



STATUTES-2019

PAK-AUSTRIA FACHHOCHSCHULE:

INSTITUTE OF

APPLIED SCIENCES & TECHNOLOGY, HARIPUR

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(Chapter-1)

Title, Commencement, Application and Definitions

In exercise of powers conferred upon the Board of Governors under Section 18(2)(i) of the Khyber Pakhtunkhwa Act No. XIV of 2019, the following Statutes are promulgated with immediate effect.

1. Short Title, Application and Commencement

- (1) These Statutes may be called the Service Statutes of the Pak-Austria Fachhochschule: Institute of Applied Sciences and Technology (PAF-IAST), Haripur.
- (2) These statutes shall be deemed to come into effect from the date of its approval
- (3) These Statutes shall apply to all the serving faculty and administrative officers/ staff of the Institute.

2. Definitions

In these statutes, unless there is anything repugnant in the subject or context, the following expressions shall have the meaning hereby respectively assigned to them that is:

- i. "Institute" means the Pak-Austria Fachhochschule: Institute of Applied Sciences and Technology (PAF-IAST), Haripur.
- ii. "Academic Council" means the Academic Council of the Institute;
- iii. "Appointing Authority" in relation to a post means the Officer or a Committee or a Board authorized to make appointment to that post, In PAF-IAST, Executive Council for appointments in SPS-11 and above & Rector up to SPS-10 shall be Appointing Authority.
- iv. "Authorized Medical Officer" means Medical Officer of the Institute
- v. "Board" means the Board of Governors of the Institute.
- vi. "Chancellor" means Chancellor of the Institute
- vii. "Chairman" means the Chairman of the Board of Governors (BoG)
- viii. "Competent Authority" in relation to exercise of any power means the authorities specified in the Act or Statutes or the Rules and Regulation made thereunder, and the other bodies and officers of the Institute, to whom powers may have been delegated.
- ix. "Emergency Committee" means the Emergency Committee of the Executive Council of the Institute
- x. "Executive Council" means the Executive Council of the Institute constituted under the KP Act No. XIV-2019

- xi. “Employee” means a person who holds a post in the institute and appointed against the permanent/budgeted post by the appointing authority through due process as prescribed.
- xii. “Government” means the Government of Khyber Pakhtunkhwa, Province;
- xiii. "Initial Appointment" means appointment made otherwise than by promotion, transfer or deputation.
- xiv. “Support Staff” means administrative staff of SPS-01 to 10 and includes ministerial, technical, professional and Class-IV staff.
- xv. "Special Pay Scale"(SPS) means the Special pay scales of the Institute (SPS 01 to 15).
- xvi. “Regular service/employee” means and includes regular service under federal, provincial government Institutions, recognized universities and colleges in basic or special pay scales approved by the respective Government.
- xvii. "Rector" means the Rector of the Institute.
- xviii. “Residual Provisions”. In all other matters, not specifically provided for in the Statutes, the employees shall be governed by such rules and orders as are for the time being in force and applicable to persons holding corresponding posts in Government service; unless in any particular case the competent authority decides otherwise. In a case where the operation of the Statutes involves undue hardship to an employee, the Executive Council may, for reasons to be recorded in writing, relax any of the Statutes in his favour, with the approval of the Board of Governors Provided that such relaxation is not *ultra vires* of the Act.
- xix. “Revision of Special Pay Scale chart” The special pay scale chart of Institute shall be revised by the Executive Council with the rates to be determined by it. The present pay scale chart shall be presumed in place with retrospective effect where necessary.
- xx. “Vice Chairman” means the Vice Chairman of the BoG
- xxi. His/Him will refer to both male and female

(Chapter-2)

Faculty Service Rules

These service rules shall be applicable for all faculty of the Institute.

1- TERMS & CONDITIONS OF APPOINTMENT OF FACULTY

1. All the faculty positions of the Institute shall be filled through methods prescribed in the Statutes subject to fulfillment of eligible criteria mentioned in the Appointment, Promotion and Tenure Policy:
2. Appointments on all the Faculty Positions (Tenure Track & Teaching Track) are to be handled by Search Committees constituted by the competent authority and shall be made on the basis of advertisements appearing in leading newspapers as well as on websites of the Institute, mandatory written test (for Lecturers only), presentation and interviews in the prescribed manner.
3. In entering the service of the Institute every employee shall submit an affidavit of his non-alignment with any political activity and politics and shall submit such declaration of secrecy and fidelity as may be prescribed by the Institute.
4. No person shall be appointed to any post in the Institute unless he possesses the minimum educational, technical or professional qualifications and experience as notified for that post.
5. 1st Division or 3.0/4.0 CGPA will be necessary for the terminal degree of the appointment except PhD.
6. Appointment in the Institute shall be conditional upon verification of personal data and of certificates of service, qualifications, antecedent, character, etc
7. No person shall be appointed to a post in the Institute without a medical certificate of health.
8. All the faculty appointed through due process during project mode of the Institute shall be the employees of the Institute without detriment to their service or pay on completion of the project phase.
9. All those employees who apply through proper channel will furnish a certificate with the application that no disciplinary action is in process against him.
10. The applicant will submit a character certificate that he has not been dismissed or convicted through any Court of Law.
11. In the absence of faculty of the institute, the initial appointments shall be processed through the same committee (s) whose membership/convener shall be engaged from the other reputed universities with the approval of the Executive Council.

2. **PROOF OF AGE/AGE LIMIT**

- a. The Secondary School Examination Certificate of an employee shall be the conclusive proof of age.
- b. 1st July will be considered where only year is mentioned as a proof of age
- c. Where only month with year is mentioned then 16th of that month will be considered as proof of age.
- d. Maximum age limit for all kind of regular faculty positions will be 55 years

3. **Bar to Engage in Other Employment**

An employee shall not, except with the prior permission of the competent authority in writing, engage in any trade, occupation, business or calling other than his official duties under the Institute provided that this provision shall not prevent him from accepting work assigned by the Institute.

4. **Pay**

- a) Notwithstanding anything to the contrary, contained in the Statutes, all the regular faculty (Tenure Track Faculty) and Contract faculty on (Teaching Track) shall be placed in the Special Pay Scales of the Institute and shall be governed by the conditions mentioned therein however all the other faculty will be paid salary as per agreed package at the time of appointment with the approval of competent authority as defined in the Act under section 20(2).
- b) Where an employee is assigned the additional charge of sanctioned post and discharges full duties of that post, he shall be allowed monthly additional charge allowance @ 20% of basic pay maximum up to Rs.25,000/- per month.
- c) The duration of additional charge shall not normally exceed six month.
- d) No additional remuneration will be admissible if the additional charge is held for a period of less than one month.
- e) The Rector shall be competent to grant additional charge of any vacant position of the Institute.
- f) Only those employees will be eligible for grant of additional charge who fulfill the eligible criteria for initial appointment of that post. Mere equivalence of pay scale will not be sufficient for the purpose.

- g) There shall be no relaxation in his own duties for performance of additional charge.
- h) Those faculty proceeded on special training mandatory after appointment in the Institute shall be paid fixed salary as per policy of the Institute in addition to stipend if any for the training period.
- i) Remuneration for additional charge will be reduced for a period spent on any kind of leave or absence except casual leave.

5. Fee

Separate rules for faculty on consultancy, projects, establishing a company, technology park, business etc will be devised as and when required by the Institute with the approval of Executive Council.

6. Retirement

- a) The age of retirement of the regular faculty shall be 60 (Sixty) years.
- b) An employee shall have the option of seeking voluntary/premature retirement on completion of 25 years satisfactory qualifying service.
- c) The cases of premature retirement of the employees who are under suspension or facing departmental proceeding shall be decided by the Executive Council on case to case basis.

7. Suspension/ Termination/Re-instatement

- a) Subject to review of relevant rules and orders, an employee under suspension is entitled to subsistence grant, comprising of full pay and allowances last drawn by him immediately before his suspension, and all other benefits and facilities enjoyed by him as part of his service conditions prior to such suspension except additional charge allowance which will cease automatically on issuance of suspension order.
- b) In case an employee is convicted by Court of Law his service will be dispensed with immediately and will be treated as dismissed from service.
- c) Where an employee, who has been dismissed or removed from service on disciplinary grounds is reinstated, he will be paid full pay & allowances to which he would have

been entitled if he had not been dismissed or removed except conveyance allowance and such period will be treated as on duty. However he will submit an affidavit that he was not involved in any kind of profitable business, employment or activity during this period, if so such income will be reduced from the salary of that period.

- d) In all above cases no earned leave shall be accumulated for the absence period
- e) Appointing authority may suspend any faculty of the Institute.

8. Resignation/Relieving from Institute

- a) A regular faculty desirous of resigning from service shall give a prior notice of 90 days. For all other faculty as provided in his contract of service:
- b) Provided that in case of failure to give notice, the employee shall forfeit to the Institute the emoluments of the period of the notice.
- c) Provided further that if the Institute terminates the services of a faculty, due to retrenchment of post or otherwise, it shall also give him a likewise notice, or in lieu thereof, shall pay him emoluments for the notice period.
- d) All the regular faculty who have applied through proper channel in other organization if selected shall be relieved and their notice period shall be considered as waived off.
- e) No application for appointment through proper channel of the regular faculty or NOC to contract faculty shall be issued if the employee is facing disciplinary action.
- f) No request for forwarding application through proper channel or issuance of NOC will be rejected without any cogent reason

9. Increment

All the faculty placed in special pay scale shall be admissible annual increment on 1st of December each year subject to fulfillment of the following conditions.

- (i) He has at least 06-month service during that year in the Institute in the same pay scale.
- (ii) The increment has not been held on the result of enquiry.
- (iii) Annual increment shall not be allowed to faculty who are on any kind of leave till their rejoining and will be allowed increment retrospectively unless or until specifically mentioned in the joining order.

- (iv) Annual increment will not be admissible during suspension of the employee however on event of his restoration he will be allowed increment retrospectively unless or until specifically mentioned in the restoration order.

10. Appeal or Representation

- a) An appeal, or application for review shall be made within 15 working days of the order to the next higher authority which passed the order
- b) All authorities except Executive Council and Board of Governors to whom the appeal has been made will decide in 90 days.
- c) The earlier order shall remain in place until or unless repealed by the appealing authority.
- d) No appeal or representation against the orders of Board of Governors shall be made.

11. Performance-based increments

The Rector may award additional annual increment (s) on performance basis to any faculty member at the end of the year effective from 1st January of the ensuing year on the recommendation of the Committee constituted for the purpose. However these increments will not be part of basic pay and will be reviewed every year.

12. Performance Evaluation

- a) Annual performance evaluation report of the faculty shall be maintained by the Establishment Directorate.
- b) Annual Performance Evaluation Reports of faculty shall be written by the concerned Chairman/HoD and countersigned by the Dean.
- c) Annual Performance Evaluation Reports of Chairman/HoD of the faculty department shall be written by the concerned Dean and countersigned by the Rector.
- d) The Annual Performance Evaluation Reports of the Dean will be written and countersigned by the Rector.

13. CONTRIBUTORY PROVIDENT FUND

The Institute shall have a Contributory Provident Fund Scheme for its regular faculty. The faculty and the Institute each will contribute 10% of the employee's monthly

basic pay to the Fund provided that for the management/investment of funds, the Executive Council may make rules.

14. **GRATUITY FUND**

There shall be a gratuity Fund operated by the Institute. The Institute shall contribute 13th salary i.e equal to one-month gross salary in respect of every regular faculty on 1st January every year. The regular faculty at the time of retirement or leaving the Institute will be paid Gratuity equal to one month gross salary (last drawn) for every complete year however in the last year of service, the period of six month service or more shall stand for a year, This relaxation will not be applicable if the employee is removed or dismissed from service or forced to retire after facing disciplinary action. All those regular faculty who joined Institute from other departments with transfer of pension contribution for their service in previous department will also count for payment of gratuity at the time of retirement. Gratuity payment will be applicable on compulsory retirement but not applicable in case of removal or dismissal from service or if the reckonable service is less than 05 years. It is further stated that if the employee is holding additional charge at the time retirement, the additional charge allowance will not be included in the gross salary for payment of gratuity. All the faculty appointed on Teaching Track (Professorial Ranks) will also be paid gratuity equal to one month basic pay for every completed year or as mentioned in the contract agreement.

15. **Powers and Duties of Faculty**

A separate rules regarding Powers and duties of faculty members other than those mentioned in the Act where necessary will be made with the approval of Academic Council.

16. **Organogram of faculty**

Organogram of faculty will be issued with the approval of Rector

(Chapter-3)

SERVICE STATUTES

OF

MANAGEMENT OFFICERS

These Service Statutes will be applicable for all administrative officers of the Institute appointed on regular basis.

TERMS & CONDITIONS FOR APPOINTMENTS OF ADMINISTRATIVE OFFICERS

1- Appointment

All the positions of Administrative Officers (SPS-11 to 15) of the Institute shall be filled through following appointment methods subject to fulfillment of eligible criteria mentioned in the respective Schedules:-

- a. Appointment through initial recruitment
- b. By Transfer
- c. By Deputation

In addition to eligibility criteria, the following other terms & conditions shall also be observed while filling the administrative positions of the Institute.

2- All the appointments shall be made subject to availability of vacancy through due process.

3- The conduct of written test for initial appointments up to SPS 12 shall be mandatory.

4- If an employee joins the Institute on regular basis from other Government organization, through proper channel or after resignation from his regular service, his pay shall be fixed not less than that last drawn and the period of such part of service shall count towards pension/gratuity and annual increments/leave etc subject to transfer of Pension Contribution from the previous employer where he was a regular employee or deposited by the employee.

5- The competent authority may make appointment by transfer/absorption of a regular employee on any budgeted post of the Institute who is working in the Institute on deputation basis for last 02 years and fulfills the eligibility criteria and other terms and conditions set forth for initial appointment of that post. The joining on appointment by transfer/absorption will only take effect if the employee has obtained NOC from previous employer or shall resign from previous regular service. The previous regular service shall count for all purposes subject to transfer of Pension Contribution from the previous employer or deposited by the employee.

6- If any administrative post is filled through deputation, the incumbent should be a regular officer of the lending department and also meet the eligibility criteria for initial appointment of that post.

- 7- In entering the service of the Institute, every employee shall submit an affidavit of his non-alignment with any political activity and politics and shall submit such declaration of secrecy and fidelity as may be prescribed by the Institute.
- 8- No pay or service protection for the employees who previously served on contract basis and join new service on regular basis.
- 9- Appointment in the Institute shall be conditional upon verification of personal data and of certificates of service, qualifications, antecedent, character etc.
- 10- Only regular service will be counted for eligibility if the appointment is made by transfer.
- 11- All the employees appointed through due process during project mode of the Institute shall be the employees of the Institute without detriment to their service or pay on completion of the project phase and approval of the competent forum after expiry of the project shall be obtained.
- 12- Every person on his first appointment in the Institute shall submit a medical certificate of health.
- 13- Maximum age limit for initial appointment of administrative officers shall be 50 years.
- 14- All those employee who submit application will furnish a certificate with the application that no disciplinary action is in process against him in any organization. If so his application will not be entertained.
- 15- The applicant will submit a certificate that he has not been dismissed from service or convicted through any Court of Law with his application if so his application will not be entertained.

2. PROOF OF AGE/AGE LIMIT

- (a) The Secondary School Examination Certificate of an employee shall be the conclusive proof of age.
- (b) If the Secondary School Examination Certificate is not available as a proof of age, the date mentioned in the CNIC shall be placed on record and shall be final for all purposes.
- (c) 1st July shall be considered where only year is mentioned as a proof of age
- (d) Where only month with year is mentioned then 16th of that month will be considered as proof of age.

3. Probation/Confirmation

- (a) Probation, in the case of all appointments to a permanent post in the Institute shall be for a period of one year, extendable for further two years.
- (b) On successful completion of the period of probation of an employee, the Appointing Authority will terminate his probation through written order and if no such order issued within one month after completion of the probation period, it will deem that probation period has been terminated automatically.
- (c) If the work or conduct of the employee has, in the opinion of such authority, not been satisfactory, then:-
 - (i) It may, notwithstanding that the period of probation has not expired, can terminate his service.
 - (ii) If the employee was holding another regular post in the Institute before his appointment, on failing to clear his probation, he may be reverted to his former post
 - (iii) If the former post has been filled then it will be decided by the Executive Council to consider the adjustment of the employee on another similar post in the Institute or otherwise.
 - (iv) If the employee had joined outside the Institute through proper channel then he will be relieved to his former employer without considering whether the former employer accepts his rejoining or not
- (d) No adjustment of an employee of the Institute or outside the Institute if he was holding contract position before joining regular basis.
- (e) All employee shall be on probation irrespective of probation period until he successfully completes such training, course, or research assignment, or qualifies such test, as was applicable at the time of his appointment to the post where applicable.
- (f) All such employees who are required special course or training on their initial appointment and paid fixed salary or stipend, the period of such training/course will count towards regular service or fixation of pay in special pay scales.

4. Seniority

The seniority inter se of employees (appointed to a cadre or post) shall be determined as under:

- (i) In the case of persons appointed by initial appointment, in accordance with the order

of merit assigned by the Selection Board/Committee; provided that persons selected for appointment to a post in an earlier selection shall rank senior to the persons selected in a later selection; and

- (ii) Seniority in various cadres of employees appointed by initial recruitment vis-a-vis those appointed otherwise if their dates are the same, the person appointed otherwise shall rank senior to the person appointed by initial recruitment.
- (iii) When more than one employee join the Institute on initial appointment on the same day then their seniority will be fixed on the basis of merit list. In case of tie in the merit, senior in age will be senior in the seniority.

5. Lien

No employee of the Institute will be entitled for any kind of lien.

6. Transfers

The Rector can transfer any employee from one post to another, within the Institute, in the same pay scale and speciality; provided that such employee does not suffer a loss in monthly salary by such transfer however his seniority will remain intact in his own cadre.

7. Bar to Engage in Other Employment

An employee shall not, except with the prior permission of the competent authority in writing, engage in any other activity subject to condition that his official duty shall not suffer.

8. Pay

- a) Notwithstanding anything to the contrary, contained in the Statutes, all the regular employees shall be placed in the Special Pay Scales and shall be governed by the conditions mentioned in the statutes.
- b) An increment in the pay scales shall ordinarily be drawn as a matter of course, unless it is withheld under the Efficiency and Discipline grounds.
- c) An employee appointed to hold charge of an other post in addition to his own duties, shall be entitled to additional remuneration as under:
 - (i) Where an employee is assigned the additional charge of sanctioned post and discharges full duties of that post, he shall be allowed monthly additional

charge allowance @ 20% of basic pay maximum up to Rs.25,000/- per month of the substantive post he is holding.

- (ii) The duration of additional charge shall not normally exceed six months.
 - (iii) No additional remuneration will be admissible if the additional charge is held for a period of less than one month.
 - (iv) Remuneration for additional charge will be reduced for a period spent on any kind of leave or absence except casual leave.
 - (v) Those officers proceeded on special training mandatory after appointment in the Institute shall be paid fixed salary as per policy of the Institute in addition to stipend if any for the training period.
- d) The Rector shall be competent to grant additional charge of any vacant position of the Institute.
- e) Only those employee will be eligible for grant of additional charge who fulfill the eligibility criteria for initial appointment of that post however age limit will be relaxed.
- f) The grant of additional charge of the lower post in the same cadre will not be admissible.
- g) In case of grant of additional charge, the official will be eligible for other perks and privileges of that post except vehicle (if any).
- h) The employee on deputation will be paid salary as per emoluments of the Institute along with deputation allowance or any other allowance which is covered under the statutes of the Institute

9. Fee

An Appointing Authority may permit an employee to perform a specified service or series of services for a private person, or body, or for a public body including a body administering a local fund, or for Government, or for a national/international agency, and to receive as remuneration for it a non-recurring or recurring fee, if it is satisfied that this can be done without detriment to his normal duties. Provided that a portion of any fee paid to the employee as per policy of the Institute shall be credited to the Institute fund @ 50%.

10. Retirement

- i) The age of retirement of the administrative employees shall be sixty years.

- ii) An employee shall have the option of seeking voluntary/premature retirement on completion of 25 years satisfactory qualifying service.
- iii) The Rector shall be approving authority for the retirement cases of the officers.
- iv) The cases of voluntary/premature retirement of the employees who are under suspension or facing departmental proceeding will be decided by the Executive Council on case to case basis.

11. Suspension/ Termination/Re-instatement/Re-joining

- i) Subject to review of relevant rules and orders, an employee under suspension is entitled to subsistence grant, comprising of full pay and allowances last drawn by him immediately before his suspension except other benefits and facilities enjoyed by him as part of his service conditions prior to such suspension.
- ii) The additional charge allowance will cease automatically on issuance of suspension order.
- iii) An employee committed to prison or confined in the custody of security agencies shall be considered as under suspension and salary will be stopped so long as he is so committed and if released or acquitted, his absence from duty shall be approved as any kind of leave and payment will be released accordingly
- iv) In case an employee is convicted by Court of Law his service will be terminated immediately and will be treated as dismissed from service.
- v) Where an employee, who has been dismissed or removed from service on disciplinary grounds is reinstated, he will be paid full pay & allowances to which he would have been entitled if he had not been dismissed or removed except conveyance allowance and such period will be treated as on duty. However he will submit an affidavit that he was not involved in any kind of profitable business, employment or activity during this period, if so such income will be reduced from the salary of that period.
- vi) When an employee remained out of the duty for reason not covered in above sections then his case for rejoining will be presented in the Executive Council for decision. The fate of absence period will also be decided by this forum.
- vii) Appointing authority can suspend any officer of the Institute on the recommendation of the Rector.

- viii) In all above cases no earned leave shall be accumulated for the absence period
- ix) During suspension the employee will be at service pool of the Institute under Establishment Department if needed.

12. Resignation/Relieving from Institute

- i) An employee desirous of resigning from service shall give a prior notice of 45 days
- ii) Provided that in case of failure to give notice, the employee shall forfeit to the Institute the emoluments of the period of the notice.
- iii) Provided further that if the Institute terminates the services of the officer, due to retrenchment of post or otherwise, it shall also give him a likewise notice, or in lieu thereof, shall pay him emoluments for the notice period.
- iv) All the regular officers who have applied through proper channel in other organization if selected shall be relieved and their notice period shall be considered as waived off.
- v) No application for appointment through proper channel of the regular officer or NOC to shall be issued if the employee is facing disciplinary action.
- vi) No request for forwarding application through proper channel or issuance of NOC will be rejected without any cogent reason

13. Retrenchment

When a regular employee is required to be retrenched, on the abolition of his budgeted post with the approval of Executive Council, the incumbent will be adjusted to another same scale or lower post subject to availability and eligibility and his basic pay will be protected. In such cases the incumbent adjusted in the lower or the same scale post will be placed at bottom in the seniority by the Executive Council.

14. Increment

All the regular employees will be admissible annual increment on 1st of December (payable on 1st January) each year subject to fulfillment of the following conditions.

- i) The employee has at least 06 month service during that year i.e up to 30th November in the same scale
- ii) The increment has not been held on the result of enquiry.

- iii) Annual increment will not be allowed to employees who are on any kind of leave till their rejoining and will be allowed increment retrospectively unless or until specifically mentioned in the joining order.
- iv) Annual increment will not be admissible during suspension of the employee however on event of his restoration he will be allowed increment retrospectively unless or until specifically mentioned in the restoration order.
- (v) Subject to admissibility, the increment to employees working on fixed pay will be allowed on completion of every year at prescribed rates.

15. Appeal or Representation

- a. An appeal, or application for review shall be made within 15 working days of the order to the next higher authority which passed the order.
- b. All authorities except Executive Council and Board of Governors to whom the appeal has been made will decide in 90 days.
- c. The earlier order shall remain in place until or unless repealed by the appealing authority.
- d. No appeal or representation against the orders of Board of Governors shall be made.

16. Performance Evaluation

- a) Annual performance evaluation report of the officers shall be maintained by the Establishment Directorate separately for the regular and contract employees.
- b) Annual Performance Evaluation Report of the Administrative employees in SPS-11 to SPS-13 shall be written by the Heads of Departments under whose administrative control they are working and record their performance as part of the Performance Evaluation Report and countersigned by the next higher authority in the line of cadre.
- c) Annual Performance Evaluation Reports of all Administrative officers in SPS-14 and above shall be written and countersigned by the Rector.
- d) The Performance Evaluation Reports shall be completed by the end of January each year. Any adverse remarks shall also be communicated to the concerned employee by the Establishment Directorate who maintains the record of PERs.
- e) The minimum period for writing performance evaluation report under one officer will be at least 90 days service. In case the official served under more than one officer during the calendar year and period of service under each officer is less than 90 days then his PER will be written by his countersigning officer in light of performance reports submitted by the

each officer of his period and will be countersigned by the next higher authority.

f) The proforma for evaluation report will be designed by the Institute as per requirement of performance indicators.

17 Award of Higher Scale.

All the administrative officers of SPS-14 shall be granted personal scale of SPS-15 on completion of 07 years regular satisfactory service in SPS-14 in the Institute subject to recommendation of Selection Board and approval from Executive Council.

18. CONTRIBUTORY PROVIDENT FUND

- a) The Institute shall have a Contributory Provident Fund Scheme for its regular employees.
- b) The regular employee and the Institute each will contribute 10% of the employee's monthly basic pay to the Fund provided that for the management/investment of funds, the Executive Council may make rules..

19. GRATUITY FUND

There shall be a Gratuity Fund operated by the Institute. The Institute shall contribute 13th salary i.e equal to one month gross salary in respect of every regular employee on 1st January every year. The regular employee at the time of retirement or leaving the Institute will be paid Gratuity equal to one month gross salary (last drawn) for every complete year however in the last year of service, the period of 06 month service or more shall stand for a year. This relaxation will not be applicable if the employee is forced to retire after facing disciplinary action. All those regular employees who joined Institute from other departments with transfer of pension contribution, their service in previous department will also count for payment of gratuity at the time of retirement. Gratuity payment will be applicable on compulsory retirement but not applicable in case of removal or dismissal from service or if the reckonable service is less than 05 years. It is further stated that if the employee is holding additional charge at the time of retirement, the additional charge allowance will not be included in the gross salary for payment of gratuity.

20. Honorarium

Rector can approve one honorarium equal to one month basic pay for the employees of the Institute in a financial year, the over and above this, the authority rest with Executive Council for performance based.

21. Powers and Duties of staff and officers

A separate policy regarding Powers and duties of officers other than those already mentioned in the Act/first statutes of Act where necessary will be made with the approval of Executive Council.

22. Organogram of Administrative Officers

Organogram of administrative officers and staff will be issued with the approval of Executive Council.

(Chapter-4)
Service Statutes of Support Staff

These Service Statues shall be applicable for all regular supporting staff of the Institute

TERMS & CONDITIONS OF APPOINTMENTS OF SUPPORTING STAFF

1. Appointment

All the regular positions of Supporting Staff (SPS-01 to 10) of the Institute shall be filled through initial recruitment only subject to fulfillment of eligible criteria mentioned in the respective Schedules:-

In addition to eligibility criteria, the following other terms & conditions will also be observed while filling the administrative positions of the Institute.

- a) Appointments on all posts to be filled through initial appointment in SPS-1 to 10 shall be made on the basis of advertisement appearing in at least two leading newspapers (one Urdu & one English) circulated at the national level as well as on website of the Institute followed by interviews and/or tests in the prescribed manner.
- b) All the appointments on regular basis shall be made subject to availability of vacancy through proper procedure.
- c) The conduct of written test for initial appointments of staff (SPS-01 to 10) shall be mandatory.
- d) If an employee joins the Institute on regular basis from other Government organization through proper channel, his pay shall be fixed not less than that last drawn and the period of such part of service shall count towards his pension/gratuity and annual increments etc subject to transfer of Pension Contribution from the previous employer where he was a regular employee or deposited by the employee.
- e) All the employees appointed through due process during project mode of the Institute shall be the employees of the Institute without detriment to their service or pay on completion of the project phase.
- f) In entering the service of the Institute every employee shall submit an affidavit of his non-alignment with any political activity and politics and shall submit such declaration of secrecy and fidelity as may be prescribed by the Institute.
- g) No pay or service protection for the employees who previously served on contract basis and join new service on regular basis.
- h) Appointment in the Institute shall be conditional upon verification of personal data and of certificates of service, qualifications, antecedent, character etc.

- i) No person shall be appointed to a post in the Institute without a medical certificate of health.
- j) Maximum age limit for initial appointment of administrative staff will be 45 years.
- k) Minimum age limit for all kinds of appointments in the Institute will be 18 years.
- l) All those employee who apply for the post will furnish a certificate with the application that no disciplinary action is in process against the employee in any organization. If so his application will not be entertained.
- m) The applicant will submit a certificate that he has not been dismissed/removed from service or convicted through any Court of Law with his application if so his application will not be entertained.

2. PROOF OF AGE/AGE LIMIT

- (a) The Secondary School Examination Certificate of an employee shall be the conclusive proof of age.
- (b) If the Secondary School Examination Certificate is not available as a proof of age, the date mentioned in the CNIC shall be placed on record and shall be final for all purposes.
- (c) 1st July will be considered where only year is mentioned as a proof of age
- (d) Where only month with year is mentioned then 16th of that month will be considered as proof of age.

3. Probation/Confirmation

- a) Probation, in the case of all appointments to a permanent post in the Institute shall be for a period of one year, extendable for further two years.
- b) On successful completion of the period of probation of an employee, the Appointing Authority will terminate his probation through written order and if no such order issued within one month after completion of the probation period, it will deem that probation period to has been terminated automatically.
- c) If the work or conduct of the employee has, in the opinion of such authority, not been satisfactory, then:-
 - i) It may, notwithstanding that the period of probation has not expired, can terminate his service.
 - ii) If the employee was holding another regular post in the Institute before his appointment, on failing to clear his probation, he shall be reverted to his former post

- iii) If the former post has been filled then it will be decided by the Rector to consider the adjustment of the employee on another similar post in the Institute or otherwise.
- iv) If the employee had joined from outside the Institute through proper channel then he will be relieved to his former employer without considering whether the former employer accepts his rejoining or not
- v) No adjustment of an employee of the Institute or outside the Institute if he was holding contract position before joining regular basis.
- d) All employee shall be on probation irrespective of probation period until he successfully completes such training, course, or research assignment, or qualifies such test, as was applicable at the time of his appointment to the post where applicable.
- e) All such employees who are required special course or training on their initial appointment and paid fixed salary or stipend, the period of such training/course will count towards regular service or fixation of pay in special pay scales.

4. Seniority

The seniority inter se of employees (appointed to a cadre or post) shall be determined as under:

- (i) In the case of persons appointed by initial appointment, in accordance with the order of merit assigned by the Selection Committee; provided that persons selected for appointment to a post in an earlier selection shall rank senior to the persons selected in a later selection; and
- (ii) When more than one employee join the Institute on initial appointment on the same day then their seniority will be fixed on the basis of merit list. In case of tie in the merit, senior in age will be preferred.

5. Lien

No lien will be admissible to any employee of the Institute

6. Transfers

- a. The Rector can transfer any employee from one post to another, within the Institute, in the same pay scale; provided that such employee does not suffer a loss in monthly salary by such transfer however his seniority will remain intact in his own cadre.

- b. The Rector can re-designate the regular employees up to SPS-10 in same scale on their request if he fulfills the eligibility criteria for the desired post but shall be placed at bottom of the seniority in that cadre.

7. Bar to Engage in Other Employment

An employee shall not, except with the prior permission of the competent authority in writing, engage in any other activity subject to condition that his official duty will not suffer.

8. Pay

- i) Notwithstanding anything to the contrary, contained in the Statutes, all the regular employees shall be placed in the Special Pay Scales and shall be governed by the conditions mentioned in the statutes.
- ii) An increment in the pay scales shall ordinarily be drawn as a matter of course, unless it is withheld under the Efficiency and Discipline grounds.
- iii) Support staff shall neither be entitled to hold charge of an additional post nor shall be paid additional remuneration.

9. Retirement

- i) The age of retirement of the administrative employees shall be sixty years.
- ii) An employee shall have the option of seeking voluntary/premature retirement on completion of 25 years satisfactory qualifying service.
- iii) The Rector shall be approving authority for the retirement cases of staff.
- iv) The cases of voluntary/premature retirement of the employees who are under suspension or facing departmental proceeding will also be decided by the Rector on case to case basis.

10. Suspension/ Termination/Re-instatement/Re-joining

- i) Subject to review of relevant rules and orders, an employee under suspension is entitled to subsistence grant, comprising of full pay and allowances last drawn by him immediately before his suspension except other benefits and facilities enjoyed by him as part of his service conditions prior to such suspension.
- ii) An employee committed to prison or confined in the custody of security agencies shall be considered as under suspension and salary will be stopped so long as he is so committed and if released or acquitted, his absence from duty shall be approved as any kind of leave and payment will be released accordingly

- iii) In case an employee is convicted by Court of Law his service will be terminated immediately and will be treated as dismissed from service.
- iv) Where an employee, who has been dismissed or removed from service on disciplinary grounds is reinstated, he will be paid full pay & allowances to which he would have been entitled if he had not been dismissed or removed except conveyance allowance and such period will be treated as on duty. However he will submit an affidavit that he was not involved in any kind of profitable business, employment or activity during this period, if so such income will be reduced from the salary of that period.
- v) When an employee remained out of the duty for reason not covered in above sections then his case for rejoining will be presented in the Executive Council for decision. The fate of absence period will also be decided by this forum.
- vi) In all above cases no earned leave shall be accumulated for the absence period
- vii) Rector can suspend any employee of the Institute on the recommendation of concerned HoD.

11. Resignation from Service

- i) An employee desirous of resigning from service shall give a prior notice of 30 days. Provided that in case of failure to give notice, the employee shall forfeit to the Institute the emoluments of the period of the notice.
- ii) Provided further that if the Institute terminates the services of the employee, due to retrenchment of post or otherwise, it shall also give him a likewise notice, or in lieu thereof, shall pay him emoluments for the notice period.
- iii) All the regular staff who have applied through proper channel in other organization if selected shall be relieved and their notice period shall be considered as waived off.
- iv) No application for appointment through proper channel of the regular staff or NOC to shall be issued if the employee is facing disciplinary action.
- v) No request for forwarding application through proper channel or issuance of NOC will be rejected without any cogent reason

12. Retrenchment

When a regular employee is required to be retrenched, on the abolition of his budgeted post with the approval of Executive Council, the incumbent will be adjusted to another same scale or lower post subject to availability and eligibility and his basic pay will

be protected. In such cases the incumbent adjusted in the lower or the same scale post will be placed at bottom in the seniority.

13. Increment

All the regular employees will be admissible annual increment on 1st of December (payable on 1st January) each year subject to fulfillment of the following conditions.

- i) The employee has at least 06 month service during that year i.e up to 30th November in the same scale
- ii) The increment has not been held on the result of enquiry.
- iii) Annual increment will not be allowed to employees who are on any kind of leave till their rejoining and will be allowed increment retrospectively unless or until specifically mentioned in the joining order.
- iv) Annual increment will not be admissible during suspension of the employee however on event of his restoration he will be allowed increment retrospectively unless or until specifically mentioned in the restoration order.
- v) Subject to admissibility, the increment to employees working on fixed pay will be allowed at prescribed rates.

14. Appeal or Representation

- i) An appeal, or application for review shall be made within 15 working days of the order to the next higher authority which passed the order.
- ii) All authorities except Executive Council and Board of Governors to whom the appeal has been made will decide in 90 days.
- iii) The earlier order shall remain in place until or unless repealed by the appealing authority.
- iv) No appeal or representation against the orders of Board of Governors shall be made.
- v) Provided that any provision as regards the terms and conditions of employment of persons in general or in comparable employment notwithstanding the service of persons employed by the Institute shall be entirely governed by the terms and conditions prescribed by the relevant Statutes.

15. Performance Evaluation

- i) Annual performance evaluation report of the staff shall be maintained by the Establishment Directorate. The views in respect of work and conduct of an employee shall

be recorded annually in his PERs by the Head of Department/Sectional Head.

- ii) The annual performance report of staff up to SPS-10 will be written by their respective officer and will be countersigned by the next higher authority.
- iii) The Performance Evaluation Reports shall be completed by the end of January each year. Any adverse remarks shall also be communicated to the concerned employee by the Establishment Directorate who maintains the record of PERs.
- iv) The minimum period for writing performance evaluation report under one officer will be at least 90 days service. In case the official served under more than one officer during the calendar year and period of service under each officer is less than 90 days then his PER will be written by his countersigning officer in light of performance reports submitted by the each officer of his period and will be countersigned by the next higher authority.
- v) The proforma for evaluation report will be designed by the Institute as per requirement of performance indicators.

16 Award of Higher Scale.

All the regular supporting staff serving in SPS-01 to 10 will be granted one pay scale up on completion of every 10 years satisfactory service in the same scale (maximum up to 02 scales) subject to recommendation of Selection Committee and approval from Rector.

17. CONTRIBUTORY PROVIDENT FUND

- i) The Institute shall have a Contributory Provident Fund Scheme for its regular employees.
- ii) The regular employee and the Institute each will contribute 10% of the employee's monthly basic pay to the Fund provided that for the management/investment of funds, the Executive Council may make rules.

18. GRATUITY FUND

There shall be a Gratuity Fund operated by the Institute. The Institute shall contribute 13th salary i.e equal to one month gross salary in respect of every regular employee on 1st January every year. The regular employee at the time of retirement or leaving the Institute will be paid Gratuity equal to one month gross salary (last drawn) for every complete year however in the last year of service, the period of 06 month service or more shall stand for a

year. This relaxation will not be applicable if the employee is forced to retire after facing disciplinary action. All those regular employees who joined Institute from other departments with transfer of pension contribution, their service in previous department will also count for payment of gratuity at the time of retirement. Gratuity payment will be applicable on compulsory retirement but not applicable in case of removal or dismissal from service or if the reckonable service is less than 05 years.

19. Honorarium

Rector can approve one honorarium equal to one month basic pay for the employees of the Institute in a financial year, the over and above this, the authority rest with Executive Council.

(Chapter-5)

Service Rules for Contract Employees

1) Short title, Commencement and Application:

- i) These Rules may be called the service rules for appointment of contract Staff
- ii) These rules shall come into force at once.
- iii) These Rules shall apply to the staff paid from contingencies or on work charged basis or persons employed occasionally for consultancy or on part-time basis or on fixed term contract whose appointments are governed by the letters of their appointment.

2) Definition:

- i) “Contingent staff” means the staff hired by the Rector for specific task or for a specific period including work charge and part time paid on daily wages basis.
- ii) “Competent Authority”: means Rector of the Institute for all purposes.
- iii) “Consultancy” means hiring services of an incumbent having expertise in a particular field, before or after superannuation, for a specific period and for a specific purpose.
- iv) “Internal Hiring Committee” means the committee responsible for hiring staff on fixed term contract basis, Consultancy etc.
- v) “Fixed term Contract” means the appointment made against the budgeted post by the Rector on the recommendation of the Internal Hiring Committee under specific agreement for a fixed period not exceeding one year;

3) Appointment on Fixed Term Contract of Staff:

- i) A request for appointment of fixed term appointment of staff/consultancy may be initiated by the section head concerned to Director Establishment.
- ii) The Director Establishment with the approval of Rector will initiate the process of hiring through advertisement or head hunting basis.
- iii) All appointments against positions of SPS 11 and above made under rule 10 (05) of the Act shall be reported to the Executive Council in its next meeting.

4) Internal Hiring Committee:

The Internal Hiring Committee shall be responsible for processing of applications and conducting interviews or test or the both as may be decided by the competent authority for fixed term contract hiring of the staff.

The Committee shall consist of the following:-

1	Director Establishment of the Institute	Chairman
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2	One faculty member to be nominated by the Rector	Member
3	One subject/area experts to be nominated by the Rector on need basis	Member
4	Concerned Section/Department Head	Member

5) Restriction Clause:

- (a) Incumbent (s) hired under these rules shall neither claim regularisation at any stage nor shall the Institute regularise such incumbent (s).
- (b) The contract employees will be paid fixed salary (all inclusive).
- (c) No pension gratuity, seniority, lien, pay or service protection will be admissible to the contract employee.
- (d) 15 days casual leave in a year will be admissible to the contract employee
- (e) If the contract employee is hired against any budgeted post, he shall be required to meet eligibility criteria as set forth for the regular positions in the statutes
- (f) All the contingency staff will be hired on daily wages basis.
- (g) All terms & conditions for the contract hiring mentioned in the offer letter will be accepted by the individual before joining the Institute.
- (h) There shall be no extension in contract service beyond expiry of one year.
- (i) All positions carrying market based salary will be reported to Executive Council in its very next meeting.
- (j) The incumbent will not be granted charge of the post carrying additional remuneration.
- (k) Female contract employee will be admissible special leave for 130 days and maternity leave for 90 day with pay or till the completion of contract period whichever is earlier.
- (l) Any other condition with the approval of Executive Council.

(Chapter-6)

LEAVE RULE

1- Short Title, Commencement and application

- (1) These rules may be called as the Pak-Austria Fachhochschule: Institute of Applied Sciences and Technology leave rules.
- (2) They shall come into force at once
- (3) These shall be applicable to all administrative employee/faculty serving in the Institute on regular or deputation basis.

2. Admissibility of Leave

All employee shall be granted leave in accordance with these Statutes provided that leave will depend on the exigencies of service.

- (a) Leave applied for shall be expressed and sanctioned, in terms of days.
- (b) Leave applied on medical grounds shall not be refused ordinarily, provided that the Competent Authority to sanction the leave, may at its discretion, secure a second medical opinion to have the applicant medically examined.
- (c) Holidays falling within the period of any kind of leave shall be counted as leave. They may be prefixed or suffixed to the leave with the permission of the sanctioning authority.
- (d) An employee may apply for any type of leave which is due and admissible to the employee and it shall not be refused on the ground that another type of leave should be taken in the particular circumstances.
- (e) One type of leave may be combined with joining time or with any other type of leave otherwise admissible to the employee, provided sabbatical leave and casual leave shall not be combined with any kind of leave.
- (f) No leave shall be availed unless it is expressly granted, except leave applied for under emergent circumstances and so proved to the satisfaction of the sanctioning authority.
- (g) It shall be the duty of the applicant to make sure that the leave applied for has expressly been sanctioned. While proceeding on leave except causal leave, he shall submit departure report and hand over the charge of his post. A report to this effect shall be sent through his immediate officer to the Establishment Directorate. It shall also be the duty of the employee to leave behind all papers, cash and keys in his custody in the manner determined by his immediate officer. An employee on return from leave shall report for duty to the authority that sanctioned his leave and copy of

this joining report will also be sent to Finance Directorate for continuation of salary process.

- (h) Leave applied for must be on the prescribed form stating the kind of leave required. In addition, medical certificate issued by Authorized Medical Officer will be submitted, in case leave on medical grounds is required. Application shall be submitted sufficiently in advance of the date from which leave is sought to be availed.
- (i) Application for leave shall be submitted to the immediate officer, who shall forward the same to the Establishment Directorate, along with his remarks and the arrangements proposed during the absence of the applicant, if the period of leave applied for is more than a week.
- (j) Leave account in respect of each Employee shall be maintained as a part of his Service Book/File in the Establishment Directorate, in such form, as may be prescribed by the Institute.
- (k) Leave may be granted retrospectively by the Competent Authority in special circumstances.
- (l) An employee compulsorily retired, removed or dismissed under disciplinary action, the balanced leave at his credit shall cease to be availed or encashed.
- (m) Pay admissible during leave on full pay shall be based on last pay drawn.
- (n) Instead of indicating whether leave starts or ends in the forenoon, leave may commence from the day following on which an employee hands over the charge of the post and will end on the day preceding the day on which he resumes duty.
- (o) Conveyance allowance will not be admissible during any kind of leave except casual leave.
- (p) The Establishment Directorate will issue orders for grant of all kinds of leave except casual leave

3. Competent Authority

- a) The Rector, on recommendation of the concerned Head of department or Dean as the case may be shall grant leave (other than casual leave and study leave) to the administrative officers/faculty of the Institute.
- b) The Director Establishment, on recommendation of the concerned Head of department shall grant leave (other than casual leave and study leave) to the supporting staff of the Institute.

- c) Chairman or Head of departments shall grant casual leave to their subordinates.
- d) All kinds of leave (except study leave) to HoDs/Dean shall be granted by the Rector.

4. Casual Leave

All employees shall be entitled to casual leave for **10 days** in a calendar year. Casual leave may not be granted for more than 5 days at one time. It shall not be combined with any leave or joining time. It may be prefixed or suffixed to a closed or optional holiday. It shall not be credited to the leave account of the Employee. Any balance not availed shall lapse on the termination of the calendar year. It shall not be claimed as matter of right. The record of casual leave will be maintained by the Head of each department.

5. Earning and Accumulation of Leave

- a) A regular employee shall earn leave only on full pay which shall be calculated at the rate of **two days** for every calendar month and credited to the leave account as "Leave on Full Pay". Duty period of 15 days or less in a calendar month being ignored and those of more than 15 days being treated as a full calendar month for the purpose. Period spent on any sort of leave (other than casual leave) shall not be treated as the period of duty rendered for the accumulation of leave.
- b) If an Employee proceeds on leave during a calendar month and returns from it during another calendar month and the period of duty in either month is more than fifteen days, the leave to be credited for both the incomplete months shall be restricted to one month.
- c) No payment in lieu of leave earned to an employee serving on deputation in the Institute or appointed in other organizations through proper channel shall be admissible however leave accumulated during service period in the Institute will be transferred to his parent or next department as the case may be without any financial impact.
- d) Transfer of earned leave of the regular employee of the institute during his posting in other organizations or of other regular employees appointed through proper channel will be entertained after adjustment of leave as per entitlement in the Institute.

6. Leave on Full Pay

- a. The maximum period of earned leave on full pay that may be granted at one time to the regular employee subject to availability of leave at his credit shall be as follow:

- i) Without Medical Certificate ----- 60 days
 - ii) With Medical Certificate ----- 120 days
- b. Medical leave shall be granted only on the production of Medical Certificate issued by the authorized medical officer as may be prescribed.

7. Leave on Half Pay

- a) Leave on full pay may at the option of the regular employee be converted into leave on Half Pay. The debit to the leave account will be at the rate of one day on full pay for every two days on half pay, fraction of one-half counting as one full day's leave on full pay.
- b) The request for conversion of leave referred to above shall be specified by the employee in his application for grant of leave.
- c) There shall be no limit on the grant of leave on half pay as long as it is available by conversion in the leave account.
- d) During leave on half pay only basic pay along with allowances applicable on running basic pay will be restricted to half and the other allowances will be admissible as per statutes of the Institute.

8. Study Leave

- a) Study Leave means leave granted with or without pay or on half pay to a regular employee for the purpose of pursuing higher education or study or research in a manner approved by the Institute.
- b) Study Leave shall be granted to a regular employee up to the age of 50 years for pursuing higher studies in side his leave account.
- c) The study leave shall be granted by the Executive Council on the recommendation of study leave committee.
- d) Study Leave may normally be granted to an employee for a maximum of 24 months for M.Phil/MS and to a maximum of 48 months for PhD Degree on year to year basis on the receipt of progress report from the advisor of the concerned scholar. Provided that in any case the period of study leave shall not exceed 48 months.
- e) During study leave the employee shall not engage himself in a regular job
- f) Before proceeding on study leave the employee shall execute a surety bond on stamp paper, with surety of two guarantors (Institute regular employee in SPS-11

or above) of known credibility and financial status to the effect that he will serve the Institute after successful completion of his studies for a period of 05 consecutive years in the case of M.Phil / MS Degree and 10 years in case of Ph.D. In case the scholar fails to join the Institute he shall pay an amount equal to the bond money, the fringe benefits, the total amount of scholarship received, the pay benefits, other payments received during the period of the study leave and a penalty to be fixed by the Executive Council.

- g) In case the scholar fails to successfully complete his studies, he shall pay the amount of the scholarship, fringe benefits, pay benefits, if any other payments received by him during the study period / leave and a penalty fixed by Executive Council. Such person shall immediately report for duties otherwise shall be liable for disciplinary action as per Employees Efficiency and Discipline Rules of the Institute.
- h) The period of study leave with pay shall be counted for earning annual increments when the employee re-joins the Institute after successful completion of his studies.
- i) An employee shall be allowed to retain residential accommodation allotted to him, provided his "family" actually resides in the residential accommodation.
- j) Any change in the course of study or field of research, or change of University, may be allowed by the Executive Council on the recommendation of supervisor and/or the university where he is studying or on his personal request as the case may be. However, it will be necessary to revalidate the study leave provided that the duration of his degree does not exceed the stipulated period.
- k) An employee on study leave shall submit his progress report through his supervisor annually to the his parent section or department of the Institute which will forward it to Establishment Directorate. In case of unsatisfactory report he shall be liable to be called back and all payments received by him shall be recovered.
- l) Applications for study leave shall be submitted up to 02 month prior to the date of departure.
- m) Study leave may be granted twice in the entire service but the total period will not exceed more than forty eight months.
- n) Study leave shall not be admissible to an employee against whom disciplinary proceedings are under process or has been penalised by the competent authority or any court of law.

- o) Study leave can be granted for Post Doctoral degree with the approval of Executive Council subject to availability of leave at his credit in addition to study leave
- p) No study leave will be granted to an employee serving on deputation in the Institute.

9. Extraordinary Leave (Without Pay)

- (i) The grant of extra-ordinary leave is subject to the condition that it can be granted without detriment to the business of the Institute.
- (ii) Extra-ordinary leave may be granted to an employee in special circumstances:-
 - a) When other leave is not admissible under these leave rules.
 - b) When other leave is admissible, but the employee concerned applies in writing for the grant of extra-ordinary leave.
 - c) The authority empowered to grant leave may commute retrospectively the period of absence without leave into extra ordinary leave.
 - d) No leave salary is admissible in the case of extra-ordinary leave.
 - e) EOL once sanctioned shall not be converted to other kind of leave unless warranted as such by a valid reason to be recorded in writing and got approved by the appointing authority.
- (iii) Extraordinary leave may be granted under special circumstances to a regular employee up to a maximum period of five years during the whole period of service in the Institute, provided that extra ordinary leave may be granted for two years if the employee has more than 05 years regular service but less than 10 years
- (iv) EOL may not be granted to the contract employee beyond the period of contract. His contract may not be extended just to accommodate further extension in the EOL.

10. Maternity Leave

- a) Maternity leave may be granted on full pay outside the leave account to a regular female employee to the extent of ninety days in all from the date of its commencement or sixty days from the date of her confinement, whichever is earlier.
- b) Maternity leave may be granted in continuation of or in combination with any other kind of leave including extraordinary leave as may be due and admissible to a female employee.
- c) The female employee will submit medical report with application of leave.

11. Special (Iddat) Leave

- a) A female employee on the death of her husband may be granted leave on full pay for a period not exceeding one hundred and thirty days.
- b) Such leave shall not be debited to her leave account.
- c) Such leave shall commence from the date of death of her husband and for this purpose she will have to produce death certificate issued by the Competent Authority either along with her application for special leave or, if that is not possible, the said certificate may be furnished to the leave sanctioning authority, separately.

12. Encashment of Leave upon Retirement

- a) An employee retiring from service on attaining the age of superannuation or after completing 25 years qualifying service shall be entitled for encashment of his un-availed leave period up to three hundred and sixty-five days.
- b) For the purpose of payment in lieu of such leave:-
 - (i) The rate of leave pay shall be the rate admissible at the time of retirement and includes, basic pay, qualification pay, special pay, Technical pay etc.
 - (ii) Only the "Senior Post Allowance" will be included in the leave pay as admissible.

13. Death during service or incapacitation for service

In case a regular employee dies, or is declared permanently incapacitated for further service by a designated hospital or Medical Board while in service, a lump-sum payment equal to full pay for the number of days of earned leave but not exceeding 365 days due, shall be paid by the Institute.

14. Ex-Pakistan Leave

Ex- Pakistan leave may be granted to an employee either on full pay, half pay or without pay subject to admissibility as per rule.

15. Overstayed after sanctioned leave.

Unless his leave is extended by the Competent Authority, an employee who remains absent after the end of his leave is not entitled to any remuneration for the period of such absence however if this absence is approved as leave after his joining then his leave account will be debited in double against each day of absence.

(Chapter-7)

Annual Report Statutes,

1. Title

These statutes shall be called Annual Report Statutes, of the Institute.

2. Commencement

These statutes shall come into force at once.

3. Presentation of Annual Report

The Annual Report shall be presented as prescribed in the Act of the Institute. The Rector shall present the Annual Report before the Board of Governors within three months of the closure of the academic year. The Annual Report shall comprise such information as regards the academic year under review as may be prescribed, including disclosure of all relevant facts pertaining to the following namely:

Academics that includes (a) Curricular (b) Co-Curricular (c) Research (d) Administration (e) Finances

(a) Curricular

- (i) Academic Activities
- (ii) Quality Assurance
- (iii) Faculty Development
- (iv) Students Enrolment and Degrees Awarded annually
- (v) Ranking of the Institute
- (vi) Any other activity

(b) Co-Curricular

- (i) Sports
- (ii) Student Societies and activities
- (iii) Community building and awareness
- (iv) Leadership building and awareness
- (v) Any other activity

(c) Research

- (i) Research and Development
- (ii) Innovation and Commercialization
- (iii) Liaison with industry
- (iv) Building Economies
- (v) Outreach activities
- (vi) Any other activity

(d) Administration

- (i) Governance of the Institute

- (ii) Strengthening Physical Infrastructure
- (iii) Strengthening Technological Infrastructure
- (iv) Appointments
- (v) Meetings of Authorities and Statutory bodies
- (vi) Litigation
- (vii) Progress achieved from foreign tours
- (viii) Any other activity
- (e) Finances**
 - (i) Budget
 - (ii) Funds Generation/Development
 - (iii) Performance Indicators

(Chapter-8)

Constitution, Functions and Powers of Authorities of the Institute Statutes, 2019

The function and powers of the following Authorities of the Institute will be as follow:

- (i) the Board of Faculties;
- (ii) the Board of Studies;
- (iii) the Selection Board;
- (iv) the Advance Study and Research Board;
- (v) the Finance and Planning Committee;
- (vi) the Selection Committee;
- (vii) Investment Committee
- (viii) Advisory Board

1. Board of Faculties.— (1) There shall be a Board of each Faculty, which shall consist of the following:-

- (i) Dean of the concerned faculty who shall be the Convener;
 - (ii) Chairpersons of the Teaching Departments;
 - (iii) Professors of each Department of the concerned Faculty;
 - (iv) Two members of each Board of Studies to be nominated by Board of Studies;
 - (v) Three teachers to be nominated by the Academic Council by reason of their specialized knowledge on the subject which though not assigned to the Faculty have, in its opinion, important bearing of the subjects assigned to the Faculty;
 - (vi) Two subject experts from other Universities / Organizations to be nominated by the Rector;
 - (vii) Manager, Advance Study and Research Board;
 - (viii) Manager, Quality Enhancement Cell; and
 - (ix) Manager, Office of Research Innovation & Commercialization (ORIC).
- (2) The members other than ex-officio shall hold office for three years.
- (3) The quorum for a meeting of the Board of a Faculty shall be two third of the existing members, a fraction being counted as one, excluding non-existent categories where applicable.

2. Powers and functions of the Board of Faculty.—

The Board of Faculty shall, subject to the general control of the Academic Council and the Executive Council, have the Powers to:

- (i) coordinate teaching, research and publication work in the subjects assigned to the Faculty;

- (ii) scrutinize the recommendations of the Boards of Studies in regard to the scheme of studies, syllabi and courses offered by various departments in the faculty;
- (iii) recommend appointment of paper setters and examiners;
- (iv) consider any other academic matters relating to report thereon to the Academic Council; and
- (v) perform such other functions as may be prescribed.

3. Board of Studies.—

- (1) There shall be a Board of Studies for each subject or a group of subjects, as may be prescribed by Regulations.
- (2) Each Board of Studies shall consist of:
 - (i) Chairperson of the Concerned Teaching Department as Convener;
 - (ii) Professors and Associate Professors of the concerned Teaching Departments; provided that if the total number of teachers under sub-clause (i) and (ii) comes to less than five, then the Rector shall nominate Assistant Professors or Lecturers of the department preferably PhD to complete the number;
 - (iii) Three teachers from outside the Institute to be nominated by the Rector from the panel presented by the Chairperson concerned. The number will be determined by the Executive Council according to the need of each Board; and
 - (iv) Two experts to be nominated by the Rector from the panel presented by Chairperson concerned.
- (3) The term of office of members of the Board of Studies other than ex-officio members shall be three years.
- (4) The quorum for meetings of the Board of Studies shall be two third of the of existing members a fraction being counted as one.
- (5) The Chairperson of the Teaching Department concerned shall be the Chairperson and Convener of the Board of Studies. Where in respect of a subject there is no Chairman of the Teaching Department, the Chairperson of Board of Studies shall be appointed by the Executive Council.
- (4) The functions of the Board of Studies:-**
 - (a) To advise the Authorities on all academic matters connected with instruction, research and the examination in the subject or subjects concerned;

- (b) to propose curricula and syllabi for all degrees, diplomas and certificates courses in the subject or subjects concerned;
- (c) to suggest a panel of names of Paper-Setters and Examiners in the subject or subjects concerned; and
- (d) to perform such other functions as may be prescribed by Regulations.

5. Selection Board.-- (1) There shall be a Selection Board comprising of the following:

- (i) The Rector; Chairperson/Convener
- (ii) Chairman or a Member of the Khyber Member
Pakhtunkhwa Public Service Commission;
- (iii) One eminent business man to be nominated by Member
the Board of Governors for three years;
- (iv) Two experts in the relevant field of studies to be Member
nominated by the Board for three years;
- (v) One member of the Board to be nominated by the Member
Board; and
- (vi) One member of the Executive Council to be Member
nominated by it.

(2) All appointments to posts of officers and faculty in the Institute shall be made by the Executive Council on the recommendation of the Selection Board.

(3) Two third of the existing members shall form the quorum for a meeting of the Selection Board fraction being counted as one.

(4) In case of selection of Administrative position other than Teachers, the Selection Board shall consist of members mentioned at sub clauses (i), (ii), (iii), (v) and (vi) only.

6. Functions of the Selection Board.-- (1) The Selection Board shall consider all applications for teaching faculty and administrative officers received in response to an advertisement in case of direct appointments and shall recommend to Executive Council the names of suitable candidates for appointment to such posts.

(2) The Selection Board may recommend the grant of higher initial pay in a suitable case for reasons to be recorded.

(3) The Selection Board shall consider and recommend all cases of promotions and appointment by transfer/absorption of administrative officers in the Institute.

7. Advanced Studies and Research Board.—

(1) There shall be an Advanced Studies and Research Board which shall consist of

the following:

- (i) Dean nominated by the Executive Council.....(Convener);
- (ii) Three teachers to be nominated by the Executive Council.....Member
- (iii) Three nominees of the Academic Council from amongst its members;
- (iv) The Secretary, Industries Department Khyber Pakhtunkhwa or nominee not below the rank of Deputy Secretary;
- (v) The Manager, Office of the Research, Innovation and Commercialization (ORIC); and Quality Enhancement Cell
- (vi) The Manager, Advanced Studies and Research Board shall be the Secretary of the Board.
- (2) The term of office of members of the Advanced Studies and Research Board, other than ex-officio members, shall be three years.
- (3) The quorum for a meeting of the Advanced Studies and Research Board shall be 2/3 of the existing members fraction being counted as one.

8. Functions of the Advanced Studies and Research Board:

- (i) to advise the Authorities on all matters connected with the promotion of Advanced Studies and Research in the Institute;
- (ii) to consider and report to the authorities on the institution of research degrees in the Institute;
- (iii) to propose Regulations to Academic Council regarding the award of research degrees;
- (iv) to recommend panels of names of examiners for evaluation of thesis and other research examinations;
- (v) to approve synopsis and thesis of Higher Research Degrees; and
- (vi) to perform such other functions as may be prescribed by Statutes.

9. Finance and Planning Committee.—

The Finance and Planning Committee of the Institute shall consist of the following:

- (i) The RectorChairperson/Convener
- (ii) The Director Finance of the Institute..... Secretary/Member
- (iii) One member of Executive Council to be nominated by it;
- (iv) The Director Establishment of the Institute
- (v) One Dean of the Institute nominated by the Rector
- (vi) The Director Planning and Development of the Institute

- (vii) A representative of the Finance Department, Khyber Pakhtunkhwa;
- (viii) A representative of the Higher Education Department, Khyber Pakhtunkhwa
- (ix) The quorum for a meeting of the meeting shall be two third of the existing members fraction being counted as one.

10. Powers and Functions of Finance and Planning Committee.--

- (i) to consider the annual statement of accounts and the annual and revised budget estimates and advise the Executive Council thereon;
- (ii) to review periodically the financial position of the Institute;
- (iii) to advise the Executive Council on all matters relating to planning, development, finance, investment and accounts of the Institute;
- (iv) to prepare staff and resource development plans; and
- (v) to perform such other functions as may be prescribed by Statutes.

11. Dean.

- (1) There shall be a Dean of each Faculty who shall be the Chairperson and Convenor of the Board of the Faculty.
- (2) Dean of each the faculty shall be appointed by the Chancellor from amongst the three most senior Professors in the Faculty.
- (3) The Dean shall hold office for three years.
- (4) The Dean shall present candidates for admission to degrees (except honorary degrees) in the courses falling within the purview of his Faculty.
- (5) The Dean shall be the Executive and Academic head of the Faculty and supervise the Heads of Departments in the Faculty.
- (6) The Dean shall exercise such other powers and perform such other duties as may be assigned to him by the Rector.

12. Selection Committee.—

- (1) There shall be a Selection Committee for supporting staff comprising of the following:

(i) The Rector;	Chairperson/Convener
(ii) One Dean to be nominated by the Rector	Member
(iii) One member of Executive Council to be nominated by it	Member
(iv) Head of the concerned Department;	Member
(v) The Director Finance of the Institute	Member
(vi) The Director Establishment of the Institute	Member

- (vii) One expert to be nominated by the Rector on need basis. Member
- (2) Two third of the existing members shall form the quorum for a meeting of the Selection Committee.

13. Functions of the Selection Committee.—

(1) The Selection Committee shall consider all applications for posts of supporting staff received in response to an advertisement in case of direct appointments and shall recommend the names of suitable candidates for appointment to such posts.

(2) The Selection Committee shall consider all cases of promotions of the supporting staff in the Institute.

14. Emergency Committee.-- There shall be an Emergency Committee constituted by the Executive Council with such functions as deemed appropriate by the Executive Council.

15. Investment Committee: There shall be an Investment Committee constituted by the Executive Council.

16. Advisory Board

The Advisory Board may recommend to the Institute on the following

1. Design the strategic orientation and activities of project(s)
2. Provide and oversee to the initiative for achieving the aims and objectives of the Institute.
3. Lay down guidelines for monitoring and implementation of Project(s)
4. The Project Director will submit quarterly report.

17. Anomaly Committee

1- Whenever there is any amendment/modification in the statutes, then it shall be referred to following committee for the purpose. The recommendations of this Committee shall be placed before the Executive Council for consideration and onward submission to BoG for approval.

- (a) Additional Secretary Higher Education Department KPK Convener
- (b) Additional Secretary Finance Department KPK Member
- (c) Additional Secretary Law Department KPK Member
- (d) Additional Secretary Establishment Department KPK Member
- (f) Director Establishment of the Institute Member /Secretary

2. Whenever a dispute arises in the application or interpretation of these Statutes, it shall be referred to the following Anomaly Committee.

(a)	Rector	Convener
(b)	One faculty to be nominated by the Rector	Member
(c)	Chairman/Head of the concerned department	Member
(d)	Director Establishment of the Institute	Member /Secretary
(e)	Director Finance of the Institute	Member

The recommendations of the Anomaly Committee shall be placed before the Executive Council for consideration. The decision of the Executive Council shall be final.

(Chapter-9)

EFFICIENCY AND DISCIPLINE RULES

EMPLOYEES EFFICIENCY AND DISCIPLINE RULES

The following rules are prescribed to govern the matters relating to Efficiency and Discipline of the regular employees of the Institute.

1- Short Title, commencement and application

These rules may be called the PAF-IAST regular employees Efficiency and Discipline Rules, 2019.

2- Definitions

In these rules unless there is anything repugnant in subject or context the following expressions shall have the meaning; hereby respectively assigned to them as under:

- a. "accuse" means an employee against whom action is taken under these rules;
- b. "Authority" means an officer or body competent for appointment of employees of the Institute may approve recommendation of the formal inquiry and afford opportunity of personal hearing before imposing the penalty.
- c. "Authorized Officer" means Rector for SPS-11 and above and Director Establishment for SPS-01 to 10 shall act as Authorize officer, who can initiate disciplinary proceedings under these rules and submit the same to the competent authority.
- d. "Employee" means the employee serving in the Institute on regular basis,
- e. "Enquiry Committee" means committee constituted by the Authorized officer consisting of two or more officers of the Institute or any member or members of the statutory bodies.
- f. "Inquiry Officer" means any officer of the Institute nominated by the Authorised officer to conduct the enquiry.
- g. "Institute" means PAF-IAST, Haripur
- h. " Misconduct" means conduct prejudicial to good order of services discipline or any action, unbecoming employee and a gentleman and includes disclosures of official secrets to any unauthorized person.
- i. "Penalty" means a penalty, which may be imposed under these rules.

3- Grounds of Penalty

Where Employee in the opinion of the authority;

- (a) is inefficient or has ceased to be efficient; or

- (b) is guilty of misconduct; or
- (c) is indifferent to his duties; or
- (d) is corrupt or may be reasonably considered to be corrupt because:
- (e) he/she is, or any of his/her dependents or any other person through him/her or on his/her behalf is in possession (for which he cannot reasonably account) of pecuniary resources or of property disproportionate to his/her known resources or income; or
- (f) he has assumed a style of living beyond his ostensible means; or
- (g) he has a persistent reputation of being corrupt; or
- (h) is engaged directly or indirectly in any type of business or occupation (on his own account) which may in the opinion of the appointing authority interfere with the due performance by him of the duties of his office, without the prior permission of the appointing authority in writing; or
- (i) absents himself from duty or overstays sanctioned leave without sufficient cause acceptable to the appointing authority.
- (j) is indulging in politics, like contesting elections etc. to any body or a Forum within and outside the Institute, except those duly approved by the BOG.
- (k) creating undue hurdles in the official business of the institute
- (l) immoral character
- (m) Dubious educational and service documents

4- Penalties

The following are the minor and major penalties:

(A) Minor Penalties

- (i) Censure
- (ii) Withholding of promotion or increments for a specified period,
- (iii) Recovery from pay of the whole or any part of the pecuniary loss caused to the Institute by negligence or breach of orders.

(B) Major Penalties

- (i) Reduction in time scale, or to a lower stage in a pay scale;
- (ii) Compulsorily retirement;
- (iii) Removal from service;
- (iv) Dismissal from service

The removal from service disqualify him for future employment in the Institute only but dismissal from service disqualify him for any future employment elsewhere.

5. Imposition of Penalty

- a) Any penalty mentioned in Section 4(A) above may be imposed for misconduct, for inefficiency, indifference to duties, engaging directly or indirectly in trade without permission, absenting from duty or over-staying sanctioned leave, indulging in politics and contesting elections or any ground of penalty:-

Provided that for reasons to be recorded and particularly in a case where an employee has been on a previous occasion punished under the said provisions of section 4(A) then any penalty mentioned section 4(B) may be imposed.

- b) Any penalty mentioned in (ii), (iii) and (iv) of sub-section (B) of Section 4 may ordinarily be imposed for corruption, subversion or an action involving moral turpitude, bogus documents and disruption in official business etc.

6- Inquiry Procedure

- (i) When a complaint is reported to Establishment Directorate on accusation of subversion, corruption, or misconduct etc of an employee, the authorized officer shall conduct fact finding enquiry to assess the charges and if he is satisfied can initiate disciplinary proceedings under these rules, by nominating inquiry officer or inquiry committee or proceed directly by issuing show cause notice to the accused, where there are sufficient grounds to dispense with formal inquiry with the approval of competent authority.
- (ii) The competent authority before the start of enquiry or at any stage of the inquiry may send the accused on leave or get him under suspension to avoid any disturbance in the business of the inquiry however suspension period will be renewed after every three months.

- (iii) The Inquiry Officer or Committee will be constituted by the Authorised Officer.
- (iv) If the competent authority decides to dispense with the formal inquiry the reasons or the grounds may be communicated to the accused in writing through show cause notice.
- (v) The competent authority shall determine whether the charge(s) are proved or otherwise on receipt of inquiry report or reply of the show cause notice and shall pass appropriate orders for imposing penalty (s) under rule-4 or exonerate the accused of the charges as the case may be.

Provided that if the competent authority may remand back the inquiry report to the inquiry officer or committee for clarification or order De Novo inquiry.

7. Appointment of Inquiry officer or Committee

Where an Inquiry Officer or inquiry Committee is appointed,
the Authorized Officer shall:

- a) On the findings of the fact finding inquiry or on the basis of complaint may frame a list of charges to be communicated to the accused in shape of charge sheet alongwith statement of the allegations.
- b) Require the accused within a reasonable time, which shall not be less than 07 days but not more than 15 days from the day the charge has been communicated to him, to put in a written defence to the Inquiry officer or committee.
- c) The Inquiry Officer or the Committee, as the case may be, shall inquire into the charge (s) and may examine such oral or documentary evidence in support of the charge (s) or in defence of the accused as may be considered necessary and the accused shall be entitled to cross examine the witnesses against him.
- (d) The Inquiry Officer or the Committee, as the case may be, shall complete the proceeding within 30 days form the date of receipt of such letter or order.
- (e) Where the service of the employee to whom these rules apply are lent to any other agency, hereinafter referred to as the borrowing authority, the borrowing authority shall have the powers for the purpose of placing him under suspension or asking him to proceed on leave and of initiating proceedings against him under these Rules;

Provided that the borrowing authority shall forthwith inform the authority, which has lent his services, hereinafter referred to as the lending authority, of the

circumstances leading to the order of his suspension or the commencement of the proceedings whatever the case may be.

- (f) If, in the light of the finding in the proceedings taken against the employee, the borrowing authority is of the opinion that any penalty shall be imposed on him, it shall transmit to the lending authority the record of the proceedings and thereupon the lending authority shall take action as prescribed in these Rules.
- (g) Where it is proposed to proceed against the employee on the ground of inefficiency by reason of infirmity of mind or body, the authority may at any stage, whether or not an Inquiry Officer or any Inquiry Committee has been appointed, require the employee to undergo a medical examination by a Medical Board or a Medical officer of the Institute and that report shall form part of the proceedings.
- (h) If the employee refuses to undergo such examination, his refusal may, subject to the consideration of any grounds he may give in support of it, be taken into consideration against him as showing that he had reason to believe that the result of the examination would prove unfavourable to him regarding Pension, Provident Fund, Gratuity, etc. of the employees compulsorily retired, removed or dismissed.
- (i) If the accused has reservation on the enquiry officer or committee, the Authorised officer may replace the enquiry officer or committee.
- (j) The minor penalty of “censure” does not affect the promotion or financial advancement of the employee.
- (k) The period of the employee sent on leave during the course of Inquiry will be converted into duty if the accused was acquitted without any penalty except Censure.

8. Powers of Inquiry Officer and Inquiry Committee.-

(1) For the purpose of an inquiry under these rules, the Inquiry Officer and the Inquiry Committee shall have the full powers in respect of the following matters namely:-

- a) summoning and enforcing the attendance of any person and examining him on oath;
- b) requiring the discovery and production of documents;
- c) receiving evidence on affidavits;

- d) issuing commissions for the examination of witnesses or documents.

9. Appeal

The employee on whom a penalty is imposed shall have the right to prefer an appeal within fifteen days of the receipt by him of the order imposing the penalty, to the next higher authority. However, where the BoG is the appellate authority the accused may submit application for review, after the review the decision of the BoG shall be final. Furthermore the previous order shall prevail till the reversal of review by the Appealing authority or otherwise.

10. Powers of the Board of Governor's to issue instructions

For the purpose of these Rules the Board of Governors may from time to time, issue instructions for maintenance of appropriate standards of efficiency, good conduct, discipline and integrity of the employees.

(Chapter-10)

PAY & ALLOWANCES

The administrative staff/officers and faculty appointed to regular post, other than those appointed on fixed salary, shall be entitled in accordance with the rules to the pay sanctioned to that post.

1. Basic Pay

The basic pay of the employee shall be fixed at initial stage of the relevant special pay scale unless admissible under rules.

2. Qualification Pay

Qualification Pay shall be admissible to concerned officers/staff having passed professional examination/training/courses of MCMC/NIPA/SMC/NMC/NDC/SAS/PIPFA as per government policy.

3. Personal Pay

Personal pay will be admissible to all employees who reach the maximum of pay scale and this personal pay will be considered as part of basic pay for all purposes.

4. Special pay

Special pay to personal staff will be admissible to the employees at rates approved by the Government or revised by it from time to time.

5. Any other kind of pay recommended by Executive Council and approved by the BoG.

6. Allowances

(i) House Rent Allowance

(a) An employee who has not been provided residential accommodation by the Institute shall be entitled to House Rent Allowance @ 30% of initial of the relevant basic pay scale irrespective of where he resides, provided that if one of the spouses has been allotted accommodation by the Institute, the other one will be entitled to get House Rent Allowance.

(b) In case of allotment of Institute accommodation, 5% of the basic pay will be charged for house maintenance in addition to non payment of HRA however in case the employee has been allotted house of lower category then payment of HRA will be assessed by the Housing Committee of the Institute to be constituted by the Executive Council.

(ii) Conveyance Allowance

Conveyance Allowance shall be admissible to all employees, except those provided official transport or living within the premises of the Institute, @ 10% of initial of the relevant basic pay scale maximum up to Rs.20,000/- per month however those employees who are provided only pick & drop service shall be charged conveyance rates to be assessed as per staff car rules of the Institute.

(iii) Medical Allowance

Medical Allowance shall be admissible @ 15% of initial basic pay of scale to all employees

(iv) **Senior Post Allowance**

Senior Post Allowance shall be admissible to officers in SPS-14 & above @ Rs.3,000/- per month.

(v) **Orderly Allowance**

Orderly Allowance shall be admissible to (administrative officers in SPS-14 & above) and Deans/Chairman/Head of teaching departments (SPS-14 & above) @ Rs.15,000/- per month except those opted for orderly which will be provided subject to availability.

(vi) **PhD Allowance**

PhD allowance shall be admissible to the employees having PhD degree @ Rs.10,000/- per month or revised by the government from time to time.

(vii) **MPhil/ MS/ or equivalent degree Allowance**

MPhil/MS or equivalent degree (18 years of education) allowance shall be admissible to employees having this degree @ Rs.2,500/- per month or revised from time to time by the government however this allowance will not be admissible in addition to PhD allowance.

(viii) **Headship allowance**

Headship allowance shall be admissible to all Deans and administrative/academic departmental Heads of SPS-14 and above @ Rs.8,000/- per month. However if the post filled by additional charge then this allowance will not be admissible in addition to Additional charge allowance

(ix) **Deputation allowance**

Deputation Allowance shall be admissible at the rate of 20% of Basic Pay subject to a maximum of Rs.12,000/- per month or revised as per Government Policy

(x) **Utility Allowance**

This allowance shall be admissible to all employees @ 10% of basic pay subject to the condition that no re-imbursement of utility charges of the residence will be admissible to the employees.

(xi) **Entertainment Allowance**

This allowance shall be admissible @ Rs.5,000/- per month to:- (1) all administrative officers (SPS-13 and above) and (2) those faculty members (Assistant Professor and above) who are appointed as Chairman/HoD or Dean positions in the academic side.

(xii) **Integrated Allowance**

Integrated allowance will be admissible to all employees of SPS-01 to SPS -05 @ Rs.1,000/- per month.

(xiii) Overtime Allowance

Over time Allowance will be admissible to employees up to SPS-10 for performing duties beyond office hours @ Rs.50/- per hour on working day and Rs.80/- per hour for performing duty during closed/gazetted holidays. Payment for maximum period of 4 hours for working day and 8 hours for closed holidays will be admissible.

(xiv) Adhoc allowances at government rates and conditions which are reflected in the annual budget of the Institute approved by the Board of Governors will be admissible.

(xv) Any other allowance approved by the Board of Governors.

7. Increments

Increments in the relevant Scale of Pay shall fall due on the 1st Day of December, following the completion of at least six months service at a stage in the relevant scale of pay, Provided that if an employee, before reaching the maximum of the pay scale, is appointed to a higher scale of pay, between the 2nd June and the 30th November of a calendar year, he may, at his option, get his pay re-fixed in the higher scale on the 1st day of December of that year, with reference to his presumptive pay in his lower scale.

Note: for the purpose of option, all appointments in the higher scale of pay shall be entertained.

8. *Fixation of basic pay on Appointment/award of higher scale*

Pay of the employees appointed in or granted higher scale, his pay shall be fixed at the stage in the scale of pay of the higher post, next above the substantive pay of the employee concerned in the scale of pay of the lower post, where the increase of pay is equal to or less than a full increment of the pay scale of the higher post. The initial pay in the scale of pay of the higher post shall be fixed after allowing a premature increment.

9. *Re-Fixation of basic pay from fixed salary to Special pay scales*

Basic pay of those regular employees who are drawing fixed salary by virtue of posting in Project Unit or during any kind of training mandatory for initial appointment, as and when their salary is transferred to the Institute or on special pay scale. His pay will be fixed from date of joining of the Institute on notional basis in the special pay scale chart and benefit of increment if any will be granted on fixation of pay without payment of any arrear.

10. Guidelines for Re-imbursement and submission of medical claims

(1) Medical reimbursement to all employees/faculty of the Institute placed in special pay scales is admissible on indoor treatment except following diseases where reimbursement is also admissible in OPD treatment subject to recommendation of medical officer of the Institute.

- i) Cancer, Tumors and chronic blood disorders (Thallasaemias etc)
- ii) Organ failure, dialysis and transplants, epilepsy, paralysis Chronic inflammatory infectious diseases(rheumatoid arthritis, Hepatitis,TB,Tetanus)
- iii) Insulin diabetes, HIV/AIDS
- iv) Day surgery (obstetric gynae disorder, deliveries Cataract)
- v) Heart/cardiogenic shocks, stroke and electrolyte disorder.

(2) The claim will be submitted on attached prescribed application form along with proper prescriptions bearing OPD No, Name, age, sex and disease of the patient and admission/ discharge slip (in case of indoor treatment) as well as voucher bearing name and quantity of medicine purchased duly signed by the authorized medical officer of the treating hospital.

(3) Treatment is admissible in all public sector federal/provincial Government and Military hospitals and in such cases, the claim will be countersigned by the authorised officer of this hospital

(4) All the application forms of treatment from other than government hospitals should be countersigned by the Medical officer of the Institute or in his absence the claim will be countersigned by the nearest head of government hospital or his authorised medical officer.

(5) Family means Parents, spouse and children (up to dependency) are entitled for medical treatment.

(6) Treatment on reference by public sector Federal/Provincial and Military hospitals will admissible at following private/unauthorized hospitals only. However reimbursement of these claims (except Cancer and Heart diseases) shall be restricted to 75% of the total claim and rest of 25% shall be borne by the employee himself.

- (i) Shifa International Islamabad (ii) Shoukat Kanny Memorial hospitals
- (iii) NORI, Islamabad (iv) Agha Khan Hospital Karachi (v) Al-Shifa Eye Trust Rawalpindi (vi) RMI Peshawar and no reference to other private hospitals will be entertained.

(7) No reimbursement on reference cases even to hospitals at para (6) if the same

was made at the request of patient or his/her family.

- (8) Re-Imbursement for referred cases (except Cancer and Heart diseases) will be made only during the admission period in the hospitals. Medicines/ treatment undertaken before or after the admission period will not be entertained.
- (9) No reimbursement if the patient (other than claimant) is serving or retired from any Federal/Provincial/ Autonomous or Semi-autonomous organization/ National or International NGOs/ organization or institute, Corporation and Trust or working in any other private department or institute/ office registered with any authority of Federal or Provincial Governments or the individual is registered as professional with any agency/council etc in Pakistan or abroad.
- (10) In referring case, the referring authority will clearly mention the reasons for referring and Hospital to whom, the patient is being referred.
- (11) Treatment taken from un authorized hospital/clinic of the doctor (even he/she is serving in any Government hospital) is not admissible.
- (12) Only the receipts/vouchers written on the proper hospital printed form/prescription slips duly signed and stamped by the authorized medical officer will be accepted.
- (13) No reimbursement of transportation of patient, cost of Unani and Homeopathic medicines is admissible.
- (14) Cost of laboratory tests from authorized/ unauthorized hospital/laboratory are admissible on the basis of reference of medical officer treating the patient.
- (15) Institute employees for the purpose of medical reimbursement/ treatment means all employees serving in special pay scales and does not include employees on fixed pay package and on daily wages and on interim placement.
- (16) No reimbursement if the treatment was undertaken when the claimant was absent from duty or on E.O.L.
- (17) If any patient has to get medical treatment from any unauthorized/ private hospital/clinic in emergency, he/she is required to produce emergency certificate from the treating doctor/hospital showing the nature of disease for which he/she was given treatment in emergency duly countersigned by medical officer of the Institute or in his absence by the nearest head of government hospital or his authorised medical officer.
- (18) During admission in the hospitals mentioned in the policy, following accommodation will be the admissible to the employees and his/her family members. Payments over and above this entitlement will be borne by the employee.

- i) SPS-01 to 10 General ward

- ii) SPS-11 to 13 Officer ward
 - iii) SPS-14 and above Executive ward
- (19) Public sector Federal/Provincial and Military hospitals mean hospitals purely owned by these Governments. Hospitals owned or run by autonomous, semi-autonomous, corporations, trusts, social security and charity etc shall be treated as private/ unauthorized hospitals.
- (20) Claims will be admitted within six months of occurrence/date of discharge.
- (21) Submission of bogus claims will be liable to strict disciplinary action and subject to recovery if payment has been made and found bogus at any stage.
- (22) The re-imbursement of medical claims of the retired employees of the Institute will be restricted to indoor treatment (except Heart, Cancer, Hepatitis and Insulin Diabetics) for self and spouse only. The other terms & conditions of the medical policy of the serving employ will be applicable.
- (23) In addition to above criteria, the authority can ask the employee for provision of any supporting document and get it verified from any source.

(Chapter-11)

Appointment of Teaching Staff

Introduction

1. The reputation and standing of an Institute are determined by the quality of its faculty. Consequently, the appointment, retention, and development of premiere quality faculty are of highest priority. This document outlines the policies and procedures governing appointment, promotion, and tenure decisions at PAF-IAST as they apply to all members of the faculty. The appointment and promotion procedures at PAF-IAST are designed to privilege the knowledge and judgment of peers and senior scholars within the candidate's field, with the consideration that scholars are uniquely positioned to evaluate the quality of colleagues' work within their field.

2. Except for changes due to policy revisions, the procedures by which candidates are evaluated should remain consistent over time, irrespective of faculty or administrative turnover. This document is intended to provide continuity and structure to the appointment and promotion process, and serve as official guidelines for all individuals participating in the appointment and promotion processes.

3. As much as possible, it is important that the process be applied uniformly across departments. The Appointment Promotion & Transfer (AP&T) committees recognize that both the nature of scholarship and the venues that are used to communicate it vary widely from discipline to discipline. It is expected that the AP&T processes across disciplines will be essentially similar.

4. Confidentiality is important at all stages of the review process. Unless specified otherwise within these guidelines, all persons involved in a promotional review must hold in strict confidence all discussions and materials related to the review, including but not limited to the letters of both internal and external reviewers, letters of recommendation from Deans and Chairs, testimony to the AP&T committees by Deans, Chairs, and all deliberations of the AP&T committees. No person involved in the AP&T process should disclose to the candidate or to others what takes place at a Committee meeting at any time. The Rector may share the recommendations of the Selection Board/ Executive Council with the respective Deans.

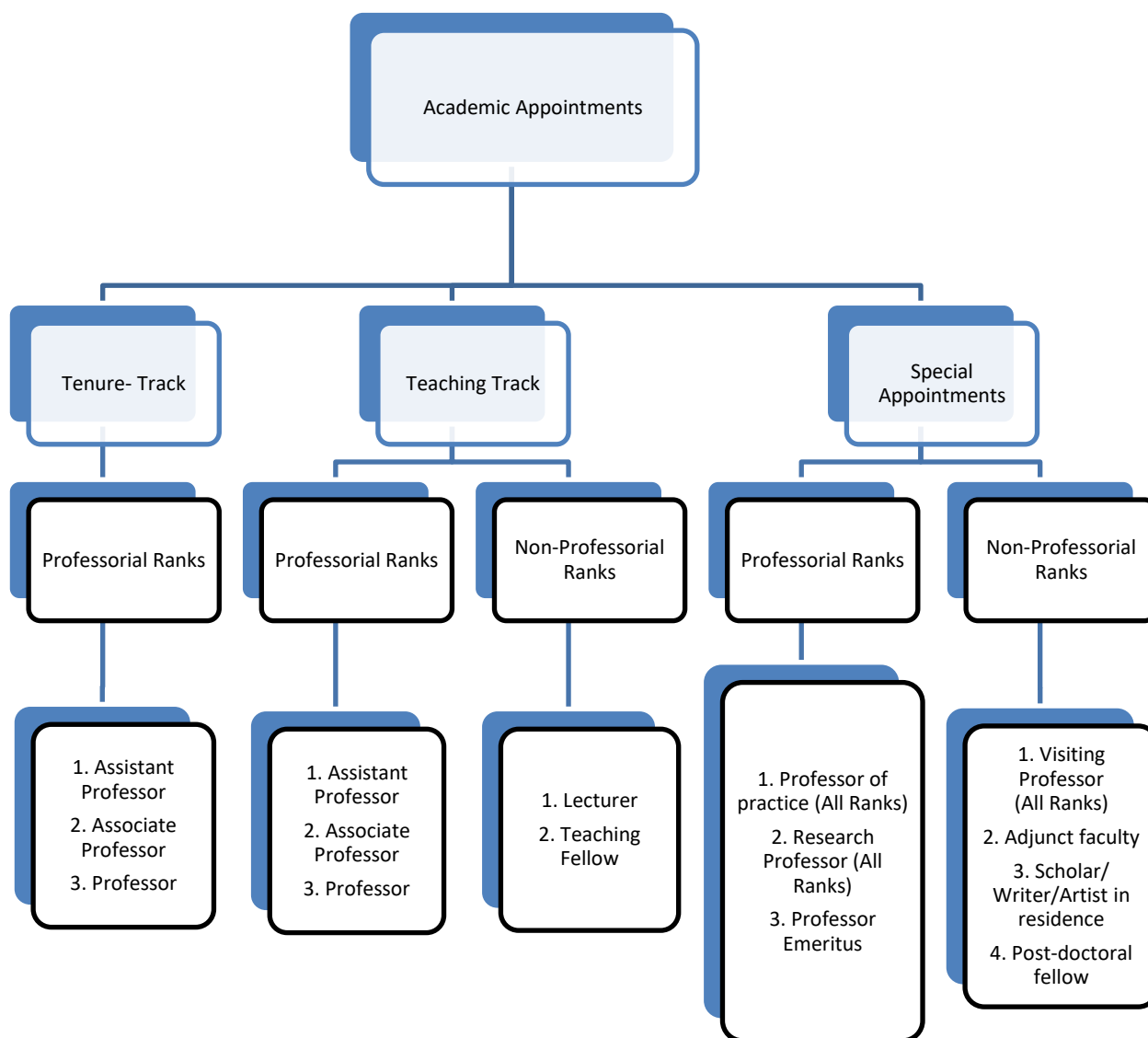
2.1 Implementation

5. The policies and procedures laid out in this document are for faculty hired on tenure track, teaching track, contract or on special appointments.

3 Positions for Appointment and Promotion

3.1 Overview

6. The Institute may appoint academic staff on
 - A. **Tenure Track.** All tenure track appointments are in professorial ranks at the Assistant Professor, Associate Professor, or Professor level.
 - B. **Teaching Track.** These appointments may occur either in the professorial ranks or non-professorial ranks. Within the professorial ranks, candidates may be appointed to the Assistant Professor, Associate Professor or Professor level. In the non-professorial ranks, candidates may be appointed to the position of Lecturer or Teaching Fellow.
 - C. **Special Appointments.** Special Appointments may occur either in the professorial ranks or non-professorial ranks. Within the professorial ranks, candidates may be appointed as Research Professor (all ranks), Professor of Practice (all ranks), or Professor Emeritus level. In the non-professorial ranks, candidates may be appointed to the level of Visiting Faculty, Adjunct Faculty, or post-doctoral fellow.



3.2 Faculty Responsibilities and Areas of Assessment

7. For appointment to a higher rank, a candidate is evaluated in terms of effectiveness in three principal areas:

- A. Teaching and mentoring
- B. Research, scholarship or creative work
- C. Professional service through Institute or professional society committee/council service, advising and other duties.

8. Distinction in the first two, constitute the chief basis for appointment and elevation for faculty on tenure track. Even though teaching may be more difficult to evaluate than

scholarship, research, or creative work, it is not of secondary consideration in the overall evaluation.

9. Teaching track appointments within the professorial ranks prioritize teaching, mentoring, and Institute service over research and scholarship, though teaching track faculty are encouraged to pursue scholarship to the extent necessary to remain current in their field.

10. Non-professorial rank appointments and special appointments rarely involve responsibilities in all three areas.

3.2.1 Teaching

11. Teaching is a principal function of the faculty. It involves direct educational connection with students inside or outside the classroom, laboratory or studio, and includes such activities as classroom, laboratory or studio instruction, seminars, independent study project supervision and supervision of graduate and postdoctoral research. It also includes advising undergraduate and graduate students.

12. Institute reviews will carefully evaluate a candidate's record of excellence in teaching, using both peer reviews and student evaluations. In addition, the teaching evaluation will consider the quality of thesis and project supervision, as well as contributions to the development of curriculum and courses, and use of technology. For professional disciplines, peer evaluation may include evaluation of a faculty member's teaching ability outside the traditional classroom lectures.

13. For faculty members who have contributed to teaching beyond classroom instruction or project/thesis supervision, (including textbook authorship or research in education) performance will be assessed according to measures of impact such as adoptions, citations, awards, and stature of publishers and publications.

3.2.2 Research, Scholarship & Creative Work

14. Scholarship refers to creative work that significantly contributes to knowledge and practice within the candidate's field of expertise. The Institute will assess a candidate's research, scholarship and creative work according to objective measures, including external reviews.

15. In assessing a candidate's achievements in research, scholarship and creative work, the factors that will be taken into consideration include significant publications in books,

journals, case journals, patents, conference proceedings and other scholarly outlets, and peer-reviewed/industrial funding and substantial improvements or innovations in professional practice.

16. Various committees will assess publications and innovations according to objective measures of impact, including adoptions, citations, awards, reviews, reputation of journals and stature of publishers. Quality, rather than the quantity of work, will be the overriding factor for promotion as well as tenure.

3.2.3 Service

17. A demonstrated record of service is required for all faculty members. The shared governance model embedded in the tenure/teaching track system requires collegiality and good citizenship treating all members of the Institute community (faculty, staff, students) with respect. He/she must demonstrate compassion and willingness to cooperate and work harmoniously with others, while maintaining independence of thought and action. An individual's effectiveness as a teacher, as a leader in a professional area, and as a human being is therefore of great importance. Most notably, faculty members must exhibit intellectual breadth, emotional stability and maturity of thought. The Institute seldom grants tenure and/or promotion to the level of Associate/Full Professor to candidates with an unsatisfactory record of service.

18. The Institute considers service to department, Faculty, Institute, industry, national and international agencies and professional organizations/societies/institutions in its assessment of the candidate's service record. The Institute places special emphasis on service that raises the Institute's local or global visibility and supports its key mission and strategic direction.

19. The Institute expects candidates for promotion to professor to have made contributions to the Institute through service at the departmental, Faculty or Institute level. Service in the profession will be assessed according to objective measures of impact such as citations, awards, commendations and level of appointment.

3.3 Professorial Ranks

3.3.1 Tenure Track

3.3.1.1 Assistant Professor

20. To be appointed as an Assistant Professor on Tenure Track, the candidate is required to have a **Ph.D** from a recognized institution and excellent written communication skills as well as excellent presentation skills. An Assistant Professor should be demonstrably competent in his/her field of expertise and should have indicated a serious commitment to teaching, but an extensive reputation in the field is not yet expected. As the Assistant Professor continues in this rank an effort to increase knowledge and improve teaching ability should be demonstrated, and professional presentations should be made through papers to professional organizations, through publications, or through other creative work.

21. Assistant Professors are appointed for an initial contract of four years, with the “Mid-Probationary Period Review,” described in detail in section 6.6, for grant of a second 4-year contract occurring in the third year.

3.3.1.2 Associate Professor

22. The candidate is required to have a 06 years post Ph.D experience and excellent written communication skills as well as excellent presentation skills. The candidate for Associate Professor should offer evidence of knowledge of developments in the field of expertise and a continued interest in improving teaching methods. Appointment to this rank represents an expectation on the part of the department, excellence centre, and Institute that the individual will continue to make sound contributions to teaching and learning. It should be made only after careful investigation of the candidate's promise in scholarship, in teaching, and in leadership and learning. Initial appointment at the level of Associate Professor may be made with or without tenure. In case the appointment is without tenure, the contract will be awarded for maximum of four years and the tenure review will happen at the end of the candidate's third year of employment. (See section 6.3) It is expected that an Associate Professor shall already have shown a basic general understanding with regard to a large part of the discipline. Associate Professors are eligible to serve on Department, Centre, and Institute level appointment, promotion & tenure committees, although they are ineligible to vote on cases of appointment to full Professor.

3.3.1.3 Professor

23. The candidate is required to have a 12 years post Ph.D experience and excellent written communication skills as well as excellent presentation skills. A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge. It is expected that the professor will continue to develop and mature with regard

to teaching, research, and other qualities that contributed to earlier appointments. Consideration for this appointment should include particular attention to the quality and significance of contributions to the candidate's field; to the sensitivity and interest in the general problems of Institute education and their social implications; and the candidate's ability to make constructive judgments and decisions in regard thereto. It should be kept in mind that the full professors are likely to be the most enduring group in the faculty and are those who will give leadership and set the tone for the entire University.

24. Initial appointment at the level of Professor may be made with or without tenure. Contracts for appointment to Professor without tenure are for a maximum of four years, with tenure review taking place at the end of the candidate's third year of employment. (See section 6.3) Professors are eligible to serve on department, Centre, and Institute level appointment, promotion & tenure committees, and are the only faculty members eligible to vote on cases of appointment to full Professor. Professor is the highest professorial rank at the Institute.

3.3.2 Teaching Track

3.3.2.1 Assistant Professor

25. The option of appointment of Assistant Professor on teaching track will in general be available to those who either have a terminal degree/equivalent professional qualification with 04 years of teaching/industry experience after a Master's degree/equivalent professional qualification (18 years education) and excellent written communication and presentation skills.

26. An Assistant Professor should be competent in their field and should be committed to teaching, but it need not be expected that an extensive reputation in the field has been acquired. As the Assistant Professor continues in this rank, he/she should demonstrate an effort to increase knowledge and improve teaching ability.

27. Assistant Professor on teaching track hold (three-year) contracts, which may be renewed subject to formal reviews that take place at the department or Centre level during the final contract year of each contract period.

3.3.2.1 Associate Professor

28. Normal expectation for appointment to Associate Professor is a terminal degree/equivalent professional qualification along with (06 years) teaching experience as

Assistant Professor, or equivalent relevant industry experience. The candidate for Associate Professor should offer evidence of knowledge of developments in the field of expertise and an interest in improving teaching methods. The candidates' record of teaching, curriculum development, pedagogical scholarship, and/or relevant industry experience will be carefully assessed prior to appointment. Appointment to this rank represents an expectation on the part of the department, Centre, and Institute that the individual will continue to make sound contributions to teaching and learning. It should be made only after careful investigation of the candidate's promise in teaching, leadership and learning.

29. It is expected that an Associate Professor shall have demonstrated substantial knowledge with respect to his/her academic discipline and proven industrial linkages. Associate Professors are eligible to serve on department, Centre, and Institute level teaching-track appointment & promotion committees, although they are ineligible to vote on cases of promotion to full Professor.

30. Associate Professors on teaching track hold four-year contracts, which may be renewed by the Rector, subject to formal reviews that take place at the Department or Centre level during the final contract year of each contract period.

3.3.2.3 Professor

31. A faculty member appointed to the rank of Professor is expected to have had an impact on the state of knowledge. It is expected that the professor will continue to develop and mature with regard to teaching, research, and other qualities that contributed to earlier appointments. Consideration for this appointment should include particular attention to the quality and significance of contributions to the candidate's field, sensitivity and interest in the general problems of Institute education and their social implications, and ability to make constructive judgments and decisions in regard thereto.

32. Normal expectation for appointment to Professor is a terminal degree/equivalent professional qualification and an additional (06) years of teaching experience at the Associate Professor level. It should be kept in mind that the full professors are likely to be the most enduring group in the faculty and are those who will give leadership and set the tone for the entire Institute.

33. A Professors on teaching track will be granted four-year contracts, which may be renewed by the Rector subject to formal reviews that take place at the faculty level during the final contract year of each contract period.

3.3.3 Non-professorial Ranks

3.3.3.1 Lecturer / Teaching Fellow

34. This is an entry level position for individuals who have a bright prospect for a career in academia. Lecturer / Teaching Fellows hold a master's degree (18 years of education) or its equivalent. Lecturer / Teaching fellows are eligible to apply for appointment as Assistant Professors upon the attainment of a doctorate / professional degree / requisite experience, in accordance with the individual's review schedule. While there is no guarantee of appointment as an Assistant Professor upon the attainment of a doctorate degree, the aptitude and qualifications of an applicant should be carefully assessed during the appointment process for the Teaching Fellow position.

35. Lecturer/ Teaching Fellows would be appointed for an initial period of two years extendable up to an other two years in prescribed manner.

3.4 Appeals

36. Candidates may appeal a negative committee decision with respect to extension of contract or promotion at any time in process not later than six weeks after the candidate has been notified. The appeal is with the Dean if the application is rejected at the department level, and with the Rector if it is rejected at Centre or Institute level.

37. Candidates may also appeal decisions by writing to the Academic Council not later than six weeks after the candidate has been officially notified that contract is not being extended. This review, which is conducted by the Appeals and Grievances Committee of the Academic Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for renewal of contract. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Rector, who subsequently decides what action to take.

3.4.1 Special Appointments

3.4.1.1 Professor of Practice

38. Appointment to the rank of Professor of Practice or Associate Professor of Practice is for practitioners who have demonstrated a high level of expertise in fields of particular importance to PAF-IAST. The process followed for these appointments is the same as that followed for tenure track appointments at the same rank. These appointments are intended for individuals who, by virtue of their credentials and extensive practical experience, bring distinctive insight and skill to teaching in various educational programs. Appointment is within the professorial ranks, and candidates must demonstrate a deep commitment to teaching and/or research.

39. Professors and Associate Professor of Practice hold four-year contracts. These contracts are renewable and based on performance, as assessed through annual reviews. The appointment letter for those hired with this title must include a description of their teaching duties and other responsibilities. It should also describe the procedures to be used for their annual review and evaluation.

3.4.1.2 Research Professor (All Levels)

40. Appointment as a Research Professor at the level of Assistant, Associate or Full Professor is for researchers required by the Institute for a specific task or on a specific funded project, through which their salary would be paid. The process followed for these appointments is the same as that followed for tenure track appointments at the same rank. These faculty members are not required to take any teaching responsibility nor are they expected to participate in any administrative activity.

3.4.1.3 Professor Emeritus

41. The Institute may appoint full professors who retire in good standing to the status of Professor Emeritus. The Institute may also appoint distinguished retired full professors from an institution of comparable or higher reputation to the status of Professor Emeritus. This honorary status is permanent and does not confer teaching, research, or service responsibilities. The Institute may provide the Professor Emeritus with office space, clerical assistance, lab space, and other facilities on the basis of need and ability. The Institute may appoint a Professor Emeritus to teach courses, conduct projects, or assume administrative duties. The letter of appointment will contain the terms and conditions of the supplemental appointment. Those chosen as Professor Emeritus may not hold down a salaried position elsewhere.

3.5 Non-professorial Ranks

3.5.1.1 Visiting Faculty

42. Visiting appointment of a faculty member are limited to persons who hold primary positions elsewhere, usually at another University/Institute, Industry, etc. Contracts may be granted for a maximum period of two years and are renewable on performance basis. Individuals of distinction having assistant/associate/full professorial or equivalent rank at institutions of equivalent or higher standing than PAF-IAST may be appointed at equivalent visiting professorial ranks.

3.5.1.2 Adjunct Faculty

43. Members of the adjunct faculty do not have permanent positions, and are hired to teach courses at the Institute on a part-time basis. They are not limited to working only at PAF-IAST, do not have administrative responsibilities and, in general, are not expected to perform research. Appointments will be made up to two years but may be renewed on performance basis. Individuals having distinction in their relevant field who fulfil the basic eligibility may be appointed at equivalent adjunct non professorial ranks.

3.5.1.3 Scholar/Writer/Artist in Residence

44. Practitioners in fields of particular importance to PAF-IAST may also be appointed as Executive-, Writer-, or Poet-in-Residence. Appointments to Executive-, Writer-, or Poet-in-Residence are for a maximum period of two years and are renewable on performance basis

4.1 The Candidate

4.1.1 Appointment

45. The candidate is responsible for providing an up to date CV along with a list of referees to the Departmental Search Committee (DSC) to be considered for appointment in the department / Faculty. Candidates who are invited to interview will be expected to deliver a seminar on a topic relevant to their area of scholarship.

4.1.2 Tenure

46. Once a Chair has informed a candidate of the department's intention to conduct a review for tenure, and he or she consents, the candidate will prepare his/her dossier in accordance with guidelines as prescribed..

4.2 The Department

47. In Centre or Institute having a departmental structure it is expected that the department faculty typically has the most extensive knowledge of the candidate's work and the most relevant expertise to evaluate it. It is here that the quality standards are most effectively applied. Ideally, if the departments execute their responsibilities fully and correctly, the vast majority of cases that are forwarded with a positive recommendation will be approved. If a candidate does not qualify for appointment, it is preferable that the recommendation to not award further appointment be made at the level of the department.

4.2.1 Departmental Search Committee (DSC)

48. Once the departments are fully staffed it is expected that faculty position vacancies would occur only occasionally due to retirement or departure of a faculty member or provision of additional faculty lines by the Institute. Once this steady state operation is reached the process of recruitment of a new faculty member would be managed by an ad-hoc Department Search Committee constituted by the Chairman of the concerned department.

Functions of the Committee:-

It will solicit and process candidates for the open faculty position. The DSC solicits applications, evaluates applicants, and recommends successful candidates to the Chair for further consideration.

49. The Search Committee would normally consist of at least three members, including a minimum of two whose areas of scholarship relate to that of the open position. The appropriate Chair appoints faculty to the DSC in consultation with the Dean. Both the Dean and Chair serve as independent reviewers to the committee, and may not serve as voting members of the committee. If the department is small, the Chair may participate in the search process, though he/she may not participate in the DSC report or recommendation. If the Institute does not have a departmental structure, the Search Committee will be formed at the Institute level by the Rector.

50. If the department is small or intends to hire faculty with interdisciplinary expertise, the DSC may draw members from other departments or Centres of the Institute. If the Institute lacks a sufficient number of relevant faculty to serve on the committee, the Chair may extend the DSC membership to faculty members from universities/Institutes of equal or higher standing.

51. During the formative years of a department the Chair in consultation with the Dean of the Faculty, may establish a standing DSC consisting of at least three faculty members who would perform all functions of the Search Committee and would obtain review of experts in the areas of scholarship of the faculty candidate, as required.

4.2.1.1 Appointment

52. The DSC constructs a recruitment plan for the department's available positions, including an advertising and outreach strategy, and solicits applications for open positions. Advance planning and strategic recruitment is encouraged in order to attract a competitive and robust candidate pool. The DSC may invite candidates to apply for open positions.

53. After soliciting applications, the DSC compiles a dossier of all eligible candidates, which consists of all necessary documentation in line with the department's specific application procedures. All applications must include letters of reference.

54. The DSC short-lists candidates to invite to campus for in-person interviews, arranges the visit program, and takes responsibility for all communication between the Institute and candidate. The program for appointment candidates' campus visit shall include (at a minimum) interviews, a seminar presentation by the candidate, and time for interaction between the department and the candidate. The DSC may conduct the interviews through Skype or any other electronic means in case the candidate is abroad.

55. Following the interactions, the DSC shall meet to discuss the candidates' impact, and to evaluate the strength of the candidate's dossier. The DSC will vote on whether to recommend the candidate's appointment, and will delegate one member to write a written report elaborating on the committee's decision.

56. Any committee member whose vote did not align with the committee's official recommendation may opt to submit a dissenting report, either in support or against the candidate's appointment. All such reports are included in the candidate's dossier.

57. The committee shall forward its report and the dossier (including the candidate's application, written notes from the candidates' interviewers, and any dissenting committee reports, if applicable) to the Chair.

4.2.2 Department Promotion and Tenure Committee (DPTC)

58. The DPTC is a department level committee formed by the Chair in consultation with the Dean. It makes recommendations on mid probationary review, promotion and grant of

tenure to faculty members. The DPTC recommends successful candidates to the FAPTC for further consideration. Faculties without a departmental structure will not have DPTCs, and the FAPTC will serve as the starting point for matters of tenure, review, and promotion of existing faculty.

59. The committee consists of three to five faculty members at the Associate / Full Professor level who serve a 3-year term. The appropriate Chair shall appoint the members in consultation with the Faculty's Dean. Both the Dean and Chair serve as independent reviewers to the committee, and may not serve as voting members of the committee. For cases of appointment to Professor, only the vote of Professors may count. For cases of grant of tenure, only the vote of tenured faculty may count.

60. If the department is small or if the candidate has a joint appointment with other departments or Centres, the committee may draw members from other departments or Centres within the Institute. If the Institute lacks the relevant faculty to constitute a full committee, the Chair may extend the DPTC committee membership to senior faculty members from universities/Institute of equal or higher standing.

4.2.2.1 Tenure

61. For each case, at the conclusion of the deliberations, a member of the Committee, referred to as the Convener, will be assigned by the Chair the task of authoring an "Executive Summary" of the committee deliberations. The final draft of the Executive Summary, including a record of each vote without the name of the specific Committee member attached to it, should be approved by the Committee and added to the dossier in (hard & soft) form and forwarded to the Chair.

4.2.3 Chair

62. The Chair is responsible for informing candidates about appointment processes, including the candidate's role in the review and the expected schedule for each stage of the review. The Chair should also make a reasonable effort to ensure that the candidate has fully understood the process and that any potential confusion or misunderstanding has been resolved.

4.2.3.1 Appointments

63. The Chair will receive a written report and recommendation from the DSC regarding the strength of any candidate who has been interviewed on campus for a position within the

department. If both the DSC and Chair issue a negative recommendation for the candidate's appointment, the Chair will then inform the candidate.

64. If either the DSC and/or the Chair issues a positive recommendation for the candidate's appointment, the Chair will write a summary of the case and forward the candidate's dossier and all additional materials to the FAPTC for further consideration.

65. The FAPTC reviews the case and forwards its recommendations to the Dean.

66. If both the FAPTC and the Dean decline to recommend the candidate for appointment, the application will be rejected, and the Chair will notify the candidate.

67. In all tenure track and teaching track cases (professorial ranks only) the Dean will forward the case along with his/her summary recommendation as well as the recommendation of the FAPTC to the Rector for further processing to Selection Board.

4.2.3.2 Tenure

68. The Chair should explain clearly to the candidate the expectations for meeting Institute-wide standards of quality and productivity in scholarship, research, or other creative work, in teaching, and in professional service both within and outside the University. For Assistant Professors, this information should be provided to the candidate at the time of employment, reiterated at each performance review, and again communicated to the candidate prior to review for appointment or contract renewal. At annual performance reviews, the Chair should give Assistant Professors feedback about their progress toward achieving tenure and suggest constructive measures that will help address any existing deficiencies. At the beginning of all meetings concerning promotion, the Chair should remind the faculty of the confidential nature of the entire review process.

69. For tenure candidates, the Chair is also responsible for the preparation of the candidate's external dossier. Although he or she may delegate work to others, the Chair must oversee the process and ensure the full dossier is complete and in compliance with Institute guidelines. The Chair will ensure that concise, uniform dossiers in electronic form with recommendations of the external reviewers and Chair are available to be forwarded to the Dean, DPTC, and FAPTC for consideration.

4.3 The Faculty

4.3.1 Faculty Appointment, Promotion & Tenure Committee (FAPTC)

70. The FAPTC is a faculty or centre-level standing committee with responsibility for the review of all appointment, mid probationary review, tenure and further appointment cases for the faculty.

71. The FAPTC must have a minimum of five faculty members at the Associate / Full Professor level, each of whom serves a three-year term. The Dean shall appoint the members. The Dean and Chair serve as independent reviewers to the committee and may not serve as voting members. For cases of appointment to Professor, only the votes of Professors may count.

72. If necessary, in order to constitute a full-sized committee, the FAPTC may draw members from other Faculties within the Institute. If the Institute lacks a sufficient faculty qualified to serve on the committee, the Dean may extend the committee membership to faculty from universities of equal or higher standing. Membership of the FAPTC may include senior faculty including those on termless contracts but who have not been through the tenure process.

4.3.1.1 Appointments

73. The FAPTC reviews any appointment candidate who has been recommended for appointment by the DSC and/or relevant Chair. The FAPTC reviews the candidate's dossier and all additional documents, and then votes whether to support the candidate's appointment. The FAPTC then makes a report and sends its recommendation with the dossier and all documentation to the Dean for further review. Any committee member whose vote did not align with the committee's official recommendation may opt to submit a dissent report, either in support or against the candidate's appointment. All dissenting reports are included in the candidate's dossier.

4.3.1.2 Tenure

74. For each case, at the conclusion of the deliberations, a member of the FAPTC will be assigned by the Dean the task of authoring an "Executive Summary" of the committee deliberations. The final draft of the Executive Summary, including a record of each vote without the name of the specific Committee member attached to it, should be approved by the Committee and added to the dossier.

4.3.2 The Dean

4.3.2.1 Appointments

75. The Dean will receive a written report and recommendation from the FAPTC regarding the strength of any candidate whose dossier the committee has evaluated. If both the FAPTC and Dean issue a negative recommendation for the candidate's appointment, the Chair will then inform the candidate.

76. For all teaching track and special appointment positions (Except adjunct faculty), if either the Dean and/or the FAPTC delivers a recommendation in support of the candidate's appointment, the Dean will forward the candidate's dossier and any additional documents to the Rector for further submission to Selection Board. In the case of adjunct faculty, the final appointment will be made by the Rector.

77. For all tenure track appointments at the level of Assistant Professor, if either the Dean and/or the FAPTC delivers a recommendation in support of the candidate's appointment, the Dean will forward the candidate's dossier and any additional documents to the Rector for further submission to Selection Board

78. For all tenure track appointments at the level of Associate to Full Professor, if either the Dean and/or the FAPTC delivers a recommendation in support of the candidate's appointment, the Dean will forward the candidate's dossier and any additional documents to the Rector for further submission to Selection Board.

4.3.2.2 Tenure

79. Once a case has been reviewed by a department and forwarded to the centre , the Dean will then seek evaluation of the candidate and recommendation from the FAPTC. The Dean may also request letters of assessment from faculty in the candidate's department. Such letters will be treated in confidence and will be included in the dossier when it is forwarded to the Rector. Should letters be received by the Dean from others, whether solicited or not, copies of such letters will be sent by the Dean to the DPTC.

80. Upon completion of the review by the FAPTC, the Dean will write a confidential memorandum to the Rector. This memo will describe his or her evaluation of the candidate and will assess the potential impact of the promotion on the long-range goals of the Faculty and the Institute. It will be added to the dossier and sent to the Rector's office.

81. Occasionally, a Dean may disagree with the recommendation of the FAPTC. This may occur when a Dean feels that a candidate whom the department supports is not qualified for appointment or promotion; or conversely, a Dean may feel that a candidate should be

reviewed by the Institute when the department feels otherwise. The Dean will in all cases forward the dossier to the Rector along with a confidential letter of recommendation.

4.3.3 The Rector

82. The Office of the Director Establishment is the custodian of all policies and procedures relating to faculty appointment, tenure, and retention at the Institute. The Director Establishment is responsible for circulating policies to all academic staff and their respective units.

83. The Rector conducts the final review of all matters pertaining to appointment & tenure, prior to recommendation by the Selection Board (SB) and approval by the Executive Council. In making decisions regarding appointments or tenure, the Rector may call on other persons who might provide information considered vital to a fair and thorough review before transmitting them to the Selection Board.

84. All candidates who are reviewed by the FAPTC, whether successful or unsuccessful, will be notified by the Rector of the decision. This communication is made immediately following the Rector's decision and precedes the formal approval of the Executive Council via Selection Board. Unsuccessful candidates will be informed by the Rector of their right to an appeal which may only be on procedural grounds. The whole process of selection/quantification shall be available online to the candidates on the website of the Institute.

4.4 Selection Board / Executive Council

4.4.1 Appointment

85. For all cases of appointment with tenure or appointment to full Professor (with or without tenure), final approval of a candidate's appointment lies with the Executive Council. After the Rector considers the candidate for appointment, the Rector will deliver a formal recommendation to the Selection Board who will then vote to either recommend or reject the candidate's appointment. Decisions of the Selection Board will be forwarded to the Executive Council for approval.

86. For all cases of tenure track, candidate's further appointment to full Professor, final approval of a candidate's appointment lies with the Executive Council. After the Rector considers the candidate for appointment and/or tenure, the Rector will deliver a formal recommendation to the Selection Board, who will then vote to either approve or reject the

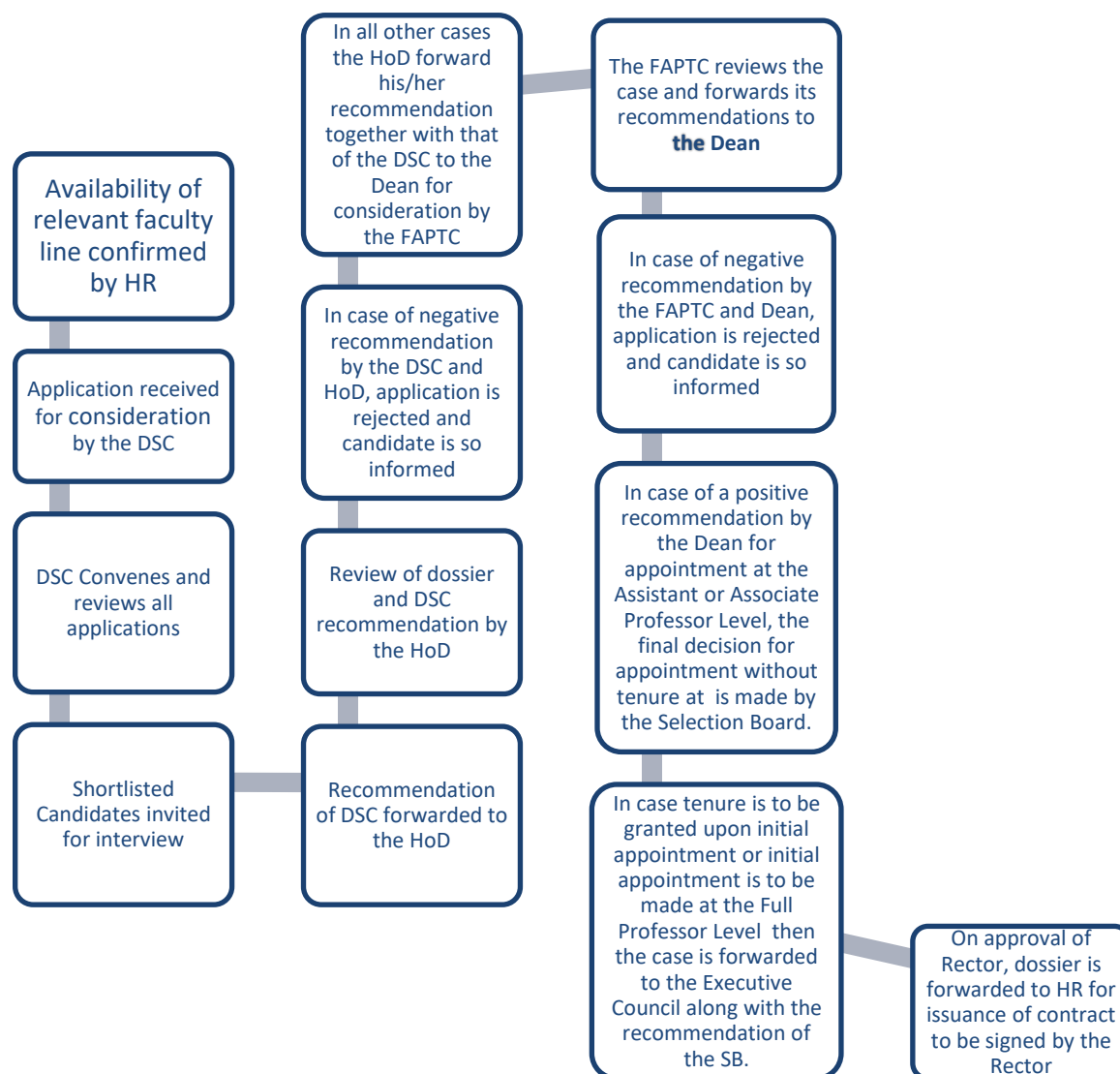
candidate's further appointment. recommendation of the Selection Board will be forwarded to the Executive Council for approval.

5 Appointment Processes

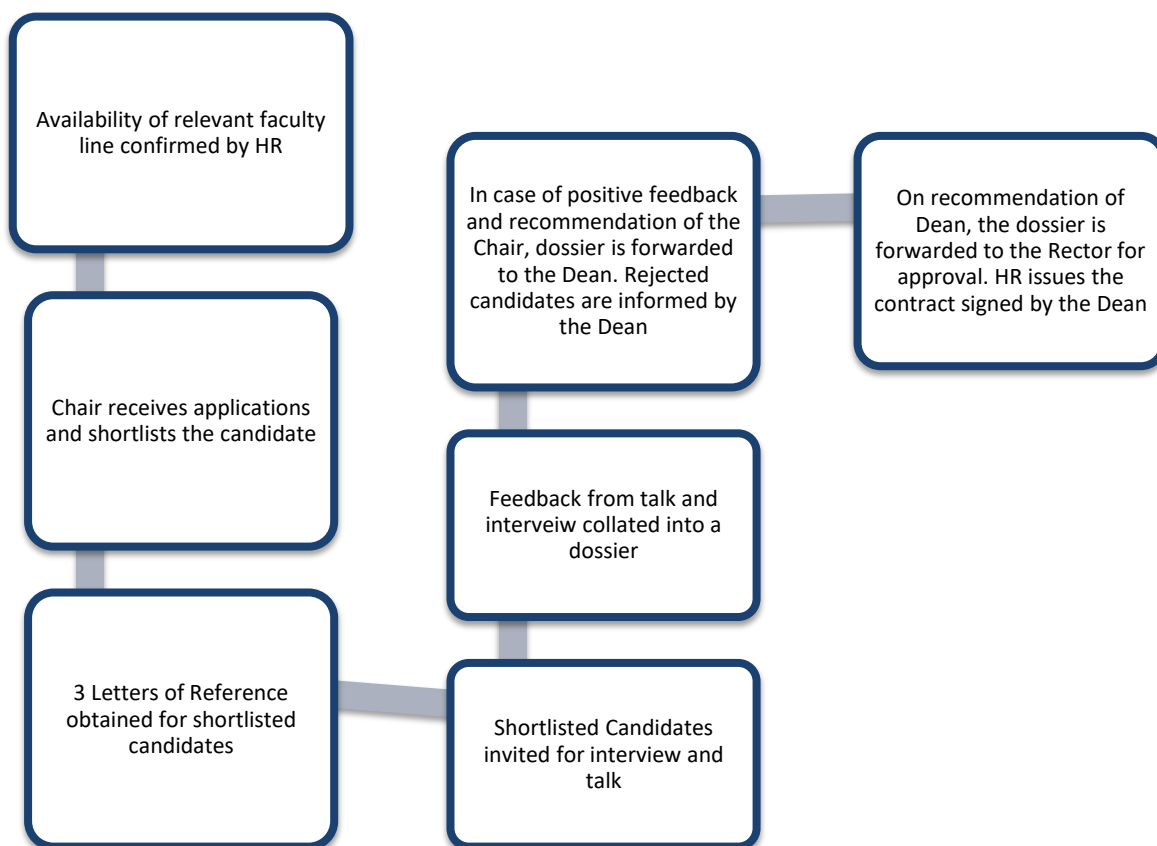
5.1 Approval for Appointment Position

87. The Institute's annual budget, as approved by the Board of Governors, includes the number of lines/position for professorial and non-professorial rank academic staff on tenure track, teaching track and special appointments. Any appointment of an academic staff member may only be made against an approved line. The Rector will allocate available positions between the department or centres based on anticipated needs and Institute priorities. Each Dean may thereafter allocate the Faculty's budgeted positions among the various departments, based on the needs and priorities of the Faculty and each department.

5.2 Standard Appointment Process for (Professorial Rank) positions



5.3 Standard Appointment Process for (Non-Professorial Rank) positions



5.4 Summary of Appointment Processes, Procedures and Signing Authority

88. The process to be followed for appointments to be made in the professorial and non-professorial ranks is outlined in Section 5.2 and Section 5.3 respectively. The offer letter and the employment appointment letters employ a standard format and are generated by the Establishment Directorate.

Academic Staff Position	Appointment Approving Authority	Signing Authority of Offer Letter	Signing Authority of Employment Appointment Letter
Professorial Ranks			
Assistant/Associate Professor (Teaching Track, Tenure Track or Research), Assistant	Executive Council	Dean	Rector

Professor of Practice			
Associate Professor (Tenured) / Professor(Tenure Track) / Professor(Tenured)	Executive Council	Dean	Rector
Professor Emeritus	Executive Council	Not Applicable	Rector
Non-Professorial Ranks			
Teaching Fellow	Rector	Not Required	Dean
Visiting Professor (All Ranks)	Rector	Dean	Rector
Adjunct Faculty	Rector	Not Required	Dean
Scholar/Writer/Artist in Residence	Rector	Not Required	Dean
Post-doctoral Fellow	Rector	Not Required	Dean

6. Tenure and appointment Processes for Faculty on Tenure Track

6.1 Definition of Tenure

89. Tenure is an arrangement whereby an Associate Professor or Professor, maintains his/her professorial appointment until retirement, resignation, dismissal for cause, or termination due to the discontinuation or reduction of a program. Tenured faculty members are entitled to continued institutional support for teaching and scholarship, and they enjoy equitable compensation and benefits.

90. The granting of tenure does not preclude a faculty member from further review of performance.

6.1.1 Eligibility for Tenure

91. All non-tenured appointments in the tenure-track are eligible for tenure. New appointments at the associate professor and professor rank can be with tenure or without tenure, and can be moved to tenured positions on meeting tenure requirements.

92. The conferral of tenure represents a long-term commitment by the Institute and requires tenure candidates to demonstrate both a track record of proven excellence, and

promise for continued distinction. Relevant benchmarks for tenure evaluation, therefore, include the extent to which the candidate's work has advanced his/her field; reflects growing professional development; is perceived as valuable by experts in the field; and demonstrates potential for increased contribution to the discipline's body of knowledge.

6.2 Tenure Clock

93. The "tenure clock" is the schedule for the probationary period after which a tenure track faculty member in the professorial ranks is required to apply for tenure. A standard tenure clock spans eight years that are divided in two parts. New tenure track appointments are made at the initial professorial rank of Assistant Professor.

94. An initial appointment of a faculty member on tenure track is made through grant of a first contract for four years. A **mid-probationary review (MPPR)** occurs during the third year of the first contract and upon successful review at the end of the third year of the first contract, the faculty member is awarded a second contract of four years. If the review is not successful, the fourth year of the first contract will be the terminal year. The official tenure application and review occurs during the Assistant Professor's third year of the second contract or one year prior to the expiration of the second contract. Assistant professors are appointed to the rank of associate professor on award of tenure.

95. During the third year of their second contract (or seventh year after initial appointment), Assistant Professors are required to undergo review for tenure. Assistant Professors who receive tenure are appointed to Associate Professor after the completion of their contract; for those who do not receive tenure, the eighth year will be the terminal year, unless the candidate is granted the option to reapply for tenure. This extension is granted at the sole discretion of the Institute.

96. If the candidate is granted the option to reapply for tenure, the Institute will extend his/her contract for a two-year term upon expiration of the second contract. The second tenure review must take place within two years of the first application for tenure review. If tenure is not granted the second year of the extended contract will be the terminal year.

6.3 Deviations from Standard Tenure Clock

6.3.1 Professor or Associate Professor without Tenure

97. Rarely, a scholar or researcher with experience may be appointed to tenure track at the Associate Professor or Professor level. These appointments are made typically when

considering qualified senior level individuals without significant experience in academia, or those candidates returning to academia after some break. The period of contract of a professor or associate professor without tenure shall be for a maximum of four years.

98. Professors or associate professors without tenure may be reviewed for tenure during the first three years of the period of contract. If they are not conferred tenure by the end of the third year, the fourth year will be the terminal year, unless the candidate is granted the option to reapply for tenure. This extension is granted at the sole discretion of the Institute. If the candidate is granted the option to reapply for tenure, the Institute will extend his/her contract for a two-year term upon expiration of the contract. The second tenure review must take place within two years of the first application for tenure review. If tenure is not granted the second year of the extended contract will be the terminal year.

99. The time frame in which a faculty member is to apply for tenure is specified in the contract awarded.

6.3.2 Prior Professorial Experience

100. When an individual who has served at other institutions at a professorial rank is employed at PAF-IAST, prior service at other institutions will not be counted in the tenure clock.

6.3.3 Leave of Absence

101. An approved leave of absence from PAF-IAST without pay is not counted in the tenure clock if, due to the nature of the leave, the faculty member is unable to continue the pursuit of normal scholarly activities during that period. The tenure clock would also be stopped for a period of one-year during the period of maternity leave. Extension in the tenure clock must be requested in writing at the time the leave is requested. The Rector in consultation with the Dean will determine how such a leave will affect the timing of the review for further appointment and the terms of the contract. All leaves from which normal research activities are continued will count towards the tenure clock.

6.3.4 Request for Early Tenure Review

102. Early reviews are encouraged only in cases where candidates are making unusually rapid progress and have already shown high accomplishments. To be successful, the case must be very clear and compelling. If the department wishes to put forward a candidate early,

it should make a proposal in writing to the Dean, summarizing the reasons, prior to initiating the review process.

103. In determining whether to conduct an early review, the department will examine the CV, teaching record, and other materials the candidate chooses to present. Should the department decide that the candidate's scholarship lacks sufficient justification for early tenure review, it will reject the request for an early tenure review and explain the reasons for its decision to the candidate. The candidate's tenure review will proceed under the standard timeline in accordance with his/her contract and tenure clock.

104. If the department feels the request for early review is warranted, it may agree to start the tenure review process at the request of the candidate.

6.4 Performance Review of faculty

6.4.1 Annual Review

105. All faculty members participate in annual review of their performance by completing the self-evaluation forms following which their performance is reviewed by the respective Chairs/Deans.

6.4.2 Review of Tenured Faculty

106. Other than annual salary reviews, tenured Associate Professors receive a review by their Chair every three years; a more detailed review by a Review Committee is also carried out in their ninth year at associate status. Other than annual salary reviews, tenured full Professors are reviewed in detail by a review committee every five years. The review committee will be constituted at the department or centre level by the Dean of the faculty in consultation with the Rector.

107. The Rector may waive the review for faculty members who have submitted a letter of retirement or resignation. The Dean of the faculty may grant an extension of up to one year when circumstances place an undue burden on the faculty member or department to complete the review during the scheduled year of review.

6.5 Preparation of the Dossier:

108. The following information must be included in the dossier to be prepared by the candidate to be reviewed on the tenure track system and appointed on the teaching-track system:

- 1) **Cover letter to the Chair/Dean** that succinctly highlights accomplishments in research (do not list publications), teaching, service to PAF-IAST as well as societal impact, if any. Accomplishments outside these categories may also be highlighted. For teaching, applicants should prepare a table listing all courses taught (semester by semester) along with percent contribution, student enrollment in each course and the associated instructor evaluation score (score out of 5).
- 2) **Updated curriculum vitae** that includes list of publications in journals, conferences and books, cases, research grants and role in each, travel grants, awards and honors, and invited seminars at conferences and institutions. Also include in CV consultancies, patents filed, invention disclosures, and companies formed.
- 3) **A comprehensive Google Scholar / Scopus/Web of Science report** listing all publications along with number of times each contribution was cited.
- 4) **Teaching statement** describing teaching philosophy, innovations in teaching methodology (if any), and courses developed. Other notable achievements in enhancing quality of pedagogy may also be highlighted in this section.
- 5) **Research statement** describing past accomplishments, ongoing work and future research activities. Also list past and ongoing collaborations, along with the number of undergraduate and graduate students supervised and their placements.
- 6) **Service statement** elaborating how the applicant has contributed to institutional building as well as impacting the society. List all conferences and workshops organized, associations with scientific journals and/or funding agencies, and service to them as reviewer.
- 7) **Names and contacts** of at least six referees working in the applicant's research area including those who have worked, collaborated, and/or supervised the applicant are to be provided at the time of tenure review. External referees are not required for mid-probationary review. *[For appointment to associate professor all referees must be at a rank of Professor; similarly, for appointment to full Professor, all referees must also be at the same rank. Referees from research institutes or corporations with ranks equivalent to academic ranks are also acceptable.]*

6.6 Mid Probationary Period Review

109. The employment of tenure track Assistant Professors consists of two consecutive contracts, each of four-year duration. The first contract is awarded at the time of employment and the second is awarded following a successful review of work done during the first contract period. During the third year of the first contract, the Assistant Professor undergoes a Mid Probationary Period Review (MPPR) to evaluate his/her progress towards tenure and determine whether his/her contract will be extended for the following 4 years.

110. This MPPR will take place no later than the spring semester of the candidate's third year of the first four-year contract period. Assistant Professors whose contracts are not renewed will be entitled to complete the fourth year of their contract but lose the right to participate in faculty searches. Candidates will be notified in writing of the decision regarding contract renewal no later than six months prior to the completion of their contract.

111. All candidates, regardless of when they are hired, must be reviewed for their first contract period no later than their third year by DPTC & FAPTC; and must be reviewed for tenure no later than their seventh year (with appropriate account of leaves).

112. In preparation for the MPPR, the faculty member must prepare a dossier to inform the committees' evaluation of his/her scholarship, teaching performance, and service. The requirements of the MPPR dossier are the same as that of the internal dossier required for tenure and further appointment decisions. External reviews are not required for the MPPR.

113. The decision to award a second four-year contract to an Assistant Professor is a major commitment. Consequently, the review process must evaluate the candidate's performance in the same categories of scholarship, teaching, and service as are addressed when a candidate is reviewed for tenure. The review process must also respect the legitimate expectations of the candidate and reflect the informed judgment of his or her peers (normally the tenured and senior members of the department). Since the period of evaluation is less -- typically two and one half years for a contract review versus six and one-half for a tenure review-- the expectation for demonstrated research and achievements is far less than what is expected for the grant of tenure.

114. The option of non-renewal is not meant to compromise the integrity of the normal probationary period, for the Institute well understands that creativity is not easily assessed and need not arrive on a fixed schedule. However, the same general standards and principles

should apply; the decisive criteria are the quality and impact of the work to date and that the candidate is making reasonable progress toward tenure. The materials required for review of a tenure-track contract renewal are thus of the same kind as for a tenure review and they should be assembled by following the same steps described in the previous sections. The only exception is that external reviewers are not required. There may, however, be cases where a department feels that the review would benefit from an external opinion. In such cases, the same guidelines for selecting and communicating with external reviewers as for a tenure review apply. The appointment of an internal reviewer is also optional.

6.7 Committee Recusal

115. Under certain conditions, specific members of the appointment, promotion & tenure committees should be recused from considering all or part of a specific case:

1. A member who serves on more than one committee may vote no more than once on any case, and must be recused in other committees.
2. A member of a committee who is the candidate's Department Chair has already made his/her recommendation, contained in the dossier, and therefore should abstain from voting and deliberations in the committee, but may answer other committee members' questions as needed.

116. A member of a committee who has a conflict of interest or who feels he or she may not be able objectively to evaluate the candidate has the responsibility to disclose the nature of the conflict to the Dean or the Rector prior to deliberations and, if deemed appropriate, will be recused from deliberations and voting.

117. The membership of all committees should be available to all candidates before the Chair or Dean forwards the dossier to the respective committees. If a candidate believes there is a potential conflict of interest or asserts an improper bias involving a member of a committee, the candidate must raise it prior to deliberations on the case so that Chair or Dean can evaluate the claim and act appropriately.

6.7.1 Updates and Late Submissions to the Dossier

118. It is likely that over the course of the review, candidates' submitted information may change. Examples could include notification of a decision to publish a book manuscript, the receipt of an award, or the achievement of a government research grant. Late materials such as these may be included in the candidate's dossier by forwarding them through the Chair and

Dean to the appropriate promotion & tenure committee. The various promotion & tenure committees may decide at its discretion when to cut off the inclusion of late materials.

6.8 Substantive Guidelines for Evaluation

119. The departmental evaluation of the candidate's dossier should base its recommendation on the following issues, as appropriate.

1. What is the quality and impact of the candidate's scholarship or creative work? Is the work original and innovative? Are the questions addressed in the research important and has the candidate made substantive contributions to answering them?
2. How has the candidate influenced the understanding or practice of his or her discipline(s)? How has the work of the candidate been recognized in the profession? Has the candidate established a national or an international reputation in his or her chosen field(s) of research or creative work?
3. Has the individual been involved in leadership activities and service in professional organizations in his or her field(s)? What has been the candidate's impact within the external professional communities, nationally and internationally?
4. How does the candidate compare with others in the field, both at PAF-IAST and at other institutions, at a similar stage in their careers?
5. What has been the individual's teaching performance, and what is their potential for improvement? This evaluation should, among others, be based on the following: student teaching evaluations, departmental evaluations, letters from students, prizes and awards for teaching, record in mentoring graduate and undergraduate students, implementation of new courses, novel deployment of information technology for teaching, and curriculum development.
6. Has the candidate made useful contributions to service in the PAF-IAST Community and in the external professional community?
7. Does the candidate strengthen the department, the Faculty, and the Institute and if so, how?
8. What is the reason for believing that if promoted, the candidate will continue to be a creative scholar, a proficient teacher, and an interactive member of the PAF-IAST community? It is useful to remember that tenure and appointment are not granted as

a reward for past achievements. They are given with the anticipation that the promise suggested by the record of scholarship, teaching, and service to date will be fulfilled many times over in the future.

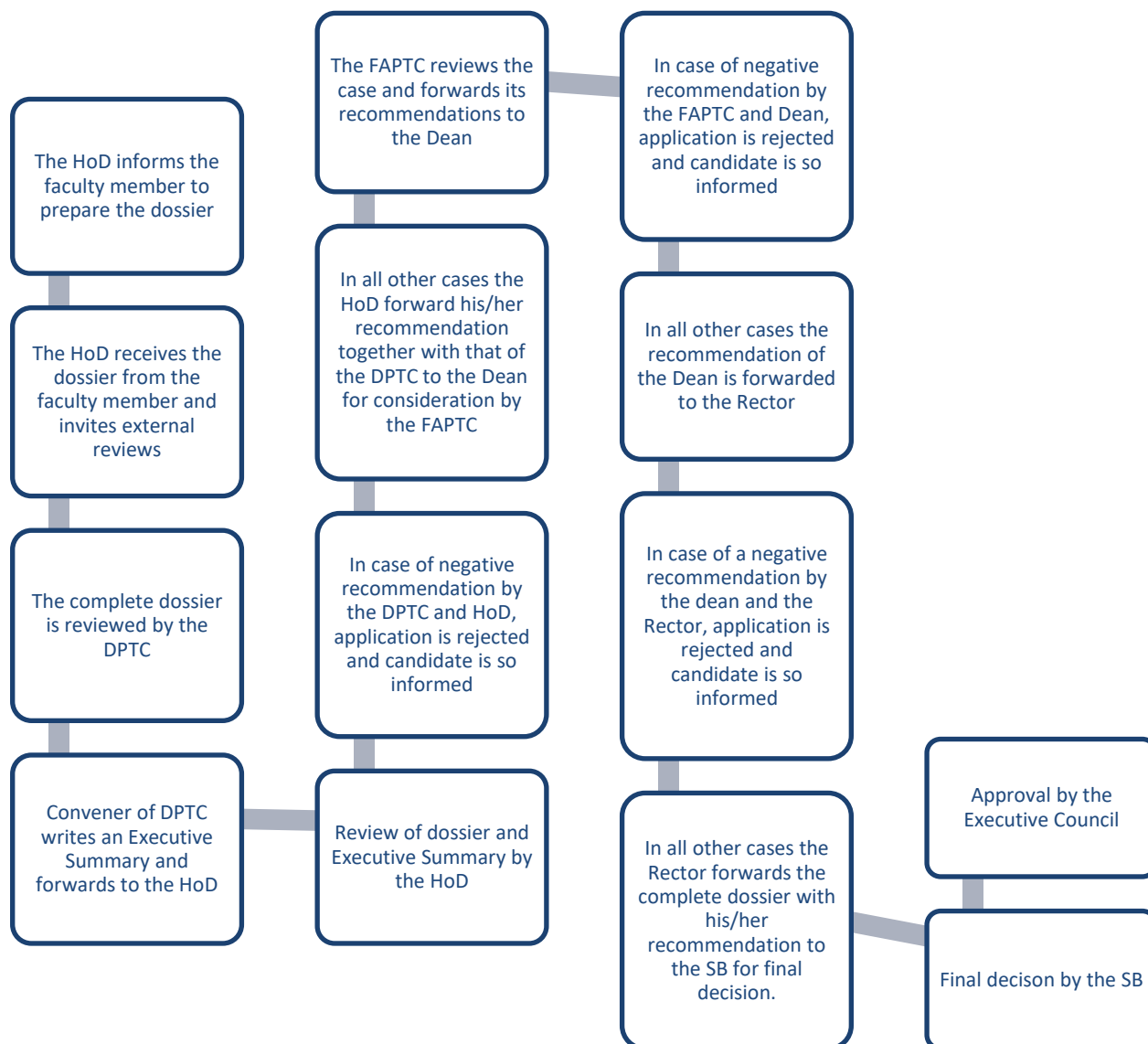
9. The increasing prevalence of multi-authored publications and scholarly works presents a special challenge in assessing candidates for tenure and/or promotion. In preparing a dossier, the department should pay particular attention to ascertaining and documenting the specific quantitative and qualitative contributions of the candidate to multi-authored works. Documentation of the individual's contributions can (and probably should) include several approaches, including a specific statement from the candidate addressed to this question. In soliciting outside letters of reference, specific question should be raised about identifying the candidate's creative and conceptual contributions to joint work. In the interest of obtaining a penetrating assessment of the candidate's contributions to collaborative work, it may be appropriate to target some number of reference requests to collaborators and co-authors, with the context of a sufficiently rich list of outside references.
10. Has the candidate exhibited good citizenship and role modelling? Is he/she a good team player willing to take on additional responsibilities when the need arises? Does he/she possess a positive attitude? How would you describe his/her behaviour towards his/her colleagues?

120. Documentation of the individual's contributions can (and probably should) include several approaches, including a specific statement from the candidate addressed to this question. In soliciting outside letters of reference, specific question should be raised about identifying the candidate's creative and conceptual contributions to joint work. In the interest of obtaining a penetrating assessment of the candidate's contributions to collaborative work, it may be appropriate to target some number of reference requests to collaborators and co-authors, with the context of a sufficiently rich list of outside references.

6.8.1 Meeting Minutes

121. Minutes of all DPTC and FAPTC meetings will be recorded and included in the candidate's dossier. All committee minutes should remain confidential and will be retained by the Chair of respective committees and housed within the office of the Rector or the respective Dean, as is most appropriate.

6.9 Standard Tenure & Appointment Process



122. For greater detail on the individual roles and responsibilities of various parties at different points along the appointment timeline, see **Section 4**

123. The standard appointment and/or tenure review process is described in detail below:

1. The candidate compiles his/her dossier and submits it to the Chair. The Chair adds the candidate's external reviews to the dossier, confirms the dossier's completed status and compiles the dossier in electronic form.
2. The Chair forwards the dossier to the Department Promotion and Tenure Committee (DPTC) which evaluates the strength of the candidate's case for promotion and/or tenure. After a thorough discussion, the DSC will vote whether to approve the candidate's promotion. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a dissenting report. The report of the DPTC is forwarded with the candidate's dossier to the Chair.
3. The Chair conducts a thorough review of the case and if either the Chair or the DPTC has recommended the candidate for further appointment, the Chair will forward the candidate's dossier to the Dean for processing by the FAPTC. In case both the Chair and the DPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
4. The FAPTC evaluates the strength of the candidate's case for appointment and/or tenure. After a thorough discussion, the committee will vote whether to recommend the candidate's appointment and/or tenure. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a dissenting report. The report of the FAPTC is forwarded with the candidate's dossier to the Dean.
5. The Dean conducts a thorough review of the case and if either the Dean or the FAPTC has recommended the candidate for appointment, the Dean will forward the candidate's dossier to the Rector for further processing. In case both the Dean and the FAPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
6. For all cases of award of tenure or appointment to full Professor, final approval of a candidate's appointment lies with the Executive Council on recommendation of Selection Board. The Rector conducts a thorough review of the case and if either the Rector or the Dean has recommended the candidate for appointment/award of tenure, the Rector will forward his/her recommendation, together with the completed dossier and all recommendations to the Selection Board for consideration. In case both the Rector and

the Dean have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.

6.10 Effective date of Tenure

124. Tenure for a faculty member becomes effective only after the Executive Council has approved the recommendation of Selection Board for tenure

6.11 Appeals

125. Candidates for appointment may appeal a negative committee decision at any time in process not later than six weeks after the candidate has been notified. The appeal is with the Dean if the application is rejected at the department level, and with the Rector if it is rejected at Centre or Institute level.

126. If the candidate feels that the process has not been followed, he may appeal decisions by writing to the Academic Council not later than six weeks after the candidate has been officially notified that appointment has not been awarded. This review, which is conducted by the Appeals and Grievances Committee of the Academic Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for appointment. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Rector, who subsequently decides what action to take.

6.12 Timelines for Dossier Submission and Processing

6.12.1 Tenure Review

127. Timelines for dossier submission and further processing for tenure and/or appointment to Associate or full Professorship are as follows:

Submission From	Submission To	Deadline
Candidate	Chair	June 30 th
Chair	DPTC	August 31 st
DPTC	Chair	October 15 th
Chair	Dean	October 31 st
Dean	FAPTC	November 30 th

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FAPTC	Dean	January 31 st
Dean	Rector	February 15 th
Rector	Selection Board	April 30 th
Selection Board/ Executive Council	Rector	June 30 th

6.12.2 Mid-Term Review**Spring semester prior to the review:**

Action	Date
Candidate begins to compile dossier	March 1 st
Dossier completed and forwarded to the Chair	March 25
Department decides whether to alert the dean and candidate of a weak case.	April 5
If Department proceeds with review, the Chair solicits names for external reviewers from candidate.	April 15
Chair sends out preliminary requests to external reviewers.	May 1 st -May 15
Departments send letter and materials to external reviewers.	June 15

Fall semester of the review

Action	Date
Deadline for external reviewers' responses.	October 1 st
Dossier with external reviews complete.	October 15
DPTC votes, if outcome is positive, Chair forwards full dossier to dean accompanied by a written recommendation and a summary of the DPTC's deliberations.	November 1 st
Dean asks FAPTC to review dossier.	November 15
Dean, after reviewing full dossier including the DPTC and FAPTC's recommendation, forwards it to Office of the Rector	December 1st

7 Contract Renewal & Appointment Processes for Faculty on Teaching Track

7.1 Eligibility for appointment

128. All faculty members on teaching track at the Assistant Professor level who meet the eligibility conditions for appointment as Associate Professor as outlined in section 3.4.1.2 may prepare their dossier and submit it to the Chair of the Department or Associate Dean, as the case may be, for consideration. Faculty members at the Associate Professor level are required to meet the eligibility conditions for appointment as Professor as outlined in section 3.4.1.3.

129. It may be noted that each case will be considered on merit, following the process outlined in this document. Meeting the eligibility criteria for appointment at the next level does not confer any right of further appointments.

7.2 Deviations from Standard Eligibility Requirements

7.2.1 Prior Professorial Experience

130. When an individual who has served at other institutions at a professorial rank is employed at PAF-IAST, prior service at other institutions will not be counted for meeting the eligibility conditions.

7.3 Performance Review of faculty

7.3.1 Annual Review

131. All faculty members participate in annual review of their performance by completing the self-evaluation forms following which their performance is reviewed by the respective Chairs/Deans.

7.3.2 Review for Extension of Contract

132. Faculty on teaching track are provided 4-year contracts, which are to be reviewed in the final year of the contract. The review process should be completed six months prior to the completion of the contract.

133. Faculty members in their fourth year of contract will be required to complete the electronic self-evaluation form for contract renewal, following which their performance will be reviewed by the respective Chairs and Dean.

7.3.3 Preparation of the Promotion Dossier:

134. Faculty members on teaching track who wish to be considered for further appointment would prepare their dossier in accordance with the guidelines provided in Section 6.5, providing all information that is applicable.

7.4 Committee Recusal

135. Policy noted in Section 6.7 is applicable to teaching-track cases as well.

7.4.1 Updates and Late Submissions to the Dossier

136. Policy noted in Section 6.7.1 is applicable to teaching-track cases as well.

7.5 Substantive Guidelines for Evaluation of Promotion Cases

137. The departmental evaluation of the candidate's dossier should base its recommendation on the following issues, as appropriate.

11. How has the candidate influenced the understanding or practice of his or her discipline(s)? How has the work of the candidate been recognized in the profession? Has the candidate established a national or an international reputation in his or her chosen field?

Has the individual been involved in leadership activities and service in professional organizations in his or her field(s)? What has been the candidate's impact within the external professional communities, nationally and internationally?

How does the candidate compare with others in the field, both at PAF-IAST and at other institutions, at a similar stage in their careers?

What has been the individual's teaching performance, and what is their potential for improvement? This evaluation should, among others, be based on the following: student teaching evaluations, departmental evaluations, letters from students, prizes and awards for teaching, record in mentoring graduate and undergraduate students, implementation of new courses, novel deployment of information technology for teaching, and curriculum development.

Has the candidate made useful contributions to service in the PAF-IAST Community and in the external professional community?

Does the candidate strengthen the department, the Faculty, and the Institute and if so, how?

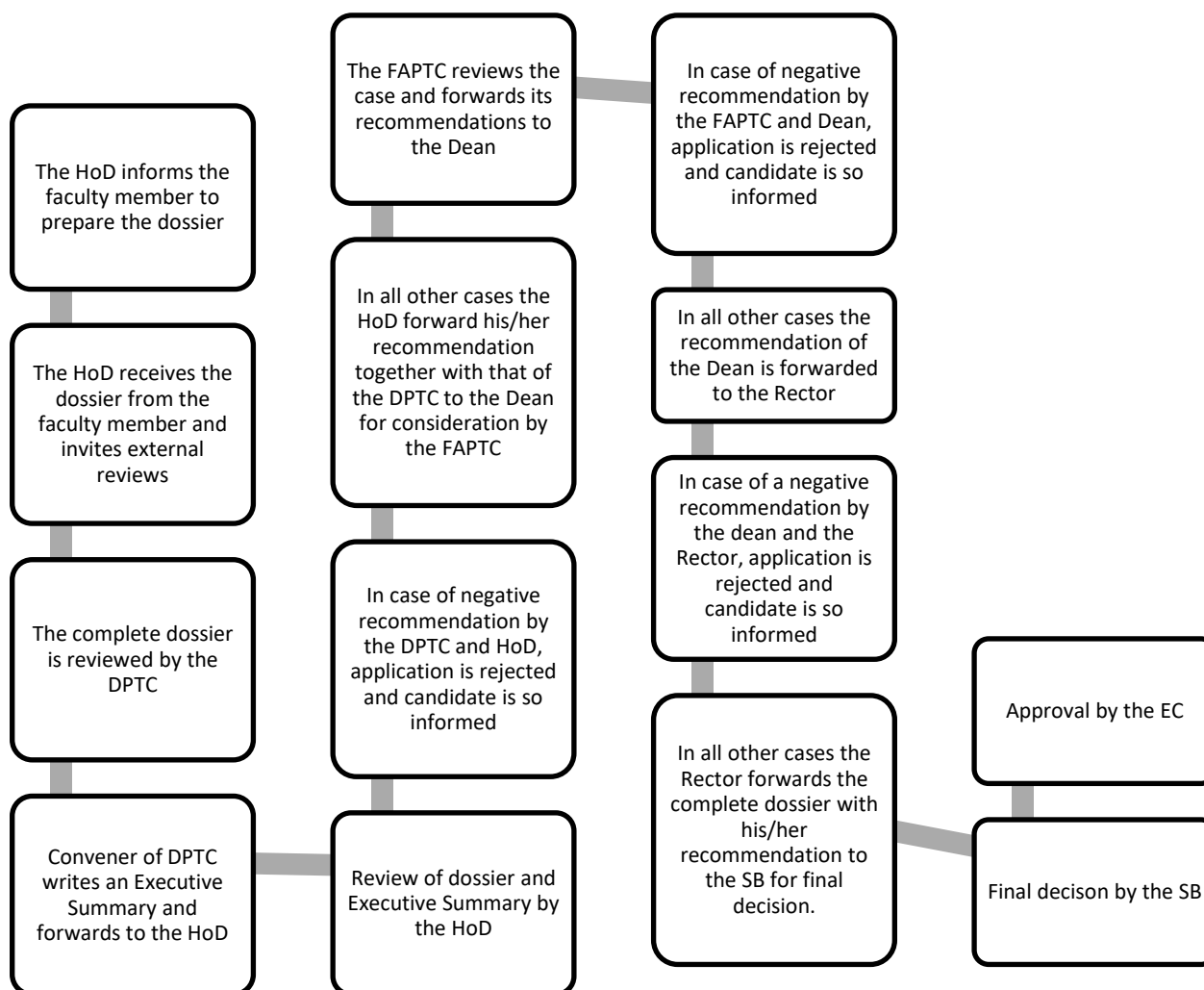
What is the reason for believing that if promoted, the candidate will continue to be a proficient teacher, and an interactive member of the PAF-IAST community? It is useful to remember that appointment is not just granted as a reward for past achievements. It is given with the anticipation that the promise suggested by the record of teaching, and service to date will be fulfilled many times over in the future.

Has the candidate exhibited good citizenship and role modeling? Is he/she a good team player willing to take on additional responsibilities when the need arises? Does he/she possess a positive attitude? How would you describe his/her behavior towards his/her colleagues?

7.5.1 Meeting Minutes

138. Minutes of all DPTC and FAPTC meetings will be recorded and included in the candidate's dossier. All committee minutes should remain confidential and will be retained by the Chair of respective committees and housed within the office of the Rector or the respective Dean, as is most appropriate.

7.6 Standard appointment Process



139. For greater detail on the individual roles and responsibilities of various parties at different points along the appointment timeline, see **Section 4**

140. The standard appointment process is described in detail below:

1. The candidate compiles his/her dossier and submits it to the Chair. The Chair adds the candidate's external reviews to the dossier, confirms the dossier's completed status and compiles the dossier in electronic form.
2. The Chair forwards the dossier to the Department Promotion and Tenure Committee (DPTC) which evaluates the strength of the candidate's case for promotion. After a thorough discussion, the DSC will vote whether to approve the candidate's promotion. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a dissenting report. The report of the DPTC is forwarded with the candidate's dossier to the Chair.
3. The Chair conducts a thorough review of the case and if either the Chair or the DPTC has recommended the candidate for appointment, the Chair will forward the candidate's dossier to the Dean for processing by the FAPTC. In case both the Chair and the DPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
4. The FAPTC evaluates the strength of the candidate's case for appointment. After a thorough discussion, the committee will vote whether to recommend the candidate's appointment. One committee member will be selected to write a report outlining the committee's recommendation, and any committee member who objects to the recommendation may submit a dissenting report. The report of the FAPTC is forwarded with the candidate's dossier to the Dean.
5. The Dean conducts a thorough review of the case and if either the Dean or the FAPTC has recommended the candidate for appointment, the Dean will forward the candidate's dossier to the Rector for further processing. In case both the Dean and the FAPTC have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.
6. For all cases of teaching track candidate's appointments to full Professor, final approval of a candidate's appointment lies with the Executive Council on the recommendation of the Selection Board. The Rector conducts a thorough review of the case and if either the Rector or the Dean has recommended the candidate for appointment/award of tenure, the Rector will forward his/her recommendation, together with the completed dossier and all recommendations to the Selection Board for consideration. In case both the Rector and

the Dean have recommended to reject the case, the candidate is informed of the decision by the Chair and further processing of the case is stopped.

7.7 Effective date of appointment

141. Appointment of a faculty member becomes effective only after grant of approval by the relevant office or forum, and its subsequent communication by the Rector followed by the joining date.

7.8 Appeals

142. Candidates for appointment may appeal a negative committee decision at any time in process not later than twenty calendar days after the candidate has been notified. The appeal is with the Dean if the application is rejected at the department level, and with the Rector if it is rejected at Faculty or Institute level.

143. Candidates may also appeal decisions by writing to the Academic Council not later than twenty calendar days after the candidate has been officially notified that promotion has not been awarded. This review, which is conducted by the Appeals and Grievances Committee of the Academic Council, examines procedural issues only and does not assess the substantive issues having to do with the candidate's qualifications for promotion/appointment. Once the review is complete, the Appeals and Grievances Committee files a written report of its findings to the Rector, who subsequently decides what action to take.

7.9 Timelines for Dossier Submission and Processing

7.9.1 Tenure Review

144. Timelines for dossier submission and further processing for appointment to Associate or full Professorship are as follows:

Submission From	Submission To	Deadline
Candidate	Chair	June 30 th
Chair	DPTC	August 31 st
DPTC	Chair	October 15 th
Chair	Dean	October 31 st

Dean	FAPTC	November 30 th
FAPTC	Dean	January 31 st
Dean	Rector	February 15 th
Rector	Selection Board	April 30 th
Selection Board/ Executive Council	Rector	June 30 th

7.9.2 Renewal of Contract

For contracts expiring on Dec. 31st. Spring semester prior to the review:

Action	Date
Candidate initiates self-evaluation	February 1 st
Self-evaluation completed and forwarded to the Chair	February 20
Department decides whether to alert the dean and candidate of a weak case.	March 5
If Department proceeds with review, the DPTC convenes and conveys its recommendations to the Chair	April 15
Chair forwards recommendations of the DPTC, along with his observations to that FAPTC	April 25
Dean, after reviewing the case, including the DPTC and FAPTC's recommendation, makes the final decision with respect to renewal of contract	June 15

Fall semester of the review

Action	Date
For contracts expiring on June 30 th . Fall semester prior to the review:	
Candidate initiates self-evaluation	August 10
Self-evaluation completed and forwarded to the Chair	August 31
Department decides whether to alert the dean and candidate of a weak case.	September 5

If Department proceeds with review, the DPTC convenes and conveys its recommendations to the Chair	October 15
Chair forwards recommendations of the DPTC, along with his observations to that FAPTC	October 25
Dean, after reviewing the case, including the DPTC and FAPTC's recommendation, makes the final decision with respect to renewal of contract	December 15

8 Dismissal / Termination of Appointments, Sanctions and Suspension

8.1 Resignation

145. As defined in the Service Rules Section No. 8 of chapter-2 (Faculty Service statutes).

8.2 Dismissal

8.2.1 Legitimate Causes for Dismissal

146. Dismissal of faculty members may only occur for cause. Adequate cause for dismissal must be related, directly and substantially, to the fitness of faculty members in their professional capacities as teachers or scholars. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights under Pakistani law.

147. Examples of behavior that in their most serious form may directly and substantially detract from the professional capacities of faculty members in their roles as teachers and scholars are fiscal malfeasance, unauthorized absence from the Institute, plagiarism, dishonest research, and sexual harassment of the students, faculty, or staff of PAF-IAST.

8.2.2 Hearing Process

148. A faculty member will be dismissed for cause only after he or she has had an opportunity for a formal hearing by the respective appointing authority convened for the express purpose of considering dismissal for cause. The Rector or his/her delegate will initiate consideration of dismissal by presenting to the Academic Council a written statement of the allegations, framed with reasonable particularity that, if established, would justify dismissal.

149. The Academic Council, in consultation with the Rector, will establish the procedure to be followed during dismissal hearing, and any subsequent changes in that procedure

affecting the authority of the Rector or Board of Governors must be approved by the Rector or the Board. The concerned appointing authority will ensure an opportunity for a dignified, careful, and fair hearing in which:

1. Written notice will be given to the faculty member of the administration's allegations against him or her.
2. The faculty member will be considered fit in his or her capacity as a teacher or scholar until proven otherwise.
3. The confidentiality of the proceedings will be guaranteed and the privacy of the faculty member will be respected.
4. An unbiased panel composed solely of faculty members will be chosen.
5. An opportunity will be given to the faculty member to be present throughout the hearing, to confront and question witnesses, and to give information in his or her favor. The hearing panel will reserve the right, at any time before, during, or after the formal hearing, to meet in closed session outside the presence of the parties of their representatives

150. Following the hearing, the panel will weigh the evidence and give to the Rector a written report, containing both its findings and its recommendations. The Rector, after reaching a decision, will inform the Executive Council.

151. Other Institute policies may be established from time to time, such as the currently existing policies on sexual harassment and scientific misconduct that provide for a range of potential sanctions and a committee to review allegations against a faculty member. A hearing held in accordance with the sexual harassment policy will substitute for the dismissal hearing required in this policy as described in this section.

8.2.3 Suspension Pending Final Decision

152. Pending a final report by the hearing panel, the administration may suspend the accused faculty member, for example, by placing the accused on administrative leave or assigning him or her to other duties in lieu of leave-only if continuance threatens harm to other persons, to the accused, or to Institute property. A faculty member who has been suspended pending a hearing will continue to receive full salary throughout the period of suspension. A suspension that is not followed either by reinstatement or by the opportunity for a hearing is in effect a summary dismissal in violation of academic due process.

8.3 Sanctions Other than Dismissal

153. If the behavior of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a sanction, then the matter would be dealt with as specified in the Efficiency and Discipline Policy of the Institutes.

8.4 Termination

154. All faculty members on teaching or tenure track appointments or with a special or contractual appointment can be terminated as per the provisions of their appointment agreement/contract or under circumstances related to the fitness in their professional capacities as teachers following a due evaluation process.

8.4.1 Termination because of a Reduced or Discontinued Program or Academic Unit

155. The Institute may terminate the employment of a faculty member because it has in good faith decided to discontinue or reduce a program, department, or other academic unit of the Institute. Such decisions are the final purview of the Executive Council and will be communicated by the Rector first to the unit involved and then to the Academic Council or all faculty in the absence of Academic Council.

8.5 Financial Exigency

156. Tenure may be terminated in a situation of Institute-wide financial exigency. Financial exigency is declared only under conditions set forth by the Board of Governors and communicated through the Rector to the Academic Council or all faculty in the absence of a Academic Council. If there is need to terminate a faculty member's tenure for reasons of financial exigency, the Institute will provide letters of recommendation to the tenured faculty member.

8.6 Exemptions and Revisions

157. The Institute, its officers, or any other person or entity associated with them shall have no liability whatsoever for any losses, damages, claims, legal costs, or other expenses that a person may suffer or incur, whether directly or indirectly (including any loss of profit or damage to reputation) by reason of any proceedings instituted or measures taken pursuant to these procedures.

158. These procedures may be revised by the Institute from time to time in its absolute discretion provided that any revision or amendment in the procedures shall not apply to any

proceedings that have commenced or affect the validity of any decision or anything done prior to the revision.

159. These faculty Statutes of the Institute shall not be ultra virus to the policy of Higher Education Commission for appointment of faculty

(Chapter-12)

***Administrative Officers Appointment & Scales of Pay
Statutes***

Composition, Authority and Criteria for appointment of Officers

- a. These statutes shall be called Administrative Officers Appointment & Scales of Pay Statutes of the regular officers of the Institute
- b. These statutes shall come into force at once.
- c. The Administrative Officers shall consist of the employees holding the posts (SPS-11 to 15) as specified in Schedule-I of these statutes.
- d. Appointment by initial recruitment or by transfer/absorption of Administrative Officers shall be made by the Executive Council on the recommendation of the Selection Board in the prescribed manner.
- e. The competent authority as and when deem necessary shall fill the vacant post through Selection Board.
- f. For appointment by transfer/absorption, the record of regular service, PERs up to last 5 years, eligibility, availability of vacancy etc will be provided to Selection Board for consideration and recommendation to the Appointing Authority for approval.
- g. Detailed eligibility criteria for appointment of Administrative Officers is prescribed in Schedule-1.
- h. . The service of retired employees of federal/provincial Government/armed or para military forces will be counted as experience for the fresh appointments on regular basis where the retired employee is eligible to apply subject to fulfillment of other codal formalities however pay & allowances of retired service will not be protected.
- i. Bank service of schedule banks in OG-1 and equivalent will be considered equal to SPS-11
- j. The term “Semi government/autonomous national organization” shall have same meaning as described by the government for the purpose.
- k. There will be age relaxation for filling the post on deputation however all other conditions of initial appointment will apply on deputationist.
- l. Maximum age limit shall be 35,40,45 and 50 years respectively for initial appointments in SPS-11,12,13 and 14.
- m. The Institute may hire services of any third agency for conducting the test for SPS-11&12 positions

1) Marks Allocation for selection on Initial Appointment:

- i) For initial appointment in Administrative Officers in SPS 11&12, the marks allocations shall be as follow:

S.No.	Description	Marks
1	Academic/Professional Qualification	20
2	Test	50
3	Interview	30
Total Marks		100
Pass Marks in test/interview		50%

ii) Qualification Grading (20 marks)

S.No.	Qualification	1 st Division	2 nd Division	3 rd Division
1	Matric/Equivalent	2	1	0
2	Intermediate/ Equivalent	2	1	0
3	Graduation (14 years of education)	3	2	0
4	Master Degree (16 years of education)	3	2	0
5	MS/M.Phil (18 years of education)	3	2	0
6	PhD	4	4	4
7	Any relevant professional qualification (minimum of 02 years)	3	3	3

- i) For initial appointment of Administrative Officers in SPS 13 and above, the marks allocations shall be as follow:

S.No.	Description	Marks
1	Academic/Professional Qualification	30
2	Additional relevant experience	20
3	Interview	50
Total marks		100
Pass Marks in Interview		50%

ii) Qualification Grading (30 marks)

S.No.	Qualification	1 st Division	2 nd Division	3 rd Division
1	Matric/Equivalent	2	1	0
2	Intermediate/ Equivalent	2	1	0

3	Graduation (14 years of education)	5	2	0
4	Master Degree (16 years of education)	5	2	0
5	MS/M.Phil (18 years of education)	5	2	0
6	PhD	6	6	6
7	Any relevant professional qualification for the applied post (minimum of 02 years)	5	5	5

(iii) **Additional relevant experience/service (20 marks)**

S.No.	Description	Marks
1	2 marks for each complete year of additional relevant experience over and above the minimum required experience for the post (maximum for 05 years)	10
2	2 marks for each complete year of relevant experience of service on identical position (s) in university or degree awarding Institute (maximum for 05 years)	10
Total marks		20

The equation of grades versus division is as follows:

Marks in Semester System	Marks in annual System	Division
3.0/4.00	60% or above	1 st Division
2.25/4.00	45% or above but less than 60%	2 nd Division
Below 2.25/4.00	Below 45%	3 rd Division

Schedule-I
Administrative Officers of PAF-IAST

1	2	3	4
S.No	Designation	SPS	Minimum qualification & experience for filling the positions through initial appointment
1	Director Establishment	14	PhD with 12 years experience of Teaching /Academics/Administration in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above. OR 1 st Division MS/M Phil with 14 years of experience of Teaching/Academics /Administration in HEC

			<p>recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 17 years' experience of Teaching/Academics/Administration in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
2	Director Finance	14	<p>PhD in the field of Finance/ Accounting/Commerce with 12 years experience in Financial Management/ Accounting /Budgeting/Auditing in HEC recognized University/ Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>1st Division MS/M.Phil in Finance/Accounting/ Commerce with 14 years' relevant experience in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>Chartered Accountant with 14 years post qualification relevant experience or 1st Division Master degree in Finance/ Accounting/ Commerce with 14 years experience as SAS/PIPFA/APE qualified Accountant, in HEC recognized University /Institution or any Government or Semi Government National Organization</p> <p>OR</p> <p>1st Division Master degree (16 years of education) in Finance/Accounting/ Commerce/ ICMA and equivalent Financial or Accounting degree with 17 years relevant experience in HEC recognized University / Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p>
3	Controller of Examination	14	<p>PhD with 12 years experience of Teaching /Academics/Administration in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and</p>

			<p>equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M Phil with 14 years of experience of Teaching/Administration /Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 17 years' experience in Teaching/Academics/ Administration in HEC recognized University/ Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
4	Director Planning & Development	14	<p>PhD in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management, Structural/Civil engineering with 12 years experience of Teaching /Budgeting /Administration /Planning /Construction in HEC recognized university /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M.Phil in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management or 1st Division MSc in Structural/Civil engineering or 1st Division Master degree in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management alongwith two year SAS/PIPFA qualification with 14 years' experience in Teaching /Administration /Planning /Construction in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales</p> <p>OR</p> <p>1st Division Master degree (16 years of education) in Economics, Commerce, Business Administration (in</p>

			Finance), Statistics, Mathematics, Project management or 1 st Division BSc in Structural/Civil engineering with 17 years experience of Teaching/Administration /Planning /Construction in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.
5	Provost	14	<p>PhD with 12 years experience of Teaching, Hostel Administration/Management of student affairs /Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M Phil with 14 years of experience of Teaching, hostel Administration /Management of student affairs/Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 17 years' experience of Teaching, hostel Administration/Management of student affairs/Academics in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
6	Joint Director Establishment	13	<p>PhD with 08 years experience of Teaching, Administration/Academics in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M Phil with 10 years of experience of Teaching/Administration /Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>

			<p>OR</p> <p>1st Division Master degree (16 years of education) with 12 years' experience of Teaching, Administration/Academics in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
7	Joint Director Finance	13	<p>PhD in the field of Finance/ Accounting/Commerce with 08 years experience in Financial Management/ Accounting /Budgeting/Auditing in HEC recognized University/ Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>1st Division MS/M.Phil in Finance/Accounting/ Commerce with 10 years' relevant experience in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>Chartered Accountant with 10 years post qualification relevant experience or 1st Division Master degree in Finance/ Accounting/ Commerce with 10 years experience as SAS/PIPFA/APE qualified Accountant, in HEC recognized University /Institution or any Government or Semi Government National Organization</p> <p>OR</p> <p>1st Division Master degree(16 years of education) in Finance/Accounting/ Commerce/ ICMA and equivalent Financial or Accounting degree with 12 years relevant experience in HEC recognized University / Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p>
8	Joint Controller of Examination	13	<p>PhD with 08 years experience of Teaching/ Administration/Academics in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M Phil with 10 years of experience of Teaching/Administration/Academics in HEC</p>

			<p>recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 12 years' experience in Teaching/Academics/ Administration in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
9	Manager Planning & Works	13	<p>PhD in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management or Structural/civil engineering with 08 years experience of Teaching/ Administration /Planning/ Construction in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M.Phil in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management or 1st Division Master degree alongwith two year SAS/PIPFA qualification in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management or 1st Division MSc in Structural/civil engineering with 10 years experience of Teaching, Administration /Planning / Construction in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education)in Economics, Commerce, Business Administration (in Finance), Statistics, Mathematics, Project management with 12 years relevant experience of Teaching, Administration /Planning / Construction in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay</p>

			<p>scales or above.</p> <p>OR</p> <p>BSc in Structural /Civil engineering with 17 years experience of Teaching/ Administration / Planning/Construction in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
10	Joint Provost	13	<p>PhD with 08 years experience of Teaching, Hostel Administration/Management of student affairs /Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division MS/M Phil with 10 years of experience of Teaching, hostel Administration /Management of student affairs/Academics in HEC recognized University /Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 12 years' experience of Teaching, hostel Administration/Management of student affairs/Academics in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above.</p>
11	Manager QEC	13	<p>PhD with 08 years' experience in Teaching/ Academic Research/Administration in HEC recognized University/ Institution or Government or Semi Government organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.</p>
12	Manager IT	13	<p>PhD in IT/Computer Science with 08 years' relevant experience in HEC recognized University/ Institution or any Government or Semi Government national/ international organization in BPS-17 and equivalent</p>

			<p>in special pay scales or above, OR 1st Division MS/M.Phil in IT/Computer Science with 10 years' relevant experience in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above, OR 1st Division or BS/Master degree (16 years of education) in IT/Computer Sciences with 12 years relevant experience in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above,</p>
13	Manager ORIC	13	<p>PhD with 08 years' experience in Teaching/Administration/Academic Research, University- Industry linkages, collaboration etc in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.</p>
14	Manager ASRB	13	<p>PhD with 08 years' experience in Teaching /Administration/Academic Research in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.</p>
15	Manager Grants	13	<p>PhD with 08 years' experience in Teaching /Administration/Academic Research/student affairs in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above. OR 1st Division MS/M.Phil with 10 years' experience in Teaching/Administration/Academic Research /Student affairs in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in</p>

			<p>special pay scales or above.</p> <p>OR</p> <p>1st Division Masters degree (16 years of education) with 12 years' experience of Teaching /Administration /Academic research/Student affairs in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.</p>
16	Librarian	13	<p>PhD in Library Science with 08 years experience of Teaching or Library Administration in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>1st Division MS/M.Phil in Library Sciences with 10 years' experience in Teaching or Library Administration in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above</p>
17	Deputy Director Establishment	12	<p>1st Division MS/MPil in Economics, Law, Business Administration, Mass communication/IR or English with 05 years' experience in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above</p> <p>OR</p> <p>1st Division Master degree (16 years of education) in Economics, Law, Business Administration, Mass communication/IR or English with 07 years' experience of Teaching/Administration/Academics in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.</p>
18	Deputy Director Finance	12	<p>1st Division MS/M.Phil in Finance/ Accounting/ Commerce or 1st Division Master degree alongwith two year SAS/PIPFA qualification in the field of Finance/ Accounting/ Commerce or CA with 05 years' experience in Financial Management/ Accounting /Budgeting/Auditing in HEC recognized</p>

			<p>University/ Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales</p> <p>OR</p> <p>1st Division Master degree(16 years of education) in Finance/Accounting/ Commerce/ ICMA and equivalent Financial or Accounting degree with 07 years' experience in Financial Management/ Accounting /Budgeting /Auditing in HEC recognized University/Institution or any Government or Semi Government National Organization in BPS-17 and equivalent in special pay scales or above</p>
19	Deputy Controller of Examination	12	<p>First Division MS/M.Phil degree with 05 years' experience in Teaching/Administration/Examination in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above,</p> <p>OR</p> <p>1st Division Master degree (16 years of education) with 07 years' experience in Teaching, Administration/Examination in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above</p>
20	Deputy Manager P&D	12	<p>1st Division MS/M.Phil in Economics, Commerce or Business Administration with specialization in Finance, Statistics, Mathematics, Project management or 1st Division Master degree alongwith two year SAS/PIPFA qualification in Economics, Commerce or Business Administration with specialization in Finance, Statistics, Mathematics, Project management or 1st Division MSc in Civil/ Structural engineering with 05 years' experience in Teaching/Administration /Planning /Construction in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above,</p> <p>OR</p> <p>1st Division Master degree (16 years of education) in Economics, Commerce or Business Administration with specialization in Finance, Statistics,</p>

			Mathematics, Project management or 1 st Division BSc in Civil /Structural engineering with 07 years' experience in Teaching /Administration/Planning / Construction in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above
21	Deputy Librarian	12	PhD in Library Science with 03 years' experience in Teaching or Library Administration in HEC recognized University/Institution or any Government or Semi Government national organization in BPS- 17 and equivalent in special pay scales or above OR 1 st Division MS/M.Phil in Library Sciences with 05 years' experience in Teaching or Library Administration in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above
22	Deputy Manager Works	12	BSc in Civil/Structural engineering with 12 years' post qualification experience in Teaching, Administration /Planning/Construction in HEC recognized University/ Institution or any Government/Semi Government national organization
23	Senior Medical Officer	12	MBBS from PMDC recognized and registered institution with 06 years post qualification experience in addition to one year house job/Teaching in any Government or Semi Government National Organization or PMDC registered hospital in BPS-17 and equivalent in special pay scales or above.
24	Deputy Provost	12	1 st Division MS/M.Phil with 05 years' experience of Teaching, managing student affairs/ admissions, hostel management in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above. OR 1 st Division Masters degree (16 years of education) with 07 years' experience of teaching, managing student affairs /admissions, hostel management in

			HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.
25	Deputy Manager QEC	12	PhD with 03 years' experience in Teaching/ Academic Research in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field. OR 1 st Division MS/M.Phil with 05 years' experience in Teaching/ Academic Research in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.
26	Deputy Director Admin/ Administrative Officer	12	1 st Division MS/M.Phil with 05 year experience of Teaching/ Administration in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above. OR 1 st Division Masters degree (16 years of education) with 07 year experience in Teaching/Administration in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.
27	Deputy Manager IT	12	1 st Division MS/MPhil in IT/Computer Science with 05 years' relevant experience in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above, OR 1 st Division BS (16 years of education) in IT/Computer Sciences with 07 years relevant experience in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above

28	Deputy Manager ORIC	12	<p>PhD with 03 years' experience in Teaching /Academic research, University- industry linkages, collaboration etc in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.</p> <p>OR</p> <p>1st Division MS/M.Phil with 05 years' experience in Teaching/Academic research, University- industry linkages, collaboration etc in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above having proven record of accomplishment in the relevant field.</p>
29	Deputy Manager Grants	12	<p>1st Division MS/M.Phil with 05 years' experience in Teaching/Administration/Academic Research /Student affairs in HEC recognized University/ Institution or Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.</p> <p>OR</p> <p>1st Division Masters degree (16 years of education) with 07 years' experience in in Teaching /Administration/Academic research/Student affairs in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-17 and equivalent in special pay scales or above.</p>
30	Auditor	11	<p>1st Division MS/M.Phil in Commerce /Finance/ Accounting or 1st Division Master degree (with two year SAS/PIPFA qualification) in Commerce /Finance/ Accounting or CA with 01 year relevant experience</p> <p>OR</p> <p>1st Division Master degree(16 years of education) in Finance, Commerce /Accounting with 03 years' experience in Financial Management/ Accounting /Budgeting /Auditing in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales or above.</p>
31	Assistant	11	1 st Division Master's degree(16 years of education)

	Controller of Examination		with 03 years experience of Teaching, Administration or Examination in HEC recognised University /Institute or a Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above.
32	Assistant Director Establishment	11	1 st Division Master's degree(16 years of education) in Economics, Law, Business Administration, Mass communication/IR or English with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
33	Assistant Director Meetings	11	1 st Division Master's degree (16 years of education) in Economics, Law, Business Administration, Mass communication/IR, or English with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
34	Assistant Director Academics	11	1 st Division Master's degree (16 years of education) with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
35	Assistant Librarian	11	1 st Division Master (16 years of education) in Library Science with 03 years relevant experience in HEC recognized University /Institution or any government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
36	PS to Rector	11	1 st Division Master's degree (16 years of education) with 03 years relevant experience in HEC recognized University /Institution or any Government or Semi Government National organization in BPS-16 and equivalent in special pay scales and above (Computer Knowledge of Ms Word, Excell, Power point etc and shorthand with good typing speed is mandatory)
37	Assistant Manager Works	11	BSc in Civil/Structural Engineering with 05 years post qualification relevant experience in HEC recognized University/Institution or any Government

			or Semi Government national organization
38	Assistant Manager Career Development Centre	11	1 st Division Masters degree (16 years of education) with 03 years experience in Teaching, Administration or Academic research in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
39	Assistant Manager Advancement Centre	11	1 st Division Masters degree (16 years of education) with 03 years experience in Teaching, Administration or Academic research in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
40	Assistant Manager Student Financial Aid &Development (SFAD)	11	1 st Division Masters degree (16 years of education) with 03 years experience in Teaching, Administration or Academic research or managing Student affairs in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
41	Assistant Manager Database	11	1 st Division Master's Degree(16 years of education) in Computer Science/IT or BCS/BIT(16 years of education)from HEC recognized University/ Institution with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
42	Assistant Manager Web	11	1 st Division Master's Degree(16 years of education) in Computer Science/IT or BCS/BIT(16 years of education)from HEC recognized University/ Institution with 02 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
43	Assistant Manager Net Work	11	1 st Division Master's Degree (16 years of education) in Computer Science/IT or BCS/BIT(16 years of education)from HEC recognized University/ Institution with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-

			16 and equivalent in special pay scales and above
44	Assistant Director Finance	11	1 st Division MS/M.Phil in Commerce /Finance/ Accounting or 1 st Division Master degree (with two year SAS/PIPFA) in Commerce /Finance/ Accounting or CA with 01 year relevant experience OR 1 st Division Master degree(16 years of education) in Finance, Commerce /Accounting/ICMA with 03 years' experience in Financial Management/ Accounting /Budgeting /Auditing in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales or above.
45	Assistant Manager QEC	11	1 st Division MS/M.Phil with 01 year experience in Teaching/ Academic Research in HEC recognized University/ Institution or Government or Semi Government national organization.
46	Assistant Manager Planning & Development	11	1 st Division Master degree (16 years of education) in Economics, Commerce or Business Administration with specialization in Finance, Statistics, Mathematics, Project management or 1 st Division BSc in Civil/Electrical/Structural engineering with 03 years' experience in Teaching, Administration /Planning/Construction in HEC recognized University/ Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales or above,
47	Sports officer	11	1 st Division Master's degree(16 years of education) in Physical Education with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
48	Assistant Provost	11	1 st Division Masters degree (16 years of education) with 03 years' experience of Teaching, managing student affairs/admissions, hostel management in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales or above.
49	Medical Officer	11	MBBS from PMDC recognized and registered institution with one year house job in any

			Government or Semi Government national organization or PMDC registered hospital
50	Resident Warden	11	1 st Division Master degree (16 years of education) with 03 years experience of teaching, Hostel Management/ Students' Affairs in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
51	Assistant Manager Administration	11	1 st Division Master degree (16 years of education) with 03 years relevant experience in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
52	Transport Officer		1 st Division BSC in Mechanical/Auto mobile Engineering with 03 years relevant experience in HEC recognized University/Institution or any Government or Semi Government national organization or transport manufacturing industry in BPS-16 and equivalent in special pay scales or above.
53	Procurement Officer	11	1 st Division Master degree(16 years of education) in Commerce, Finance Economics, Mathematics, Statistics Business administration having 03 years relevant experience of procurement/store in a University or a Government or an Semi Government national Organization in BPS-16 and equivalent in special pay scales and above
54	Security officer	11	Retired Military officers not below the rank of Captain and equivalent in Police and other Para military forces and having good physique.
55	Assistant Director Legal	11	1 st Division LLB with 03 year experience in handling court cases having registered as Advocate High court with Pakistan Bar council.
56	Store Officer	11	1 st Division Master degree (16 years of education) in Commerce, Finance Economics, Mathematics, Statistics, Business administration having 03 years relevant experience of procurement/store in a University or a Government or Semi Government national Organization in BPS-16 and equivalent in

			special pay scales and above
57	Assistant Director (Budget & Accounts)	11	1 st Division MS/M.Phil in Commerce /Finance/ Accounting or 1 st Division Master degree (with two year SAS/PIPFA qualification) in Commerce /Finance/ Accounting or CA with 01 year relevant experience OR 1 st Division Master degree(16 years of education) in Finance, Commerce /Accounting/ICMA with 03 years' experience in Financial Management/ Accounting /Budgeting /Auditing in HEC recognized University/Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales or above.
58	Estate officer	11	1 st Division Master's degree(16 years of education) with 03 years relevant experience in HEC recognized University /Institution or any Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above.
59	Senior Lab Engineer	11	1 st Division BSc Engineering in the relevant field with three years relevant experience in a HEC recognized University /Institution or a Government or Semi Government national organization in BPS-16 and equivalent in special pay scales and above
60	Assistant Manager ORIC (BIC)	11	1 st Division MS/M.Phil with 01 years' experience in Teaching/Academic research, University- industry linkages, collaboration etc in HEC recognized University /Institution or any Government or Semi Government national organization
61	Assistant Manager ORIC (Commercial & Industry Linkages)	11	1 st Division MS/M.Phil with 01 years' experience in Teaching/Academic research, University- industry linkages, collaboration etc in HEC recognized University /Institution or any Government or Semi Government national organization.
Note: SPS -11 will be at par with BPS-17 for all purposes and so on the SPS-15 equal to BPS-21			

(Chapter-13)

Appointment of Supporting Staff Statutes

1. Title

These statutes shall be called regular supporting staff Appointment & Scales of Pay Statutes

2. Commencement

These statutes shall come into force at once.

3. Composition of Supporting Staff

The Support Staff (SPS-01 to 10) shall consist of different Cadre/ Groups as follows and specified in Schedule II to IV

4. Appointing Authority

Appointments of Administrative staff shall be made by the Rector on the recommendation of the Selection Committee, in the prescribed manner.

5. Eligibility Criteria

Eligibility Criteria for appointment of Administrative staff are prescribed in Schedule-11, III & IV.

6. Marks Allocation for Initial Appointment:

For initial appointment of support staff cadre (SPS 1 to 10) the marks allocations shall be as follows:

Posts in SPS-1 to 5 (Total Marks 20)

S.No	Category	Marks
1	Test	10
2	Interview	10

Posts in SPS-6 to 10 (Total Marks 100)

S.No	Category	Marks
1	Test	50
2	Interview	30
3	Qualification	20

Qualification Grading

S.No	Qualification	1 st Division	2 nd Division	3 rd Division
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1	Matric/Equivalent	5	3	0
2	Intermediate/ Equivalent	5	3	0
3	Graduation/ Equivalent	5	3	0
4	Master degree/Equivalent	5	3	0

Note: The Institute may hire services of any third agency for conducting the test for SPS-01 to 10

The equation of grades versus division is as follows:

Grade Points in CGPA	Annual System	Division
3.00/4.00 and above	60% and above	1 st Division
2.25/4.00 and above	45% and above	2 nd Division
Below 2.25/4.00	Below 45%	3 rd Division

6. Method of filling the positions

As per criteria mentioned in Service Statutes of the Institute

7. Conditions for Initial appointment

- a) Initial appointment shall be made through open competition after due publicity through advertisement of the vacancies in at least two National daily newspapers as well as on Institute's website.
- b) No person shall be appointed by initial recruitment unless he fulfills the prescribed qualification, eligibility criteria and experience as laid down in the respective Schedules.
- c) Maximum age limit for all support staff will be 45 years.
- d) All other terms & conditions mentioned in the Service Statutes for Appointment will be applicable

SCHEDULE- II**Ministerial Support Staff Appointment & Scales of Pay Rules, 2019**

S. No	Post	SPS	Qualification and Experience for positions to be filled through initial Appointment
01	Assistant Supervisor (HR)	06	1 st Division Bachelor Degree with 02 years relevant experience in Government or Semi Government organization with at least 06 months computer Diploma from recognized government institute.
02	Assistant Supervisor (Accounts)	06	1 st Division Bachelor Degree in Commerce or Finance with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute.
03	Assistant Supervisor (Stores)	06	1 st Division Bachelor Degree in Commerce or finance with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute.
04	Assistant Supervisor (Procurement)	06	1 st Division Bachelor Degree in Commerce or finance with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute.
05	Assistant Supervisor (Library)	06	1 st Division Bachelor Degree in Library Science with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute
06	Assistant Supervisor	06	1 st Division Graduation in commerce/ finance/CA-Inter with 02 years relevant experience in

	(Audit)		Government, Semi Government organization. 06 months computer Diploma in office automation from recognized government institute will be necessary (individual having PIPFA registration/certification will be preferred)
07	Computer Typist	06	2 nd Division Bachelor Degree in Computer Science/IT with typing speed of 40 words in a minute.
08	Accounts Supervisor	08	2 nd Division Master Degree in Commerce/Finance with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma in office automation from recognized government institute.
09	Supervisor (HR)	08	2 nd Division Master Degree with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute.
10	Cataloguer	08	2 nd Division Master Degree in Library Science with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma from recognized government institute
11	Assistant Auditor	08	1 st Division Graduation in commerce/ finance/CA-Inter with 04 years relevant experience in Government, Semi Government organization. 06 months computer Diploma in office automation from recognized government institute will be necessary
12	Personal Assistant	08	2 nd Division Master Degree with 02 years relevant experience in Government, Semi Government organization with at least 06 months computer Diploma and short hand course from recognized

			government institute with good typing speed
13	Assistant Resident Warden	08	2 nd Division Master's degree with 06 years experience of serving in HEC recognized University /Institution or any Government or Semi Government national/international organization. 06 months computer Diploma is necessary
14	Assistant Estate Officer	08	2 nd Division Master's degree with 06 years experience of serving in HEC recognized University /Institution or any Government or Semi Government national/international organization. 06 months computer Diploma is necessary
Note: SPS -06 will be at par with BPS-11 for all purposes and so on the SPS-08 equal to BPS-14 & SPS-10 equal to BPS-16			

SCHEDULE –III

Technical Staff

15	Driver	03	2 nd Division Matric with a valid HTV/LTV license and having 5 years' experience of driving heavy transport
16	Carpenter	03	2 nd Division Matric with one year diploma in carpentry from Government recognized institute with at least 05 years post diploma experience
17	Plumber	03	2 nd Division Matric with a plumber Certificate (minimum one year duration) from a recognized institute with 05 years post diploma experience.
18	Electrician	03	2 nd Division Matric with a one year diploma in Electrical from a Government recognized Institute with 05 years post diploma experience.
19	Mason	03	2 nd Division Matric with a Certificate (minimum one year duration) from a recognized institute with 05 years post diploma experience.

20	Pesh Imam	05	2 nd Division Intermediate with diploma in Daura-e-Hadith and Qirrat from a recognized Dar-ul Uloom with 7 years post diploma experience in a Mosque. Hafiz of parts of AI-Quran.
21	Junior Security Supervisor	05	2 nd Division Intermediate retired employee of Military or Para Military Forces not below the Rank of NCO with good physique.
22	Assistant Supervisor (IT)	06	2 nd Division Bachelor Degree in Computer/IT with 01 years relevant experience in Government, or Semi Government organization
23	Assistant Supervisor (Transport)	06	2 nd Division Intermediate with 03 years Diploma in Mechanical/Auto mobile Engineering from Government recognized Institute with 02 years post diploma experience in Government, semi Government or Transport Manufacturing industry/Franchise.
24	Dispenser	06	2 nd Division FSC with Dispenser Diploma from recognized Government Institute having 01 years post diploma experience in a Hospital or Government/ Semi Government organization
25	Lab Technician	06	2 nd Division FSC with 03 years diploma in associate Engineering having 03 years post diploma professional experience in relevant field
26	Senior Dispenser	08	1 st Division FSC with Dispenser Diploma from recognized Government Institute having 05 years relevant post diploma in a Hospital or Government/ Semi Government organization
27	Sub Engineer (Civil)	08	2 nd Division BSc Engineering (Civil) OR 1 st Division FSC with 03 years Diploma in Civil Engineering and having 05 years post diploma experience in Government, Semi Government OR PEC Cat-3 Registered organization.

28	Security Supervisor	08	2 nd Division Graduate retired employee of Military or Para Military Forces not below the Rank of JCO with good physique.
29	Transport Supervisor	08	2 nd Division Graduate with 03 years Diploma in Mechanical/Auto mobile Engineering from Government recognized Institute with 05 years post diploma experience in Government, semi Government or Transport Manufacturing industry/Franchise.
30	Supervisor Legal	08	2 nd Division LLB with 03 years experience as registered Advocate of High Courts,
31	Instructor Sports/Coach	08	2 nd Division Master Degree in Physical Education with 02 years post diploma experience in Government, or Semi Government Institute
32	Lab Engineer	10	1 st Division Bsc Engineering in the relevant field with 02 years professional experience of lab.
33	Khateeb	10	Hafiz of Quran with Darse Nizami course from HEC recognized Wafaq-ul-Madaris Pakistan. Preference will be given to those who is has command over Arabic.
Note: SPS -01 will be at par with BPS 1-2 for all purposes and so on the SPS-5 equal to BPS 9-10			

SCHEDULE - IV**Class - IV Establishment**

34	Naib Qasid	01	Matric
35	Security Guard	01	Retired personnel of armed Forces with good physique and are matriculate
36	Mali	01	Matric with 2 years relevant experience
37	Sweeper	01	Matric or Literate with 03 year relevant experience
38	Driver Helper	01	Matric with a valid HTV/LTV license or Literate with valid HTV/LTV license having 05 years

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			relevant experience
39	Mess Waiter	01	Matric with 02 years relevant experience
40	Lab Attendant	01	Matric with Science
41	Library Attendant	02	2 nd Division Intermediate with 02 years relevant experience
42	Khadim	02	2 nd Division Matric with basic Islamic knowledge and proficiency in Nazira experience.
43	Head Mali	02	Matric with 10 years relevant Experience
44	Head Sweeper	02	Matric with 10 years experience as sweeper
45	Cook	02	Matric with 03 years cooking experience in a three star hotel or 05 years relevant experience in Government or Semi Government Institute.