

# NATIONAL ASSEMBLY SECRETARIAT

(Human Resources Management Wing)

F. No. 3(3)/2026-T-IPMS  
Islamabad, the 27<sup>th</sup> January, 2026

## Integrated Performance Management System

### OFFICE ORDER

The HRM Wing of the National Assembly Secretariat is undertaking the following initiatives for the development of an **Integrated Performance Management System (IPMS)**:


- (1) Formulation of functions for all Wings;
  - (2) Development of job descriptions for each post;
  - (3) Preparation of Key Performance Indicators (KPIs) for each post; and
  - (4) Outlining the performance appraisal system for every employee.
2. The Organizational Chart, accessible at <https://na.gov.pk/uploads/OrganogramNA.pdf>, reflects a well-structured chain of command for all Wings, Directorates, Branches and Officers in BPS-17 to BPS-22. The IPMS will serve as an effective tool to:
- (a) achieve organizational objectives as a leading Parliamentary Secretariat;
  - (b) ensure that each employee works toward clearly defined priorities;
  - (c) reduce duplication, silos and misaligned efforts;
  - (d) establish clear KPIs for measurable performance appraisal;
  - (e) provide real-time performance data to support career planning, skill development and meritorious rewards;
  - (f) enable continuous monitoring for informed decision-making and timely corrective actions;
  - (g) improve productivity service delivery, and operational efficiency;
  - (h) strengthen managerial controls; and
  - (i) implement an evidence-based performance reporting system.
3. The HRM Wing will consolidate and standardize the IPMS and initiate its launch once wing-wise feedback is finalized.
4. In this regard, all Wings of the Secretariat are requested to:
- (a) enlist all functions being performed by each administrative unit under the Wing/Directorate/Branch as per the Organizational Chart and specimen (**Form-A** accessible at official website); and
  - (b) draft job descriptions along with Key Performance Indicators for all posts (BPS-1 to BPS-22) within of administrative units as per specimen (**Form-B** accessible at official website).
5. Heads of each Wing are requested to nominate a **Focal Person** for their wings to coordinate within the Wing and ensure submission of duly filled Form-A and Form-B to the office of Deputy Secretary (HRM) *via* e-office **within 15 working days**.

  
(Muhammad Farooq)  
Deputy Secretary (HRM)

All employees of the  
**National Assembly Secretariat**

Copy to:

- (1) The Principal Secretary to the Hon'ble Speaker
- (2) The Staff Officer to the Secretary
- (3) The Adviser on Legislation, Parliamentary Proceedings and Training
- (4) All Special Secretaries / Additional Secretaries / Joint Secretaries / Senior DG & DGs
- (5) All officers / staff of each Wings, Directorates, Offices & Branches of the National Assembly Secretariat

  
(Muhammad Waqar)  
Section Officer (Training)



**NATIONAL ASSEMBLY SECRETARIAT**  
(Human Resources Management Wing)

**Form-A**

[see Office Order No. F. No. 3(3)/2026-T-IPMS, dated 27.01.2026]

**Integrated Performance Management System**

**Functions of Training Branch**

Part-A

**Introduction of Wing / Directorate / Branch:**

|    |  |   |
|----|--|---|
| 1. | Name Branch  | <b>Training Branch</b>  |
| 2. | Officer-in-Charge  | <b>Section Officer (Training)</b>   |
| 3. | Upwards hierarchal Structure as per Organizational Chart | 1. Deputy Secretary (HRM)<br>2. Joint Secretary (HRM)<br>3. Additional Secretary (Admn)<br>4. Secretary<br>5. Hon'ble Speaker |
| 4. | Officers & Staff   | 1. Ms. Izza Mumtaz Butt, Superintendent<br>2. Ms. Hina Tariq, DPS<br>3. Mr. Atiq Ur Rehman Shahid, LDC<br>4. Mr. Shahid N/Q   |
| 5. | Location   | Room No. 308-C  |

Part-B

**Functions of Wing / Directorate / Branch:**

|  |   |
|--|---|
| (a) <b>Core Functions</b>  | <ol style="list-style-type: none"><li>1. Conduct Training Needs Assessment (TNA) in coordination with Wings/Directorates/Branches and align training priorities with organizational goals and the Integrated Performance Management System (IPMS).</li><li>2. Prepare, implement and periodically review the Annual Training Plan with approval of the competent authority.</li><li>3. Process nominations of employees for training courses and liaise with training institutes to explore training opportunities.</li><li>4. Organize, conduct and document in-house training courses, workshops and seminars for capacity development of employees.</li><li>5. Maintain complete training records of employees and provide training-related data and reports to the senior management as required.</li></ol> |
| (b) <b>Special Functions</b><br>(Monthly, quarterly or yearly basis) | <ol style="list-style-type: none"><li>1. Organizational Chart</li><li>2. Functions of administrative units</li><li>3. Job Description of posts</li><li>4. Key performance Indicators of employees</li></ol>   |

**Note:**

1. Text in **highlight** field is for the purpose of ease and specimen.
2. HRM Wing will sincerely appreciate if any additional suggestions from the Wings / Directorates / Branches regarding Office Order No. 3(3)/2026-T-IPMS, dated 27.01.2026 are **annexed** with this Form.



**NATIONAL ASSEMBLY SECRETARIAT**  
(Human Resources Management Wing)

**Form-B**

[see Office Order No. F. No. 3(3)/2026-T-IPMS, dated 27.01.2026]

**Integrated Performance Management System****Job Description & Key Performance Indicators**

Part-A

**Introduction of post:**

|    |                        |  |
|----|------------------------|--|
| 1. | Name Post              | <b>Deputy Secretary (HRM) (BPS-19)</b>                                     |
| 2. | Reporting Officer      | <b>Joint Secretary (HRM)</b>   |
| 3. | Countersigning Officer | <b>Additional Secretary (Admn)</b>   |
| 4. | Office                 | <b>Room No. 402</b>  |
| 5. | Supporting Staff       | <b>1. One APS (Mr. Jawaid Khan)</b><br><b>2. One LDC (Mr. Fazal Karim)</b> |

Part-B

**Job Description:**

| Factor                                  | Job Description  | Key performance Indicator   |
|---|--|---|
| <b>(a) Independent Responsibilities</b> | 1. Act as an authority under the National Assembly Secretariat Employees (Recruitment and Conditions of Service) Rules, 2024, within delegated powers. | <b>Delegated Authority</b> – 100% of decisions taken strictly within delegated powers.  |
|   | 2. Ensure timely disposal of HR cases, correspondence and files in accordance with prescribed timelines.   | <b>HR Case Disposal</b> – Dispose of ≥ 90% of HR cases, correspondence and files within prescribed timelines each quarter.                      |
|   | 3. Formulate, implementation and monitoring of the Integrated Performance Management System (IPMS).  | <b>IPMS Implementation</b> – Formulate, implement and monitor IPMS by scheduled deadlines.  |
| <b>(b) Supervisory Responsibilities</b> | 1. Exercise operational supervision over HRM-I, HRM-II, Training, Data Source Unit and Record Branch.  | <b>Branch Performance</b> – HRM-I, HRM-II, Training, DSU and Record Branches achieve ≥ 90% of planned targets per quarter.                      |
|   | 2. Supervise work of Section Officers and subordinate staff to ensure quality and timeliness.  | <b>Staff Output Quality</b> – Maintain ≤ 10% reversion rate of files or cases due to errors or incomplete work.                                 |
|   | 3. Ensure effective utilization of human resources on a 'right-person for right-job' basis.  | <b>HR Utilization</b> – Reduce idle/misplaced staff by ≥ 95% annually and ensure deployment aligns with 'right-person for right-job' principle. |
|   | 4. Oversee implementation of performance management, training and staff development initiatives.   | <b>Training &amp; Development</b> – Implement ≥ 90% of approved training plan, including in-house and external programs, each year.             |

| Factor   | Job Description  | Key performance Indicator  |
|--|--|--|
| (c) <b>Assistance / Support Responsibilities</b> | 1. Assist senior hierarchy in HR matters under the National Assembly Secretariat Employees Act, 2018 and rules thereunder. | <b>HR Statutory Support</b> – Support HR matters under NAS Employees Act, 2018; 100% compliance in submitted cases.                                      |
|  | 1. Assist competent authorities in exercise of statutory and administrative HR related powers.                             | <b>Policy/Rule Assistance</b> – ≥ 90% of policy drafts approved by senior management without major revisions.  |
|  | 2. Assist in formulation, interpretation and implementation of service rules, policies and instructions.                   | <b>Analytical/Briefing Support</b> – Submit all briefing notes, analytical reports and recommendations within 5 working days.                            |
|  | 3. Provide analytical input, briefing notes, and recommendations on HR and administrative matters.                         | <b>Implementation of Orders</b> – 100% of senior management directives/orders implemented within the stipulated timeline.                                |
|  | 5. Assist Joint Secretary (HRM) in implementation of orders and decisions of senior management.                            | <b>Stakeholder Satisfaction</b> – Achieve ≥ 80% satisfaction score from Wings/Directorates in annual HR service survey.                                  |
| (d) <b>Special / Responsibilities</b>            | 1. Inquiries under the Civil Servants (Efficiency and Discipline) Rules, 2020.   | <b>E&amp;D Inquiries</b> – Complete 100% of Efficiency & Discipline inquiries within statutory timelines.  |
|  | 2. Briefings at different forum regarding HR   | <b>HR Briefings</b> – Deliver all assigned HR briefings at forums on schedule and with ≥ 95% accuracy.   |
|  | 3. Lectures on service laws, rules and instructions  | <b>Lectures/Capacity Building</b> – Conduct ≥ 2 volunteer lectures/training sessions per month on service laws, rules, and instructions.                 |
|  | 4. Digitalizing HR through e-office, ESS, etc. for paperless regime  | <b>Digitalization &amp; e-HR</b> – Implement e-Office/ESS initiatives; achieve ≥ 80% paperless process adoption in HR-related workflows within the year. |

**Note:**

1. Text in highlight field is for the purpose of ease and specimen.
2. Include ≥ factors for developing KPIs focusing the following:
  - (1) **Service Delivery** – quality and timeliness of job-specific outputs.
  - (2) **Efficiency & Process** – workflow optimization, digitization and turnaround time.
  - (3) **Compliance & Governance** – adherence to rules, readiness and risk management.
  - (4) **Management & Collaboration** – team performance, mentoring and coordination.
  - (5) **Conduct & Institutional Values** – integrity, ethics and trust.
6. HRM Wing will sincerely appreciate if any additional suggestions from the Wings / Directorates / Branches regarding Office Order No.3(3)/2026-T-IPMS, dated 27.01.2026 are **annexed** with this Form.