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**Inquiry Report**

**On**

**Unprofessional attitude by**

**UCOO-KPK-Peshawar-Hazar Khwani-2-SMT**

**Inquiry Report by:**

**CHIP Training & Consulting Pvt. Ltd.**

**Submitted to: WHO-PO**

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6. **Introduction:**

A complaint was received through email against Junaid Jamshed who is working as UCOO on dated 16th Feb 2024 from program team. According to the complaint, the UCOO was involved in pressurizing and harassing the staff by restricting their engagement with the PE Team. Another complaint was received from UCPO Shafqat dated 16th Feb 2023 regarding UCOO’s misbehavior with his fellow workers. **[Complaint and PTL approval attached as Annex-A]**

After reviewing the complaints, the following allegations have been leveled against UCOO.

* 1. Inappropriate use of language against staff.
  2. Unprofessional behavior towards subordinates.
  3. Forbids subordinate staff from communicating with COMnet staff.

1. **Methodology**

The case was investigated by a field visit to the concerned UC. The workers who are working under UCOO Junaid are AS-Rimsha, CHW-Yasmeen, CHW-Uzra, CHW-Iffat, CHW-Tajalla, AS-Naila, CHW-Haseena, CHW-Fareeda, CHW-Hina, CHW-Seema, AS-Irum, CHW-Rehmaniya, CHW-Zohra, CHW-Sonia, CHW-Rabia Shaheed, AS-Rabia, CHW-Shahzareen, CHW-Ambareen, CHW-Irum Ali, AS-Ishrat Bano, CHW-Mumkinat, CHW-Kiran Saba. The investigation team conducted one-on-one sessions with the concerned CHW, AS, UCOO and UCPO and took their stance.

* Statement of CHW Kainat **(Annexure B).**
* Statement of CHW Zeba **(Annexure C).**
* Statement of AS Qurat-ul-Ain **(Annexure D).**
* Statement of CHW Raheela **(Annexure E)**
* Statement of CHW Reshma **(Annexure F)**
* Statement of CHW Saiqa **(Annexure G)**
* Statement by CHW Ajmeena **(Annexure H**)
* Statement by CHW Seema **(Annexure I)**
* Statement by CHW Shazia **(Annexure J)**
* Statement by UCOO Junaid **(Annexure K)**
* Statement by UCOO Sidra **(Annexure L)**
* Statement by UCPO Shafqat **(Annexure M)**

Other than these 9 staff members including the UCPO, all the remaining staff members were supporting UCOO Junaid.

1. **Key findings:**

The following are the key findings:

* 1. **Statement by AS Kainat:**

The AS reported an incident in December, 2023 the UCOO gave instructions to the staff for field visit for data collection. The staff on a lighter note with intent to have fun responded they will not go. This response prompted the UCOO to shout aggressively by saying “get out”. She mentioned that they shared this incident with UCPO, who was already present at the time. UCPO also became angry with Junaid's attitude. CHW Shazia was on the verge of tears witnessing Junaid's behavior. CHW Ajmeena, CHW Qureshi, CHW Raheela, and CHW Shazia, along with AS Kainat, were present at the center when UCOO shouted, as confirmed by AS Kainat. The AS also narrated an incident which took place around two months ago when UCOO slammed his hand on the table in front of AS Ishrat, causing them to be very scared. Ishrat, Qurat ul Ain, ex-employee Naila, AS Kainat, and Shaheen were also present, along with UCOO Sidra. Community members and the doctor in-charge were also present there. When the doctor came out of the room and asked what happened, they replied with "nothing." All AS, including Kainat, UCPO, Ishrat, Qureshi, Ajmina, and Shazia, were present at that time.

* 1. **Statement by CHW Zeba:**

She narrated an incident where the UCOO threw attendance register on table when the staff failed to mark attendance on time. She mentioned that the UCOO mentally harass them and prohibit them to communicate with COMnet Staff.

* 1. **Statement by AS Quratulain:**

She stated that the UCOO misbehaved with them during the morning assembly and shouted at them. She also confirmed that the incident where the UCOO threw the attendance register on the table. She mentioned that UCOO mentally harasses them. She stated that while the UCOO doesn't explicitly ask them not to communicate with COMnet Staff, however, his behavior strongly suggests that he gets offended whenever we communicate with them. The AS also stated that the UCOO breaks the communication lines and directly communicates with the CHW, resulting in the CHW misbehaving with her which adversely affects the UC environment and program deliverables.

* 1. **Statement by CHW-Raheela:**

She also confirmed that the UCOO misbehaves with the staff. Additionally, she mentioned that due to an electricity issue, she couldn't follow the data submission format, due to which the UCOO tore them apart and threw papers at her face. She further stated that on February 25th, 2024 they were sitting with COMnet staff when UCOO asked them not to communicate with the staff.

* 1. **Statement by CHW-Reshma:**

She claims that the UCOO Junaid doesn’t like teams to sit together. Whenever they sit together whether that is for any training or daily tasks, UCOO Junaid says shuffle their seats and does not want them to sit together.

* 1. **Statement by CHW-Saiqa:**

She mentioned that UCOO often insults his subordinate staff and whenever the CHWs all sit together, the UCOO get offended and says “May Allah break this unity” and split us. The same incident was also endorsed by CHW Reshma, CHW Qureshi and AS Qurat-ul-Ain.

* 1. **Statement by CHW Ajmeena**

She stated that UCOO asked them to not to communicate with ALSM. If any staff shares any issues with him, he does not help them with the issues.

* 1. **Statement by CHW Seema:**

She stated that the UCOO behaves inappropriately with the staff. She mentioned an incident that took place around 4 months ago, where she was sitting near the washroom as she was not feeling well, the UCOO shouted at her and asked why she was sitting there in an aggressive way and degraded her by mentioning that “you are just a CHW referring to her designation that she shall ask before”. CHW Zeba, AS Kainat, AS Qurat-ul-Ain confirmed her statement.

* 1. **Statement by CHW Shazia:**

She also confirmed that the UCOO misbehaved with the staff and recalled an incident where UCOO shouted at them, instructing them to leave the center.

* 1. **Statement by UCOO Malik Junaid Jamshed:**

According to the UCOO Junaid, he addressed allegations of misbehavior with staff during a pre-campaign training session. UCOO Junaid claims that the allegations against him stem from work demands, as he reshuffled staff to push them out of their comfort zones. He denied the accusations, explaining that he had only instructed the staff to refrain from talking during training and extended their break when some were missing. He mentioned an incident with CHW Rukhsana, clarifying that he wasn't aware she was heading to the washroom when he asked why she was standing as well

UCOO Junaid shared details about maintaining a standard format for data updating, mentioning an issue with CHW Waheeda not aligning her data as instructed twice. He emphasized using a standard approach and guiding for maintaining consistency. Another accusation involved alleged misbehavior regarding attendance registers. He clarified that his advice to Area Supervisors (AS) were to mark attendance on time, address habitual delays, and sending weekly updates to the vendor. UCOO Junaid denies throwing the register on the table and explains that he handed it over when asked about attendance. UCOO Junaid recalls an incident in 2023, involving UCOO Riffat, where staff were under stress due to attendance issues. He claims UCPO's involvement in the incident led to Riffat's termination and UCPO receiving a warning.

Responding to the claim of misbehavior with AS Ishrat, he mentioned a situation where he instructed her to go to the field as assigned, despite her initial reluctance and UCOO emphasizing that he was encouraging her to go to the field, not ordering her to leave.

When inquired about the unofficial WhatsApp group, Junaid claims that key figures such as Doctor Naveed, Shafqat, and DPO are aware of the operations group's existence, which he asserts is solely for AS and UCOO. He accuses UCPO of violating SOPs by directly communicating with CHWs instead of AS. He asserted that the allegations stem from a lobby of staff members seeking comfort, enjoying the program, and attempting to tarnish his reputation with baseless claims.

UCOO Junaid denies allegations of misbehavior with staff and explains that he has been leading the UC for two years, addressing various problems within the communication team UCOO Junaid alleges bias from UCPO, claiming that UCPO is targeting him and looking for loopholes. He believes that some staff members deliberately create problems, causing mental stress for others. He believes that a specific group (referring to UCPO and ALMs) is targeting him and grooming individuals to speak against him, including a competitor for the UCOO position who is currently working as an AS. He emphasizes the importance of CHWs having the ALSM number for sharing NA or data in the evening. Junaid denies allegations of harassment and expresses concern that UCPO's actions may negatively affect the team. He mentions previous transit cases as part of his defense.

**Statement by UCOO Sidra:**

UCOO Sidra mentioned in her statement that the UCPO generally exhibits good behavior but tends to show favoritism towards the communication team. She stated that CHWs have complained about UCOOs directly contacting them for cluster assignments without consulting the AS. UCOO Sidra recounted an incident where UCPO became upset when AS Kainat was allowed to stay at the center due to health issues. When UCPO insisted on knowing the details of Kainat's problem, she eventually revealed it was a female health issue. Another incident she shared where UCPO became angry when tea without sugar was sent to UCOO Junaid first and other staff during a meeting, causing a disruption. UCOO Sidra denied allegations of grouping within the UC and emphasized her respect for all staff members. UCOO Sidra clarified that the WhatsApp group used by UCOOs and AS is unofficial but serves to share operational information.

UCOO Sidra defended UCOO Junaid against allegations of misbehavior. She explained that he addressed staff regarding reporting formats and tore a paper to emphasize the importance of proper reporting. UCOO Sidra refuted claims that UCOO Junaid prevented staff from communicating with the ALSM, except for AS Kainat, who was instructed not to talk to ALSM Khayyam directly due to the romantic involvement of AS Kainat with ALSM Khayyam.

**Statement by UCPO Shafqat:**

According to his stance, he has faced tremendous challenges upon joining this UC, as there were coordination issues and resistance from team members including the UCOO. There are ongoing coordination issues between communication and operation teams, leading to miscommunication and misunderstandings. Families not refusing vaccinations in the field are being recorded as refusals, which has been reported to ERU, indicating a discrepancy in data reporting. UCPO Shafqat mentioned that an inquiry was conducted against the UCPO Shafqat during the June/July 2023 campaign, with allegations of harassment made against him. However, no conclusive evidence was found to substantiate the claims.

UCPO Shafqat mentioned about a recent incident involving UCOO Junaid making inappropriate remarks to CHW Rukhsana, highlighting potential behavioral issues of UCOO Shafqat. UCPO claimed that he is not being included in crucial communication channels, such as the WhatsApp group between AS and UCOO, leading to feelings of exclusion and potential information gaps. Instances of HR processes not being followed correctly, such as staff name submissions and test/interview notifications, have been reported, indicating potential administrative challenges. Moreover, there are reports of harassment from the staff members and within the local community regarding the behavior of UCOO Junaid that he sits with all AS till late hours in UC and closes the door, which have also been raised to IO/AC for investigation.

1. **Conclusion:**

As per the UCPO Shafqat statement since he joined in November 2023, he had not observed any incidents of misbehavior from UCOO Junaid. It has been confirmed by the UCPO that he does not enjoy cordial relations with the UCOO which hinders the smooth operations of polio activities within the UC. When inquired why he levelled such allegations in his complaint, he stated that he heard about these allegations but not witnessed any such incident. The UCPO failed to provide answers to the investigation committee regarding any harassment faced by his subordinates from the UCOO rendering the allegation vague. Therefore, it may be safely concluded that the complaint was not filed with bona fide intent rather it was meant to settle his personal score. It also appears that the complaint filed by other staff members is also motivated by Shafqat. The reason for arriving at this conclusion is two-fold, first both the complaints have been filed simultaneously and secondly the allegations appears to be more or less same. In a nutshell, it is evident from the investigation findings that the UCPO is a part of grouping that is actively involved in lobbying against the UCOO.

As far as the complaint of the other staff member against Junaid are concerned, the allegations of misbehavior are not proved as no worker has been able to point out any significant incident which constitutes workplace harassment or misbehavior. The few incidents reported by the workers are minor issues which does not fall under the ambit of harassment or misbehavior. The incidents reported by the workers are apparently exaggerated version of the actual incidents and meant to defame the UCOO. However, it may be noted that the conduct of the UCOO in these incidents may be termed as inappropriate. Moreover, the workers admitted that except for these four/five incidents, the UCOO never resorted to unprofessional conduct since last many months. The contents of the statements does not support their stance taken during the interrogation which prima facie suggest that these complainants (workers) were trying to serve someone else’s agenda. This also proves the notion that the UC is highly politicized and divided into groups.

The allegations regarding restricting the staff to communicate with the COMnet staff is also due to grouping within the UC. It appears that Junaid discourages the staff to interact with the COM.net staff as he fears that the staff may be lobbying and conspiring against him. It may be due to the fact that COM. net staff are close to UCPO. It has also been observed that the groups have their separate gathering even during the working hours and lunch breaks. Both the UCPO and UCOO have alleged each other to be part of the grouping and creating problems for the other. However, as the UC environment is highly biased either against the UCPO or the UCOO, it is very difficult to establish beyond reasonable doubt who is more to blame and held accountable.

The other UCOO Sidra has been observed to be defending Junaid and blaming UCPO for the UC environment. The UCCOs (both Junaid and Sidra) have unofficial WhatsApp group which shows that they are also part of lobbying and grouping within the UC. UCOO Sidra was also against the UCPO and hold him responsible for UC environment. When Sidra was confronted to share any incidents to substantiate her stance, she failed to respond satisfactorily. The UCOO Sidra defending UCOO Junaid and being part of the grouping within the UC attempted to tarnish the repute of UCPO Shafqat shows her active involvement in UC politics. She admitted unofficial WhatsApp group, of which the UCPO was unaware**.**

It has also been observed that both the UCPO Shafqat as well as UCOO Junaid have been directly coordinating with CHWs thus bypassing the communication channels. Both UCOO and UCPO are found to engage in direct communication with the CHWs which are undermining the position of Area Supervisors and leading to ineffective supervision by the AS as well as operational issues.

The crux of the matter is that the UC level staff have priorities their personal difference over the program objectives and ruined the UC environment to a large extent. The FLWs are also forced to join either group as they are left with no choice. The politics is deem rooted and stems from the personal differences of UCPO Shafqat and UCOO Junaid which dates back to the appointment of UCPO. The UC level staff have not followed the code of conduct and promoted grouping within the UC hence they are liable to be treated as per the relevant SOPs.

The investigation team endorsed the findings of the investigation report submitted by the TPO SMT Dania, report was shared on 15th Feb 2024 with the concerned supervisor.

1. **Recommendation**
   1. It is recommended that the UC staff including Junaid, Sidra and Shafqat be issued final warning for lobbying and grouping and polluting the UC environment. It should also be mentioned in the warning that these staff members must take measures to resolve personal differences and priorities the program activities. These staff members should be given two months to ensure that the UC is cleared from all sorts of grouping. The warning letter should also include their violations of the communication channels by directly approaching the CHWs.
   2. The UCPO may also be issued warning for making false complaint of harassment against the UCOO and motivating other staff to file the complaint against UCOO.
   3. The UCOOs (Sidra and Junaid) may also be issued warning for operating unofficial WhatsApp group and bypassing communication protocols.
   4. It is also suggested that a counseling session be conducted and the UCOOs as well as UCPO be sensitized over the SOPs related to managing personal conflict in a bid to improve their overall coordination and behavior with each other as well as with the workers.