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| **Investigation Report** |
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| **ON** |
| **Complaint against TDOSO UC Agbhrag** |
| **Date of Reporting**; Jan 2th 2024. |

1. **Background:**

On January 2, 2024, a complaint was received against (Tdoso) Taj Muhammad, outlining concerns raised by all CHWs and the Area Supervisor UCOO of UC. The complaint alleges that (Tdoso)Taj Muhammad exhibits weak supervision skills, causing distress in every meeting and training session. The UC staff claims to be threatened by him, and even minor errors are met with warning and explanation letters, adversely affecting their overall performance. The complainants further assert that since 2016, every District Supervisor has supported their efforts to improve performance. However, Tdoso Taj Muhammad consistently displays unethical behavior. Given the severity of the situation, the UC staff has suggested the transfer of Tdoso Taj Muhammad. They have issued a warning, stating that if this transfer does not occur, all UC AGBHRAG staff members are prepared to resign in protest of the perceived unethical conduct and its negative impact on their working environment. This situation necessitates a prompt and thorough investigation to address the concerns raised and determine the appropriate course of action.

1. **Methodology:**

The statements and email of the following staff members were taken.

Annex A Email IO PDF

Annex B Written Complaint PDF

Annex C TDOSO Stance

Annex D UCPO Stance

1. **Key findings:**

The complaint originated from IO and was forwarded to our attention, involving TDSO Taj Mengal and UC Aghbarg. The complainants, led by Agbhrag, expressed dissatisfaction with TDSO Taj Mengal's professional attitude toward the UC staff, including CHWs and UC Lead. They highlighted concerns about communication issues and disapproved of TDSO Taj Mengal's working methods. To investigate further, we conducted interviews with CHWs from another UC, discovering that their primary concern was a lack of clarity regarding reporting lines and standard operating procedures (SOPs).

During the investigation, some CHWs noted that TDSO Taj Mengal's behavior towards them in the field was inappropriate. However, most CHWs withdrew their complaints after clarification of SOPs and reporting lines. Additionally, AS Shugla initially raised concerns about TDSO Taj Mengal's behavior but later withdrew the complaint, expressing an understanding of the reporting structure.

We also spoke with other AS, such as AS Bismillah, who stated no personal issues with TDSO Taj Mengal. The majority of AS affirmed they had no personal grievances and withdrew any previous complaints. Similarly, UC Lead and other personnel, including UCPO Yar Muhammad and UCOO Ikram, provided insights into the complaint's origin. UCPO Yar Muhammad highlighted that he received the complaint from UC staff upon his return from leave and forwarded it without personal endorsement.

During the investigation, we uncovered kinship ties between UC Lead and AS, which were disclosed and documented through a signed kinship form. TDSO Taj Muhammad was interviewed and explained that the complaint arose due to actions taken against some subordinates. He acknowledged areas for improvement in map quality and expressed a commitment to rectify any shortcomings.

In summary, the investigation revealed a complex situation involving misunderstandings, communication issues, and personal grievances. Most complaints were retracted after clarification of procedures and reporting lines. TDSO Taj Mengal acknowledged the need for improvement in certain areas and pledged to address any attitude-related concerns. The overall aim is to foster better communication and understanding among the team members to enhance the working environment.

1. **Conclusion**

The findings strongly indicate that the issues raised are primarily rooted in misunderstandings, miscommunication, and a lack of awareness of standard operating procedures (SOPs) and reporting lines within UC. The grievances appear to be exacerbated by the absence of clear communication channels, leading to frustration among the UC staff. Additionally, the revelation of kinship ties may have contributed to perceptions of bias and favoritism. To address these challenges and foster a more conducive working environment Clear Communication and SOP Training: It is recommended to conduct comprehensive training sessions for the UC staff to ensure a clear understanding of SOPs, reporting lines, and communication protocols. This will help mitigate misunderstandings and improve collaboration within the team.

Counseling for UC Staff: Given the apparent distress among the UC staff, counseling sessions should be organized to provide a platform for them to express concerns, resolve misunderstandings, and enhance team dynamics. This will contribute to a healthier work environment. Induction Training for TDOSO Taj Mengal: Recognizing the need for improvement, it is advisable to provide TDOSO Taj Mengal with induction training. This training should focus on effective leadership, conflict resolution, and fostering positive workplace relationships to enhance his managerial skills.

Implementing Rotation or Shuffling: To address concerns about favoritism, consider implementing a rotation or shuffling of staff within UC and the broader area. This can help in minimizing the impact of personal relationships on professional matters.

1. **Recommendations**
* **Transfer Recommendations:**

Transfer (UCPO) Yar Muhammad and (CHW) Rehma due to their kinships, to avoid potential conflicts of interest and perceptions of bias.

Transfer Akram due to identified weak supervision skills, ensuring a more suitable match for their roles.

* **Induction Training for TDOSO Taj Mangal:**

Recognizing the need for improvement in managerial skills, it is highly recommended to provide TDOSO Taj Mangal with induction training.

The induction training should be designed to enhance his leadership abilities, focus on conflict resolution strategies, and foster positive workplace relationships.

Emphasis should be placed on effective communication, team management, and understanding the nuances of supervising diverse teams within the organization.

By implementing these recommendations, the aim is to create a more balanced and effective working environment within the UC. These actions will address concerns related to kinship, weak supervision skills, and contribute to the professional development of TDOSO Taj Mangal, ultimately improving team dynamics and performance.