to staffing issues and disruptions in operations when multiple employees take leave simultaneously. Monitoring and managing the accumulation of leave should be a priority to ensure smooth workflow and adequate workforce availability. Lack of a comprehensive monitoring system for leave utilization is another problem. Without regular monitoring, there is a risk that employees may accumulate excessive leave without taking regular breaks. This can adversely affect their well-being and overall performance. Implementing a systematic approach to monitor leave usage would help ensure that employees are taking the necessary time off and striking a balance between work and personal life. The policy may also have limited coverage for unforeseen circumstances. While the allocated annual leave provides for planned time off, there may be instances where employees require additional leave due to emergencies or sudden illnesses. The policy should include provisions for such situations and establish clear guidelines and procedures to manage them effectively. This would ensure fairness and consistency in granting leave for unforeseen events.

The policy should address the issue of backup and workload distribution during employees' absence. Having proper backup systems in place and distributing the workload among remaining staff members can prevent undue stress and excessive workload. Inadequate backup arrangements can lead to decreased productivity and negatively impact the well-being of employees covering the responsibilities of absent colleagues.

Flexibility is another area that may need improvement. While the policy provides a fixed number of annual leave days, it may not cater to individual circumstances and preferences. Some employees may benefit from more frequent short breaks for better work-life balance, while others may prefer longer continuous periods of leave. Offering more flexibility in terms of leave duration and options would better accommodate the diverse needs of employees. Effective communication and awareness of the policy among employees is essential. Clear communication regarding the process of requesting and approving leave, along with any specific restrictions or requirements, is crucial to avoid misunderstandings and conflicts. Ensuring that employees are well-informed about the policy and its provisions would contribute to a more transparent and consistent application.

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Addressing these limitations requires a proactive approach from DHA Islamabad-Rawalpindi. Implementing a robust monitoring system, providing coverage for unforeseen circumstances, strengthening backup and workload distribution mechanisms, offering flexibility in leave options, and enhancing communication and awareness efforts will help optimize the effectiveness of the leave policy and support the well-being of employees at DHA.

### **3.6 Health Insurance Policy**

The health insurance policy implemented by DHA Islamabad-Rawalpindi showcases a commendable commitment to the well-being of its employees. It is a distinctive feature of their HR mechanisms that sets them apart as an organization that values the health and welfare of its workforce. Under this policy, DHA Islamabad-Rawalpindi provides health insurance coverage that extends to all hospital admissions. This comprehensive coverage ensures that employees have access to necessary medical treatments and services without the burden of incurring substantial financial expenses. By including hospital admissions in the coverage, DHA Islamabad-Rawalpindi acknowledges the potential high costs associated with such healthcare needs and strives to alleviate the financial burden on its employees.

A notable aspect of the health insurance policy at DHA Islamabad-Rawalpindi is the shared premium payment arrangement. Both the organization and employees contribute to the payment of the insurance premium, which signifies a fair distribution of costs. This approach recognizes the mutual responsibility between the organization and its employees in maintaining good health and well-being. It also demonstrates a collaborative effort to provide affordable healthcare coverage for all employees, regardless of their position or level within the organization. To ensure the continued effectiveness and relevance of the health insurance policy, DHA Islamabad-Rawalpindi conducts regular reviews of the coverage. These reviews enable the organization to assess the evolving healthcare needs of its employees and make any necessary adjustments to the insurance benefits. By staying updated with advancements in medical treatments and services, DHA Islamabad-Rawalpindi strives to offer comprehensive coverage that aligns with the current healthcare landscape.

The provision of a robust health insurance policy has several positive implications for the employees of DHA Islamabad-Rawalpindi. Firstly, it provides them with a sense of security and peace of mind, knowing that they are protected against the financial burden of hospital admissions. This promotes a healthier and less stressful work environment, enabling employees to focus on their job responsibilities with reduced worry about healthcare costs. The health insurance policy contributes to employee satisfaction and engagement. It demonstrates that DHA Islamabad-Rawalpindi values the well-being of its workforce and is committed to providing comprehensive benefits that support their health needs. This can foster a positive organizational culture and enhance employee loyalty, as individuals feel valued and cared for by the organization.

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## **Limitations:**

The health insurance policy presents several positive aspects in supporting employee well-being. The provision of health insurance coverage for all hospital admissions demonstrates the organization's commitment to safeguarding the health of its employees. The shared premium payment arrangement, with the organization covering half of the premium cost and employees covering the other half, promotes fairness and shared responsibility. However, there are certain limitations within the policy that should be taken into consideration. Firstly, the coverage scope may be limited to hospital admissions, potentially leaving out coverage for outpatient treatments, preventive care, and specialized medical procedures. Employees may need to bear additional costs for these services, affecting their overall healthcare expenses and potentially creating financial strain. Another limitation is the lack of customization within the policy. Since it may follow a standardized structure, individual employee needs and healthcare requirements may not be fully accommodated. Offering options for employees to choose from different coverage levels or additional coverage options would provide greater flexibility and cater to diverse healthcare needs. The cost of premiums can also be a limitation for some employees. While the shared premium payment system promotes fairness, the actual premium costs may still pose financial challenges for individuals with lower income levels or financial constraints. Ensuring that the premium costs remain affordable and accessible to all employees is crucial to maximize the effectiveness of the health insurance policy.

Furthermore, the policy has restrictions in terms of the provider network available to employees. This limited network restricts employees to specific hospitals or healthcare facilities for their medical treatments, limiting their choice and convenience. Exploring options to expand the network of healthcare providers or providing alternative arrangements to accommodate employee preferences would enhance the policy's effectiveness. Effective communication and education regarding the policy are essential to ensure that employees are well-informed about its terms, coverage details, claims procedures, and available healthcare providers. Providing clear and comprehensive information, along with regular communication and educational initiatives, would help employees make informed decisions and maximize their utilization of the health insurance benefits. Addressing these limitations is crucial to enhance the effectiveness and impact of the health insurance policy at DHA Islamabad-Rawalpindi. By regularly reviewing and evaluating the policy, seeking feedback from employees, and implementing necessary adjustments, the organization can ensure that the health insurance coverage meets the evolving needs of its employees and aligns with the best practices in the industry.

### **3.7 Interest-free loan policy**

The interest-free loan policy at DHA Islamabad-Rawalpindi is a commendable initiative that aims to provide financial support to its employees. This policy allows DHA employees to avail themselves of interest-free loans, with a maximum amount equivalent to two times their gross



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salaries. By offering interest-free loans, DHA Islamabad-Rawalpindi demonstrates its commitment to the financial well-being of its employees. One of the significant advantages of this policy is the absence of interest charges. Unlike traditional loans, employees do not have to worry about the burden of accumulating interest over time. This eliminates the additional financial strain associated with interest payments and allows employees to address their financial needs without incurring extra debt. The maximum loan amount is capped at two times the gross salary ensures that employees have access to a reasonable amount of funds based on their income level. This ensures that the loan facility is available to meet various financial requirements, such as medical emergencies, educational expenses, or other personal financial obligations.

Moreover, the availability of interest-free loans demonstrates DHA's commitment to supporting its employees during times of financial challenges. By offering this benefit, DHA Islamabad-Rawalpindi acknowledges the importance of employee financial security and aims to create a work environment where employees can rely on the organization for financial assistance when needed. The policy's eligibility criteria ensure fairness and prevent misuse of the loan facility. By establishing specific requirements, such as length of service or employment status, DHA ensures that the benefit is accessible to employees who genuinely require financial assistance. This promotes equity and ensures that the loan facility is utilized by those in genuine need, contributing to a fair and transparent process.

### **Limitations**

There are certain limitations associated with the interest-free loan policy at DHA Islamabad-Rawalpindi. One limitation is the absence of clear loan repayment terms. Without well-defined repayment schedules and guidelines, employees may face challenges in managing their loan repayments effectively. Implementing clear repayment terms, including installment amounts and repayment periods, would provide employees with a structured framework for loan repayment and help them plan their finances accordingly. Another limitation is the lack of comprehensive financial counseling for employees who avail themselves of interest-free loans. Providing financial counseling services can assist employees in making informed financial decisions, creating budgets, and developing effective loan repayment strategies. This support can contribute to responsible loan utilization and empower employees to improve their financial literacy and overall financial well-being.

The policy does not outline any mechanism for monitoring the utilization of interest-free loans. Implementing monitoring mechanisms, such as requiring documentation of loan usage or periodic reporting, would help ensure that the loans are used for legitimate financial needs and prevent any potential misuse or misallocation of funds. Regular assessments of the financial implications and sustainability of the loan policy are necessary. Monitoring the impact of interest-free loans on the organization's funds is crucial to maintaining a healthy financial position and allocating resources effectively across various initiatives and programs. The policy could benefit from establishing comprehensive eligibility criteria beyond the maximum loan amount being capped at two times the gross salary. Considerations such as an employee's credit history, employment stability, or

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purpose of the loan would ensure that the loan facility is accessed by deserving employees and reduce the risk of potential misuse. Addressing these limitations by implementing clear repayment terms, providing financial counseling support, monitoring loan utilization, conducting regular financial assessments, and establishing well-defined eligibility criteria would strengthen the interest-free loan policy at DHA Islamabad-Rawalpindi. These improvements would enhance the effectiveness, fairness, and long-term sustainability of the policy, ensuring that employees receive appropriate financial support while maintaining a responsible use of organizational resources.

### **3.8 Car installments policy**

At DHA Islamabad-Rawalpindi, employees have the opportunity to avail themselves of interest-free car installments after completing their probationary period. This policy is designed to provide employees with a range of positive benefits and opportunities. One of the key positive aspects of the interest-free car installment policy is that it enables employees to own a vehicle without the burden of paying interest charges. By offering interest-free financing, DHA Islamabad-Rawalpindi supports its employees in achieving their personal transportation needs without incurring additional financial expenses. This benefit can significantly reduce the overall cost of owning a car and make it more accessible to employees who may not have the means to afford a vehicle outright or to pay high interest rates on loans.

The policy also promotes convenience and mobility for employees. Owning a car can enhance employees' commuting experience, allowing them to travel to and from work more comfortably and efficiently. It can also provide employees with greater flexibility in managing their personal and professional commitments, as they have the means to travel conveniently to various locations as required. This convenience can contribute to improved work-life balance and employee satisfaction.

Furthermore, the interest-free car installment policy serves as a valuable employee retention tool. By providing this benefit, DHA Islamabad-Rawalpindi demonstrates its commitment to the well-being and financial security of its employees. Access to interest-free car installments can be a significant perk that attracts and retains talented individuals, as it demonstrates the organization's recognition of employees' needs beyond their work responsibilities. This can help create a positive and supportive work environment, fostering loyalty and dedication among employees.

Additionally, the policy promotes financial security and stability for employees. By offering interest-free financing, employees can acquire a car without incurring additional debt or interest payments. This can help employees manage their financial resources more effectively and plan for their future with greater confidence. Owning a car can also provide employees with a sense of pride and accomplishment, further enhancing their overall well-being.

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## **Limitations**

The interest-free car installment policy at DHA Islamabad-Rawalpindi presents certain limitations. One limitation is the eligibility period for applying for interest-free car installments. The policy states that employees can apply for this benefit after completing their probationary period. However, the requirement of a seven-year eligibility period before reapplying may restrict employees' access to this benefit. This extended waiting period could discourage employees from taking advantage of the policy and delay their ability to own a car. Financial constraints can pose a limitation to the policy. Clear and transparent repayment terms, including the duration of the installment period and any associated penalties or fees, are crucial to ensure that employees understand their obligations and can effectively manage their finances. The policy's scope is another limitation to consider. It focuses solely on interest-free car installments and may not cater to the diverse transportation needs of all employees. Some employees may prefer alternative modes of transportation, such as motorcycles or public transportation. Expanding the policy to accommodate different preferences and needs would make it more inclusive and address a wider range of transportation requirements. The policy requires that there are regular reviews or assessments conducted to evaluate its effectiveness and address any shortcomings. Regularly reviewing the implementation and impact of the policy would enable the organization to identify areas for improvement, address employee feedback, and ensure that the policy remains relevant and aligned with the changing needs and expectations of the workforce.

### **3.9 Employee Recognition Policy**

At DHA Islamabad-Rawalpindi, the employee recognition policy stands as a testament to the organization's commitment to appreciating and acknowledging the efforts of its employees. The implementation of various recognition programs, such as the monthly "Shabash" award for non-officer level staff and the annual "Best Employee" award, showcases DHA's dedication to fostering a culture of recognition and appreciation.

The "Shabash" award, which provides a monthly cash reward of Rs 10,000 to non-officer level staff, serves as a tangible token of appreciation for their outstanding contributions. This program plays a crucial role in boosting employee morale and job satisfaction by recognizing and celebrating their hard work on a regular basis. It instills a sense of pride and motivation among employees, encouraging them to consistently perform at their best.

Additionally, the annual "Best Employee" award is a prestigious recognition bestowed upon the employee who demonstrates exceptional performance, dedication, and significant contributions to the organization. This recognition not only serves as a form of appreciation but also acts as a motivating factor for employees to strive for excellence and surpass their own professional goals. The "Best Employee" award showcases DHA's commitment to recognizing and rewarding outstanding achievements within its workforce.

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These recognition programs contribute to creating a positive and encouraging work environment. By publicly acknowledging and celebrating the accomplishments of employees, the organization cultivates a culture that values and appreciates the hard work and dedication exhibited by its staff members. This, in turn, fosters a sense of loyalty, engagement, and commitment among employees, resulting in increased productivity and a higher level of job satisfaction.

### **Limitations**

While the employee recognition policy showcases a commendable effort to appreciate and motivate employees, there are certain limitations that should be addressed to further enhance its effectiveness. One limitation is that the current recognition programs primarily focus on cash rewards, such as the monthly "Shabash" award and the annual "Best Employee" award. While these cash incentives are valuable, they do not fully capture the diverse range of exceptional performances and contributions by employees. It would be beneficial to explore additional forms of recognition that go beyond monetary rewards, such as public commendations, certificates of appreciation, or opportunities for professional development. Incorporating a broader range of recognition strategies can cater to different employee preferences and provide a more comprehensive approach to acknowledging outstanding achievements.

Another limitation of the policy is the limited frequency of the recognition programs. The "Shabash" award is a monthly program, but the "Best Employee" award is an annual recognition. While annual recognition is significant, more frequent recognition opportunities can have a more immediate and sustained impact on employee motivation and engagement. Introducing regular quarterly or semi-annual recognition programs could help maintain a consistent sense of appreciation and reinforce a culture of recognition throughout the year. The current employee recognition policy lacks transparency and clarity in the selection process for the awards. To ensure fairness and avoid any perception of favoritism, it is important for DHA to establish clear criteria and guidelines for evaluating and selecting recipients of the awards. Transparent selection processes, where employees are aware of the criteria and have confidence in the fairness of the process, can enhance the credibility and effectiveness of the recognition programs. There is also a need to periodically evaluate the impact and effectiveness of the employee recognition policy. This evaluation should include seeking feedback from employees to gauge their satisfaction with the existing recognition programs and gather insights on potential areas for improvement. Conducting surveys, focus groups, or one-on-one discussions can provide valuable feedback and enable management to make informed decisions regarding the policy's enhancements and modifications. So, while the employee recognition policy demonstrates a commitment to appreciating and motivating employees, there are limitations that should be addressed to maximize its impact. Exploring non-monetary forms of recognition, increasing the frequency of recognition programs, ensuring transparency in the selection process, and conducting regular evaluations can contribute to a more robust and effective employee recognition policy at DHA. By addressing these limitations, DHA can create a culture of recognition that fosters employee morale, engagement, and overall organizational success.

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## 4. RECOMMENDATIONS

Based on the analysis of the HR mechanisms at DHA Islamabad-Rawalpindi, the following recommendations can be made to address the identified limitations and further enhance the effectiveness of these mechanisms:

### 4.1 Job Descriptions:

- Conduct periodic reviews of job descriptions to ensure they remain up-to-date and aligned with organizational needs.
- Incorporate flexibility in job descriptions to allow for role evolution and adaptation to changing circumstances.
- Consider a broader scope of responsibilities in job descriptions to provide employees with opportunities for growth and development.
- Recognize and include essential soft skills and competencies in job descriptions to reflect the holistic requirements of the roles.
- Implement Key Performance Indicators (KPIs) to provide measurable objectives and performance evaluation criteria. (Sample Job description and KPIs of 5 jobs attached at Annex A)

### 4.2 Training Opportunities:

- Establish formal training programs that provide structured learning experiences for employees.
- Enhance on-the-job training frameworks by creating clear guidelines, learning objectives, and evaluation processes.
- Foster partnerships with external training providers to offer a diverse range of learning opportunities.
- Emphasize professional development initiatives, including workshops, seminars, and certifications.
- Leverage online learning platforms to provide accessible and self-paced training options.
- Promote cross-functional exchanges and job rotations to facilitate knowledge sharing and skill development.

### 4.3 Bonus Policy:

- Incorporate performance-based criteria for bonus allocation to reward and motivate high-performing employees.
- Consider individual contributions and achievements when determining bonus amounts.

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- Explore a mix of financial and non-financial recognition strategies to provide a well-rounded approach.
  - Maintain a healthy balance in bonus distribution to avoid excessive financial burden on the organization.
  - Ensure transparent and fair criteria for bonus allocation to promote a sense of equity and trust among employees.

#### **4.4 Leave Policy:**

- Monitor and manage leave accumulation to prevent excessive accumulation and potential disruption to operations.
- Establish a systematic monitoring system to track and manage leave requests and approvals.
- Address unforeseen circumstances by providing adequate coverage and flexibility in the leave policy.
- Strengthen backup and workload distribution mechanisms to ensure smooth operations during employee absences.
- Offer flexibility in leave options, such as remote work or flexible hours, to accommodate diverse employee needs.
- Enhance communication and awareness efforts to ensure employees are well-informed about the leave policy and procedures.

#### **4.5 Health Insurance Policy:**

- Consider including a wider range of medical services, treatments, and preventive care in the health insurance policy. This can provide employees with comprehensive coverage and address potential limitations.
- Offer options for employees to customize their health insurance plans based on their specific needs and affordability. This can allow employees to select coverage levels and benefits that suit their individual circumstances.
- Explore partnerships with additional healthcare providers to expand the network options for employees. This can give employees more choices when seeking medical care and ensure convenient access to quality healthcare services.
- Clearly communicate the coverage details, limitations, and claims process to employees. This can help employees understand their benefits and make informed decisions regarding their healthcare needs.

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#### **4.6 Interest-Free Loan Policy:**

- Provide employees with transparent and well-defined repayment terms for interest-free loans. Clearly communicate the repayment schedule, interest calculation method (if any), and consequences of late or missed payments.
- Offer financial counseling services to employees who avail themselves of interest-free loans. This can help them manage their finances effectively and make informed decisions about borrowing and repayment.
- Evaluate and consider adjusting the eligibility criteria for interest-free loans to ensure equitable access for all employees. This may involve reviewing income thresholds, tenure requirements, or other relevant factors.
- Implement mechanisms to monitor loan repayments and assess the impact of interest-free loans on employees' financial well-being. This can help identify potential issues early and provide necessary support or interventions as needed.

#### **4.7 Car Installments Policy:**

- Establish transparent criteria for employees to qualify for car installments, including tenure requirements, performance criteria, or any other relevant factors. Clearly communicate these criteria to employees to ensure fairness and transparency.
- Consider reviewing and adjusting the eligibility period for car installments to accommodate a wider range of employees. This can provide more opportunities for employees to benefit from the policy.
- Promote awareness and understanding of the car installment policy among employees. Regularly communicate the availability, terms, and application process to ensure employees are well-informed and can take advantage of the benefit.
- Provide flexibility in car choices and financing options to cater to diverse employee preferences and needs. This can include considering different vehicle models, and repayment plans, or partnering with multiple car dealerships to offer more choices.

#### **4.8 Employee Recognition Policy:**

- Expand the employee recognition policy to include non-monetary recognition strategies such as verbal appreciation, certificates of recognition, or public acknowledgment of achievements. This can complement monetary rewards and provide a more comprehensive recognition approach.
- Implement peer-to-peer recognition programs where employees can recognize and appreciate their colleagues' efforts and achievements. This can foster a supportive and

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collaborative work environment and encourage positive relationships among team members.

- Ensure transparency and clarity in the selection criteria for recognition programs. Clearly outline the criteria, eligibility, and evaluation process to avoid any perception of favoritism or bias.
- Establish mechanisms for soliciting employee feedback and suggestions regarding the recognition programs. Regular surveys or feedback sessions can provide valuable insights and help improve and refine employee recognition initiatives.
- Incorporate team-based recognition programs to celebrate and acknowledge collective achievements. Recognizing and celebrating team successes can foster a sense of camaraderie, collaboration, and teamwork.

By implementing these recommendations, DHA Islamabad-Rawalpindi can strengthen its HR mechanisms, promote employee satisfaction and engagement, and create a supportive and effective work environment.

## 5. CONCLUSION

In conclusion, after a thorough critical analysis of the HR mechanisms at DHA Islamabad-Rawalpindi, including the job descriptions, training opportunities, bonus policy, leave policy, health insurance policy, interest-free loan policy, car installments policy, and employee recognition policy, several strengths and limitations have been identified. While the organization exhibits positive aspects in these areas, there are opportunities for improvement.

Addressing the limitations identified in job descriptions, training opportunities, bonus policies, leave policies, and other policies will contribute to the organization's overall effectiveness and employee satisfaction. By implementing the recommended changes, DHA Islamabad-Rawalpindi can foster a supportive work environment, enhance employee skills and engagement, and ultimately drive organizational success.

Furthermore, incorporating peer-to-peer recognition programs, ensuring transparency in selection criteria, soliciting employee feedback, and considering team-based recognition programs can further strengthen the employee recognition policy. A comprehensive and inclusive approach to recognition can have a significant positive impact on employee motivation, engagement, and overall organizational culture.

To enhance the effectiveness of the health insurance policy, interest-free loan policy, car installment policy, and employee recognition policy, DHA Islamabad-Rawalpindi should address the identified limitations. Expanding coverage scope, offering customization options, ensuring



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affordability, exploring network expansion, providing clear loan repayment terms and financial counseling, reviewing eligibility periods, establishing transparent availability criteria, and introducing a wider range of recognition strategies will contribute to the well-being, financial security, transportation needs, and recognition of its employees.

By continuously reviewing and improving these policies, DHA Islamabad-Rawalpindi can create a work environment that prioritizes employee satisfaction, engagement, and loyalty, fostering a positive organizational culture.

## **Annex A**

### **JDs and KPIs**

**Position: Manager, Marketing Operations**

**Department: Marketing**

**Location: DHA Islamabad-Rawalpindi**

#### **Job Summary:**

The Manager, Marketing Operations will be responsible for overseeing and coordinating all marketing activities and operations within the Defence Housing Authority (DHA) Islamabad-

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Rawalpindi. This role will play a pivotal part in developing and executing marketing strategies to promote DHA's real estate projects, enhance brand visibility, and achieve sales targets. The Manager, Marketing Operations will work closely with the marketing team, sales team, and external vendors to ensure the successful implementation of marketing initiatives.

**Key Responsibilities:**

**Develop and Implement Marketing Strategies:**

- Collaborate with the Marketing Director to develop comprehensive marketing strategies that align with the organization's goals and objectives.
- Plan and execute marketing campaigns to promote DHA's residential and commercial projects, ensuring they resonate with the target audience.
- Utilize market research and data analysis to identify trends and opportunities for improved marketing performance.
- **Brand Management:**
  - Maintain and strengthen the DHA brand image and positioning in the market.
  - Ensure consistent brand messaging across all marketing channels and materials.
  - Oversee the design and production of marketing collateral, advertisements, and promotional materials.
- **Digital Marketing and Online Presence:**
  - Oversee the digital marketing team in creating and managing online marketing campaigns, including social media, email marketing, and website optimization.
  - Monitor and analyze digital marketing performance metrics and recommend improvements to enhance online visibility and engagement.

**Event Management:**

- Plan and organize marketing events, including property exhibitions, seminars, and promotional activities.
- Coordinate with relevant teams to ensure smooth execution of events and optimize their impact on lead generation and customer engagement.

**Sales Support:**

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- Collaborate with the sales team to develop effective sales support materials, including brochures, presentations, and sales kits.
  - Provide marketing insights and data to support the sales team in achieving sales targets.
  - Budget Management:
  - Prepare and manage the marketing budget, ensuring cost-effectiveness and efficient allocation of resources.
  - Monitor expenses and measure the ROI of marketing initiatives.

#### **Market Research and Competitor Analysis:**

- Conduct market research and competitor analysis to stay updated with industry trends and emerging opportunities.
- Use insights from market research to inform marketing strategies and tactics.

#### **Qualifications and Skills:**

- Bachelor's or Master's degree in Marketing, Business Administration, or a related field.
- Proven experience (5+ years) in marketing management, preferably in the real estate or property development sector.
- Strong understanding of marketing principles, including brand management, digital marketing, and event planning.
- Demonstrated ability to develop and execute successful marketing strategies.
- Proficiency in using digital marketing tools and platforms.
- Excellent communication and interpersonal skills, with the ability to collaborate and lead cross-functional teams.
- Strong analytical and problem-solving abilities, with a data-driven approach to decision-making.
- Effective time management and organizational skills, with the ability to handle multiple projects simultaneously.
- A proactive and result-oriented attitude, with a focus on achieving targets and driving continuous improvement.

**Note:** This job description is intended to convey information essential to understanding the scope of the position and is not intended to be an exhaustive list of skills, efforts, duties, responsibilities,

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or working conditions associated with the role. The duties and responsibilities outlined above may be subject to change as the needs of the organization evolve.

### **KPIs**

<b>No.</b>	<b>Key Performance Indicator (KPI)</b>	<b>Target</b>
1	Sales Revenue	Increase by 5%
2	Lead Generation	Minimum 75 qualified leads per month
3	Conversion Rate	Increase by 5% within 6 months
4	Brand Awareness	20% increase in brand recognition
5	Digital Engagement	25% increase in website traffic, social media followers, and email open rates
6	Event Impact	Generate at least 10 qualified leads from each major marketing event
7	Marketing Efficiency Budget	Spend-to-revenue ratio < 10%
8	Customer Satisfaction	Achieve satisfaction rating of 8 out of 10 in post-campaign surveys
9	Employee Development	Each team member completes at least two relevant marketing training sessions within the year

### **Position: Manager Finance (Receipts)**

**Department: Finance**

**Location: DHA Islamabad-Rawalpindi**

### **Job Summary:**

The Manager Finance (Receipts) will be responsible for overseeing and managing the receipts and revenue-related financial activities within the Defence Housing Authority (DHA) Islamabad-Rawalpindi. This pivotal role will involve supervising the receipts team, ensuring accurate and timely recording of all incoming funds, monitoring financial transactions, and implementing effective financial controls. The Manager Finance (Receipts) will work closely with other departments, internal auditors, and external stakeholders to ensure compliance with financial regulations and support the financial health of the organization.

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## **Key Responsibilities:**

### **Receipts Management:**

- Oversee the daily receipt process, ensuring timely and accurate recording of all incoming funds, including cash, cheques, and electronic payments.
- Verify and reconcile receipts against sales, rental income, and other revenue sources to ensure accuracy.

### **Financial Reporting:**

- Prepare periodic financial reports related to receipts and revenue for management and other stakeholders.
- Provide analysis and insights into financial trends and variances related to receipts.

### **Financial Controls:**

- Establish and implement financial controls and standard operating procedures for the receipt process to minimize errors and fraud risks.
- Ensure compliance with financial policies and regulatory requirements related to receipts.

### **Banking and Cash Management:**

- Coordinate with banks for efficient funds transfer, deposits, and other financial transactions.
- Monitor cash flow to ensure adequate liquidity and manage short-term investments.

### **Team Supervision:**

- Supervise and provide guidance to the receipts team, ensuring their professional development and performance optimization.
- Conduct periodic performance evaluations and identify training needs.

### **Audits and Compliance:**

- Assist in internal and external audits related to receipts and revenue matters.
- Address audit findings and implement corrective actions as needed.

### **Financial Systems and Technology:**

- Collaborate with the IT department to maintain and enhance financial systems and technology used for receipts management.

### **Customer Relations:**

- Liaise with customers and other stakeholders on financial matters, including invoicing, receipts, and payment queries.

### **Qualifications and Skills:**

- Bachelor's or Master's degree in Finance, Accounting, Business Administration, or a related field.
- Proven experience (5+ years) in finance and accounting, with specific expertise in receipts management and revenue recognition.
- Strong understanding of financial controls, accounting principles, and financial reporting standards.
- Proficiency in using financial software and systems for receipts management and reporting.
- Excellent analytical and problem-solving skills, with attention to detail and accuracy.
- Ability to lead and motivate a team, fostering a collaborative and results-driven work environment.
- Effective communication and interpersonal skills, with the ability to work with cross-functional teams and stakeholders.
- Knowledge of relevant financial regulations and compliance requirements.
- Strong organizational and time management skills to meet deadlines and manage multiple priorities.

Note: This job description is intended to convey information essential to understanding the scope of the position and is not intended to be an exhaustive list of skills, efforts, duties, responsibilities, or working conditions associated with the role. The duties and responsibilities outlined above may be subject to change as the needs of the organization evolve.

### KPIs

No.	Key Performance Indicator (KPI)	Target
1	Timeliness of Receipts Processing	At least 95% of incoming funds recorded and processed accurately within 1 business day of receipt
2	Receipts Accuracy	Maintain receipts reconciliation accuracy rate of at least 98% on a monthly basis
3	Receipts-to-Sales Ratio	Achieve a receipts-to-sales ratio of 100%
4	Financial Reporting Timeliness	Submit periodic financial reports related to receipts and revenue on specified deadlines (e.g., monthly, quarterly)
5	Financial Analysis and Insights	Provide meaningful analysis and insights into financial trends and variances related to receipts, revenue, and cash flow
6	Compliance with Financial Policies and Regulations	Maintain compliance with all financial policies, accounting standards, and regulatory requirements related to receipts management
7	Internal Audit Findings	Address and resolve at least 90% of internal audit findings related to receipts and revenue within stipulated timeframe
8	Customer Service and Satisfaction	Maintain a customer satisfaction rating of at least 8 out of 10 in relation to inquiries and concerns related to receipts and payments
9	Cash Flow Management	Effectively manage cash flow to meet financial obligations and optimize working capital

<b>10</b>	Team Performance	Conduct regular performance evaluations and achieve an average performance rating of 4 or above (on a scale of 1 to 5) for the receipts team
<b>11</b>	Financial Controls Effectiveness	Achieve a minimum score of 90% in assessing the effectiveness of financial controls related to receipts management
<b>12</b>	Receipts System Enhancements	Implement at least two enhancements to financial systems for improved receipts management

**Position: Senior Manager, Town Planning**

**Department: Town Planning**

**Location: DHA Islamabad-Rawalpindi**

**Job Summary:**

The Senior Manager, Town Planning, will be responsible for overseeing and managing all aspects of town planning and development within the Defence Housing Authority (DHA) Islamabad-Rawalpindi. This critical role involves leading a team of town planners and urban designers to develop and implement comprehensive town planning strategies and master plans. The Senior Manager, Town Planning, will work closely with various internal departments, external

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stakeholders, and government authorities to ensure that all town planning projects align with the organization's vision, meet regulatory requirements, and contribute to sustainable urban development.

### **Key Responsibilities:**

#### **Master Planning:**

- Lead the development and review of long-term master plans for residential and commercial areas within DHA Islamabad-Rawalpindi.
- Ensure that master plans incorporate modern urban planning principles, environmental sustainability, and meet the needs of the community.
- Zoning and Land Use Planning:
- Coordinate with local authorities and regulatory bodies to obtain necessary approvals for zoning and land use changes.
- Oversee the preparation and implementation of zoning ordinances and land development regulations.
- Urban Design and Architecture:
- Provide expertise in urban design and architectural aesthetics to enhance the visual appeal and functionality of residential and commercial projects.
- Review building designs and ensure compliance with town planning guidelines and regulations.

#### **Infrastructure Planning:**

- Collaborate with engineering and infrastructure teams to plan and design necessary infrastructure, including roads, utilities, and public spaces.
- Ensure that infrastructure planning aligns with the overall town planning strategy.
- Environmental Sustainability:
- Integrate environmental sustainability principles into town planning projects to promote green spaces, energy efficiency, and eco-friendly design.
- Advocate for eco-conscious development practices within the organization.
- Stakeholder Engagement:
- Engage with stakeholders, including residents, government officials, and community organizations, to gather feedback and address concerns related to town planning projects.
- Foster positive relationships with external stakeholders to facilitate smooth project execution.

#### **Budget and Resource Management:**

Prepare and manage the budget for the town planning department, ensuring efficient use of resources and adherence to financial guidelines.



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**Project Management:**

- Oversee the execution of town planning projects, ensuring adherence to timelines and quality standards.
- Monitor project progress and take proactive measures to address any issues or delays.

**Qualifications and Skills:**

- Bachelor's or Master's degree in Urban Planning, Architecture, Civil Engineering, or a related field.
- Extensive experience (8+ years) in town planning and urban development, including master planning and infrastructure planning.
- In-depth knowledge of urban planning principles, zoning regulations, and land development practices.
- Strong understanding of architectural design principles and urban design aesthetics.
- Proficiency in relevant software and tools for town planning and project management.
- Leadership skills with the ability to inspire and motivate a team of professionals.
- Excellent communication and presentation skills, with the ability to effectively convey complex planning concepts to diverse audiences.
- Problem-solving and analytical abilities to address challenges in town planning projects.
- Knowledge of environmental sustainability practices and their integration into urban development.

Note: This job description is intended to convey information essential to understanding the scope of the position and is not intended to be an exhaustive list of skills, efforts, duties, responsibilities, or working conditions associated with the role. The duties and responsibilities outlined above may be subject to change as the needs of the organization evolve.

**KPIs**

No.	Key Performance Indicator (KPI)	Target
1	Master Planning	Develop and review long-term master plans for residential and commercial areas, updating them every 5 years
2	Zoning and Land Use Planning	Obtain necessary approvals for zoning and land use changes within specified timelines
3	Urban Design and Architecture	Ensure at least 90% of building designs comply with town planning guidelines and regulations
4	Infrastructure Planning	Oversee the timely completion of infrastructure projects in alignment with town planning strategy
5	Environmental Sustainability	Incorporate at least three eco-friendly practices in town planning projects each year

6	Stakeholder Engagement	Conduct at least two town hall meetings or community engagement sessions per quarter
7	Budget and Resource Management	Manage the town planning department budget with no more than 5% variance from the allocated amount
8	Project Management	Complete 95% of town planning projects within the agreed-upon timelines
9	Employee Development	Provide training opportunities for town planning team members, with at least two workshops or courses per year
10	Stakeholder Satisfaction	Maintain a stakeholder satisfaction rating of 8 out of 10 in post-project surveys

**Position:** Manager Legal

**Department:** Legal Affairs

**Location:** DHA Islamabad-Rawalpindi

**Job Summary:** The **Manager Legal** will be responsible for overseeing all legal matters and providing legal counsel and support to the Defence Housing Authority (DHA) Islamabad-Rawalpindi. This role involves advising on legal issues, drafting and reviewing legal documents, representing the organization in legal proceedings, and ensuring compliance with applicable laws and regulations. The Manager Legal will work closely with the legal team, internal departments, and external stakeholders to safeguard the organization's interests and mitigate legal risks.

**Key Responsibilities:**

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**Legal Advisory:**

- Provide legal advice and guidance to management and various departments on legal matters, contracts, regulations, and policies.
- Assess and manage legal risks associated with business decisions and transactions.

**Contract Management:**

- Review, draft, and negotiate a wide range of contracts, including lease agreements, vendor contracts, and service agreements.
- Ensure that all contracts comply with legal requirements and protect the organization's interests.

**Dispute Resolution:**

- Represent DHA Islamabad-Rawalpindi in legal proceedings, arbitration, and negotiations.
- Collaborate with external legal counsel when required and monitor ongoing legal matters.

**Compliance and Regulatory Affairs:**

- Monitor changes in relevant laws and regulations and update internal policies and procedures accordingly.
- Ensure that the organization is compliant with all legal requirements and regulatory standards.

**Legal Documentation:**

- Prepare and maintain legal documents, including contracts, agreements, legal opinions, and corporate governance documents.

**Risk Management:**

- Identify potential legal risks and develop strategies to mitigate and address them proactively.
- Advise management on legal implications of business decisions and projects.

**Training and Awareness:**

- Conduct legal training sessions for employees to enhance legal awareness and compliance.
- Disseminate legal updates and best practices within the organization.

**Intellectual Property:**

- Protect and manage the organization's intellectual property rights, including trademarks, copyrights, and patents.

**Government Liaison:**

- Interact with government authorities, regulatory bodies, and legal entities on behalf of the organization.

**Qualifications and Skills:**

- Bachelor's degree in Law (LLB) from a recognized university. A Master's degree in Law or relevant specialization will be an advantage.
- Qualified advocate with a valid license to practice law in the relevant jurisdiction.
- Proven experience (5+ years) as a legal counsel or manager legal, preferably in the real estate or property development industry.
- **Strong negotiation, analytical, and problem-solving skills with a high attention to detail.**
- **Excellent written and verbal communication skills with the ability to communicate complex legal matters clearly and concisely.**
- Ability to work independently and collaboratively with cross-functional teams.
- Demonstrated integrity, ethics, and professionalism in handling legal matters.
- Proficiency in using legal research tools and databases.

**Note:** This job description is intended to convey information essential to understanding the scope of the position and is not intended to be an exhaustive list of skills, efforts, duties, responsibilities, or working conditions associated with the role. The duties and responsibilities outlined above may be subject to change as the needs of the organization evolve.

No.	Key Performance Indicator (KPI)	Target
1	Legal Advisory	Provide legal counsel to at least 90% of management and departmental inquiries within 2 business days
2	Contract Management	Review and approve 100% of contracts within agreed timelines; maintain a contract compliance rate of 95%
3	Dispute Resolution	Successfully resolve 80% of legal disputes in favor of the organization
4	Compliance and Regulatory Affairs	Maintain a 100% compliance rate with all legal requirements and regulations
5	Legal Documentation	Maintain an up-to-date repository of legal documents and records
6	Risk Management	Identify and address potential legal risks proactively; implement risk mitigation strategies for at least 90% of identified risks
7	Training and Awareness	Conduct legal training sessions for all relevant employees at least once per quarter
8	Intellectual Property Protection	Ensure 100% protection of the organization's intellectual property rights
9	Government Liaison	Responsively and professionally liaise with government authorities; resolve government-related legal matters within stipulated timeframes

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**Position:** Manager IT

**Department:** Information Technology

**Location:** DHA Islamabad-Rawalpindi

**Job Summary:** The **Manager IT** will be responsible for overseeing all aspects of the Information Technology (IT) function within the Defence Housing Authority (DHA) Islamabad-Rawalpindi. This role involves leading the IT team, developing and implementing IT strategies, managing IT infrastructure and systems, and ensuring the efficient and secure operation of IT services. The Manager IT will collaborate with various internal departments, external vendors, and stakeholders to meet the organization's technology needs and support its digital transformation initiatives.

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## **Key Responsibilities:**

### **IT Strategy and Planning:**

- Develop and implement the IT strategic plan in alignment with the organization's overall goals and objectives.
- Identify technology trends and opportunities to enhance business processes and improve organizational efficiency.

### **IT Infrastructure Management:**

- Oversee the design, deployment, and maintenance of IT infrastructure, including servers, networks, and data centers.
- Ensure the availability, performance, and security of IT systems and infrastructure.

### **IT Operations and Support:**

- Manage day-to-day IT operations, including user support, system troubleshooting, and incident resolution.
- Establish and maintain IT service level agreements (SLAs) to meet user expectations.

### **Information Security and Compliance:**

- Implement and maintain robust information security measures to safeguard organizational data and systems.
- Ensure compliance with relevant IT regulations and data protection laws.

### **IT Project Management:**

- Lead IT projects from initiation to completion, ensuring adherence to timelines, budgets, and quality standards.
- Collaborate with cross-functional teams to deliver successful IT projects.

### **Vendor Management:**

- Evaluate and manage relationships with IT vendors, service providers, and technology partners.
- Negotiate contracts and service agreements to optimize cost and service levels.

### **IT Budgeting and Resource Allocation:**

- Prepare and manage the IT budget, allocating resources effectively to support technology initiatives.
- Identify cost-saving opportunities and ensure cost efficiency in IT operations.

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### Technology Integration and Innovation:

- Drive technology integration and innovation efforts to enhance organizational processes and productivity.
- Explore emerging technologies and recommend their adoption to improve business outcomes.

### IT Governance and Policies:

- Develop and enforce IT governance policies and procedures to ensure compliance and control over IT activities.
- Conduct regular IT audits to assess adherence to policies and industry best practices.

### Qualifications and Skills:

- Bachelor's or Master's degree in Computer Science, Information Technology, or a related field.
- Proven experience (8+ years) in IT management, including leadership roles in managing IT teams and projects.
- **Strong understanding of IT infrastructure, networks, security, and systems administration.**
- **Expertise in IT project management methodologies and tools.**
- Excellent communication and interpersonal skills with the ability to collaborate with diverse stakeholders.
- Strategic thinking and problem-solving abilities to address complex IT challenges.
- **Knowledge of IT governance, risk management, and compliance practices.**
- Proven ability to innovate and drive technology-driven initiatives.
- **Certifications in IT management, project management, or information security are a plus.**

**Note:** This job description is intended to convey information essential to understanding the scope of the position and is not intended to be an exhaustive list of skills, efforts, duties, responsibilities, or working conditions associated with the role. The duties and responsibilities outlined above may be subject to change as the needs of the organization evolve.

### KPIs

No.	Key Performance Indicator (KPI)	Target
1	IT Strategy and Planning	Develop and implement an IT strategic plan aligned with organizational goals and objectives; update it annually

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<b>2</b>	IT Infrastructure Management	Maintain at least 99.9% uptime for critical IT infrastructure and systems
<b>3</b>	IT Operations and Support	Achieve an average user satisfaction rating of at least 8 out of 10 in IT support surveys
<b>4</b>	Information Security and Compliance	Maintain a 100% compliance rate with relevant IT regulations and data protection laws
<b>5</b>	IT Project Management	Successfully deliver 90% of IT projects within the agreed timelines and budgets
<b>6</b>	Vendor Management	Assess vendor performance annually, and negotiate at least one contract to achieve cost savings of 5%
<b>7</b>	IT Budgeting and Resource Allocation	Maintain IT spending within 5% of the allocated budget; optimize resource allocation for efficiency
<b>8</b>	Technology Integration and Innovation	Implement at least two innovative technology solutions to enhance business processes annually
<b>9</b>	IT Governance and Policies	Conduct at least one IT audit per year to assess adherence to policies and best practices
<b>10</b>	Team Performance	Conduct performance evaluations for IT team members and achieve an average performance rating of 4 or above (on a scale of 1 to 5)