

Investigation Final Report
On
Unprofessional Behavior and Workplace Harassment
By
Mr. Hassan
UCOO in UC Qadariabad Quetta-Baluchistan
Inquiry Report by:
CHIP Training & Consulting Pvt. Ltd.
Submitted to:
WHO-PO.

Contents

1. Background:	3
1.1 Allegations	3
2. Investigation Process	4
3. Key Findings	5
4. Conclusion	9
5. Recommendations	11

1. Background:

A formal complaint received via email from both the Deputy Commissioner (DC) and Area Coordinator (AC) regarding Mr. Hassan, UCOO. According to the email, it has been alleged that Mr. Hassan is involved in misuse of authority and workplace harassment. The DC and AC have expressed serious concerns about his behavior and have requested a thorough investigation into these claims.

1.1 Allegations

Misuse of Authority: It is claimed that Mr. Hassan has been leveraging his position inappropriately, potentially violating organizational policies and undermining the integrity of the workplace.

Workplace Harassment: The complaint specifies that Mr. Hassan's behavior towards colleagues and subordinates has been unprofessional, creating a hostile and uncomfortable working environment.

2. Investigation Process

The investigation involved collecting testimonies from all involved parties, including:

- **Annex A:** Complaint by Deputy Commissioner / Area Coordinator
- **Annex B:** Defense of the allegations by UCOO Mr. Hassan.
- **Annex C:** Statement of TDOSO Mr. Taj
- **Annex D:** Statement of AS Ms. Ayesha
- **Annex E:** Statement of AS Ms. Kainat
- **Annex F:** Statement of AS Ms. Shazia
- **Annex G:** Statement of AS Ms. Shazia
- **Annex H:** Statement of AS Ms. Mehwish
- **Annex I:** Statement of AS Ms. Sharish
- **Annex J:** Statement of AS Ms. Zarmeena
- **Annex K:** Statement of CHW Ms. Haseena
- **Annex L:** Statement of CHW Ms. Faryal
- **Annex M:** Statement of CHW Ms. Saeeda

3. Key findings:

The key findings of the Investigation Committee are mentioned as below.

Response to complaint UCOO Mr. Hassan

UCOO Mr. Hassan explanations address the key points raised, providing context and justification for his actions.

1. **Allegation of Favoritism:** UCOO Mr. Hassan clarified that his position required making operational decisions in the best interest of the organization. For instance, he approved leave for an Area In-Charge while ensuring that the remaining staff maintained the smooth functioning of activities. UCOO Mr. Hassan emphasized that such decisions were made based solely on operational requirements, not personal bias or favoritism.
2. **Allegation of Threatening Behavior:** UCOO Mr. Hassan categorically denied this claim, explaining that the past three months had been characterized by increased work pressure, which led to some staff struggling to meet expectations. UCOO Mr. Hassan noted that false accusations might have arisen as a response to the pressure of meeting deadlines, but UCOO Mr. Hassan consistently encouraged staff to perform their duties without engaging in intimidation.
3. **Allegation of Socializing with Staff Members:** UCOO Mr. Hassan clarified that, as a leader, he regularly met with community members visiting for health-related concerns. To foster goodwill and trust, he bore any expenses incurred during these meetings personally, ensuring they remained professional in nature. UCOO Mr. Hassan asserted that these interactions were part of his role in building community relationships.
4. **Allegation of Using Inappropriate Language:** UCOO Mr. Hassan explained that complaints were likely lodged by underperforming staff as a reaction to his encouragement for improved performance. UCOO Mr. Hassan reiterated his commitment to maintaining a respectful and professional work environment and stated he would never intentionally use derogatory language.
5. **Request for Detailed Inquiry:** UCOO Mr. Hassan acknowledged that urging staff to perform their duties might lead to resistance, but UCOO Mr. Hassan expressed confidence that an objective inquiry would confirm his adherence to professional standards.
6. **Commitment to Improvement:** UCOO Mr. Hassan He emphasized his commitment to learning from this experience and making necessary improvements. Proactive measures have already been implemented to prevent similar incidents in the future.

Statement from TDOSO Mr. Taj Muhammad.

TDOSO Mr. Taj Muhammad stated that UC Qadariabad had historically been one of the most problematic UCs among the 13 series UCs. Given the challenges associated with this UC, UCOO Mr. Hassan had been assigned to UC Qadariabad to maintain strict oversight over the staff and ensure proper adherence to their responsibilities. UCOO Mr. Hassan efforts included implementing stringent actions to address non-compliance and other issues. However, in response to these actions, certain team members and the Area

Supervisor had raised allegations against UCOO Mr. Hassan, accusing him of grouping and lobbying. Upon reviewing the situation, TDOSO Mr. Taj Muhammad found these allegations to be baseless and without merit. TDOSO Mr. Taj Muhammad noted that similar patterns of unfounded accusations had been observed in the past within UC Qadariabad whenever strict measures were introduced by management. This recurring trend highlighted the persistent challenges in ensuring compliance and accountability in the UC. In light of these observations, TDOSO Mr. Taj Muhammad completely rejected the allegations against Mr. Hassan. TDOSO Mr. Taj Muhammad recommended that UCOO Mr. Hassan be reinstated and, as a preventive measure, transferred to another UC where UCOO Mr. Hassan efforts could be effectively utilized without the recurring challenges associated with UC Qadariabad.

Statement from AS Ms. Ayesha.

The following statement was provided regarding the conduct of UCOO Mr. Hassan: During the tenure under code 2305, AS Ms. Ayesha recalled an incident where UCOO Mr. Hassan conducted face verification for one of the CHWs, Ms. Musarat, and insulted the individual in front of team members, including the CHW's. It was also noted that CHW Ms. Nazia frequently accompanied UCOO Mr. Hassan during daily field visits. Additionally, UCOO Mr. Hassan's attitude was described as consistently harsh, particularly towards AS Ms. Shazia. On multiple occasions, even minor mistakes by the AS Ms. Ayesha resulted in harsh and unnecessary scolding from UCOO Mr. Hassan, which was perceived as disrespectful. A financial concern was also highlighted, where UCOO Mr. Hassan had incurred a bill of 2800 PKR for breakfast. Instead of covering the expense himself, it was later requested that the Area Supervisor pay the amount.

Statement from AS Ms. Kainat.

AS Ms. Kainat, currently serving as an Area Supervisor in UC Qadri Abad, provided her statement regarding UCOO Mr. Hassan and other matters in response to inquiries from the CTC office. She noted that while UCOO Mr. Hassan generally spoke in a friendly manner, he did not appear to consider how his words might be perceived, which could lead to varied interpretations. She confirmed an incident at the BHU where he addressed CHW's and, while pointing to a sketch he had drawn, stated, "*I want to hang AS Ms. Sakina.*" Regarding former UCPO Mr. Javid, AS Ms. Kainat mentioned that she had not personally witnessed any inappropriate behavior but had heard from other staff that AS Ms. Hira and UCPO Mr. Javid were reportedly in a relationship. Additionally, she noted hearing allegations from acquaintances that Mr. Javid had relationships both within and outside the UC.

Statement from AS Ms. Shazia.

AS Ms. Shazia provided her statement in response to inquiries from the CTC office regarding the ongoing case involving UCOO Mr. Hassan. She clarified that she comes

from a modest family and has no personal relationship with UCOO Mr. Hassan, describing him as a respectful individual and a good human being. When asked if she had ever accompanied him on a bike to the field, AS Ms. Shazia confirmed that she had done so on two occasions, explaining that she was unwell at the time and required assistance. She emphasized that she views him as a father figure and that there is no inappropriate relationship or behavior between them. Regarding the harassment case, AS Ms. Shazia firmly stated that UCOO Mr. Hassan had never behaved inappropriately toward her, nor had he spoken to her offensively. She reiterated that his conduct toward her had always been respectful. From the outset, there were conflicts between the individual and UCOO Mr. Hassan. It was alleged that upon learning the individual belonged to the Abro caste, UCOO Mr. Hassan remarked, *"Good, now an Abro is in my hands,"* referring to the feud between the Abro and Shawani communities. He reportedly threatened the individual, saying, *"Either resign, or I will make sure you are terminated,"* and repeatedly made insulting comments based on caste. On the last day of a campaign, UCOO Mr. Hassan allegedly sent a monitor to the individual's area, resulting in zero-dose coverage being recorded. Following this, he reportedly handed his shoe to AS Ms. Hira and instructed her to, *"Hit Shazia's face with this shoe."* He was also accused of making inappropriate personal comments, such as suggesting the individual marry his father in exchange for favorable treatment, including not reporting them, retaining their assigned area, and avoiding additional tasks. UCOO Mr. Hassan allegedly promised a luxurious life, claiming his father was wealthy. The statement further accused UCOO Mr. Hassan of showing favoritism toward AS Ms. Mehwish, often allowing her to leave early while requiring other Area Supervisors to stay until 7:00 PM. Additionally, he allegedly made inappropriate remarks, such as inviting the individual to join him on his bike for tea, saying, *"You please my heart."* The individual also stated that UCOO Mr. Hassan falsely accused them of data fudging, describing these claims as baseless and aimed at tarnishing their reputation. The individual expressed significant distress over these incidents, citing them as examples of misuse of authority, and respectfully requested a thorough investigation into the matter and appropriate action to address the alleged misconduct. AS Ms. Mehwish provided the following statement regarding the ongoing investigation involving UCOO Mr. Hassan

Statement from AS Ms. Mehwish.

AS Ms. Mehwish stated that UCOO Mr. Hassan was always strict about work-related matters and would only express anger due to delays or errors in tasks. Regarding the breakfast situation, she explained that UCOO Mr. Hassan had the hotel owner's contact number and was requested to arrange tea and breakfast. After the meal, Ms. Zarmeena collected money from all CHWs and ASs who participated and consumed any food or tea. Addressing the concern about leaving the BHU early, Ms. Mehwish clarified that she occasionally left early because she completed her tasks and submitted her data on time, unlike others who were still finishing their work. She noted that she has an infant daughter requiring her attention, which was why she prioritized leaving promptly after

completing her duties. Regarding rumors of inappropriate interactions with UCOO Mr. Hassan, Ms. Mehwish firmly denied them, stating that she had never ridden on his bike and that any such allegations involving her and him were completely false. She concluded by asserting that her statement was a truthful account of her experiences and interactions with UCOO Mr. Hassan.

Statement from AS Ms. Sharish.

AS Ms. Sharish provided the following statement during the investigation regarding UCOO Mr. Hasan Shahwani. Ms. Sharish stated that she was informed about complaints filed against Mr. Hasan Shahwani and shared what she had heard from other teams, including a conversation reportedly held between Ms. Shazia and Mr. Hasan at the DC office. However, she clarified that she had no firsthand knowledge of any incidents involving him. She explained that when she began her role as an Area Supervisor (AS), Mr. Hasan had already been suspended. During the time she interacted with him, their conversations were strictly work-related, and she observed no inappropriate behavior or joking from him towards her or anyone else in her presence. Addressing an allegation that she had ridden on a bike with Mr. Hasan, Ms. Sharish categorically denied it, asserting that this claim was entirely false. She emphasized that she had no personal relationship with Mr. Hasan and only knew him in his professional capacity as UCOO. Ms. Sharish concluded by affirming that her statement was a truthful account of her experiences and interactions with Mr. Hasan Shahwani.

Statement from AS Ms. Zarmeena.

Ms. Zarmeena, currently serving as an Area Supervisor (AS) in UC Qadri Abad, provided the following account regarding UCOO Mr. Hassan Shahwani. Ms. Zarmeena stated that UCOO Mr. Hassan had demonstrated favoritism toward AS Mehwish, often giving her more importance and support in her work. She noted that AS Mehwish sometimes acted as though she held more authority than Mr. Hassan, which led her to tease other staff members. On multiple occasions, UCOO Mr. Hassan took Mehwish, Shazia, and Nazia on his bike and consistently protected Mehwish from any issues, frequently seeking her advice on various matters. Ms. Zarmeena also mentioned that UCOO Mr. Hassan allowed Mehwish to leave early from the BHU while other ASs, including herself, were required to stay late, even after the Isha and Maghrib prayers. She further observed that Mr. Hassan often covered up mistakes made by AS Sahrish, Mehwish's sister, due to their familial relationship. When Ms. Zarmeena raised concerns about Mehwish's behavior toward UC staff and requested that UCOO Mr. Hassan address the issue through a written complaint, he dismissed the suggestion. Instead, he stated that he would give Mehwish only a verbal warning to help improve her work. Ms. Zarmeena noted that if anyone treated Mehwish poorly or refused to follow her instructions, Mr. Hassan would react harshly toward that CHW or AS. Additionally, Ms. Zarmeena reported that while the rest of the staff was expected to sit in the classroom, AS Mehwish was often allowed to sit in the office with UCOO Mr. Hassan. He frequently

expressed that the Shahwani and Lehri families had greater power and influence, which justified his preferential treatment toward her. On one occasion, Ms. Zarmeena witnessed UCOO Mr. Hassan making an inappropriate sketch on the board, stating that he wanted to “*hang AS Ms. Sakina*” in this manner. She also mentioned that he held a meeting after consulting with AS Mehwish, further reflecting his favoritism.

Statement from AS Ms. Hira.

Ms. Hira provided the following statement in response to questions regarding UCOO Mr. Hassan Shahwani. Ms. Hira mentioned that UCOO Mr. Hassan sometimes used harsh words when he was angry, which upset the team and Area Supervisors (ASs). She also referenced a conversation with AS Ms. Shazia, who informed her that Mr. Hassan had told her to marry his father, promising that if she agreed, he would never criticize her or interfere with her work. According to Ms. Shazia, there was also a personal relationship between them. Ms. Hira further stated that she had heard similar remarks from Mr. Hassan regarding Mr. Javid in the past. Regarding her own relationship with Mr. Javid, Ms. Hira clarified that while they liked each other, she did not wish to harm anyone's life, and there was no personal relationship between them. She addressed accusations made by AS Mr. Asif, who had allegedly claimed that Mr. Javid and she engaged in improper behavior in the field. Ms. Hira firmly denied these allegations, stating that they were false and aimed at damaging their reputations. Finally, Ms. Hira emphasized that, based on her personal experience, she had never witnessed UCOO Mr. Hassan being involved in any inappropriate relationships or behavior. Her interactions with him had always been strictly professional.

Statement from CHW Ms. Haseena.

Ms. Haseena, a Community Health Worker (CHW) from UC Qadri Abad, provided the following account regarding UCOO Mr. Hassan Shahwani and Area Supervisor Ms. Mehwish. Ms. Haseena stated that UCOO Mr. Hassan consistently demonstrated favoritism toward Area Supervisor Mehwish. Over the past three years, she observed that while Mehwish's behavior had been more manageable under UCOO Mr. Hidayat's supervision, it worsened after UCOO Hidayat's transfer. She noted that Mehwish often issued Notices of Action (NA) to the team but would scold them harshly for mistakes instead of following the same process with newcomers. Ms. Haseena recalled an incident when she called UCOO Mr. Hassan twice regarding work-related matters, but instead of addressing her concerns, he scolded her. At Mehwish's request, she was then blocked by Mr. Hassan. This ongoing issue led Ms. Haseena to request a transfer, and she is now working under another Area Supervisor.

She also overheard a conversation in which UCOO Mr. Hassan allegedly told another Area Supervisor that he had removed his shoe and handed it to a different Area Supervisor, instructing them to “take this shoe and hit her on the face; why is there no coverage in her area?” This incident, along with Mr. Hassan's harsh behavior toward

the teams, made her uncomfortable. Additionally, Ms. Haseena mentioned hearing that CHW Ms. Faryal had been asked by UCOO Mr. Hassan to write a letter explaining who she had come to the BHU with, after he noticed that she arrived with her brother-in-law. In contrast, CHW Ms. Shazia was allowed to accompany UCOO Mr. Hassan without being questioned. This statement reflects Ms. Haseena's honest account of the situation based on her personal experiences working with UCOO Mr. Hassan and Area Supervisor Ms. Mehwish.

Statement from CHW Ms. Faryal.

Ms. Faryal, a Community Health Worker (CHW) in UC Qadri Abad, has provided a detailed account of her experiences with Area Supervisor Ms. Mehwish and UCOO Mr. Hassan Shahwani. She has been part of the program for over three years, during which her interactions with Ms. Mehwish and UCOO Mr. Hassan have been challenging and distressing. Ms. Faryal reported that whenever she or other CHWs requested leave, Ms. Mehwish would often refuse their requests, even in difficult situations. She specifically mentioned that just four days before her wedding, she suffered severe burns but continued to work despite the pain. However, when concerns were raised, Ms. Mehwish belittled the CHWs and suggested reporting their complaints to TDSO as a minor issue, such as "itching" (Kharish). There were also instances where Ms. Faryal arrived at work accompanied by her brother-in-law, and both UCOO Mr. Hassan and Ms. Mehwish would question her about her relationship with him, casting doubt on her personal life. Despite raising these concerns with UCOO Mr. Hassan, he reportedly ignored her complaints and instead insulted her, even making derogatory remarks. In one instance, when Ms. Faryal explained the financial strain of her long commute, UCOO Mr. Hassan allegedly responded, "What do you want from me? Should I pick you up and drop you? Am I your father's servant?" Such insults were made in front of others, humiliating her further. Ms. Faryal also recounted several instances of inappropriate behavior from UCOO Mr. Hassan, including threatening remarks such as, "I will hit your head with this stick," and on occasions, he reportedly threw books at her. If she or her colleagues were even a few minutes late, he would not allow them to leave until 4:00 PM. Additionally, she noted a disparity in workload, where UCOO Mr. Hassan would assign all tasks to CHW Ms. Nazia, who was never reprimanded for her work. Meanwhile, other teams, including Ms. Faryal's, faced criticism for their performance. One particular incident involved Ms. Faryal giving Ms. Mehwish a ride, during which their bike broke down. After refusing to take Ms. Mehwish home, she reportedly began speaking negatively about Ms. Faryal in front of UCOO Mr. Hassan. Subsequently, UCOO Mr. Hassan began making inappropriate comments, including accusing Ms. Faryal of carrying "four eyes and evidence" and filming footage in the area as evidence. Ms. Faryal also revealed that when she was reassigned to her current area, she discovered that the previous CHW had been involved in fake finger-marking for approximately 10-15 houses. The local people, upset by the previous CHW's actions, reportedly threatened Ms. Faryal when she refused to engage in similar behavior. Despite being aware of the

situation, UCOO Mr. Hassan reportedly took no action to address the matter. This statement reflects Ms. Faryal's honest account of the difficulties and inappropriate behavior she has experienced under the supervision of UCOO Mr. Hassan and Area Supervisor Ms. Mehwish.

Statement of Ms. Saeeda

Ms. Saeeda, a Community Health Worker (CHW) in UC Qadri Abad (code 1203), has shared her experience of harassment and mistreatment by UCOO Mr. Hassan. According to her statement, she requested three days off following the death of her father in order to mourn and attend to family matters. However, her leave request was denied by UCOO Mr. Hassan. In addition to this, UCOO Mr. Hassan allegedly sent AS Ms. Zarmeena to Ms. Saeeda's home to verify the authenticity of her claim, which Ms. Saeeda found to be deeply disrespectful and added to her emotional distress. Ms. Saeeda further stated that despite her personal circumstances, UCOO Mr. Hassan forced her to work on a Sunday. She later reported that when Sir Farooq and Sir Allah Uddin saw her working that day, UCOO Mr. Hassan denied asking her to work on the Sunday, which led to further confusion and contradictions. This treatment, along with other incidents of mistreatment, contributed to an environment of daily harassment. One specific incident Ms. Saeeda reported involved UCOO Mr. Hassan drawing a sketch on the blackboard and making a threatening remark, saying he would "hang AS and her team like this." This disturbing comment caused her significant distress and left her considering resignation from her position as a CHW. During a visit by the CTC officer, Ms. Saeeda reported this incident, but UCOO Mr. Hassan allegedly denied all the allegations in front of the CTC staff, minimizing her concerns. Throughout her time working under UCOO Mr. Hassan, she observed a consistent pattern of favoritism towards certain CHWs, with Mr. Hassan only responding to those he favored. This behavior, she noted, appeared to be heavily influenced by AS Ms. Mehwish, which further contributed to the toxic work environment. This statement has been provided as an honest account of the harassment and mistreatment Ms. Saeeda experienced under UCOO Mr. Hassan's supervision, with the hope that it will assist in addressing the situation.

4. Conclusion

The investigation reveals conflicting testimonies regarding Mr. Hassan's behavior:

While some allegations lack substantiation, others raise serious concerns about his conduct, including inappropriate remarks, potential favoritism, and unprofessional behavior.

The pattern of complaints indicates both management challenges and resistance from the team due to his strict oversight style.

5. Recommendations:

A warning letter should be issued to Mr. Hassan for inappropriate conduct and poor judgment in handling team dynamics. **As per PTPP (PTPPSR) Annex-7 B: Disciplinary Action in case of Performance/ Capacity Issues - Amber line Areas/4. Unprofessional or Casual Behavior towards peers/colleagues. • Poor supportive.**