# BAHRIA UNIVERSITY

# HUMAN RESOURCE POLICY MANUAL

## (2023)

**Bahria University**
**Discovering Knowledge**
**Head Office**

## CERTIFICATE OF PROMULGATION

1. It is certified that this document titled Bahria University **HR Policy Manual (2023)**, contains 120 pages from 1 to 120 including Annexures A to N. This document was approved by the Bahria University Executive Committee in its 19th Meeting held on 20 July 2023 as Agenda Item II (Para 11). Master Copy of this document is held in the Regulations Section of Registrar's Office.

2. Upon approval of Minutes of 19th Executive Committee Meeting by the Chairman, the Bahria University **HR Policy Manual (2023)** contained in this document stand promulgated w.e.f 02 August 2023.

3. It supersedes the earlier document titled BU HR Policy Document (2017) approved by the Rector on 07 February 2017.

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**Copy No. ___**

# Record of Amendments

| Amendment No. | Dated | Authority for Amendment | Articles Amended |
|---|---|---|---|
| 01 | 23 October 2025 | DHR | Added paras 1.3.7 and 1.25.2; maternity/ paternity lines in Annex I (Leave Approving Authority) |
| 02 | 11 June 2026 | Minutes of 48th ACM/ 23rd ECM of Bahria University | Removal of Ch 11 “Psychological Services” |
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**Note:** Amendments are to be recorded, cross-checked and their incorporation in thedocuments authenticated (with name, designation and signature).

# PREFACE

1. Bahria University over the period has expanded in its scope, size and magnitude. It is spread over 3 major cities of Pakistan with multi-disciplined c ampusesfully geared up for quality education in the fields of Management Sciences, Engineering Sciences, Humanities & Social Sciences, Health Sciences, Professional Psychology and Law.

2. To run such a large organization, Human Resource (HR) in the form of Faculty, Administrative and Technical Staff is of paramount importance. Such staff is to be carefully hired, retained and taken care of. Over the last few years, HR Directorate at BU Head Office has engaged itself in the formulation of policies for said purposes. These policies were prepared, and compiled in single document for easy excess and ready reference. However, frequent updates and revisions of various policies necessitated a complete review, which has been undertaken to prepare this version of the Policy document.

3. Under the kind pursuance of the Rector, the HR Policy Manual 2023 has been prepared with the aim to keep the BU employees well educate and inform, both academic and non-academic, regarding BU Policies enforced for the betterment of the University's Human Resource. It is expected that the revised contents of this Manual would further enhance their confidence, judgment and awareness to make correct decisions while engaged with the BU.

4. Chapters of this Manual have been chalked out subject wise; divided into sections where required. Each heading/ paragraph explains a complete context of related topic, and will be referred as a Clause. Each Clause is sequentially numbered, Chapter wise, which may be taken as a reference, where required.

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# ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| Acad | Academics |
| AD | Assistant Director |
| AU | Affiliated Unit |
| Admin | Administration |
| AER | Annual Evaluation Report |
| AF | Adjunct Faculty |
| AFM | Adjunct Faculty Member |
| AGR | Annual Ground Rent |
| AHPC | Allied Health Professionals Councils |
| AP | Assistant Professor |
| ASP | Associate Professor |
| ASA | Advisor Students Affairs |
| Assoc | Associate |
| Asstt | Assistant |
| BBS | Bahria Business School |
| BH3S | Bahria Humanities & Social Sciences School |
| BOG | Board of Governors |
| BSEAS | Bahria School of Engineering & Applied Sciences |
| BSPP | Bahria School of Professional Psychology |
| BUHO | Bahria University Head Office |
| BUHSCK | Bahria University Health Sciences Campus Karachi |
| BUHSCI | Bahria University Health Sciences Campus Islamabad |
| BUIC | Bahria University Islamabad Campus |
| BUKC | Bahria University Karachi Campus |
| BULC | Bahria University Lahore Campus |
| BULS | Bahria University Law School |
| BUO | Bahria University Officer |
| BUSAS | Bahria University Supporting Admin Staff |
| CE | Controller of Examinations |
| Coord | Coordination, Coordinator |
| CSC | Central Scholarship Committee |
| CU | Constituent Unit |
| CGPA | Cumulative Grade Point Average |
| DA | Director Admissions |
| DAcad | Director Academics |
| DASS | Director Admin, Safety & Security |
| DBOS | Departmental Board of Studies |
| DD | Deputy Director |
| Dept | Department |
| DG | Director General |
| DGWR | Director General Welfare & Rehabilitation |
| DHR | Director Human Resources |

| | |
|---|---|
| DHS | Director Health Sciences |
| DIO | Director International Office |
| Dir | Director |
| DIT | Director Information Technology |
| DLPDC | Director LPDC |
| DORIC | Director ORIC |
| DPD | Director Planning & Development |
| DQA | Director Quality Assurance |
| DSA | Director Student Affairs |
| Dy | Deputy |
| EOL | Extraordinary Leave |
| ES | Engineering Sciences |
| FBOS | Faculty Board of Studies |
| FCP | Foreign Collaboration Programme |
| FM | Faculty Member |
| FPC | Finance and Planning Committee |
| GPA | Grade Point Average |
| HCU | Head of Constituent Unit |
| HEC | Higher Education Commission |
| HEIs | Higher Education Institutions |
| HERC | Higher Education & Research Committee |
| HOD | Head of Department |
| HR | Human Resources |
| HRD | Human Resources Development |
| HS | Health Sciences |
| IPP | Institute of Professional Psychology |
| ITC | Incharge Training Coordinator |
| LPDC | Leadership & Professional Development Centre |
| LOA | Letter of Appreciation |
| LPC | Local Purchase Committee |
| MQA | Manager Quality Assurance |
| MS | Management Sciences/ Master of Science/ Master of Studies |
| NBEAC | National Business Educational Accreditation Council |
| NCEAC | National Computing Educational Accreditation Council |
| NIMA | National Institute of Maritime Affairs |
| Ord. | Ordinance |
| ORIC | Office of Research, Innovation & Commercialization |
| PP | Professional Psychology |
| PR | Pro-Rector |
| PBC | Pakistan Bar Council |
| PEC | Pakistan Engineering Council |
| PFM | Permanent Faculty Member |
| PMDC | Pakistan Medical & Dental Council |
| PNMC | Pakistan Nursing & Midwifery Council |

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|---|---|
| PNCL | Pakistan Navy School of Logistics |
| PPC | Pakistan Pharmacy Council |
| PPRA | Public Procurement Regulatory Authority |
| Prof | Professor |
| PoP | Professor of Practice |
| PSEC | Psychological Services Ethics Committee |
| PSEC | Physical Services Ethics Committee |
| QA | Quality Assurance |
| QC | Quality Control |
| QE | Quality Enhancement |
| R&D | Research and Development |
| RA | Research Assistant/ Associate |
| Rep | Representative |
| Secy | Secretary |
| TA | Teaching Assistant |
| TA/ DA | Travelling Allowance/ Daily Allowance |
| Ty | Temporary |
| VF | Visiting Faculty |
| VFM | Visiting Faculty Member |

# CHAPTER 1
# SERVICE STRUCTURE

## 1.1 Applicability

1.1.1 In pursuance of Section 25(1) (b) of the BU Ordinance 2000, this Chapter deals with policies for governing service of employees of the BU including its CUs. These policies shall apply to all employees of the University including those serving the University on deputation from other departments and organizations.

## 1.2 Classification of BU Employees

1.2.1 BU employees shall be classified as:

a. Academic employees (Faculty Members & Lab Engineers).
b. Researchers and Scientists
c. Bahria University Officers (BUOs).
d. Bahria University Admin & Support Staff (BUASS).

## 1.3 Terms and Conditions of Service

1.3.1 All appointments in the University shall be made without any condition of domicile of residence, caste, creed or race. Appointments in different teaching and administrative cadres of BU shall be primarily of contractual nature.

### 1.3.2 Full-Time Employees

a. The initial period of contract for all types of employment will be two years, of which the first one year/ 6 months (depending upon the nature of the contract) will be considered as a probation period. The contract may be further extended for the period considered appropriate by the Appointing Authority – not exceeding one year – if mutually agreed.
b. The renewal of contract will be subject to satisfactory performance by the employee and the requirement of related job.
c. Contracts of Administrative and Support Staff in Pay Groups 1-7 will be renewed by Pro-Rector (Admin) for BUHO and respective DG Campus for CUs. For Pay Group 8-10, these will be renewed by the Rector, while that for Pay Groups 11-14 by the Board.
d. On appointment, the employees will be required to enter into a contract with BU.

### 1.3.3 Adhoc/Temporary Appointments

Appointments of a duly qualified person may be made by the Rector for a period not exceeding 6 months at a time, for a specific job or against a sanctioned billet. on the terms and conditions specified in the employment contract for Adhoc/ Temporary employees. Such employees shall have:

a. Fixed salary.
b. No increments.

c. No leave encashment.
d. No gratuity.

### 1.3.4 Special Contracts

A contract meant for specific assignments/ projects with such conditions as may be agreed between the University and the other party, with the approval of the Rector. The terms and conditions for the special contract are to be laid down according to the nature of related project/ assignment.

### 1.3.5 Visiting Faculty and Professor of Practice

Appointment made in teaching faculties of the University and its CUs as a Visiting Faculty Member or Professor of Practice on the terms and conditions mutually agreed. The visiting member/ Professor of Practice on appointment will sign an employment contract, as applicable vide clause 0133 below.

### 1.3.6 Retired Naval Personnel

Retired Naval Personnel shall be as per policy of NHQ. Naval Personnel shall be appointed initially on contract for a period of two years, extendable one year at a time, up to a maximum of five years, or the age of sixty years, whichever is earlier. For cases desired to be retained beyond three years, prior consent of the NHQ will be sought. BoG may grant further extensions beyond five years or superannuation if some individual is performing outstandingly, as provided under Section-30 of BU Ordinance 2000.

### 1.3.7 Forced Labour, Modern Slavery, Human Trafficking and Child Labour

The University prohibits forced labour, modern slavery, human trafficking and child labour in its own employment and in every outsourced service and supply contract. No person shall be engaged under threat, debt bondage or the retention of identity documents, and no child below the minimum age set by law shall be employed or engaged. Any person may report a concern to DHR, which shall investigate it, and no one shall suffer for a report made in good faith.

## 1.4 Appointments by Transfer, Deputation and Promotion

1.4.1 Appointments can also be made by:

a. **Transfer.** Within the BU or its CUs.

b. **Deputation.** From PN or any Govt/non-Govt department/ organization; or

c. **Promotion.** Within the jurisdiction of BU.

d. **Re-induction in Higher Cadre.** Employees in BUO and BUSAS cadres can be re-inducted in higher Pay Grade (PG 2-11) against open merit vacancies subject to meeting laid down eligibility criteria.

1.4.2 To the extent possible, fifty percent of all non-academic posts (Pay Group 1-7) shall be filled by up-gradation against open merit vacancies subject to meeting laid down eligibility criteria in all respects.

1.4.3 Faculty Member(s) may be appointed on an administrative post of the Head Office/ CU by the Rector, as and when such a requirement arises, for a duration of 3 years. Extension to this period may be given by the Rector on annual basis. In such cases, respective faculty member shall have the course load waiver as per prevailing policies.

## 1.5 Seniority of Employees

1.5.1 Each CU shall have its own seniority list for employees in Pay Group 1-7, based on their date of appointment/ re-induction. Seniority list of the faculty, employees in Pay Group 8 above, and the support staff (Pay Group 1-7) working at the University Head Office shall be maintained by the HR Directorate.

## 1.6 Reversion

1.6.1 An employee officiating or working against a higher post shall revert to his original position immediately on the conclusion of the period for which the post was being held or on appointment of new employee at that post.

## 1.7 Probation

1.7.1 Depending upon the nature of the contract, probationary period for all posts will be either 6 or 12 months; as decided by the Competent Authority. Suitable action shall be initiated well in time to obtain Special Performance Report of the probationer from respective reporting officer and placed before the Appointing Authority.

1.7.2 On the expiry of probation period, the Appointing Authority may confirm the employee on Full Time employment or extend the period of probation for reason(s) to be recorded.

1.7.3 Probation may be curtailed in exceptional cases on the basis of outstanding performance. The reasons are to be recorded for such a decision. Ad hoc or temporary employment in the University shall not be counted towards probation period, which shall commence from the date of Full-Time appointment.

## 1.8 Confirmation

1.8.1 After satisfactory completion of the probation period, the employee shall be eligible for confirmation on a Full Time post subject to availability of the post and other clauses mentioned in the employment agreement.

1.8.2 There shall be no confirmation against a temporary post or in cases where action/ proceedings against the employee concerned are in hand under the conditions contained in Chapter 8 of this Manual. Confirmation in such cases shall only be possible after the employee concerned is exonerated or the inquiry proceedings are completed absolving him/ her of any responsibility.

## 1.9 Promotions and Re-Induction in Higher Cadre

1.9.1 All Promotions to the Faculty Members and Admin/ Support Staff shall be made according to prevalent BU Promotion Policies. The University shall make efforts to afford adequate career progression to Full Time and deserving members of Teaching/ Admin/ Support Staff. Promotions will be based on available vacancies, performance of the individuals and laid down criteria of the University.

1.9.2 In case of BUOs and BUSAS (PG 1-10) promotion will be done through re-induction against open merit. The employees can apply for re-induction in higher cadre subject to meeting eligibility criteria laid down in prevailing Re-induction Policy.

1.9.3 All promotions will be considered by the Promotions Boards convened by the Rector, based on the composition in Chapter 6 of this Manual. Meetings of the Promotion Boards will be held once a year or more, as directed by the Rector.

1.9.4 Re-induction of BUSAS up to PG-7 will be approved by the concerned DG Campus/ Pro-Rector whereas for re-induction of BUOs (PG-8 to PG-11) final approval of Rector will be required.

## 1.10 Appointments and Promotions of Faculty Members

1.10.1 Appointments/ promotions of Faculty Members shall be made as per prevailing policies, requirements of qualifications and teaching experience laid down by the HEC, respective Regulatory Body and the University, as amended from time to time. The following will also be adhered to in this regard:

a. A Faculty Member may also be appointed on the Tenure Track System (TTS) as per HEC Tenure Track Statutes approved by the BoG.

b. Senior Faculty Members may be promoted as Meritorious Professors/ Professor Emeritus as per Policy and criteria of the HEC and BU Academic Regulations

c. Principals/ Directors of CUs are to formulate Department wise vacancies of all Schools/ Colleges/ Institutions/ Campuses; based on the number of academic programmes being conducted therein, the number of respective students and requirements of Accreditation/ Regulatory Bodies. Finalization and updating of these vacancies is to maintained by the HR Directorate; based on the budgetary constraints of the University.

d. Appointments and promotions for all faculty positions will be made against vacancies available in respective department.

e. Promotion Board for the Faculty Member shall be held once a year, in the 2nd quarter. Promotions shall be subject to availability of vacancies.

## 1.11 Teaching/ Research Assistants

1.11.1 Students who have completed their Master's Degree, or 4-year Bachelor's Degree, with a minimum CGPA of 3.0 from BU, shall be eligible for the job of Teaching Assistant/ Research Assistant (TA/ RA), if required by the University. Normally, TA/ RA jobs shall be offered to those who possess sufficient potential to be further groomed for the position of Lecturer/ Research Associate. Following terms & conditions shall apply in this regard:

a. All such appointments will be made against available vacancies in the respective department(s).

b. Initial period of contract will be 06 months. The contract may be extended further 06 months to complete one year, if considered appropriate by the Appointing Authority.

c. TA/ RA will not be employed for classroom instructions, setting of question paper and/ or marking of answer sheets.

d. The record of TA/ RA employees shall be suitably maintained in respective campus.

## 1.12 Additional/ Dual Charge

1.12.1 Any employee may be required to hold additional/ dual charge of a post with the approval of the Rector, for a period up to six months; extendable under special circumstances. The employee holding additional/ dual charge of a sanctioned post shall be entitled to draw an additional 20% of his/ her running basic pay.

1.12.2 Additional/ Dual Charge Pay will be authorized only when the employee has served 30 calendar days in the Additional/ Dual capacity and will be admissible from the date of assuming the Additional/ Dual duty.

### 1.13 Honorarium

1.13.1 All Visiting Faculty and Permanent Faculty taking evening classes beyond their prescribed extra load will be paid honorarium @ per credit hour depending on the qualification and experience of the faculty and rates prescribed for various categories.

### 1.14 Termination of Services

1.14.1 The services of an employee may be terminated under the circumstances described in the following clauses.

#### 1.14.2 Without Serving any Notice

a. During the initial or extended period of probation. However, in case of attaining the post from where the services are being terminated through promotion/ transfer from another post of the University where he/ she was confirmed, his/ her right to continue in service in the lower scale from which he/ she was promoted/ transferred shall remain intact.
b. On expiry of the initial or extended period of employment contract or probation.
c. Where appointment was made on Ad-hoc basis for a limited or clearly specified period of time.
d. On account of ill-discipline, lack of efficiency, poor performance or absence without leave.

#### 1.14.3 With Serving Notice

As prescribed in the employment agreement, or payment of initial basic of the scale in lieu of the notice period.

#### 1.14.4 On Medical Grounds

Services of an employee shall be terminated when, in the opinion of the medical board constituted by the Rector of the University, the employee is considered unfit to discharge assigned duties fully or partially.

### 1.15 Appeal Against Termination

1.15.1 An employee whose services are terminated compulsorily shall have the right to appeal to the next higher authority in accordance with Section 33 of BU Ordinance 2000. To that end, the following Appellate Panel shall hear the employee's appeal:

a. VCNS/ COS at NHQ Islamabad – President
b. Pro-Rector/ DG CU concerned – Member
c. Principal BU Law School, BUIC – Member & Secretary

### 1.16 Resignation

1.16.1 A Full Time or Ad-hoc or Temporary employee or an employee on Probation may resign from his/ her post by giving notice prescribed in the employment agreement or on payment of a sum equal his/ her basic pay (initial of the scale) for an equal period.

1.16.2 An employee on Special Contract may resign from his/ her post on the condition(s) spelt out in his/ her respective employment agreements.

1.16.3 This notwithstanding, a Full-Time or Visiting Faculty Member shall not be entitled to resign or leave during ongoing semester/ academic year as it adversely affects the studies. Therefore, they he/ she shall ensure that his/ her date of resignation shall be chosen after the date of termination of academic semester/ year.

1.16.4 Submission of Exit Interview Proforma is mandatory with submission of resignation. Resignation forms are to be forwarded to reach HR Directorate 10 Days prior commencement of notice period mentioned in contract agreement of an leave commencement date.

### 1.17 Physical Fitness

1.17.1 Every employee shall in case of his/ her first appointment produce a certificate of physical fitness from a designated hospital which shall be affixed to his/ her first salary bill, except where the appointing authority by general or special order directs otherwise.

1.17.2 The appointing authority may order a special medical examination by a Medical Board to be nominated by it in case an employee is suffering from an infectious disease, mental disorder or such ailment that causes hindrance in the normal performance of duties by the employee. The Medical Board so constituted shall advise the appointing authority on whether or not the employee concerned is fit to continue in employment. The employee concerned shall only resume duty if declared fit to continue by the medical board concerned. Expenses of such medical examinations shall be payable by the University/ CU concerned.

### 1.18 Service on Deputation

1.18.1 The University may allow deputation, subject to consent of the employee, to another organization on mutually agreed terms and conditions. Similarly, the University may acquire the services of an employee from other organizations on mutually agreed terms and conditions.

### 1.19 Record of Service

1.19.1 Each employee shall be allotted a computer number and all essential points shall be databased electronically. In order to ensure that the record is not tampered with, it shall be transferred to external device(s) and kept separately. This shall be in addition to the personal file of each employee, which shall cover the following:

a. Date of birth, family details and any change in the strength of the family as a result of marriage/ divorce, birth or death.
b. Educational qualifications (including examination/ degrees acquired during service), date of joining and all other relevant details.
c. Recommendations, Honours and Awards, etc.
d. Any Warnings, adverse remarks in confidential reports or recommendations that should form a part of the record.
e. Date of superannuation, retirement or completion of contractual tenure.
f. Evaluation Reports.

1.19.2 Evaluation reports of all employees will be made on prescribed forms. Adverse remarks in the report of an employee, if any, shall be communicated to the employee concerned within one month of the entry for remedial measures for

improvements. An employee shall have the right to appeal against adverse remarks which may be expunged by the officer next higher in rank to the one who has recorded the adverse remarks. In the case of such remarks recorded by the Rector, the authority to expunge the adverse remarks shall rest with the Chairman of the Board.

1.19.3 Each CU is to maintain the service record of respective BUSAS, comprising of the above stated. Similar record of BUHO will be maintained by the HR Dte.

### 1.20 Transfer

1.20.1 Employees of the University and its CUs can be transferred from one post to another, or from one Campus to another, generally in their normal line of duty in the service of the University and its CUs.

1.20.2 Transfer of employees shall be, to the extent possible, in consultation with the Head of the CU concerned or the supervising officer in the case of an employee of the University Head Office and shall depend upon the availability of vacancy in the CU in which transfer is being made.

### 1.21 Retirement

1.21.1 Retirement age of all employees shall be 60 years. All FMs can serve up to the age of 60 years (Superannuation) except the Faculty of Health Sciences; governed by the PMDC Rules & Regulations.

### 1.22 Re-Employment

1.22.1 Re-employment of superannuated individuals shall be allowed only in cases of outstanding qualifications/ experience and requirement of a specific job. The service of Faculty/ BUO/ Staff may be extended beyond this age by the Rector depending upon their performance.

### 1.23 Service Review Board

1.23.1 Employment of superannuated individuals shall be allowed only in cases of outstanding qualifications/ experience and requirement of a specific job' through Service Review Board.

1.23.2 BU Service Review Board will be convened each year in April to consider an extension in Service of FMs for two consecutive semesters, i.e., till end of Spring Semester of the following year, who have attained age of Superannuation or would have crossed Superannuation age by 31 December of succeeding year. Composition of the Board would be as follows:

a. Rector – Chairman
b. Pro-Rector (Acad)
c. Pro-Rector (RIC)
d. Pro-Rector (HS) – for HS Faculty
e. Concerned HCU
f. Registrar
g. DHR – Secretary
h. DHS – Secretary for HS Faculty only

1.23.3 Complete procedure for conduct of Service Review Board shall be promulgated separately.

### 1.24 Training Abroad

1.24.1 An employee may be permitted to go abroad at his / her own expense by the Rector for participation in training or in such course(s) of studies for improving his/her knowledge and skills in his/ her respective line of duty that are considered beneficial for his/her career and for the University.

### 1.25 Pay Scales

1.25.1 Pay Scales for different categories of employees will be promulgated by the Treasurer and are subject to revision, as and when deemed necessary by the BoG on the recommendation of the Rector.

1.25.2 **Pay Equity and Gender Pay Gaps.** Pay scales apply to all employees without distinction of gender, and women and men doing work of equal value shall receive equal pay. Each year DHR and the Treasurer shall compare the pay of women and men in comparable roles and grades, for faculty, officers and staff at every campus, and report the results, including the gender pay gap, to the Rector. Any gap not explained by a documented, lawful factor shall be closed within 12 months by raising pay, without reducing any employee's pay. An employee may raise a pay-equity concern with DHR.

### 1.26 CP Fund

1.26.1 All employees, except the BUOs, shall contribute to CP Fund as laid down in the Financial Regulations and shall be eligible for its benefits.

1.26.2 BUOs may contribute to CP Fund for own share only.

### 1.27 Health Insurance Policy

1.27.1 In order to provide better health facilities and ensure cost effectiveness of the scheme, Health Insurance coverage is mandatory for all Faculty Members, BUOs and administrative staff of BU. An Insurance Company is hired to provide health cover to BU employees.

### 1.28 Exit Interview

1.28.1 Exit interview of all BUOs/ FMs shall be conducted while leaving BU. The purpose of interviews is to learn from their experience and to utilize their suggestions/ observations for improvement of BU. Following is to be complied in this regard:

a. Personnel terminated on disciplinary grounds shall not be interviewed.

b. Exit interviews are to be arranged as under:

   i. All BUO of PG 11 and above, by the Rector.

   ii. All Deans/ Principals/ Directors/ VPs/ HODs, by the Rector

   iii. All other BUOs at HO, by concerned Pro-Rector.

   iv. All other BUOs/ FMs at CUs, by concerned HCU.

c. A report covering various aspects of interviews are to be forwarded to DHR fir further processing.

### 1.29 Employment Contract

1.29.1 BU employees are to be contracted through suitable Employment Contracts at **Annex A to F** of this Manual, as listed below:

a. Sample Employment Contract BU Officer (BUO) – Annex A
b. Sample Employment Contract Full Time Faculty – Annex B
c. Sample Employment Contract BU and Visiting Faculty Members – Annex C

d. Sample Employment Contract BU and Professor of Practice (PoP) – Annex D
e. Sample Contract BU and Support & Admin Staff (BUSAS) – Annex E
f. Sample Employment Contract BU and Adjunct Faculty Member (AFM) – Annex F

# CHAPTER 2

# INDUCTION OF ACADEMIC AND NON-ACADEMIC STAFF

## 2.1 Selection of Faculty, BUOS and Staff

2.1.1 This Chapter deals with induction of Faculty Members (Full Time and Visiting), BU officers (BUOs) and admin/ support staff. For ease of understanding, each category has been covered under separate Section as under:

a. Section I – Regular Faculty (including Health Sciences)

b. Section II – Visiting Faculty

c. Section III – Retired PN Officers

d. Section IV – Retired PN Honorary Officers and CPOs/ POs/ Sailors

e. Section V – BU Officers other than ex PN

f. Section VI – Support & Admin Staff other than ex PN

g. Section VII – Adjunct Faculty

## 2.2 General Rules

2.2.1 Following general rules shall apply to all types of inductions:

a. Ex Naval personnel for BUO and staff will be selected in accordance with the procedures laid down by Pakistan Navy for such appointments.

b. Vacancies in various academic cadres shall first be filled through promotion of eligible officials/ teaching faculty of the University. All remaining vacancies shall be advertised in the leading newspapers clearly specifying the requirement of qualification and experience for the particular post.

c. Appointment of all academic and non-academic employees shall be made by the relevant Selection Boards, as contained in respective BU Statutes Chapter 8 and relevant Sections of this Chapter.

d. A vacancy in a higher scale may, if considered expedient by the respective Appointing Authority, be filled by appointing a person from lower scale provided he/ she meets the required qualification/ experience for the higher post.

e. Process for induction of faculty members shall be commenced so as to complete before start of the semester.

f. The authority to award relaxation in the prescribed qualification and experience for any post shall rest with the Rector.

g. Proceedings and recommendations of the Selection Boards shall be processed on file. The recommended candidates shall be presented to the Rector for interview, final selection and appointment. DHR shall process the cases, as required.

h. The selected candidates shall be asked to join the University and submit their original educational and experience testimonials which the University shall get verified from the awarding institutions. If any doubt or

falsification is observed in the documents, services of the newly inducted faculty member/official shall be terminated forthwith.

i. PhD faculty members may be inducted through walk-in interview subject to requirement.

## SECTION – I

### 2.3 Selection of Regular Faculty

2.3.1 Induction of faculty is a regular process to meet requirement at CUs against shortages and new raising of various departments. It is planned twice a year to ensure availability of staff prior to commencement of each semester (Spring & Fall). Selected candidates are issued joining letter to report at least two weeks in advance for familiarization and HRD training.

### 2.4 Initiation of Induction Process

2.4.1 Spring and Fall Semesters normally commence on 1st Monday of February and September each year. Exact date of commencement is promulgated by the Registrar office, and is taken as reference to initiate the induction process. Chronological order of related events is listed below:

a. Receipt of requirement from CUs.

b. Publication of advertisement in Newspapers.

c. Submission of applications by candidates.

d. Scrutiny of submitted applications/ Demonstration/ Classroom Lectures

e. Conduct of Selection Board.

f. Interview of recommended candidates with Rector (as required).

### 2.5 Faculty Requirement by CUs

2.5.1 Departments of all CUs are required to submit the faculty requirements to concerned Principal/ Director Campus with the consent/ approval of concerned Dean along-with justification of the required faculty, 03 months prior to the commencement of the semester. For each position, the requirements should clearly list the qualification, area of specialization, teaching experience and research publications. The Principal/ Director Campus is to check the requirement of its entire faculty according to HEC/ Regulatory/ Accreditation Bodies rules for existing departments and forward the finalized requirement to DHR through respective HCU.

### 2.6 Publication of Advertisement

2.6.1 Advertisement is published at BU website and in prominent dailies of major cities as required. DHR is to coordinate with Dir Marketing and DD (IT) in this regard.

### 2.7 Scrutiny of Applications

2.7.1 Applications are to be received at HR Dte (BUHO) in addition to the respective Campus for which the post has been advertised. Applications received against academic vacancies of all campuses shall be scrutinized for the right qualification and experience, and short-listed by a Committee comprising:

a. DG Campus concerned – Chairman
b. DC/ D Admin – CU concerned
c. Principal – Concerned
d. DDHR – CU concerned
e. HOD – Concerned
f. Subject specialist, if required

2.7.2 Shortlisted candidates are to be tested through demonstration/ classroom lectures by the Departmental Committee comprising of following:

a. HOD
b. Two PhD Faculty Members

2.7.3 The Departmental Committee is to assess the professional competence and communication skills of the candidate through public seminar/ presentation/ teaching demonstration and interview. Members of this Committee are to evaluate the candidates on parameters indicated in the assessment Form attached at **(Annex G)**. PhD applicants and FMs already in BU are exempted from this demonstration.

2.7.4 All Campuses are to forward the following to DHR within 07 days after receipt of applications for the advertised faculty positions:

a. List of all applications received.
b. List of shortlisted candidates; at least 1 x Principal and preferably 3 x Standby candidates for each vacancy.
c. Result of demonstration/ classroom lectures.

**2.8 Holding of Selection Board**

2.8.1 After shortlisting and scrutiny of candidates by the designated committees, DHR is to co-ordinate holding of Selection Board at each Campus. Only shortlisted candidates shall be called for test/ interview by the Regular Faculty Selection Board. The Board shall comprise:

a. Rector - Chairman
b. Pro-Rector (Academics)
c. Pro-Rector (RIC) – for R&D faculty only
d. Pro-Rector (HS) – for HS faculty only
e. DG Campus concerned
f. Registrar
g. Director HR – Secretary
h. DC/ D Admin CU concerned
i. Dean concerned
j. Principal concerned.
k. DHS – Secy for HS faculty only
l. DQA – Non-voting Member

m. HOD concerned

n. Subject specialist(s)

o. HOD Professional Psychology

2.8.2 The Rector may delegate the Chairman powers to DG Campus concerned for selection of faculty up to and including the Assistant Professors; subject to ratification by the Rector.

2.8.3 Proceedings and recommendations of the Selection Board shall be processed on file by the Secretary Faculty Selection Board, with synopsis of each candidate, for ratification of appointments up to the Assistant Professors and for interviews, final selection and appointment of Associate Professors/ Professors. The Chairman Selection Board will have discretionary powers to finalise all such appointments on related case files or ask for a formal presentation by the Secretary Selection Board, for subsequent finalisation.

### 2.9 Approval by Rector

2.9.1 DHR will prepare list of recommended candidates and process it for approval by the Rector. A standby candidate for each post will be marked.

## SECTION – II

### 2.10 Selection of Visiting Faculty

2.10.1 Visiting Faculty Members (VFM) are employed before commencement of semester as soon as induction of new Permanent Faculty Members (PFM) is finalized. Appointment of VFM will be made by a Standing Selection Board of each Campus.

### 2.11 Standing Selection Board

2.11.1 Composition of the VFM Selection Board will be as under:

a. HCU – President

b. Principal concerned

c. HOD Concerned

d. Subject Specialist

e. DDHR CU – Secy

### 2.12 Procedure

2.12.1 Following procedure will be adopted for selection of VFMs:

a. Applications are to be invited through advertisements in newspapers for available slots to ensure competitive selection, in July for Fall Semester and December for Spring Semester.

b. Scrutiny of applications is to be carried out thoroughly with regard to authenticity of qualification and experience of candidates by a committee comprising of:

i. HOD concerned.

ii. Subject specialist.

c. Efforts are to be made to hire professionals working in relevant field with required qualification, instead of typical teaching faculty.

d. Candidates for interview are to be shortlisted through demos/ presentations by Departmental Committee mentioned in sub-para b. above. At least 3 x candidates are to be shortlisted for each vacancy/ subject.

e. List of finally selected VFMs is to be forwarded to the DHR, along-with all the relevant documents, for record purpose.

f. In case a VFM cannot continue during the contracted semester and leaves during the semester, then a new VFM is to be appointed with the approval of concerned HCU.

### 2.13 Payment of Honorarium

2.13.1 The VFMs shall be paid honorarium as per the rates contained in Chapter 8 of this Manual, or as revised by BUHO. The honorarium for each VFM is to be approved by the DG Campus in writing, in consultation with the HOD concerned, at the time of employment. The Accounts Officer is to be informed of the same, in writing, by the concerned Principal.

### 2.14 Course Load Allocation

2.14.1 A VFM is not to be given more than two courses per semester, and the contract is to be made for one semester only. Subsequent hiring for the next semester will depend upon his/ her conduct/ performance during the contracted semester, students' feedback, DD Exams feedback and concerned HOD's recommendation.

2.14.2 The VFMs will be allowed 2 x make-up classes during a semester. More than 2 x make-up classes will be allowed in emergency cases only, subject to approval of the HCU.

### 2.15 VFMs Personal Records

2.15.1 CUs are to maintain dossiers/ personal files of each VFM containing the following documents; a copy of the same also forwarded to DHR:

a. CV of the VFM.

b. Two colored passport size photographs.

c. Photocopy of CNIC.

d. Photocopy of degrees and final transcripts, duly attested by HEC.

e. Photocopy of the latest contract on Rs. 35/- stamp paper.

f. Copy of Biodata Form.

g. HOD evaluation of VFM for the previous semester(s).

h. Students' feedback proforma.

### 2.16 Termination Procedure

2.16.1 The procedure for termination of the services of any VFM on disciplinary/ unsatisfactory performance will be as under; in addition to the contractual clauses for the Termination:

a. The HOD is to propose the termination of relevant VFM on case file to HCU through concerned Principal with detailed reasons.

b. If satisfied, the HCU may approve the proposed termination. Thereafter, the Account Officer is to be immediately informed of the approved termination. Alternatively, the HCU may appoint a fact-finding Committee to render its report within 72 hours. During the investigation period, the HCU may suspend the services of concerned VFM.

c. Decision taken by the HCU on the basis of the recommendations of Committee Report will be final.

d. If terminated, then teaching of balance semester and other associated issues are to be managed by the concerned HOD.

## 2.17 Payments

2.17.1 Payments to VFM are to be made only twice in a semester. First payment will be on the submission of Mid Term result, while 2nd payment would be on submission of the Final Exam Result. Concerned Director Admin CU/ Campus is to ensure that payment is made within 72 hours after the submission of relevant results.

## 2.18 Policy Familiarization

2.18.1 HODs are to ensure that VFMs follow the BU Examination Policy for making the question papers, submission of results, showing papers to the students, etc within scheduled approved timings. If results are not submitted in time, BU reserves the rights to stop all payments to concerned VFM.

2.18.2 The HOD is to further ensure that attendance of students is marked by the VFM on the same day. Manual attendance is to be handed over to the Departmental Coordinator the same day, just after the class is over. In case attendance is not handed over to the Coordinator on the same day, it would be presumed that concerned VFM was absent; hence no payment will be made for that class.

## 2.19 HOD's Responsibilities for the VFMs

2.19.1 The concerned HOD is to ensure the following:

a. Effective supervision of the VFMs through respective Coordinator(s)/ Cluster Head(s).

b. Providing curriculum outline to all VFMs.

c. Coordination meeting of each VFM with concerned Cluster Head at least once in two weeks and with respective HOD at least once in a month.

d. Ensuring punctuality and good conduct of each VFM.

e. VFM does not miss the class without express approval of concerned HOD. Further, no more than two make-up classes are allowed in a semester.

f. Forward brief evaluation report of each VFM at the end of the semester, along-with recommendations for employment in the next semester. The report is to be forwarded to DHR through concerned Principal/ HOD, Director Admin-CU, and HCU.

## 2.20 Selection of Retired PN Officers

2.20.1 All retiring/ retired PN officers will be inducted through DGWR as per NHQ policy on the subject.

## 2.21 Procedure

2.21.1 DHR will intimate the vacancy requirement (either fresh induction or replacements) at least 02 months in advance, to the DGWR after approval of the Rector. The vacancy requirement should indicate at least the following information:

a. Broad Job Title (Director, DD, Staff Officer, etc).

b. Place of duty (BUHO, BUIC, BUKC, BULC, BUHSC, etc).

c. Pay Package.

d. Required/ desired qualification and experience.

e. Proposed Rank/ Rate.

2.21.2 DGWR will propose a panel of 3-5 retired PN officers within one month of the receipt of the request.

2.21.3 The Selection Board for retired PN officers will comprise of the following:

a. Rector - Chairman

b. Pro-Rector/ HCU concerned

c. Registrar

d. DGWR

e. DHR – Secretary

f. Director BUHO/ DC/ D Amin-CU concerned

## 2.22 Service and Age Limits

2.22.1 In order to afford fair opportunity to all retired PN officers, maximum employment period and age limit is as follows:

a. **Flag Officers.** Initially up to 02 years extendable to 03 years and may be allowed to serve beyond 60 years of age to complete 03 years.

b. **Commodore & below**

i. Initially up to 03 years and may be allowed to serve beyond 60 years of age to complete initial tenure.

ii. Extension for up to 02 years (maximum 01 year at a time) in exceptional cases; purely based on performance but not beyond 60 years of age. Request for extension in each case is to be processed through DGWR, with justification.

iii. Extensions for all cases should be recommended on yearly basis. Non-availability of a suitable reliever and performance of the officers shall be the key factors to decide for extensions in service limits.

iv. DGWR is to be intimated of the final selection by DHR.

## SECTION – IV

## 2.23 Re-Employment of Retired Honorary Officers and CPOs/ POs/ Sailors

2.23.1 All retiring/ retired Honorary Officers/ CPOs/ POs and Sailors (other than re-employed in uniform) will be employed at BU through DGWR as per applicable NHQ Policy.

2.23.2 DHR will intimate the vacancy requirement (fresh induction/ replacement) at least 02 months in advance after approval of the Rector. The vacancy requirement should indicate the following:

a. Broad designation/ Job Title.

b. Job Description.

c. Place of duty.

d. Pay package.

e. Required/ desired qualification and experience.

f. Proposed Rank/ Rate of the person.

2.23.3 DGWR will propose a panel of 3 to 5 retired Hony Officers/ CPOs/ POs & below within one month of receipt of the request. The Selection Board will comprise of following:

a. Pro-Rector/ HCU concerned – Chairman

b. DHR

c. Dir BUHO/ DC/ Dir Admin-CU concerned

d. DDHR concerned – Secretary

2.23.4 DGWR is to be intimated of the final selection by DHR

## 2.24 Service and Age Limits

2.24.1 In order to afford fair opportunity to all retired PN Hony Officers/ CPOs/ POs & below, maximum employment period and age limit for appointments through DGWR would be as follows:

a. Initially up to 03 years; may be allowed to serve beyond 60 years of age to complete the initial tenure.

b. Extension for up to 02 years (maximum 01 year at a time) in exceptional cases – purely based on the individual performance – but not beyond 60 years of age.

## SECTION – V

## 2.25 Selection of BU Officers other than Ex-PN

2.25.1 All vacancies shall be advertised in the leading newspapers clearly specifying the requirement of qualification, experience, age etc. Applications received against such vacancies shall be scrutinized for required qualification/ experience and short-listed by the HR Dte. Final selection will be made by the Officers Selection Board comprising:

a. Rector – Chairman

b. Pro-Rector/ HCU concerned

c. Registrar

d. DHR – Secretary

e. Director BUHO/ DC/ D Amin-CU concerned

f. HOD PP

2.25.2 Recommendations of the HR Dte shall be processed on file by the Secretary Selection Board. The recommended candidates shall be presented to the Officers Selection Board for interview, final selection and appointment.

2.25.3 The Rector may delegate the Chairman powers to the Pro-Rector/ HCU concerned for selection of BU Officers for Pay Group 8 and above. In such cases, recommendations of the Selection Board shall be put up to the Rector for approval. Appointments in Pay Group 11-13 shall require ratification of the Board.

## SECTION – VI

### 2.26 Support & Admin Staff other than Ex-PN

2.26.1 Applications received for the BU Support & Admin Staff (BUSAS) vacancies by the HR Dte shall be scrutinized for required qualification/ experience and short-listed by concerned Directorate. Final selection will be made by Head Office Selection Board comprising:

a. Pro-Rector/ HCU concerned – Chairman

b. DHR (for BUHO only)

c. Director BUHO/ DC/ D Amin-CU concerned.

d. DDHR concerned – Secretary.

2.26.2 Proceedings and recommendations of the Selection Board shall be processed on file for approval of Pro-Rector/ HCU concerned. The candidates may be interviewed by the Selection Board if so desired by the Chairman of the Selection Board.

2.26.3 The Pro-Rector/ HCU concerned may delegate the Chairman powers to Director concerned for selection of the Staff in Pay Group 4 and below. In such cases, recommendations of the Selection Board shall be put up to the Pro-Rector/ HCU concerned for approval.

## SECTION – VII

### 2.27 Adjunct Faculty Members

2.27.1 Adjunct Faculty Members (AFMs) will be hired to supplement BU regular faculty for supervision of research work of MS/ MPhil and PhD scholars. It will ensure provision of qualified and experienced faculty both from Academia and Industry. It will also assist in attracting good PhD scholars and high achievers to BU.

## 2.28 Status of Adjunct Faculty Members

2.28.1 AFMs shall be contract employees of BU to supervise research work in particular and undertake teaching, student counseling, conduct of workshops/ seminars and faculty consultation on as and when required basis.

## 2.29 Terms and Conditions

2.29.1 AFMs shall perform the following functions/ working routine:

2.29.2 Spend 05 hours per week or accumulated 20 hours per month with BU, in co-ordination with concerned HOD.

a. Maintain and notify office hours for the benefit of scholars.
b. Supervise research work of PhD and MS/ MPhil scholars.
c. May teach maximum of two courses at PhD/ MS/ MPhil level.
d. Conduct of seminars, workshops, pre-planned meeting with HOD/ Faculty of Department and student counseling/ advising.
e. Any other task related to research work/ thesis of PhD & MS/ MPhil programmes.

2.29.3 AFM will be authorized to use given designation with his/ her name while serving at BU.

2.29.4 On termination of the contract, the AFM will be issued an experience certificate for the period of attachment with BU.

## 2.30 Payment Procedure

2.30.1 Honorarium for AFMs will be decided by the HR Dte based on the qualification, experience and other credentials of the individual. Said honorarium shall be paid to the AFM on monthly basis through his/ her bank account, by concerned Account Section. Other payments shall be made as under:

a. Payments for teaching load and research supervision as per BU Policy.
b. Payment of any additional work load at the rate promulgated by the University; subject to approval by HCU.

## 2.31 Calculation of Faculty Requirement by CUs

0256. HODs are required to submit the AFM requirements to DHR through concerned Director Campus/ Admin-CU with consent/ approval of concerned Dean, along with justification, prior to commencement of the semester. For each position, the requirements should clearly list the qualification, area of specialization, teaching experience and research publications.

## 2.32 Publication of Advertisement

2.32.1 On receipt of Faculty requirement, it will be processed at BUHO for approval. Advertisement will be published at BU website and in the prominent dailies of Islamabad/ Rawalpindi/ Karachi and Lahore for BUIC, BUKC and BULC respectively. The advertisements shall be published on Sunday and 15 days' time allocated for submission of applications by the candidates. Candidates approaching the University directly, through reference or head hunting, shall also be entertained on the basis of prevalent requirement.

## 2.33 Selection Procedure

2.33.1 On receipt of applications, DHR will arrange the interview by the Selection Board comprising of following:

a. HCU concerned – Chairman
b. Registrar
c. Dean concerned
d. Director Campus/ Admin-CU concerned
e. Principal concerned
f. HOD concerned
g. DDHR-CY – Secretary
h. HOD Psychology

## 2.34 Interview by Rector

2.34.1 DHR will prepare the list of recommended candidate(s) and process the same for Rector`s interview and approval, for final selection of the candidate(s). A standby candidate for each post will also be marked in the list so submitted.

# CHAPTER 3
# FACULTY WORKLOAD

**3.1** It is the Policy of BU to ensure workload equity among its faculty members to improve their productivity, provide sufficient flexibility to meet the needs of the University and its programs, and to maintain an appropriate balance among different components of the faculty workload.

## 3.2 Workload Description

3.2.1 Faculty workload means all faculty activities that contribute to the accomplishment of department-related activities and responsibilities mainly within three domains: teaching, research and service.

3.2.2 This holistic workload description is based on the belief that a faculty member's responsibilities are relatively stable from year to year within these three domains, unless there is reasonable justification for change. Within this context, the Policy allows each department to establish minimal expectations for its entire faculty across the three domains of work responsibility.

## 3.3 Workload Appointment

3.3.1 Workload appointment refers to the specified division of working-time among the workload activities in three domains making up a faculty member's total workload. The apportionments across all areas shall total 100%.

3.3.2 The metrics below shows a faculty member's workload apportionment values.

| Workload Activities | Workload Apportionments |
|---|---|
| Teaching | 55% of 40 hours (22 hours) |
| Research | 35% of 40 hours (14 hours) |
| Service | 10% of 40 hours (04 hours) |

## 3.4 Scope of Teaching

3.4.1 BU views teaching from a broad perspective that extends beyond the activities in classrooms and laboratories. Accordingly, from the perspective of this Policy, teaching shall refer to the following activities:

a. Preparation for Course development/ review of course outlines, development of material for courses, and preparation of lectures and demonstrations.

b. Direct Instructional Activities classroom interaction with students related to instruction, lab work with students.

c. Time spent in evaluations related to the course preparation of evaluation tools (exams, quizzes, assignments, etc.), grading of exams/ quizzes, evaluation of student-prepared documents and/ or creative work.

d. Students Counseling relating to Course.

e. Conducting Seminars and Guest Speaker Sessions.

### 3.5 Research and Creative Activities

3.5.1 Faculty Members shall be actively engaged in productive research and creative activities in the areas of their specialization. These research and creative activities may include:

a. Publication of articles in HEC recognized national and international journals (minimum number of publications as per R&D Policy).

b. Publications of books, parts of books, and books reviews.

c. Engaging in creative activities and registering the patents.

d. Seeking internal and external funding, such as grants, commissions, and contracts to support their research and creative activities.

e. Attending professional symposia, conventions, and seminars.

### 3.6 Service Activities

3.6.1 All Faculty Members shall undertake service activities assigned by respective HOD in pursuit of attainment of the developmental goals. Among others, following shall be the salient activities constituting services under this Policy:

a. Support in student admissions and orientation.

b. Examination invigilation.

c. Service to student groups, societies and clubs.

d. Committee work.

e. Development of programs curricula.

f. Support in BU academic audit process.

g. Support in QA and accreditation visits.

h. Editing the departmental programs.

i. Participating in workshops related to faculty development.

3.6.2 While assigning service activities to the Faculty Members, following factors shall be considered among others:

a. Number of committees or other assignments faculty member is assigned at one time.

b. Recognition that particular committees or other assignments have heavier workload than others.

### 3.7 Work Overload – Internal & External

3.7.1 At times, faculty members could be subject to certain work overload – internal and/ or external. Such work overload can be constituted by the assignment(s) to be undertaken by the Faculty Members apart from the workload appointments given at clause 0313 of this Chapter.

3.7.2 Internal work overload may result from BU requirements whereas external work overload may arise from the deliberate initiatives of the Faculty Members approved by the BU management like outside consulting and/ or participation in professional activities in external organizations. These two kinds of external

workload are regulated by the BU Consultancy Policy and BU Short-Term Research Visit Policy, contained in BU R&D Policy.

3.7.3. Adjustment against internal work over shall be undertaken either through remission in teaching load of the faculty member or through making supplemental payment against the internal work over as given in the following sub-sections.

### 3.8 Teaching Load against Internal Work Overload

3.8.1 Faculty members who are given administrative assignment within their respective Department to perform as an additional work shall receive reduction in their teaching load; excluding the faculty members appointed on full time billets at BUHO/ CU. Any administrative assignment can be included into the Course Load Reduction category through a notification by the Competent Authority – processed by respective Department through BUHO/ HR Dte and notified by DHR – specifying number of teaching credit hours remitted against that assignment; followed by related amendment in BU HR Policy (Workload Policy). Administrative assignments in the BU commonly listed under this category are tabulated below, while the criteria for these is covered in **Annex H** to this Policy.

| **Notified Admin Assignments** | **No. of Credit Hours Remitted** |
|---|---|
| Dean, Associate Dean, Principal, HOD, Advisor | 09 Credit Hours |
| Program Coordinator | 03 Credit Hours |
| Cluster Head | 03/ 06 Credit Hours* |
| Dean Coordinator | 03/ 06 Credit Hours* |
| Accreditation Coordinator | 03 Credit Hours |
| Internship & Placement Coordinator | 03/ 06 Credit Hours* |
| Thesis/ Final Year Project Coordinator | 03/ 06 Credit Hours* |
| Evening Programme Coordinator | 03/ 06 Credit Hours* |
| Weekend Programme Coordinator | 03/ 06 Credit Hours* |
| Postgraduate Programs Coordinator | 03/ 06 Credit Hours* |

(* As per criteria at **Annex G** of this Policy)

### 3.9 Project/ Research Related Course Load Exemption

3.9.1 Course load of BU Faculty Members/ Researchers who are involved in different research, innovation and commercialization endeavors at BU will be reduced in line with prevailing Course Load Reduction Policy, details of which are contained in BU R&D Policy Handbook.

### 3.10 Payment - Internal Work Overload

3.10.1 At BU, usual tasks or series of tasks constituting internal work overload against which supplemental pay is made include the following:

a. As per HEC/ BU Policies.

b. All internal overload commitments during Summer semesters teaching.

c. Teaching extra course(s) during regular office times, when needed.

3.10.2 Supervising Projects and Thesis at Undergraduate and Postgraduate level in accordance which are undertaken for supplemental compensation shall require prior approval by concerned HOD.

3.10.3 Amount of payment against each internal overload assignment shall be decided by the BU from time to time.

### 3.11 Monitoring Faculty Workload

3.11.1 Monitoring of faculty workload shall be undertaken by respective Principals through concerned HODs, in accordance with their duties/ responsibilities contained in BU Statutes.

### 3.12 Administrative Appointments in Campuses

3.12.1 Different approved administrative appoints in different Campuses are given at **Annex H** to this Policy.

# CHAPTER 4
# LEAVE PROCEDURES

## 4.1 General

4.1.1 In exercise of the powers conferred by Section 27 of the BU Ordinance 2000, following Rules are enacted to govern matters relating to leave of the employees of the University; applicable to every employee of the University.

a. No University employee can claim leave as a matter of right even when due. Leave can be refused if the exigencies of service so warrant. Leave already granted or being availed may also be curtailed and the employee asked to resume duty.

b. For Privilege Leave it shall not be necessary to specify the reasons for which leave has been applied for so long as that leave is due and admissible to an employee.

c. Leave shall be applied for, expressed, and sanctioned in terms of days. Any period spent by an employee in non-University service shall not be counted for determining the leave admissible. The leave/ leave salary during the period of deputation shall be sanctioned/ paid by the borrowing organization/ agency/ department.

d. Leave applied for on medical certification shall not be normally refused; provided that the authority competent to sanction leave may, at its discretion, secure a second medical opinion to have the applicant medically examined.

e. Holidays falling within the period of any kind of leave shall be counted as leave. They may be either suffixed or prefixed to the leave with the permission of the sanctioning authority.

f. An employee may apply for the type of leave which is due and admissible to him/ her, which shall not be refused on the ground that another type of leave should be taken in the particular circumstances.

g. One type of leave may be combined with joining time or with any other type of leave. However, leave preparatory to retirement and casual leave shall not be combined with any other kind of leave.

h. No leave shall be availed unless it is actually granted; except leave applied for under emergent circumstances if proved to the satisfaction of the sanctioning authority.

i. It shall be the duty of the applicant to ensure that the leave applied for has actually been sanctioned. While proceeding on leave, the employee shall hand over the charge to the officer nominated by the Leave Approving Authority. The appointed officer is to carry out all the duties of the officer proceeding on leave so as not to hamper the smooth functioning of the Department/ Institute/ Directorate.

j. The officer proceeding on leave may be contacted or recalled from leave should an emergent situation so dictates. His/ her contact numbers during leave should be clearly mentioned on the leave application. On

return from leave, the officer shall report for duty to the Sanctioning Authority.

k. Application for leave shall be submitted to the immediate officer, who shall forward the case to the office where a record of leave is maintained, along with the remarks and the arrangements proposed during the absence of the applicant, if the period of leave applied for is a week or more. Leave record of each employee shall be suitably maintained by HR Dte for BUHO and HR Department for CUs.

l. An employee who remains absent on the conclusion of his leave shall not be entitled to any remuneration for the period of such absence unless the leave has been extended and without prejudice to any disciplinary action that may be taken against him, double the period of such absence shall be debited against his leave account. If sufficient credit in his/ her leave account is not available, it will be adjusted against future earnings.

m. Leave on Full Pay due to any employee, whose services are terminated by the University for reasons of retrenchment or otherwise, may be granted without regard to the availability of a post for the period of leave.

n. An employee who is compulsorily retired/ removed/ dismissed under the University Efficiency and Discipline Statutes shall not be entitled to any kind of leave. In such instances, all leave at the credit shall lapse when the employee quits service.

o. Leave Pay during leave on Full Pay shall exclude any other allowance that is specifically related to the performance of duty.

p. Deans performing the Principal duty will pursue all types of Leave through concerned HCU and the Pro-Rector.

### 4.2 Types of Leave

4.2.1 BU employees will be entitled to following types of leave:

a. Privilege Leave.

b. Casual Leave.

c. Study Leave.

d. Maternity/ Paternity Leave.

e. Special Leave.

f. Medical Leave.

g. Leave Ex-Pakistan

h. Extraordinary Leave

i. Sabbatical Leave.

### 4.3 Privilege Leave

4.3.1 All contract employees will be entitled to a maximum of 30 days paid Privilege Leave each year @ 2.5 days per month after having served full year. For the period of service less than a year, Privilege Leave will be admissible proportionate to the period of service. Leave availed by members of the faculty during academic breaks will be adjusted against their Privilege Leave.

4.3.2 In special cases, employees who have completed their probation period or one year service at the University – whichever is later – may be granted full Privilege Leave remaining for their current service year in advance, if they are expected to serve till the end of their current service year.

4.3.3 All faculty members (except BUMC and BUDC) shall be expected to avail their Privilege Leave preferably during the summer break.

### 4.4 Leave Ex-Pakistan

4.4.1 A part or the entire Privilege Leave entitlement may be converted into Leave ex-Pakistan. The leave shall be at full pay. Leave ex-Pakistan in excess of the entitled Privileged Leave period shall be without pay. The employee shall draw leave salary in Pak Rupees, in Pakistan, irrespective of the country where the leave is to be spent.

### 4.5 Casual Leave

4.5.1 An employee is entitled to maximum of 10 days' Casual Leave in a calendar year. Casual Leave shall not be combined with any leave or joining time and shall not normally be granted for more than five days at a 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 with the end of the calendar year.

### 4.6 Study Leave

4.6.1 Study Leave may be granted to Faculty Members/ employees of the University for the purpose of pursuing higher education/ study/ research. It shall be granted without pay. Study Leave may normally be granted to an employee for 24 months for a Masters/ MPhil/ Post-Doctoral degree and 48 months for a PhD degree. Following shall be complied in this regard:

a. Study Leave shall normally be allowed to those Faculty Members who have minimum three years' service to his/ her credit at BU. In case a Faculty Member is granted scholarship from HEC/ any other agency, the Rector may relax the 3-year service condition.

b. Faculty Member who is granted Study Leave shall render report to the Registrar on joining the University from the program of study.

c. On return from the program of study, the Faculty Member shall submit original and attested copy of the certificate/ degree earned to the Registrar Office, for record/ reference. Original certificate/ degree will be returned after verification, while the attested copy will be forwarded to the HR Directorate for placing in respective Faculty Member's personal record.

d. Faculty Member on Study Leave shall not be entitled for seniority/ increment for the duration of Study Leave.

e. For Study Leave extending the period of one year, the Faculty Member shall only be accommodated in the University on his/ her return to Pakistan if the vacancy exists.

4.6.2 Procedure for Study Leave shall be as follows:

a. Requests for Study Leave will be submitted by the Faculty Member to concerned Principal/ DC/ DAcad-CU (as applicable) for approval by the Competent Authority, along with offer of admission and program of study in which the individual will be admitted by the university/ institute. Applications for Study Leave are to reach the DHR at least two months before the date of departure for the study.

b. On receipt of the Study Leave request, status of admission will be confirmed from the concerned university/ institute by the HR Directorate. When the admission is confirmed, the request for Study Leave will be processed for approval of the Rector.

### 4.7 Post-Doctorate Study Leave to PhD Scholarship Awardee

4.7.1 A Faculty Member who has availed an HEC scholarship for PhD studies is to complete the time-bound period at the University as per prevailing HEC rules. He/ she will be entitled to Study Leave for Post-Doctoral studies after serving a minimum of two years at the University. Prior proceeding for such Leave, the Faculty Member is to sign a fresh bond with the HEC to serve Pakistan for certain period after completion of the post-Doctoral studies, as per HEC requirements in vogue. Maximum duration of such a Study Leave shall be one year.

### 4.8 Maternity/ Paternity Leave

4.8.1 Maternity/ Paternity Leave shall be granted as under:

a. Maternity leave shall in the prescribed manner be granted on full pay outside the leave account to a female employee on her option to the extent of one hundred and eighty days (180) on first birth, one hundred and twenty days (120) on second birth and ninety days (90) on third birth from the date of commencement thereof.

b. A male employee expecting his wife to give birth to a child shall, at his option, be granted paternity leave on full pay not exceeding thirty days outside his leave account from the date of its commencement.

c. Such maternity/ paternity leave shall not be granted for more than three times in the entire service of the female/ male employee except when such leave is granted within her/ his leave account due and admissible to her/ him or as an extra ordinary leave without pay (As per details provided in Government of Pakistan Act No XXXI of 2023 dated 20 June 2023).

4.8.2 Definition of “Child” and “Entire Service” is given as under:

a. Child – for the purpose of HR Manual, means a child in the womb of a pregnant employee or wife of the male employee and includes a still-born.

b. Entire Service – entire employment tenure including service before joining BU.

### 4.9 Special Leave

4.9.1 A married employee may be granted Special Leave on full pay if he/ she applies for it for a period not exceeding thirty days in the event of the death of his/ her spouse/ ward. The duration of Special Leave allowed will be up to 4.5 months in case of death on an employee’s husband and a maximum of 10 days for all other cases. Such leave shall commence from the date of death of the employee’s spouse or ward on the basis of death certificate attached to the application for Special Leave or – if that is not possible at that time – than the said certificate may be furnished to the Leave Sanctioning Authority separately.

### 4.10 Medical Leave

4.9.2 Medical Leave may be granted outside the leave account up to maximum of 30 days on such medical advice as the Approving Authority may consider necessary, to an employee temporarily disabled by injury, ailment or disease; on production of medical certificate issued by the hospital/ doctor authorized by the University. The first 10 days of Medical Leave will be on full pay and the rest on half average pay up to 30 days. Leave on medical ground beyond 30 days will be converted into Extraordinary Leave without pay.

### 4.11 Extraordinary Leave

4.11.1 Extraordinary Leave (EOL) shall be without pay and may be granted to an employee for a maximum period of six months provided the employee has served BU for a minimum period of two years. However, additional or extension in the EOL may be granted by the Rector on medical grounds. EOL may be granted once in five years. This leave shall not be allowed during the semester. Applications for EOL are to be forwarded to the DHR through the organizational hierarchy, at least 30 days in advance.

### 4.12 Sabbatical Leave

4.12.1 On completion of minimum six years of uninterrupted continuous service, a University faculty member may be granted sabbatical leave for twelve months without pay. This Leave is to be granted only once in the service career. The teacher is to provide details of the study/ research work and the university/institution where he/ she is pursuing the same. Sabbatical Leave shall not be combined with any other leave and will be sanctioned by the Rector through the DHR.

### 4.13 Temporary Duty

4.13.1 Temporary Duty or Duty Leave shall be granted to the University employees when there is a requirement for them to leave their duty station to attend official business within Pakistan or abroad. Such official business shall include attendance at/ participation in meetings, lectures, conferences, workshops, seminars, symposia, convocations, field trips, audits, inspections, invigilation, examinations, trainings, courses and such other activities approved by the Competent Authority.

4.13.2 Temporary Duty approving authorities for various cadres are tabulated below:

| Type of Ty Duty | Employees Cadre | Approving Authority |
|---|---|---|
| Temporary Duty Inland | BUHO Officers, Pro-Rectors, HCUs, Deans | Rector |
| | BUHO Support and Admin Staff | Pro-Rector concerned |
| | Directors (Campuses), Principals, HODs, Faculty Members, BU Officers at CUs | HCU concerned |
| | CUs Support and Admin Staff | Director concerned |
| Temporary Duty Abroad | All cadres | Rector |

4.13.3 Deans performing the Principal duty will process the Ty Duty through concerned HCU and the Pro-Rector.

### 4.14 Temporary Duty (without financial effects)

4.14.1 Faculty Members/ Officers will be considered on Temporary Duty without any financial ability on part of BU for attending conferences/ seminars within Pakistan or abroad at their own request.

### 4.15 Research Leave

4.15.1 The Faculty Members are allowed to work in international research labs during the summer break on following conditions:

a. The Faculty Member is invited by the university/ research organization to conduct the research.

b. The travel and living expense is borne by the host institute or the Faculty Member him/ herself.

c. Bahria University will count this as Temporary Duty without financial effects and continue paying the regular monthly salary during the Faculty Member's stay abroad.

### 4.16 Criteria for Research Leave

4.16.1 The criteria for availing Research Leave is as follow:

a. The Faculty Member is active researcher and has produced at least one ISI-IF publication during the previous academic year or supervising funded project as PI/ CO-PI.

b. The Faculty member has completed at least 02 years' service at Bahria University.

c. Research Leave is recommendation by the Campus, i.e concerned HOD, Principal and respective HCU.

### 4.17 Leave Approving Authorities

4.17.1 Application for the leave shall be processed by the employees from their own office/ work place through proper channel to applicable Leave Approving Authority. In case an employee is attached with another Department or is made part of an Inquiry Board or a Committee, he/ she will have to mention the same in the leave application and get spared by the relevant convening authority/ Head of Department/ Board/ Committee (as applicable).

4.17.2 While processing Leave applications, the recommending authority shall ensure that all required information has been included and necessary permission obtained by the applicant. Further, Leave recommending authority is to forward a copy of the approved leave proforma of all CU officers and faculty members to HR Dte (BUHO) and Campus HR Dept, for record purposes.

4.17.3 Deans performing the Principal duties are to pursue their leave through DG and Pro-Rector concerned.

4.17.4 Leave approving authorities for various cadres are tabulated at **Annex I** of this Manual.

### 4.18 Leave Encashment

4.18.1 Employees in BU Pay Group 6 and above may redeem their leave as per prevalent Financial Rules, when not spared due to exigencies of the service.

### 4.19 Death/ Permanent Incapacity during Service

4.19.1 If a Full Time employee dies while in service, a lump-sum payment equal to full pay for a maximum of one year shall be made to his/ her family. In addition, funeral expenses equivalent to one month pay shall be paid to the next of kin of the employee.

4.19.2 If a Full Time employee is declared permanently incapacitated for further service by a designated hospital or doctor, a lump-sum payment equal to full pay for a maximum of six months shall be made to him/ her or his/ her family.

### 4.20 Leave Accumulation

4.20.1 Faculty members may accumulate their privilege leave up to 6 months. However, the Faculty Members are encouraged to avail their accumulated leave during the summer break.

4.20.2 Leave accumulated by a faculty member cannot be availed after the expiry of his/ her employment contract.

4.20.3 Accumulated leave of different types in excess of 60 days is to be approved by the Rector.

# CHAPTER 5

# HUMAN RESOURCE DEVELOPMENT PROGRAMME

## SECTION – I

## HRD FRAMEWORK

### 5.1 Introduction

5.1.1 Bahria University places strong emphasis on the development of its faculty, officers, and staff. Leadership and Professional Development Centre (LPDC) of the University has been entrusted with the responsibility to develop the University's Human Resource (HR). It caters for the HR development needs of the academic and non-academic employees under the policy guidelines given in BU Faculty Development Policy. As per Policy, it is the responsibility of respective Schools and Departments to ascertain the training needs of BU faculty members and support staff. LPDC facilitates the provision of requisite resources and administrative approval for the desired trainings, after carrying out due diligence. All the training programs offered/ conducted by LPDC are the reflection of BU Strategic Plan.

### 5.2 LPDC Terms of Reference

5.2.1 LPDC shall provide advice and assistance on training activities and will be responsible for administrative co-ordination of the training processes and programmes as outlined in BU Faculty Development Policy**.**

### 5.3 New Employees Induction Training

5.3.1 Prior to the start of each semester, all newly recruited faculty and staff will undergo training as follows:

a. All newly employed staff will undergo the orientation training about the University, its organization, departments, systems, processes, etc.

b. The newly employed faculty will also undergo training on becoming a good teacher, new teaching paradigms/ methodologies, and professional development to engage with the industry to impact the professional development of students.

c. Further, every new employee/ faculty will receive orientation about his/ her department, from the department head or a delegated senior person and his/ her supervisor, within a quarter (three months) from the day he/ she joins the BU.

### 5.4 Training Need Analysis

5.4.1 Developing BU human resources in line with the best HR practices is integral part of the BU Strategic Plan. LPDC develops BU human resource through capacity enhancement programmes in form of intermittent training interventions. These training packages are dispensed on the areas identified during periodic performance evaluation review at respective CUs, Schools/ Colleges/ Institutes, Departments, Directorates and Centers' level, and conveyed to HR Dte through endorsement on Performance Evaluation Reports (PERs). Respective Directors/ Principals/ HODs may devise ways to conduct the Training Need Analysis (TNA) for their faculty and administrative staff.

5.4.2 Due attention is to be given by the Directors/ Principals/ HODs while mentioning the training need of the employees in respective PERs. HR Dte is to share these areas with LPDC for provision of trainings mentioned in the PER.

5.4.3 LPDC has the role to facilitate the conduct of such trainings in line with the BU Strategic Plan. The facilitation includes administrative and budgetary approvals from the competent authority/ Rector BU. LPDC may also facilitate these trainings to external participants.

### 5.5 In-Service Training

5.5.1 Employee development is a continuous/ on-going process which will be driven both at the CUs and through the Head Office by the LPDC and the International Office for foreign training. During the period of employment, the university employee may go through various trainings, visits, participation in programs at the local, national or international level.

### 5.6 National Training and Development Activities

5.6.1 Faculty/ staff members are to be given opportunity to engage in national trainings for their development and growth. Training can be done at the CU level and other institutions in/ outside the city. In support of the above stated, the following activities would be undertaken:

a. **Self-Managed Training & Development Activities**

   i. The Campuses will do Training Need Analysis (TNA) as part of their present and future growth and directions. Training Calendars at each Campus will be formulated every six months, which are to highlight the training activities planned in a semester. For training by foreign faculty, the LPDC and the International Office at BUHO will incorporate training and workshops into the calendar.

   ii. On site/ off-site training will be organized by the CUs in coordination with the LPDC. Employee may register for these trainings. However, the organizing department will ensure sufficient and relevant participation

   iii. Nominations for courses, workshops, conferences and seminars held at other institutions shall be recommended by the HOD or Director/ Principal of the CU, as applicable.

b. **External Training & Development Activities**

5.6.2 Faculty/ staff are to be encouraged to participate in local trainings held at other institutes and organizations. A faculty/ staff member who receives training at a place other than his/ her workplace will be entitled to travelling and subsistence costs in accordance with applicable tariffs and conditions, except where it is more advantageous to the BU for the faculty/ staff to daily travel between his/ her place of residence and the training venue.

### 5.7 Faculty Development Teaching Certification

5.7.1 Upon joining, newly inducted BU faculty members will have to undergo 6-weeks training course on teaching pedagogies. Said training aims at delivery of a minimum acceptable level of instructional competence in the classroom teaching. The training content is to be designed and upgraded by the Deans; keeping in view the commonality and uniqueness in teaching at various Schools. LPDC may offer these trainings courses to external participants.

## 5.8 International Training & Development Activities

5.8.1 Faculty/ staff members will be given opportunity to engage in international trainings for their development and growth, in line with BU Faculty Development Policy, External Linkages Policy and targets set in BU Strategic Plan. To support this cause, following activities would be undertaken:

a. Group of faculty members would be sent abroad to partner and/ or other reputable international universities for training pertaining to faculty development. Opportunities of such training are to be explored and executed by the International Office as per requirements shared by the LPDC and the CUs.

b. Group of administrative staff would be sent abroad to partner and/ or other reputable international universities for training/ shadowing relevant departments to understand and improve administrative procedures at BU. Such trainings are to be executed by the International Office in consultation with LPDC.

c. Any travelling and subsistence costs that might result from the above two stated activities shall be borne directly by BU.

d. Further to the above, any opportunities regarding international trainings, development and research should be shared by the International Office with BU faculty/ staff so as they may apply according to their area of interest. These opportunities could be availed on self-finance, partial financial support and fully funded basis, on case-to-case basis.

e. Faculty/ staff who have gone through international training/ visit should be required to share the learning acquired during such training/ visit with relevant BU faculty/ staff through organized sessions. Such sessions are to be executed by LPDC through its functional arms at various CUs.

f. Faculty/ experts from international universities/ institutions would be invited to BU, to organize training for the faculty/ staff on contemporary matters pertaining to higher education development and management. This activity is to be more supported with partner institutes to allow organization of such trainings in a cost-effective manner and also to help strengthen such partnerships. Requirement of specific training are to be worked out by LPDC, based on input from CUs, which should be shared with the International Office for identification of suitable international resource and execution of the training in relevant CUs through functional arms of LPDC.

## 5.9 Developing Faculty Through Corporate Training Service Policy

5.9.1 LPDC has the mandate for capacity building of BU faculty by establishing their connections with the industry. The purpose of such connectivity should be to upgrade their existing knowledge, competence and expertise, which they further transfer to their students. The University shall encourage its faculty to conduct training, workshops and seminars on contemporary topics for the industry and academia. In this regard, LPDC would engage the expertise of BU faculty in line with its Corporate Training Service Policy.

### 5.10 Non-Academic Employees Development

5.10.1 In addition to the training of its faculty members, BU puts specific emphasis on the training its non-academic employees i.e. officers and staff. This emphasis has due weightage in BU Strategic Plan. Accordingly, all Directors/ departmental heads of non-academic employees are pursue related training needs through LPDC, on case-to-case basis.

### 5.11 Conduct of Certificate and Diploma Courses

5.11.1 Non-degree programmes including the Certificate and Diploma courses held at BU must be in coordination with the LPDC, in accordance with the Policy for Commencement of Certification & Diploma Programmes at Bahria University. In this regard, LPDC has a set mechanism and centralized procedure for the issuance of such certificates, so as to keep the uniformity and verification of such programmes. Accordingly, LPDC should be premeditated by all the departments to regulate the approval and conduct of related trainings, and issuance of respective Certificates/ Diplomas.

### 5.12 Record Keeping and Maintenance

5.12.1 A record of all the major training, workshops, conferences, and visits will be maintained by the LPDC through its arms at each CU. Faculty/ staff should be encouraged to engage in professional developmental activities e.g. research, projects, trainings, workshops, consultancy, writing cases, etc. and other avenues of involvement with the world outside the University. These activities as processed through LPDC should become part of the faculty/ employee records held at the CU level and centrally by the HR Dte, and considered during performance evaluation.

## SECTION – II

### 5.13 Promotions

5.13.1 All Promotions of the Faculty Members and Support/ Admin Staff shall be made according to prevalent BU Promotion Policies. The University shall make efforts to afford adequate career progression to full-time and deserving members of the Teaching/ Support/ Admin Staff. Promotions will be based on available vacancies, performance of the individuals and laid down criteria of the University.

5.13.2 All promotions will be considered by the Promotions Boards convened by the Rector based on the composition of Selection Boards contained in BU Statutes. Meetings of the Promotion Boards will be held once a year or more, as directed by the Rector. The Promotion Boards shall be guided by the promotion policies of the University and other Regulatory Bodies.

5.13.3 To the extent possible, fifty percent of all non-academic posts (Pay Group 1-10) shall be filled by promotion of persons who otherwise fulfill related qualifications and are duly recommended by respective Promotions Board.

5.13.4 The Rector will approve promotions into Pay Groups 10 and below recommended by the Promotion Boards and refer promotions into Pay Groups 11-13 to the Board for final approval.

5.13.5 Details of the promotion criteria for various categories of BU employees are contained in BU Promotion Policy promulgated separately.

## SECTION – III

### 5.14 Faculty Fee Waiver, Reimbursement and Concession

5.14.1 Bahria University provides opportunities to its faculty members, officers and staff members to improve their qualifications and skills in respective domains during the service duration at Bahria University. Fee waiver is accordingly facilitated to all the BU employees to pursue higher studies at Bahria University (MBA/ MS/ MPhil and PhD programmes), covering the admission and tuition fee. Criteria and procedures for availing the same are contained in an exclusive **Fee Waiver Policy.**

5.14.2 Bahria University also provides the similar support to its faculty members, officers and staff members pursuing higher studies in other other Pakistani HEC recognized HEIs, during the service at BU. Criteria and procedures for availing the same are contained in an exclusive **Fee Reimbursement Policy.**

5.14.3 Further to the above, Bahria University provides opportunities to children and spouses of its faculty members, officers and staff members to pursue studies at BU Campuses with concession in their admission and tuition fees. Criteria and procedures for availing the same are contained in an exclusive Fee Concession Policy.

# CHAPTER 6

# EMPLOYEES EFFICIENCY AND DISCIPLINE

## 6.1 Applicability

6.1.1 In pursuance of clause 9.1 of the BU Statutes 2022, all employees of the University except serving military personnel (who shall be subject to their own service rules) shall be governed by the Efficiency and Discipline Rules contained in this Chapter.

## 6.2 Grounds for Penalty

6.2.1 An employee shall be penalized when in the opinion of the Competent Authority, the said employee is:

a. Professionally incompetent or Inefficient or has ceased to be efficient; or

b. Guilty of Indiscipline, Misconduct, Low Moral Character or Violation of Rules; or

c. Morally, ethically, monetarily, intellectually or academically corrupt; or

d. Engaged in subversive activities or found guilty of intrigues, rumor-mongering and activities detrimental to the interests of the BU; or

e. Involved in any act of defamation of the University, its management, faculty, students and staff, through any means (electronic, print, cyber, strikes, agitation, procession, etc).

f. Guilty of disclosing official secrets to an unauthorized person.

## 6.3 Penalties

6.3.1 Following penalties can be incorporated for the above stated grounds:

a. **Minor Penalties**

i. Censure**/** Warning.

ii. Withholding promotion or increment, for a specific period.

iii. Recovery from pay of the whole or any part of any pecuniary loss caused to the University by negligence or breach of orders.

b. **Major Penalties**

i. Reversion to a lower post or reduction in time-scale or to a lower stage in a timescale.

ii. Termination of employment contract with or without notice, with or without benefits, as the case may be.

iii. Withholding of benefits, or any other penalty as deemed appropriate by the Competent Authority.

iv. Removal from Service (clause 8.18 of BU Statutes being relevant).

v. Dismissal from Service (clause 8.18 of BU Statutes being relevant).

## 6.4 Powers to Impose Penalties

6.4.1 The power to impose minor or major penalties on an employee shall rest with the following Competent Authorities:

a. Pro-Rector (Admin)/ HCU concerned, for employees in Pay Groups 1 to 7 for BUHO/ Campus respectively.

b. The Rector, for employees in Pay Groups 8 to 12.

c. The Chairman Board, for employees in pay groups 13 to 14.

## 6.5 Inquiry Procedure

6.5.1 The Competent Authority shall examine a case presented before him and decide:

a. Whether a prima facie case against an accused employee exists and the facts of the case do not call for conducting an inquiry.

b. Whether the case of an incident or complaint leads to investigation to find out the facts, to give declaration or to establish reasons of an incident or complaint, that need constitution of an Investigation Committee.

c. Whether in the light of facts of the case or in the interest of justice, an inquiry against an accused should be conducted through an Inquiry Officer/ Committee.

6.5.2 The procedure stipulated in the ensuing clauses shall apply.

6.5.3 The Competent Authority may, with the approval of the Rector, suspend an employee charged with subversion, corruption or misconduct provided that any suspension shall require approval of the Rector after every three months.

## 6.6 Procedure where Inquiry is not Required.

6.6.1 The Competent Authority shall decide if a prima facie case against an accused employee exists and that the facts of the case do not call for conducting of an inquiry through a Committee or an Inquiry Officer, he shall:

a. By order in writing, inform the accused of the action proposed to be taken in regard to him and the grounds of the action.

b. Give the Accused a reasonable opportunity of showing cause against that action.

## 6.7 Constitution of Investigation Committee

6.7.1 In case of an incident leading to attribute a blame to an employee or a clarification is desired, the Competent Authority may convene an Investigation Committee to find out the facts, give a declaration or establish reasons of an incident or complaint.

6.7.2 The Investigation Committee shall clearly identify the issue(s) through probing and collecting evidence. The Committee may blame to an employee and give solid remedial measures to avoid recurrence in future. The Investigation Committee shall proceed as per terms and conditions laid down in the Convening Order given at **Annex J** of this Manual.

6.7.3 On receipt of Investigation Committee report the Competent Authority shall process the case for approval of the Recommendations by the Rector and take actions accordingly.

### 6.8 Procedure for the Conduct of Inquiry

6.8.1 If the Competent Authority decides that in the light of facts of the case or, in the interest of justice, an inquiry should be conducted through an Inquiry Officer or Committee, the procedure stipulated below shall apply.

a. The Inquiry Officer or Inquiry Committee shall:

   i. Frame a charge(s) and communicate it to the Accused together with a statement of allegations explaining the charge and any other relevant information applicable to the case.

   ii. Require the Accused within a reasonable time, which shall not be less than seven days or more than fourteen days from the day the charge(s) has been communicated to him, to put in a written defense and to state at the same time whether the Accused desires to be heard in person.

b. The Inquiry Officer/ Committee, shall enquire into the charge(s) and may examine such oral or documentary evidence in support of the charge(s) or in defense of the accused as may be considered necessary. The accused shall be entitled to cross-examine the witness(es) against him/ her.

c. The Inquiry Officer/ Committee shall hear the case on day-to-day basis and no adjournment shall be given except for reasons to be recorded in writing. However, every adjournment, with reasons thereof shall be reported forthwith to the Competent Authority. Ordinarily, no adjournment shall be for more than a week.

d. Where the Inquiry Officer/ Committee considers that the accused is hampering or attempting to hamper, the progress of the inquiry, the accused shall be administered a warning. If thereafter, the accused is considered to be acting in disregard of the warning, the Inquiry Officer/ Committee shall record a finding to that effect and proceed to complete the enquiry in such manner as thought best suited to do substantial justice.

e. The Inquiry Officer/ Committee shall, within ten days of the conclusion of the proceedings or such longer period as may be allowed by the Competent Authority, submit the inquiry report to the Competent Authority. The inquiry report shall be in four parts i.e. Summary of the case, Findings (with grounds thereof), Recommendations and Proceedings.

### 6.9 Actions on Inquiry or Investigation Report

6.9.1 On receipt of the report of the Inquiry Officer/ Committee or, where no such Officer/ Committee is appointed, on receipt of the explanation of the accused, if any, the Competent Authority shall determine whether or not the charge has been proven. If no charge is proved, shall exonerate the accused.

6.9.2 If a minor penalty has been recommended, the Competent Authority shall pass the orders accordingly.

6.9.3 If a major penalty has been proposed, the Competent Authority shall forward the case to the Rector along with the charge and statement of allegations served on the accused, the explanation of the accused, the report of the Inquiry Officer/ Committee, if appointed, and his own recommendations regarding the penalty to be imposed for perusal. The Competent Authority shall pass such orders as it may deem proper.

### 6.10 Powers of Inquiry Officer & Inquiry Committee

6.10.1 For the purpose of an inquiry under these rules, the Inquiry Officer and the Inquiry Committee shall have the powers of:

a. Summoning and enforcing the attendance of any person and examining him on oath.

b. Requiring the search and production of any document.

c. Receiving evidence or affidavits.

6.10.2 An accused not abiding by the orders of the Inquiry Officer or Inquiry Committee, shall himself/ herself be liable to the impositions of appropriate penalties under these Statutes.

### 6.11 Inquiry Procedure Not to Apply in Certain Cases

6.11.1 The Inquiry Procedure stipulated under clause 0612 shall not apply to cases:

a. Where the Accused is dismissed or removed from service or reduced in rank, on the ground of conduct which has led to a sentence of fine or of imprisonment; or

b. Where the authority competent to dismiss or remove a person from service, or to reduce a person in rank, is satisfied that, for reasons to be recorded in writing by that authority, it is not reasonably practicable to give the Accused an opportunity of showing cause.

### 6.12 Opportunity to Show Cause

6.12.1 Except as otherwise provided, no officer, teacher or other employee of the University holding a permanent post shall be reduced in rank, or removed or dismissed, unless he has been given a reasonable opportunity of showing cause against the action proposed to be taken as specified in clause 9.14 of BU Statutes 2022.

### 6.13 Appeal to, and Review by, The Board

6.13.1 Where an order is passed punishing any officer (other than the Rector), teacher or other employee of the University or altering or interpreting to his disadvantage the prescribed terms or conditions of his service, he shall, where the order is passed by the Rector, have the right to appeal to the Chairman BoG against the order, and where the order is made by the BoG have the right to apply to that authority for review of the said order as contained in clause 9.15 of BU Statutes 2022.

6.13.2 The appeal or application for review shall be submitted to the Registrar who shall place it before the Chairman BoG with the views of the Rector.

6.13.3 No order on an appeal or application for review shall be passed without affording to the appellant or applicant, as the case may be, an opportunity of being heard.

### 6.14 Appellate Panel

6.14.1 An employee whose services are terminated shall have the right to appeal to the next higher authority in accordance with clause 9.16 of BU Statutes 2022.

### 6.15 Appearance of Counsel

6.15.1 No party to any proceedings under these Statutes shall be represented by an advocate before the Appellate Authority, the Competent Authority or the Inquiry Officer/ Committee.

### 6.16 Authorized Officer and Authority

6.16.1 To govern the matters relating to efficiency and discipline of University's employees, the "Authorized Officer" and "Authority" for Faculty, University Officers and Staff are appended below:

| Category | Authorized Officer | Authority |
|---|---|---|
| Faculty | HCU/ Principals | Rector |
| BUO (Grade 8-11) | Pro Rector/ HCU Concerned | Rector |
| BUO (Grade 12-14) | Rector | Chairman BOG |
| CUs Staff (Grade 1-7) | Concerned Director | HCU Concerned |
| BUHO Staff (Grade 1-7) | DHR | Pro-Rector Concerned |

# CHAPTER 7

# PERFORMANCE MANAGEMENT SYSTEM

## 7.1 Purpose

7.1.1 It is the policy of the BU to manage performance of its Faculty Members and concurrent staff (Cluster Head, Program Coordinator, Head of Department, Dean) by engaging them in the comprehensive performance management cycle starting with mutually agreed performance goals and ending at participative review process, with an aim to improve their performance and enhance their productivity and professional development besides determining their eligibility for performance related rewards and potential for promotion. Accumulated Performance Evaluation will be carried out for a calendar year i.e. 01 January to 31 December.

7.1.2 Performance Management System should be based on multi-directional assessment (360 Degree) which captures various perspectives, identifying the strengths and areas of weakness that can be subsequently improved, focusing on but not limited to the following:

a. Students' feedback.

b. Feedback from peers

c. Feedback from supervisor

d. Research outcome.

e. Faculty qualification.

f. Administrative performance.

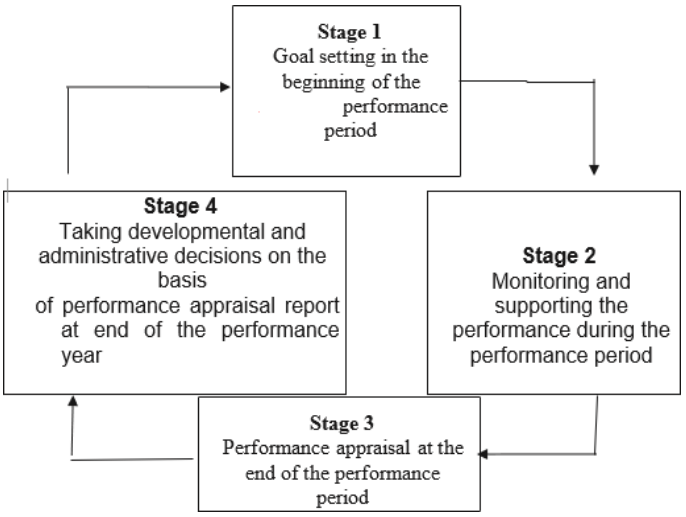
g. Personal conduct .

h. University-industry collaborations.

i. Outcome Based Education.

## 7.2 Performance Management Cycle

7.2.1 The performance management process shall occur in the form of a cycle constituting four stages:



### 7.3 Goals Setting – Stage 1

7.3.1 Performance goals are set according to the following points:

a. Faculty Members/ concurrent staff and their Supervisors shall mutually agree on a performance plan documenting the goals based on their job profile against which their performance will be evaluated at the end of each performance period.

b. Performance period will be of one semester duration.

c. The performance goals shall be based on the following performance domains:

   i. Teaching

   ii. Research

   iii. Management/ Services/ Committee Work/ Assignments

   iv. Consultancy

   v. Accreditation (where applicable)

d. Each performance domain shall be assigned multiple performance indicators – leading indicator and lagging indicator – whichever is relevant.

e. Each performance domain shall be assigned percentage weightage/ factor rating that shall be subdivided among the performance indicators of each domain depending upon the worth of the performance indicator in the given time.

f. Weightage of the performance domains and performance indicators shall be determined by the BUHO. However, in order to promote performance against a specific goal, the Campus management can recommend change in the factor rating. In such case, the employees shall be immediately informed about the change.

g. In the beginning of the performance period, all Faculty Members/ concurrent staff shall be properly exposed to the performance management system, nature of their performance goals, factor rating assigned, performance record maintenance, course file preparation, performance appraisal meeting, performance categorization at the end of the performance year and connectivity of the performance outcomes on the annual increments and promotion.

h. Likewise, all Supervisors (HOD, Dean, Cluster Head, Campus Director) shall be trained in nature and contents of the performance management system. No Supervisor shall be conducting performance appraisal without having got performance management related training.

### 7.4 Monitoring the Performance – Stage 2

7.4.1 Monitoring and supporting will be supervised as enumerated below:

a. The Supervisor shall monitor the performance of the faculty/ concurrent staff so that instantaneous measures could be taken in case of performance gap especially in the following areas:

   i. Class-time management (Weekly report) to be maintained and shared with the faculty.

   ii. Course coverage progress.

   iii. Conduct of quizzes in due course.

   iv. Class rescheduling and holding the compensatory classes.

   v. Online attendance.

   vi. Students' classroom/teacher related problems.

   vii. In-time submission of question papers and exam results.

   viii. Faculty participation in meetings, attending duties etc. (Monthly report) to be maintained and shared with the faculty.

   ix. Experiential learning activities.

   x. University-industry knowledge drive (consultancy, university-industry interaction and Policy Papers)

   xi. Teaching and developing indigenous case studies/ research papers.

   xii. Assurance of learning

   xiii. Contribution towards societal impact

   xiv. Responsiveness to Sustainable Development Goals

b. Cluster Heads shall prepare monthly monitoring report and submit to the HOD in the first week of next month.

c. The HOD and Cluster Heads shall be giving special attention to the newly inducted faculty in earlier days and provide them necessary support and take spontaneous measures if any performance related problem arises.

d. The HOD shall conduct monthly meetings with all Faculty Members to ensure progress review and further direction.

e. Keeping in view single paper of one subject, the HOD shall be holding mid-term meeting of all faculty members teaching same subject together to view progress of the course coverage.

f. Besides formal contacts and meetings, the Supervisor will ensure that Faculty Members/concurrent Staff are frequently contacted informally also and given on-going informal feedback on their current performance.

g. The Faculty/Concurrent Staff shall be provided due support also by the Supervisor in connection with implementation of the goals in their respective area of performance.

### 7.5 Performance Review – Stage 3

7.5.1 At the end of each performance period, the Supervisor shall conduct performance review for each Faculty Member/ concurrent Staff against the established performance goals/ KPIs using the respective performance evaluation

instrument. The performance appraisal instruments shall contain following main elements:

a. Performance Domains.
b. Key Performance Indicators (Leading and Lagging both) against each performance domain.
c. Weighting factor for each performance indicator.
d. Assessment scale with five levels ranging from 0 to 5, each level with a definition of the performance assigned.
e. Annual performance ranking classification.

i. The performance appraisal process shall be conducted through appraiser-appraisee meeting. Prior to the performance appraisal meeting, the Supervisor shall notify the appraisee the schedule of the appraisal meeting and the documents required for the appraisal exercise especially the course file of the subject taught during the performance period prepared in accordance with the course file checklist. The Cluster Heads shall assist the HOD in conducting the performance appraisal exercise.

ii. The performance appraisal process shall start with self-assessment by the appraisee. The appraisee shall fill the review form claiming performance score against each performance goal as part of self-assessment step. However, the performance score shall be finalized through one-on-one interview with the appraiser. At the end of appraisal process, the appraisee shall sign the review report. The appraisee, however, can record his/ her protest remarks on the instrument. Such appraisal shall be called disputed appraisal and shall require involvement of the campus top management for resolution.

iii. Areas needing improvement during the Interim Review will be communicated verbally to the concerned Faculty Member by the Principal.

iv. After the review of areas of Improvement, the same shall be communicated to LPDC for conducting requisite trainings.

### 7.6 Administrative Decisions – Stage 4

7.6.1 Accumulated Performance Evaluation Reports of all the Faculty are to reach DHR by 10 January of each year.

7.6.2 Concerned HOD is responsible for forwarding the subject Reports to the DHR through proper channel.

7.6.3 Upon receipt, the DHR is to put up these Reports to the Rector for perusal and further appropriate action.

### 7.7 Teacher Evaluation by Students

7.7.1 Following is to be ensured with respect to evaluation of BU teachers by the students:

a. Teacher evaluation by students shall be integral part of the semester performance review and assigned weightage in the respective performance evaluation instrument. The administration of the questionnaire shall be conducted by the department and shall occur during the last half of the scheduled term.

b. The HOD shall be discussing each performance factor scored by the students with the Faculty Member separately during the performance appraisal meeting.

c. Teachers' evaluation by students shall be on relative grounds i.e., evaluation should be conducted by those students who are eligible to appear in mid-term and final examinations. Principal can restrict certain students with disciplinary problems (lack of attendance, non- payment of dues etc) or psychological issues from giving Teachers Evaluation.

d. A Departmental Committee will review Student evaluations and forward their findings for approval of DG Campus. Approved findings will be added to the Students Evaluation Report.

## 7.8 Annual Performance Appraisal Ranking

7.8.1. At the end of the accumulated performance period, reports of the semester-wise performance review sessions shall be consolidated to calculate average score. The average score thus calculated shall be assigned a performance category as below:

| | |
|---|---|
| Performed beyond expectations throughout performance period | 95 – 100 |
| Met expectations consistently and reliably throughout performance period | 81 – 94 |
| Overall performance was satisfactory throughout performance period but still needs significant consistency. | 61 – 80 |
| Overall performance remained below expectations in certain areas but there is potential to improve. Needs counselling. | 50 – 60 |
| Overall current performance was unsatisfactory throughout performance period. Needs Cautioning/ Warning/ Easing out. | 0 – 49 |

7.8.2 Annual performance appraisal of all BU employees is to be undertaken electronically, through exclusively prepared software/ application; instructions for the same promulgated separately.

## 7.9 Responsibility of Faculty/ Concurrent Staff

7.9.1 It shall be Faculty/ concurrent staff members' responsibility to actively participate in the performance management process, cooperate with the Supervisor and provide all documents required for the review meeting.

## 7.10 Confidentiality of Performance Reports

7.10.1 Information obtained from performance appraisal process shall be confidential and its use shall be restricted to the Supervisor and the top

management of the University for the purposes of the developmental and administrative decisions. Original review report shall be sent to the HR department for its filing in the employee dossier.

### 7.11 Appraisal Forms

7.11.1 Appraisal forms to be adopted for PERs are placed at **Annex K** (for non Admin FMs) and **Annex L** (for FMs performing Admin duties, i.e. Cluster Heads, HODs, Principals, Deans) to this Manual.

# CHAPTER 8

# HONORARIA AND ALLOWANCES

## 8.1 Honorarium

8.1.1 BU employees will be authorized to draw honorarium for special/ extra duties as per prevailing policies. The following procedure is to be followed for award of honorarium, as policy guidelines:

a. Approving Authority for payment of Honorarium will be as under:

| **Category** | **Approving Authority** |
|---|---|
| BU Officers (PG-11 & above) | Rector |
| BU Officers (PG-8 to 10) | Pro-Rector/ HCU concerned |
| Permanent Faculty Members | Rector |
| Visiting Faculty Members | HCU concerned |
| Staff (PG 1-7) | Pro-Rector/ HCU concerned |

b. All cases of BU Officers and FMs are to be submitted to BUHO (HR Dte) through HR Department of respective Campus for processing.

c. Honorarium will be admissible only if the employee is required to do something other than his/ her prescribed duties or some unusual laborious and taxing work, which should be tangible and clearly defined.

d. Maximum rates of Honorarium for all the categories of BU employees would be as given at **Annex M**. These rates may be reviewed by HR Dte, as and when required, with the approval of the Rector.

e. An employee would not be given more than two honorarium during a calendar year.

## 8.2 Serving Uniformed/ Civilian PN Personnel on Deputation to BU

8.2.1 Rates of honorarium payable to serving uniform/ civilian PN personnel on deputation to BU are given at **Annex M**. These rates are subject to review by the HR Dte, as approved by the Rector from time to time.

## 8.3 Supervision and Assessment of Thesis and Project

8.3.1 Honorarium rates for Supervisors and Internal/ External Examiners of Thesis and Projects would be as given at **Annex M**. These rates may be reviewed by the HR Dte from time to time, subject to approval by the Rector.

## 8.4 Consultant for BU

8.4.1 In case external resource person is hired for any consultancy endeavor(s), the payment of honorarium or profit-sharing mechanism will be decided on case-to-case basis by the Competent Authority; as per the requirements and procedures contained in BU R&D Policy.

## 8.5 Allowances

8.5.1 BU employees will be authorized to draw allowances for special/ extra duties as approved from time to time. Modalities and rates for such regular allowances are covered in ensuing paragraphs, while one-time/ special allowances in this category will be promulgated as and when approved.

## 8.6 Invigilation Allowances

8.6.1 Invigilation duties are to be undertaken at the Campuses in accordance with related instructions contained in BU Examination Policy and Registrar Notification (as applicable). Honorarium rates at **Annex M** would be admissible to the personnel performing said duties; subject to review by the Rector (through Treasurer) from time to time.

8.6.2 On completion of examinations, an actual list of invigilators is to be forwarded by concerned Director Campus to the Accounts Department for honorarium claim.

## 8.7 Weekend Admin Team Allowances

8.7.1 BU is running its weekend programmes as a regular feature. Availability of essential staff is considered paramount for smooth and effective conduct of said programmes. Personnel of Admin Team are authorized weekend allowance at the following rates:

a. Officers - 30% of Basic Pay per month

b. Admin Supervisor - 30% of Basic Pay per month

c. Staff (Pay Group 1 to 6) - Double Overtime per hours

8.7.2 Approved composition of the Weekend Team is given at **Annex M**, which may be used as guideline/ reference by the Head of Campus (as required). The composition may be reviewed by HR Dte, subject to approval by the Rector.

8.7.3 Concerned Director Campus is to ensure the following for payment of Weekend Allowance to the nominated team:

a. Issuance of necessary instructions regarding conduct and duties of the team.

b. Nominate personnel on rotational basis for a period of one month and, forward the names/ particulars to the concerned Manager Accounts for record and subsequent payments.

c. Forward names of nominated personnel along-with amount of payment to the DHR and the Treasurer for record, on quarterly basis.

## 8.8 Evening Allowance to Security Personnel

8.8.1 Security personnel work in shifts, with tough and risky nature of duties. They will be given the Evening Security Allowance @ 25% of Basic Pay.

## 8.9 Overtime Allowance

8.9.1 Overtime Allowance will be paid to BU employees of Pay Group 1-7 for the duty hours performed over and above the normal duty timings and on holidays/ closed holidays. This allowance will not be given to in-living personnel and Drivers employed with staff cars. Further, Overtime Allowance may be restricted to fixed number of personnel in each CU/ BUHO Dte.

8.9.2 When Overtime is paid, no other compensation is to be made to the beneficiary, i.e. payment on account of conveyance/ taxi fare and meals, etc.

8.9.3 Following instructions/ procedure is to be followed in this regard:

a. All departments are to employ only essential staff for overtime.

b. Prior putting an employee on overtime, its authorization from the respective Director/ equivalent is mandatory.

c. Each department is to maintain additional attendance Register; countersigned weekly by respective Director/ equivalent.

d. Employees are to fill in their overtime claim, if any; countersigned by the concerned officer (with whom the employee works) for subsequent approval by respective Director/ equivalent.

8.9.4 Approved rates are given at **Annex M**, which may be reviewed by the Treasurer from time to time, with the approval the Rector. Overtime starting hours for various categories are as under:

a. Employees without evening allowance - 1600 hours

b. Employees drawing 40% evening allowance - 1830 hours

c. Employees drawing 60% evening allowance - 2000 hours

8.9.5 All Directors/ HODs are to ensure that Overtime claims being processed tally with IN/ OUT timings as per BU RFID record, where applicable. Overtime claims not in conformity with applicable RFID record are not be processed/ accepted. DIT is to arrange provision of access to RFID record by relevant staff of all Accounts departments, for verification of Overtime claims. Further, no other compensation is to be made when Overtime is being paid to an employee, i.e. conveyance/ taxi fare, meals, etc.

8.9.6 All CUs and Director Admin of BUHO are to forward a quarterly return of the recipients of Overtime Allowance to the Treasurer for perusal of Rector.

### 8.10 Eid Allowance

8.10.1 All BU Muslim employees in Pay Group 1-7 will be paid Eid Allowance on occasion of Eid-ul-Fitr. Exact amount of the allowance will be promulgated by the Treasurer, as approved by the Rector, from time to time.

8.10.2 Non-Muslim employees in Pay Group 1-7 will be paid the same amount at similar annual event (Christmas, Deewali, etc).

8.10.3 Employees on duty during the Govt notified Eid holidays will be paid overtime at double rates.

# CHAPTER 9
# AWARDS POLICY

## 9.1 Faculty and Employees Awards

9.1.1 BU Faculties Members (FMs) and employees are encouraged to perform better through various incentives, including performance related awards. Categories and criteria for the same are covered in ensuing clauses.

## 9.2 Distinguished Teacher Award

9.2.1 Distinguished Teacher Award reaffirms the BU's commitment to teaching excellence and is given in every calendar year (January to December) to selected outstanding faculty members of Bahria University.

0903. Scope, criteria, eligibility and procedure for Distinguished Teacher Award would be as per related BU Policy, promulgated separately.

## 9.3 Best Faculty Researcher Award

9.3.1 Best Faculty Researcher Award aims to encourage and recognize the research contributions of the outstanding researchers of Bahria University. Incentives in terms of monetary reward and Certificate of Appreciation are envisaged to promote research activities and enhance the quality of research carried out by the faculty members of BU.

9.3.2 Scope, criteria, eligibility and procedure for Best Faculty Researcher Award would be as contained in BU R&D Policy Handbook .

## 9.4 Best Employee Award (Pay Group 1-7)

9.4.1 **Purpose.** The Best Employee Award is to recognize exemplary performance by individuals identified by their supervisors as having consistently excelled in their position and demonstrated integrity and a strong commitment to the mission and values of Bahria University. The Best Employee Award would cater for the staff in Pay Group 1-7 of the University.

9.4.2 **Categories.** The Best Employee Award will be awarded for following categories:

**Category A.** Employees in Pay Group 5-7

**Category B.** Employees in Pay Group 1-4

## 9.5 Distribution of Awards

9.6.1 The distribution of awards amongst BU Head Office and CUs employees would be as follow:

| Title of Award | Category A (PG 5-7) | Category B (PG 1-4) |
|---|---|---|
| Best Employee BUHO | 1 | 1 |
| Best Employee BUIC | 1 | 1 |
| Best Employee BUKC & IPP | 1 | 1 |

| | | |
|---|---|---|
| Best Employee BULC | 1 | 1 |
| Best Employee BUHSC | 1 | 1 |

### 9.7 Eligibility

9.7.1 The award is limited to non-teaching personnel who are employed in Pay Group 1-7 and have worked at Bahria University for a minimum of two years.

### 9.8 Award Period

9.8.1 Period of the award is from 1st January to 31st December each year.

### 9.9 Selection Committee

9.9.1 Head of CU is to nominate a Selection Committee of suitable members with Director Admin BUHO/ Director Campus/ Director Admin CU as its Chairman.

### 9.10 Nomination Process

9.10.1 The nomination process to be followed by BUHO/ CUs is as follow:

a. Nominations for the Best Employee Award shall be forwarded by respective supervisors to BUHO/ CU Selection Committee by 15th Jan of each year; highlighting the performance of the nominee in the previous year i.e. from 1st Jan till 31st Dec.

b. The nominations from BUHO shall be forwarded to Dy Registrar (A&C).

c. After scrutinizing the nominations, each CU and BUHO shall recommend maximum two candidates against each Category to DHR, in order of given priority.

d. The nominations shall be accompanied by following documents:

    i. Duly filled Nomination Form **(Annex N**).

    ii. Attendance record of the nominees.

    iii. Any essential documents that provide evidence of the nominees' excellence.

e. The shortlisted employees will be re-evaluated by the undermentioned Committee to shortlist employees for final approval of the Rector:

    i. Pro-Rector (Admin) – Chairperson

    ii. Registrar – Member

    iii. DHR – Member/ Secretary

    iv. DHS – Member (for BUHSC only)

f. The employees selected for the award shall be entitled for following benefits:

    i. Certificate of Achievement

    ii. Cash award (as per approved amount)

## 9.11 Letter of Appreciation

9.11.1 Faculty Members, BUOs and Staff may be recommended for the award of Letter of Appreciation (LOA) by the Rector, for performing any extraordinary work beyond the call of normal duty. The recommendations, clearly citing the achievements in tangible terms, are to reach HR Directorate by 30th April each year. Following conditions shall apply:

a. A total of 7 letters shall be awarded University-wide, as per given allocation:

   (1) BUIC, BUKC (including IPP – 2 each

   (2) BUHO, BULC, BUHSC – 1 each

b. Each LOA shall carry one additional increment in pay for the awardee, applicable with effect from subsequent 1st Jul.

c. HCUs, Advisors, Deans, Directors (BUHO/ CUs) and Principals shall not be eligible for the award of the LOA.

d. A minimum of 2-years service at BU shall be required for consideration for the award.

9.11.2 A Letter of Appreciation (without any financial benefit) will be given by the Rector to research paper authors amongst the BU faculty, on acquiring at least 20 citations per financial year or impact factor publication being 6.0 or above.

## 9.12 Umrah Scheme

9.12.1 As a welfare measure for its employees, Bahria University will send its staff in Pay Group 1-7 (less minorities) to perform Umrah on yearly basis at BU expense. Details of the scheme are promulgated through a separate Umrah Policy.

# CHAPTER 10

# FACULTY CONSULTANCY POLICY

## 10.1 Faculty Consultancy

10.1.1 BU Faculty Members (FMs) can transfer knowledge from the University to the public good and can meet the individual's and the institution's obligation of public service through consulting and other relationships with industry, business, not-for-profit organizations, government and others outside the University; providing following benefits:

a. Consulting activities can bring fresh insights into BU classrooms.

b. Consulting can provide an important means of continuing education for the Faculty and can provide them with a currency and experience in aspects of their profession fields outside the context of the University itself.

c. The University benefits in its ongoing relationships with the local, regional, national, and international communities it seeks to serve.

## 10.2 Policy Statement

10.2.1 It is policy of Bahria University to encourage faculty to consult for agencies outside of the University for compensation as a way to foster the transfer of knowledge gained through University research and scholarship for societal benefit as long as these commitments do not interfere with the performance of regular University duties and the procedures and other requirements of this Policy are followed.

## 10.3 Definition of Consultancy

10.3.1 Consultancy under this policy shall be construed in the broad sense as professional activities to outside organizations the FMs get engaged in within the area of their expertise for compensation such as, but not necessarily limited to advising, performing analysis, testing or assaying, system formulation and documentation, or similar work performed in addition to the FMs responsibilities as full-time BU employee. Outside activities or titles that constitute or imply managerial or supervisory responsibility are not allowable as consulting relations.

10.3.2 In provision of such consultancy, the FMs must avoid titles that include terms such as executive, officer, director, manager, or chief as they imply or indicate management responsibilities and create real or perceived conflicts of commitment.

## 10.4 Exclusion From Consultancy Definition

10.4.1 The following outside professional activities shall not count as outside consultancy commitments defined under this Policy, though an honorarium or equivalent for such activities may be pursued as per relevant rules/ procedures:

a. Scholarly communications in the form of books, movies, television production, art works, etc.

b. Service to national commissions, governmental agencies and boards, granting agency peer review panels, philanthropic organizations or charities, professional societies, visiting committees or advisory groups

to other universities etc. Such outside services and activities are covered under the BU Faculty Participation in Academic and Professional Organizations Policy.

c. Giving occasional lectures and speeches, participation in colloquia, symposia, site visits, study sections, and similar gatherings sponsored by governmental agencies, non-profit higher education institutions or nonprofit entities organized solely for educational religious, philanthropic, or research purposes.

d. Peer review of articles of articles and grant proposals.

e. Editorial services for educational or professional organizations.

### 10.5 Nature Of Consultancy Agreement

10.5.1 Faculty Led Consultancy Agreements between FMs and outside entities shall be of personal nature to which the BU shall not be a party. In such cases, neither the FM nor the company for which he/ she provides consultancy may use the BU name, logo and letterhead in connection with the consultancy services, except that the Faculty Member may use the BU name in identifying in his/ her title. Further, the FM may also not speak, act, or make representation on behalf of the BU during the course of consulting process, nor may he/ she express University endorsement in relation to the outside activity. However, BU Led Consultancy Agreements between Faculty Members and outside entities may use the BU name, logo, letterhead, etc, on case-to-case basis.

### 10.6 Consultancy Timings

10.6.1 Workload of faculty members performing consultancy of different magnitude shall be reduced as per the terms & conditions contained in BU R&D Policy Handbook.

### 10.7 Use of BU Resources

10.7.1 In case of Faculty Lead Consultancy Stream, the FM shall have to acquire consultancy endeavors from the industry through his/ her own peer network/ competitive process. However, the FM shall not be eligible to utilize specialized material and non-material resources from BU for successfully undertaking the consultancy endeavor.

10.7.2 In case of BU Led Consultancy Stream, the University will arrange consultancy endeavor(s) for the FMs through its own peer network. Alternatively, the FM may acquire consultancy endeavors from the industry through his/ her own peer network/competitive process whilst requiring specialized material and nonmaterial resources from BU.

10.7.3 The following clauses will be further applicable with respect to the use of BU facilities/ workforce by the FMs in provision of consultancy to outside parties:

a. The FMs shall not use their office as a venue of meetings with their consultancy clients, as long as such meetings may distract the attention of Faculty Members from his/ her BU responsibilities.

b. The involvement of junior FMs by the senior FMs in outside professional activities is important to their professional development. However, while doing so, senior FMs shall not compromise basic commitments of the junior FMs to the BU responsibilities. Any involvement of junior FMs shall

be approved by the concerned HOD after joint discussion with both the senior and junior FMs.

c. The FMs may hire students to assist with faculty consulting activities outside the scope of the student's university duties while properly safeguarding their academic duties and rights. Such arrangements shall require the full knowledge and prior approval of the concerned HOD and Head of Campus.

d. Safeguards against use of BU facilities and workforce shall be instituted on a case-to-case basis, to ensure that the performance of BU duties and its scholarly mission are not compromised.

### 10.8 Consultancy Income Distribution

10.8.1 Income from consulting services shall be shared between the FMs undertaking the consultancy and the BU as given in BU R&D Policy Handbook.

### 10.9 Conflict of Interest

10.9.1 The following conditionalities are to be complied to avoid the conflict of interest in provision of subject consultancy services:

a. The FMs must acknowledge that outside professional consultancy is a privilege and not a right, and shall not be undertaken if interfering with the discharge of a FM duties and responsibilities to the BU.

b. Since it is not possible to provide specific rules covering all possible situations of conflict of interest, in general, personal responsibility, integrity, and high ethical standards on part of the FMs shall be the principal guides in avoiding conflicts of interest and commitment.

c. The FMs must accept the responsibility to adhere to the consulting time limit and arrange their work in such a way that the consulting commitments do not compromise their substantive BU responsibilities.

d. The FMs must ensure that no class rescheduling takes place owing to consultancy time off from the campus.

e. Essential to the effectiveness of this procedure shall be the complete disclosure of outside consulting activities. Accordingly, it shall be obligation of FMs to keep their department heads continually informed of adequate details of all outside consulting activities.

### 10.10 Approval Procedure

10.10.1 Approving authorities for the consultancy by BU FMs are contained in BU R&D Policy, along with the procedure for taking approval for intended stream and record/ monitoring of the consultancy so provided.

### 10.11 Policy Violations

10.11.1 Violations of this Policy include, but are not limited to:

a. Failing to get prior approval for the consulting activities.

b. Filing an incomplete, erroneous, or misleading documents for acquiring approval.

c. Failing to provide additional information as required by the approving authority.

d. Indulging in conflict of interest in various forms and shapes.

e. Non-compliance with any of the restrictions outlined in this policy.

10.11.2 Further to the above, violations of any clause of this Policy may result in denial of approval for related consulting activities and may be the basis for conducting employee disciplinary action by the BU.

**Annex 'A'**

## EMPLOYMENT CONTRACT BETWEEN

## BAHRIA UNIVERSITY OFFICERS

**THIS AGREEMENT**, made at Islamabad on this the __ day of **March 2022**, BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND **Mr.**_____(CNIC No. _____) resident of _____ of the other part, hereinafter referred to as **Bahria University Officer**, abbreviated to **BUO**.

**HEREBY WITNESSES THAT**:

1. BUO is appointed _____at Bahria University Head Office on contract with effect from **March 2022.** First year of employment shall be considered as probation. The success of satisfactory completion of probation period shall depend upon performance and conduct of the BUO. However, after successful expiry of probation period, BUO may continue to serve till termination of this contract to his / her continued good performance to the satisfaction of his/her senior authorities and remains medically fit, if the parties so agree.

2. The continuation of employment on contract even after lapse of probation period shall remain subject to positive recommendation of Director/ Principal / DG Campuses as appropriate and final confirmation by Rector.

3. The aforesaid employment shall be subject to unilateral termination by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month's basic salary by the party seeking termination of the employment.

4. BUO shall perform, observe and conform to such duties and instructions as may from time to time be assigned or communicated by Bahria University, and shall discharge BUO's duties efficiently and diligently to the satisfaction of the Rector Bahria University and shall not act in any manner contrary to the interest of the Bahria University.

5. From time to time, Bahria University may change BUO's designation, responsibilities or duties according to its requirements.

6. BUO shall not disclose any information relating to Bahria University during or after termination of employment, and shall not divulge any information or classified information that he may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

7. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract without notice and without any benefit.

8. In case of the officer found involved in any anti-State activity or arrested by any law enforcing agency the services of the officer shall be terminated immediately.

9. BUO full time (working hours) shall be at the disposal of Bahria University and he/she shall not seek part-time employment anywhere. BU may be employed in any

educational research manner required by the appropriate authority within working hours, without claim for additional remuneration. This may include education administration as well.

10. BUO shall not indulge in any political, sectarian, ethnic or unlawful activity.

11. BUO shall produce his/her Medical Fitness Certificate on his/her own expense from a medical officer Hospital authorized by the Bahria University effective from date of joining.

12. In any other matter not specifically covered in this agreement, the decision of Bahria University shall be final & binding.

13. Violation of any of the above clauses shall lead to termination of contract without any notice period.

14. That BUO shall be entitled to monthly salary and allowances, as provided in Bahria University Pay Group **-** 8 (24,570 - 2,500 - 99,570) with effect from **March 2022.**

| | | |
|---|---|---|
| a. | Basic Pay: | Rs. /- |
| b. | House Rent: | Rs. /- |
| c. | Medical Allowance: | Rs. /- |
| d. | Conveyance Allowance: | Rs. /- |
| e. | Evening Allowance: | Rs. /- |
| | Total: | **Rs. /-** |

15. The other terms and conditions of BUO's employment shall be as under:

a. Leave Entitlement:

(1) Earned Leave: Maximum of 30 days per year @ 2 ½ days per month.

(2) Casual Leave: Will be admissible up to a maximum of (10) ten days during each year.

b. Gratuity & Leave Encashment : BUO shall be entitled to payment of gratuity & leave encashment in accordance with BUHO letter FBU/458/Pay Scale/928 dated 03 Sep 2018.

16. The BUO shall provide copy of final / terminal degree duly attested from HEC within 06 months of receipt of offer letter. In case of foreign degree HEC equivalence certificate shall be provided.

17. That BUO after having read the contractual clauses of this agreement and aforementioned terms and conditions of his/her service as provided in Bahria University statutes agrees to serve in Bahria University from (date) **March 2022.**

_____ _____

Registrar **Mr.** _____

(CNIC No. _____)

**Witnesses**

**Witness No 1**

Signature: _____

Name: _____

CNIC: _____

Residential address: _____

**Witness No 2**

Signature: _____

Name: _____

CNIC: _____

Residential address: _____

**Annex 'B'**

## EMPLOYMENT CONTRACT BETWEEN

## BAHRIA UNIVERSITY AND FULL TIME FACULTY

**THIS AGREEMENT**, made at Islamabad on this the ___day of _____, BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND _____**,** CNIC No. _____**,** resident of _____ of the other part, hereinafter referred to as **Full Time Faculty Member** (Department of _____BU Campus _____), abbreviated to **FM**.

**HEREBY WITNESSES THAT:**

1. FM is appointed as at Bahria University, on contract with effect from __ . First year of employment will be considered as probation.FM may continue to serve till termination of this contract subject to medically fit in all respect and subject to rules and regulations of Bahria University, if the parties so agree.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time or made hereafter, as applicable to employees of Bahria University.

3. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month basic salary by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall pay basic pay for the period short of one month.

4. FM shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, FM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester. In case such date falls within semester, FM shall pay for the period falling within semester. FM will not be given leave during the semester except in emergency cases.

5. FM shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases will not require any time based notice and will be effected immediately.

6. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract of FM without notice and without any benefit.

7. In case of FM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM will be terminated immediately.

8. Bahria University may change FM's designation, responsibilities or duties according to its requirements, and he/she may also be transferred to other Colleges/Institutes/Campuses of Bahria University.

9. FM shall not disclose any information relating to Bahria University during or after termination of employment, and will not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

10. a. Faculty Members full time (working hours from 0830 to 1630 hrs) shall be at the disposal of Bahria University and/or its constituent colleges/institutions, and he / she shall not seek visiting faculty / part-time employment anywhere during the working hours. Faculty Members proceeding on leave without pay for more than 06 months may seek employment, during the leave period.

b. Faculty Member may be employed in any educational / research / official job required by the Bahria University / Institute within working hours, without claim for additional remuneration. This may include education administration / examination / invigilation duties as well.

c. Ownership of all research conducted by FM during the subsistence of his/her employment, shall vest in Bahria University and FM shall not publish papers or other writings relating to classified research pertaining to Bahria University or its affiliates without the prior written permission of Bahria University.

11. FM shall not indulge in any political, sectarian, ethnic or unlawful activity.

12. FM is bound to join Medical Insurance Scheme being run at Bahria University.

13. In any other matter not specifically covered in this agreement the decision of Bahria University shall be final & binding.

14. Violation of any of the above clauses will lead to termination of contract without any notice period.

15. That FM shall be entitled to monthly salary and allowances as under with effect from _____:

16. During employment FM will be entitled to leave as under:

a. **Earned Leave:** Maximum of 30 days per year @ 2 ½ days per month.

b. **Casual Leave:** Will be admissible up to a maximum of 10 days during each year.

c. **Encashment / Accumulation:** Leave entitled to FM shall neither be en-cashed nor accumulated.

d. Leave Ex-Pakistan and other types of leave will be granted as per B.U Statutes, however clause ‘4’ above refers.

**Provident Fund**

17. FM shall contribute 5% of his / her basic pay as subscription to his / her Contributory Provident Fund (CP Fund) every month.

18. When the Account of an employee is closed on expiry of his / her contract or for any other reason, he/ she shall be entitled to following benefits:

| | | |
|---|---|---|
| a. | Upto one year probation: | Individuals' own contribution. |
| b. | More than one and less than three year service: | Individuals' own contribution + 50% University contribution with interest earned subject to approval of the Competent Authority. |
| c. | For three or more years service: | Individuals' own contribution + 100% University contribution with interest. |
| d. | Termination on disciplinary grounds | Own contribution only, irrespective of length of service. |

19. That the contractual service of FM will be governed under the terms and conditions of service as provided in Bahria University Statutes as amended from time to time.

20. FM/VFM agrees to execute under-mentioned responsibilities in true letter and spirit:

a. Shall perform his/her duties as per verbal and written guidelines and instructions given by the concerned HOD. These guidelines shall be deemed to be part of this agreement.

b. To complete entire contact hours requirement for allocated course.

c. Prepare the midterm and final exam papers and submit the same to the exam cell as per schedule given by the department.

d. Shall mark and submit the midterm and final exams results within 72 hours after conduct of the paper.

e. Shall take quizzes and assignments per semester as required by HOD.

f. Shall follow the class timings strictly as stipulated in the time table.

g. Shall attend meetings convened by the Head of Department during the semester.

h. Use multimedia/teaching aids for delivering of lectures where applicable.

j. Maintain the course folder properly which should have record of attendance, details of course covered, course outline, record of quizzes, assignments given and their results.

k. Shall be absolutely fair in marking the question papers without any regard of liking or disliking of the students' behavior in the class.

l. Shall not show or practice any prejudice with regard to the students' race, religion, gender or social standing.

m. Prepare a lecture plan, course outline and mandatory reader for each course to be taught before the commencement of the classes. Deposit the hard copy of the same to HOD one week before the commencement of the semester.

n. Shall ensure that text/reference books borrowed from library are returned as per due date promulgated by the library.

p. Shall remain accessible to students through personal contacts in the campus or through e-mail for their general guidance, counseling and queries.

21. That FM after having read the contractual clauses of this agreement and aforementioned terms and conditions of his / her service as provided in Bahria University statutes agrees to serve in Bahria University/Bahria Institutes and other constituent units from the date _____.

_____ _____

Registrar Bahria University Name: _____

CNIC: _____

**Witness 1** **Witness 2**

Signature: _____ Signature: _____

Name: _____ Name: _____

CNIC: _____ CNIC: _____

Residential address: _____ Residential address: _____

_____ _____

**Annex 'C'**

## EMPLOYMENT CONTRACT BETWEEN

## BAHRIA UNIVERSITY AND VISITING FACULTY MEMBERS

**THIS AGREEMENT**, made at Islamabad on this the ___ day of _____, BETWEEN **Director Bahria University Islamabad Campus** of the first part, hereinafter referred to as Bahria University, AND **Mr/Mrs/Ms** _____, (CNIC No _____, resident of _____

_____ of the other part, hereinafter referred to as **Visiting Faculty** (Department of _____), abbreviated to **VF**.

**HEREBY WITNESSES THAT:-**

1. VF is appointed at Bahria University, on agreement for a period of "twenty (20) weeks" with effect from _____ At the end of agreed period of employment, all obligations on each party hereunder shall immediately terminate, unless the agreement is renewed or extended by mutual consent of the parties.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time, as applicable to Bahria University's employees.

3. In case of any conflict, Bahria University's Statutes/Regulations/Policies shall prevail over Government rules, regulations and policies and the provisions of this Agreement shall prevail overall.

4. VF shall not leave the assignment during on-going semester. VF shall ensure that he/she opts for a date of resignation which shall be effective after the date of completion of academic semester.

5. VF shall not indulge in any activity viewed as unethical or immoral by the management of Bahria University. Non-compliance may lead to termination of employment contract.

6. VF shall perform, observe and conform to such duties and instructions as may be assigned to him/her by HOD from time to time.

7. VF shall not disclose any information relating to Bahria University during or after termination of employment contract, and will not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

8. VF shall not accept any gratification, favours or gifts etc from students.

9. VF shall not involve himself/herself in any fund raising campaign within campus directly or indirectly for any individual or organization.

10. VF agrees to execute under-mentioned responsibilities in true letter and spirit:

a. Shall perform his/her duties as per verbal and written guidelines and instructions given by the concerned HOD. These guidelines shall be deemed to be part of this agreement.

b. To complete entire contact hours requirement for allocated course.

c. Prepare the midterm and final exam papers and submit the same to the exam cell as per schedule given by the department.

d. Shall mark and submit the midterm and final exams results within 72 hours after conduct of the paper.

e. Shall take quizzes and assignments per semester as required by HOD.

f. Shall follow the class timings strictly as stipulated in the time table.

g. Shall attend meetings convened by the Head of Department during the semester.

h. Use multimedia/teaching aids for delivering of lectures where applicable.

i. Maintain the course folder properly which should have record of attendance, details of course covered, course outline, record of quizzes, assignments given and their results.

j. Shall be absolutely fair in marking the question papers without any regard of liking or disliking of the students' behavior in the class.

k. Shall not show or practice any prejudice with regard to the students' race, religion, gender or social standing.

l. Prepare a lecturer plan, course outline and mandatory reader for each course to be taught before the commencement of the classes. Deposit the hard copy of the same to HOD one week before the commencement of the semester.

m. Shall ensure that text/reference books borrowed from library are returned as per due date promulgated by the library.

n. Shall remain accessible to students through personal contacts in the campus or through e-mail for their general guidance, counseling and queries at least two times every week.

p. Shall follows the Examination Policy of BU i.e. making of question papers, submission of results, showing papers to students etc within scheduled approved timings. If results are not submitted in time, BU reserves the rights to stop all payments to VF.

q. Shall marked the attendance of students on the same day. Manual attendance is to be handed over to the Departmental Coordinator just after the class is over on the same day. In case attendance is not handed over to coordinator on

same day, it will be presumed that VF was absent and no payment will be made for this class.

11. In any other matter not specifically covered in this agreement the decision of Bahria University shall be final & binding.

12. Subject to satisfactory performance of the VF, he/she shall be paid honorarium @ Rs…… (Rupees _____ only) per contact hour. Tax deduction as per rules apply.

13. Payment of honorarium shall be made twice in a semester i.e. after submission of midterm and terminal results.

14. In case of ill-disciplined or un-ethical act/misconduct, absence from duty without approval of leave or breach of contract, the party of the first part shall have right to terminate the contract forthwith without any payment of honorarium or any other benefit due to VF.

15. In case of non-compliance of contractual clauses of this agreement, the management reserves the right to forfeit part or full payment of honorarium to VF.

16. That VF after having read the contractual clauses of this agreement and aforementioned terms and conditions of his/her service as provided in Bahria University statutes agrees to serve in Bahria University from the date _____**.**

| _____ | _____ |
|---|---|
| **Director BUIC** | **Employee's Signature** |

**Witnesses**

| **Witness - 1** | | **Witnes - 2** | |
|---|---|---|---|
| Signature | _____ | Signature | _____ |
| Name | _____ | Name | _____ |
| CNIC No | _____ | CNIC No | _____ |
| Residential Address | _____ | Residential Address | _____ |

**Annex 'D'**

## EMPLOYMENT CONTRACT BETWEEN

## BU AND PROFESSOR OF PRACTICE

**THIS AGREEMENT**, made at Islamabad on this the ____day of ____ **Year** BETWEEN _____**Dept**_____ of the first part, hereinafter referred to as Bahria University, AND _____ CNIC No. **(_____)** resident of _____ of the other part, hereinafter referred to as **Professor of Practice.**_____.

**HEREBY WITNESSES THAT:**

1. FM is appointed as **Professor of Practice** at Bahria University for a period of 01 year, on contract with effect from _____

2. The contract may be extended for further period after expiry of it on the recommendation of Director/ DG Campuses / Dean / Principal.

3. The aforesaid appointment and employment shall be subject to and governed by this Agreement as per policy of appointment of Professor of Practice.

4. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month salary by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall pay salary for the period short of one month.

5. FM appointed as Professor of Practice shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, FM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester.

6. FM appointed as Professor of Practice shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases shall not require any time based notice and shall be effected immediately.

7. In case of ill-disciplined act/misconduct, absence from taking classes without prior approval, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her teaching and research activities, the party of the first part shall have right to terminate the contract of FM without notice and without any benefit.

8. In case of FM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM shall be terminated immediately.

9. FM shall not disclose any information relating to Bahria University during or after termination of employment, and shall not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

10. a. Ownership of all research conducted by FM during the subsistence of his/her employment, shall vest in Bahria University and FM shall not publish papers or other writings relating to classified research pertaining to Bahria University or its affiliates without the prior written permission of Bahria University.

b. All rights, titles and interests of FM relating to, arising out of, in connection with and incidental to intellectual property rights, whether developed during employment with BU or after such employment, shall be subject to and in accordance with and restricted to such rights, titles and interests as expressly provided in the prevailing BU IP Policy, as may be amended from time to time.

12. FM shall not indulge in any political, sectarian, ethnic or unlawful activity.

13. In any other matter not specifically covered in this agreement the decision of Bahria University shall be final & binding.

14. Violation of any of the above clauses shall lead to termination of contract without any notice period.

15. That FM appointed as ***Professor of Practice*** shall be entitled to monthly salary of Rs. _____with effect from _____**.**

16. BU policy regarding annual increment and promotion shall not be applicable to your contract as Professor of Practice.

17. FM appointed as Professor of Practice will teach two/one course (s) per semester.

18. FM appointed as Professor of Practice agrees to execute under-mentioned responsibilities in true letter and spirit:

a. Shall perform his/her duties as per verbal and written guidelines and instructions given by the concerned HOD. These guidelines shall be deemed to be part of this agreement.

b. To complete entire contact hours' requirement for allocated course.

c. Prepare the midterm and final exam papers and submit the same to the exam cell as per schedule given by the department.

d. Shall mark and submit the midterm and final exams results within the time stipulated by the department after conduct of the paper.

e. Shall take quizzes and assignments per semester as required by HOD.

f. Shall follow the class timings strictly as stipulated in the time table.

g. Shall attend meetings convened by the Head of Department during the semester.

h. Use multimedia/teaching aids for delivering of lectures where applicable.

j. Maintain the course folder properly which should have record of attendance, details of course covered, course outline, record of quizzes, assignments given and their results.

k. Shall be absolutely fair in marking the question papers without any regard of liking or disliking of the students' behavior in the class.

l. Shall not show or practice any prejudice with regard to the student's race, religion, gender or social standing.

m. Prepare a lecture plan, course outline and mandatory reader for each course to be taught before the commencement of the classes. Deposit the hard copy of the same to HOD one week before the commencement of the semester.

n. Shall ensure that text/reference books borrowed from library are returned as per due date promulgated by the library.

p. Shall remain accessible in-person and online to students for their general guidance, counseling and queries.

22. The FM appointed as Professor of Practice shall provide attested copy of final / terminal degree. In case of foreign degree HEC equivalence certificate shall be provided.

23. That FM appointed as Professor of Practice after having read the contractual clauses of this agreement agrees to serve in Bahria University **Islamabad Campus** from the date **26 Sep 2022.**

**Assistant Director HR**
**Islamabad Campus**

**Name of the PoP**

**Witnesses**

**Witness No 1**

**Signature:** _____

Name: _____

CNIC: _____

**Witness No 2**

Signature: _____

Name: _____

CNIC: _____

**Annex 'E'**

## EMPLOYMENT CONTRACT BETWEEN

## BAHRIA UNIVERSITY AND SUPPORT & ADMIN STAFF

**THIS AGREEMENT**, made at Islamabad on this the____ day of _____ BETWEEN **Director Human Resource** of the first part, hereinafter referred to as Bahria University, AND **Mr.**_____, (CNIC No._____)resident of _____)of the other part, hereinafter referred to as Bahria University Supporting & Admin Staff, abbreviated to **BUSAS**.

**HEREBY WITNESSES THAT:**

1. BUSAS is appointed _____ Bahria University, on contract initially for a period of two years with effect from the date _____ , extendable on yearly basis. First six months of employment will be considered as probation period. However, after the successful completion of probation period, BUSAS may continue to serve till the expiry of this contract and subject to remaining medically fit.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time, as applicable to Bahria University's employees.

3. The aforesaid employment shall be subject to unilateral termination by either party hereto, with a notice of one month or in lieu thereof, payment of one (01) month basic salary by the party seeking termination.

4. BUSAS shall perform, observe and conform to such duties and instructions as may from time to time be assigned or communicated by Bahria University and BUSAS's shall discharge duties efficiently and diligently to the satisfaction of the Management of Bahria University and shall not act in any manner contrary to the interest of the Bahria University.

5. From time to time, Bahria University may change BUSAS's designation, responsibilities or campus according to its requirements.

6 BUSAS shall not disclose any information relating to Bahria University during or after termination of employment, and will not divulge any information classified / unclassified that he may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

7. In case of ill-disciplined act/misconduct, absence from duty without approval of leave, unsatisfactory performance and casual attitude towards his work or on account of inefficiency, the party of the first part shall have right to terminate the

contract without notice and without any benefit. BUSAS shall not indulge in any political, sectarian, ethnic or unlawful activity.

8. In case of BUSAS found involved in any anti-State activity or arrested by any law enforcing agency, the services of BUSAS will be terminated immediately.

9. BUSAS's full time (working hours) shall be at the disposal of Bahria University and he shall not seek part-time employment anywhere.

10. In any other matter not specifically covered in this agreement the decision of Rector Bahria University shall be final & binding.

11. That BUSAS shall be entitled to monthly salary and allowances, as provided in Bahria University **Pay Group-_____** with effect from the date **_____:**

12. During employment BUSAS will be entitled to leave and medical benefits as under:

a. **Privilege Leave:** Maximum of 30 days per year @ 2 ½ days per month.

b. **Casual Leave:** will be admissible up to a maximum of 10 days during each year.

c. **Medical Benefits:** As per rules of Bahria University.

13. That service of BUSAS will be governed under the terms and conditions of service as provided in Bahria University Statutes as amended from time to time.

14. That BUSAS after having read the contractual clauses of this agreement and aforementioned terms and conditions of his service as provided in Bahria University statutes agrees to serve in Bahria University from the date **_____.**

_____ _____

Director Human Resource
Bahria University

Mr.

**Witnesses**

| **Witness No. 1** | **Witness No. 2** |
| --- | --- |
| Signature: _____ | Signature: _____ |
| Name: _____ | Name: _____ |
| CNIC: _____ | CNIC: _____ |
| Residential address: _____ | Residential address: _____ |

**Annex 'F'**

## EMPLOYMENT CONTRACT BETWEEN BAHRIAUNIVERSITY AND ADJUNCT FACULTY

**THIS AGREEMENT**, made at Islamabad on this the ___day of_____,BETWEEN **Registrar** of the first part, hereinafter referred to as Bahria University, AND _____**,** CNIC No. _____**,** resident of _____ of the other part, hereinafter referred to as **Adjunct Faculty Member** (Department of _____BU_____ Campus ), abbreviated to **FM**.

**HEREBY WITNESSES THAT:**

1. FM is appointed as_____at Bahria University, on contract with effect from___ . First year of employment will be considered as probation. AFM may continue to serve till termination of this contract subject to medical fitness and as per rules and regulations of Bahria University, if the parties so agree.

2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and Bahria University's Statutes/Regulations/Policies etc prevailing at the time or made hereafter, as applicable to employees of Bahria University.

3. The aforesaid employment shall be subject to unilateral termination of the contract by either party hereto, with a notice of one (01) month or in lieu thereof, payment of one (01) month's Honorarium by the party seeking termination of the contract. If for any compelling reasons notice period is less than one month, party seeking termination shall Honorarium for the period short of one month.

4. AFM shall not be entitled to resign and leave during on-going semester, as it would adversely affect the studies/research at the college/institute. Therefore, AFM shall ensure that the option for date of resignation should be effective after the date of termination of academic semester and before the commencement of next semester. In case such date falls within semester, AFM shall pay for the period falling within semester. AFM will not be given leave during the semester except in emergency cases. In all cases AFM will continue to supervise research work till the final submission of thesis.

5. AFM shall not indulge in any activity viewed as unethical or immoral by Bahria University. Non-compliance may lead to disciplinary action upto and including termination of employment. Termination in disciplinary cases will not require any time based notice and will be effected immediately.

6. Ownership of all research conducted by AFM during the subsistence of his/her employment, shall vest in Bahria University and FM shall not publish papers or other writings relating to classified research pertaining to Bahria University or its affiliates without prior written permission of Bahria University.

7. In case of ill-disciplined act/misconduct, unsatisfactory performance, fake academic testimonials and casual attitude towards his/her work, the party of the first part shall have right to terminate the contract of AFM without notice and without any benefit.

8. In case of AFM found involved in any anti-State activity or arrested by any law enforcing agency the services of FM will be terminated immediately.

9. AFM shall not disclose any information relating to Bahria University during or after termination of employment, and will not divulge any information or classified information that he/she may obtain or have access to while employed with Bahria University unless compelled to do so by a competent court of law.

10. AFM shall not indulge in any political, sectarian, ethnic or unlawful activity.

11. In any other matter not specifically covered in this agreement the decision of Bahria University shall be final & binding.

12. Violation of any of the above clauses will lead to termination of contract without any notice period.

13. Following terms and conditions of contract shall apply:

a. AFM will spend 05 hours per week or accumulated 20 hours per month, in co- ordination with HOD or his authorized nominees.

b. AFM may teach maximum two courses at PhD, MS/M.Phil level.

c. AFM must maintain and notify office hours for the benefits of the students

d. AFM will supervise PhD, MS/M.Phil thesis as and when required.

e. AFM may be considered as a contract employee of the University.

14. AFM will be paid honorarium @ Rs._____/- per month on monthly basis through bank by Account Section of the Campus. Other honorarium shall be made twice a semester i.e., after submission of results or on completion of a particular event / activity as under:

a. Subject to satisfactory performance, honorarium @ Rs._____/- Per contact hour will be paid.

b. Payments for the research supervision at the rate of Rs.15,000/- per MS Student & Rs.100,000/- per PhD scholar shall be made on completion of thesis work.

c. Rates for conducting Seminars, Workshops, per-planned meetings with Head of Department (HOD)/ Faculty of Department and students' counseling / advising shall be @ Rs.2,000 - 3,000/- per contact hour as decided by DG Campus.

15. AFM agrees to execute under-mentioned responsibilities in true letter and spirit, when taking visiting courses:-

a. To complete entire contact hours requirement for allocated time/ course.

b. Prepare the midterm and final exam papers and submit the same to the exam cell as per schedule given by the department.

c. Shall mark and submit the midterm and final exams results within 72 hours after conduct of the paper.

d. Shall take quizzes and assignments per semester as required by HOD.

e. Shall follow the class timings strictly as stipulated in the time table.

f. Shall attend meetings convened by the Head of Department during the semester.

g. Use multimedia/teaching aids for delivering of lectures where applicable.

h. Maintain the course folder properly which should have record of attendance, details of course covered, course outline, record of quizzes, assignments given and their results.

j. Shall be absolutely fair in marking the question papers without any regard of liking or disliking of the students' behavior in the class.

k. Shall not show or practice any prejudice with regard to the students' race, religion, gender or social standing.

l. Prepare a lecture plan, course outline and mandatory reader for each course to be taught before the commencement of the classes. Deposit the hard copy of the same to HOD one week before the commencement of the semester.

m. Shall ensure that text/reference books borrowed from library are returned as per due date promulgated by the library.

n. Shall remain accessible to students through personal contacts in the campus or through e-mail for their general guidance, counseling and queries.

16. That AFM after having read the contractual clauses of this agreement and aforementioned terms and conditions of his / her service as provided in Bahria University statutes agrees to serve in Bahria University/Bahria Institutes and other constituent units from the date _____.

| | |
|---|---|
| _____ | _____ |
| Registrar Bahria University | Employee |

**Witnesses**

| **Witness 1** | **Witness 2** |
|---|---|
| Signature: _____ | Signature: _____ |
| Name: _____ | Name: _____ |
| CNIC: _____ | CNIC: _____ |
| Residential address: _____ | Residential address: _____ |
| _____ | _____ |

**Annex 'G'**

## FACULTY MEMBERS CANDIDATE ASSESSMENT FORM

Candidate Name: _____ Evaluator: _____

Position Title: _____ Date: _____

**Rating Instructions**:

Assign a rating for each of the indicated parameters. The ratings serve to support the overall recommendation of the candidate.

**Rating Code:**

E = Excellent B = Below Average / Limited

G = Good U = Unacceptable

A = Average NA = Not Applicable

| | **Evaluation** | E | G | A | B | U | NA |
|---|---|---|---|---|---|---|---|
| 1. | Professional knowledge & competence | | | | | | |
| 2. | Relevancy of qualification/experience | | | | | | |
| 3. | Quality of research publications | | | | | | |
| 4. | Alignment with department requirements | | | | | | |
| 5. | Communication skills | | | | | | |
| 6. | Ability to articulate | | | | | | |
| 7. | Career Accomplishments | | | | | | |
| 8. | Motivation and Enthusiasm | | | | | | |

**Remarks**

Signature

**Annex 'H'**

## ADMINISTRATIVE POSTS AND CRITERIA FOR COURSE LOAD WAIVER

**Dean.** One course load teaching to be undertaken, i.e. 2 x course load reduction to Dean Engineering Sciences, while 3 x course load reduction to other Deans (except Dean Health Sciences).

**Associate Dean.** One course load teaching to be undertaken, i.e. 2 x course load reduction to Dean Engineering Sciences, while 3 x course load reduction to other Deans (except Associate Dean Health Sciences).

**Principal.** One course load teaching to be undertaken, i.e. 2 x course load reduction to Principal Bahria School of Engineering & Applied Sciences, while 3 x course load reduction to other Principals (except Principals of Health Sciences institutions).

**Head of Department.** One course load teaching to be undertaken, i.e. 2 x course load reduction to the HODs of Engineering Sciences, while 3 x course load reduction to other HODs (except of Health Sciences).

**Advisor Students Affairs.** One course load teaching to be undertaken, i.e. 2 x course load reduction to ASAs of Engineering Sciences, while 3 x course load reduction to other ASAs.

**Cluster Head**

a. No *Cluster Head* should be appointed for a Programme with only 1 x Section intake per year, or where the number of courses offered for related Stream/ Programme are equal to/ less than 50 per semester.

b. A *Cluster Head* may be appointed with 1 x course load reduction for a Stream/ Programme with more than 1 x Section intake per year, or where the number of courses offered for related Stream/ Programme are more than 50 per semester.

c. A *Cluster Head* may be given 2 x course load reduction in case the number of courses offered for related Stream/ Programme are more than 75 per semester.

**Dean Coordinator.** Two course load teaching to be undertaken, i.e. 1 x course load reduction to Dean Coordinator for Engineering Sciences, while 2 x course load reduction to other Dean Coordinators.

**Accreditation Coordinator.** One per Department with 1 x course load reduction in only those Departments which fall under any Accreditation Body.

**Internship & Placement Coordinator.** One per Department with 1 x course load reduction. Where the number of students exceeds 500, the Coordinator may either be given 2 x course load reduction or 2 x *Internship & Placement Coordinator* may

be appointed with 1 x course load reduction each (in case of different Programmes only).

**Thesis/ Final Year Project Coordinator.** One per Department with 1 x course load reduction for Undergraduate and MBA Programmes. Where the number of students exceeds 500, the Coordinator may either be given 2 x course load reduction or 2 x *Thesis/ FYP Coordinator* may be appointed with 1 x course load reduction each (in case of different Programmes only).

**Evening Programme Coordinator.** One per Department with 1 x course load reduction, where the Evening Programme is being offered.

**Weekend Programme Coordinator.** One per Department with 1 x course load reduction, where the Weekend Programme is being offered.

**Postgraduate Programme Coordinator.** One per Department with 1 x course load reduction, where PhD or both PhD & MS/ MPhil Programmes are offered. Where the number of students exceeds 500, the Coordinator may be given 2 x course load reduction.

**I/C Psychology Clinics.**

a. Well Being Centre, BUIC - 3 x course load reduction, with *Internship & Placement* coordination.

b. Umeed-e-Nau, IPP - 2 x course load reduction, with *Internship & Placement* coordination.

c. Umeed-e-Nau, BUMDC – 2 x course load reduction, with *Internship & Placement* coordination.

**Annex 'I'**

## LEAVE APPROVING AUTHORITY

| Type of Leave | Employees Cadres | Sanctioning Authority |
|---|---|---|
| Extraordinary Leave (EOL) | BU Officers and Faculty Members | Rector |
| | BU Support and Admin Staff | Pro-Rector / HCU concerned – up to 60 days<br>Rector – more than 60 days |
| Leave Ex-Pakistan | All Cadres | Rector |
| | Pro- Rectors, HCUs, Deans, BUHO Officers in Pay Group 11 or higher | Rector |
| | BUHO Officers in Pay Group 8-10 | Pro-Rector concerned – up to 60 days<br><br>Rector – more than 60 days |

| Type of Leave | Employees Cadres | Sanctioning Authority |
|---|---|---|
| Privilege Leave<br><br>Maternity Leave<br>Paternity Leave | Directors CUs Principals, Faculty Members and CU Officers in Pay Group 8-10 | HCU concerned – up to 60 days<br><br>Rector – more than 60 days |
| | BUHO Support and Admin Staff (Pay Group 1-7) | Director concerned – up to 30 days<br><br>Pro-Rector concerned – 31 to 60 days<br><br>Rector – more than 60 days |
| | CUs Support and Admin Staff under Directors (Pay Group 1-7) | Director concerned – up to 30 days<br><br>HCU concerned – 31 to 60 days<br><br>Rector – more than 60 days |
| | CUs Support and Admin Staff under Principals (Pay Group 1-7) | Principal concerned – up to 30 days<br>HCU concerned – 31 to 60 days<br>Rector – more than 60 days |
| Casual Leave | Pro-Rectors, HCUs, BUHO Officers in Pay Group 11 or higher | Rector |
| | Directors (Campus) and Principals | HCU concerned |
| | BUHO Officers/ Support and Admin Staff in Pay Group 1-10 | Director concerned |
| | All employees of CUs under DC/DI / D Admin-CU/ D Acad-CU | Director concerned |
| | HODs, FMs and all employees of Schools/Colleges/Institutes | Principal concerned |
| Medical Leave | Pro-Rectors, HCUs, Deans, BUHO Officers in Pay Group 11 or higher, Directors (Campuses), Principals | Rector |
| | BUHO Officers in Pay Group 8-10 | Pro-Rector concerned – up to 07 days<br>Rector – more than 07 days |
| | HODs, FMs and CUs Officers | HCU concerned – up to 07 days<br>Rector – more than 07 days |
| | BUHO Support and Admin Staff (Pay Group 1-7) | Director concerned – up to 07 days<br>Pro-Rector concerned – more than 07 days |
| | CUs Support and Admin Staff under Directors (Pay Group 1-7) | Director concerned – up to 07 days<br>HCU concerned – more than 07 days |

| Type of Leave | Employees Cadres | Sanctioning Authority |
|---|---|---|
| | CUs Support and Admin Staff under Principals (Pay Group 1-7) | Principal concerned – up to 07 days<br>HCU concerned – more than 07 days |
| Study Leave<br>Special Leave<br>Sabbatical Leave | Pro-Rectors, HCUs, Deans, BUHO Officers in Pay Group 11 or higher, Director (Campuses) and Principals | Rector |
| | BUHO Officers in Pay Group 8-10 | Pro-Rector concerned – up to 30 days<br>Rector – more than 30 days |
| | HODs, FMs and CUs Officers | HCU concerned – up to 30 days<br>Rector – more than 30 days |
| | BUHO Support and Admin Staff (Pay Group 1-7) | Director concerned – up to 30 days<br>Pro-Rector concerned – 31 to 60 days<br>Rector – more than 60 days |
| | CUs Support and Admin Staff under Directors (Pay Group 1-7) | Director concerned – up to 30 days<br>HCU concerned – 31 to 60 days<br>Rector – more than 60 days |
| | CUs Support and Admin Staff under Principals (Pay Group 1-7) | Principal concerned – up to 30 days<br>HCU concerned – 31 to 60 days<br>Rector – more than 60 days |
| Leave without Pay | BU Officers and Faculty Members | Rector |
| | BU Support and Admin Staff | Pro-Rector / HCU concerned |

Maternity and paternity leave are entitlements under para 4.8.1 and shall not be refused to an eligible employee.

**Annex 'J'**

## INQUIRY COMMITTEE CONVENING ORDER

**Registrar Office Order No. /202**

**See Distribution**

**CONSTITUTION OF INQUIRU COMMITTEE-**

1. A Inquiry Committee consisting of officers mentioned below is constituted to investigate the circumstances leading to_____.

| | | |
|---|---|---|
| a. | - | President |
| b. | - | Member |
| c. | - | Member |
| d. | - | Member |

2. The Committee shall specifically ascertain the reasons of:

_____

_____

3. The investigation is to be incisive, investigative and probing, calling before the Committee such witnesses, as are necessary to enable the Committee to arrive at the correct conclusion in the matter under investigation.

4. The Committee shall specify in detail what person/ person was /were responsible for the matter under investigation and the precise degree in which each acted incorrectly or failed to act in accordance with rules/ policies/ established procedures and determine as far as possible, the actual or apparent causes for the non- compliance of relevant rules/ instructions.

5. The Committee is to recommend clearly the remedial measure to avoid such recurrence. If on the other hand, the Committee reaches the conclusion that no person is/ was in any way responsible for the occurrence, this point is to clearly stated in the Findings.

6. Full particulars of witnesses including present appointment and the appointment at the time of matter under inquiry, CNIC and contact numbers should be recorded.

7. The evidence should be brief and to the point. Opportunity to cross- examine the relevant witnesses, as per procedure of evidence, is to be given to those likely to be blamed.

8. The findings of Inquiry report must be supported by verbal evidence and documentary proof. Committee's opinion should be mentioned separately and should not be mixed with Findings. Hearsay and conjectures or surmises must be avoided. The recommendations must also be based upon Findings.

9. Findings and Recommendations should be brief and to the point. Long explanations and justification of certain Findings and Recommendations should normally be avoided. Recommendations should contain actionable points for approval by authorized Officer.

10. The Inquiry must start immediately on receipt of Convening Order and proceedings be conducted regularly to meet given timelines. A brief narrative on the progress of inquiry or any other material fact, if any, should be mentioned in the Proceedings. Date of Examination of each witness shall always be given below his statement or such portion of statement which is recorded on any one day, endorsing the same in the Proceeding.

11. The report shall consist of four parts; Summary of the case, Findings, Recommendations and Proceedings duly signed and dated by the members of Committee. Lists of witness and enclosures are to be mentioned separately on the final page of the Committee's report.

12. The Committee may co-opt any person of suitable qualification or expertise as member in order to ascertain specific point under investigation.

13. The report of Inquiry Committee is to be submitted in duplicate for approval of by authorized Officer.

JALAL UDDIN QURESHI SI(M)
Commodore
Registrar

Distribution

- President
- Member
- Member
- Member

| Internal | External |
|---|---|
| Rector's Sectt. | DG BU(I)C (if applicable) |
| Pro- Rector (Concerned) | Director BU(I)C (if applicable) |

Dy Registrar (Regulations)

All Concerned

**Annex 'K'**

**PERFORMANCE EVALUATION REPORT**
**(For Faculty)**

## Section-I Faculty AER Profile

| Name: | Designation: | Category: | Joining Date: |
|---|---|---|---|
| | | | |

| Achievements | Research | Administration |
|---|---|---|
| | | |

| Employee Courses Details | | | | | |
|---|---|---|---|---|---|
| Select Semester | Spring 2023 (Drop Down Menu) | | | | |
| Title | Department | Class | Campus | Credit Hrs | Hrs Conducted |
| | | | | | |

## Section-II First Reporting Officer Assessment

| Teaching |
|---|
| |

| S No | Performance Goals | Weightage | Select Rating | Graded Weightage |
|---|---|---|---|---|
| **1.1** | Demonstrates skills and abilities of a successful teacher in the classroom/ labs including masterful use of English/ relevant language of the course as medium of delivery, strong presentation and interpersonal skills, and command over usage of latest IT support tools. | 2 | 0-5 | |
| **1.2** | Makes the classroom/labs proceeding as heuristic as possible through making a rich use of case studies/ exercise/ role plays/ group activities/ movie clips/ journal article reviews etc. | 2 | 0-5 | |
| **1.3** | Ensures course contents are fully covered while successfully imparting conceptual clarity to attain course learning outcomes | 2 | 0-5 | |
| **1.4** | Assessments cover the course outline, questions are comprehensive, reflect maturity, and enhances critical thinking & problem-based learning of students. | 2 | 0-5 | |
| **1.5** | Full compliance with the usage of BU approved digital platforms, e.g. LMS, MS Teams, CMS. | 2 | 0-5 | |
| **1.6** | Ensures timely conduct of assessments & comprehensive feedback to students. | 1 | 0-5 | |
| **1.7** | Carries out student counselling regularly as per promulgated schedule and conducts regular sessions with academically weak students. | 2 | 0-5 | |

| | | | | |
|---|---|---|---|---|
| **1.8** | Maintains liaison with related industry (clinical, social, legal, technological etc. | 1 | 0-5 | |
| **1.9** | Carries out improvement in course contents and teaching methodologies of allocated courses. | 1 | 0-5 | |
| **1.10** | Conducts purposeful seminars, guest speakers' sessions, intra and inter university student competitions. | 1 | 0-5 | |

**% Marks = A (Sum of Marks obtained in field given in para 1.1 to para 1.10) x 100/80 =**

| **Research** | | | | |
|---|---|---|---|---|
| **S No** | **Performance Goals** | **Weightage** | **Select Rating** | **Graded Weightage** |
| 2.1 | Supervises research thesis/projects according to the assigned workload. | 2 | 0-5 | |
| 2.2 | Conducts research and publishes at least 1 journal publication in HEC recognized/ Impact Factor/ International/BU Journal or 1 book or 2 book chapters per year. | 2 | 0-5 | |
| 2.3 | Funded Projects undertaken as application-based interventions/ Patents/ consultancy. | 2 | 0-5 | |
| 2.4 | Publishes/Presents at least one paper in National/International conferences/ workshops. | 1 | 0-5 | |
| 2.5 | Services provided to research community such as Editor of Journal, Paper Reviewer, Thesis Examiner, Guest lecture, Conference Session Chair. | 1 | 0-5 | |

**% Marks = B (Sum of Marks obtained in fields given in para 2.1 to para 2.5) x 100/40=**

| **Personality and Leadership** | | | | |
|---|---|---|---|---|
| **S No** | **Performance Goals** | **Weightage** | **Select Rating** | **Graded Weightage** |
| 4.1 | Leads/assists in defining, planning and achieving strategic goals. | 1 | 0-5 | |
| 4.2 | Always ready to take new initiatives | 1 | 0-5 | |
| 4.3 | Demonstrates exemplary role and motivates the team. | 1 | 0-5 | |
| 4.4 | Fosters a collaborative culture/ teamwork for the betterment of the department/ faculty. | 1 | 0-5 | |
| 4.5 | Practices professional norms to ensure uncompromising learning environment. | 1 | 0-5 | |
| 4.6 | Maintains integrity, impartiality, and ethical behavior. | 1 | 0-5 | |

**% Marks = D (Sum of Marks obtained in fields given in para 4.1 to para 4.6) x 100/30 =**

## Summary and Submit

| Marks obtained in each domain | Teaching / 100 | Research / 100 | Personality / 100 |
|---|---|---|---|
| %age of each domain | | | |
| Net Marks Obtained in each domain. | | | |
| Final %age Marks | | | |

**Comments: ***

**Major Strengths: ***

**Area need improvement: ***

**Name: ***

**Designation:**

*** Role: ***

**Submission Date:**

## Section-III Next Senior Reporting Officer Assessment

| 1. Performance Category Assessment | | |
|---|---|---|
| **Performance Category** | | **Category Assigned** |
| A+ | 96-100 | |
| A | 80-95 | |
| B+ | 60-79 | |
| B | 50-59 | |
| C | 0-49 | |

| 2. Promotion Potential |
|---|
| O Fit for promotion to next faculty grade if meets all HEC laid down criteria and other promotion related to conditions of the University |

| |
|---|
| O Need to Concentrate more on the areas needing development identified above before being considered for promotion. |

| **3. Recommendation for Promotion** |
|---|
| O Recommended for Promotion |
| O Not Yet |
| O Not Applicable |
| **Reasons (If Not Yet)** |

**Name: ***

**Designation:**

*** Role: ***

**Submission Date:**

## Section-IV Next Senior Reporting Officer Assessment

| | **A+** | **A** | **B+** | **B** | **C** |
|---|---|---|---|---|---|
| Final Grading | | | | | |
| Numerical Score | | | | | |
| Remarks | | | | | |

**Name: ***

**Designation:**

*** Role: ***

**Submission Date:**

## Rector Bahria University

| Final Grading | A+ | A | B+ | B | C |
|---|---|---|---|---|---|
| | | | | | |
| Numerical Score | | | | | |
| Remarks | | | | | |

**Name: ***

**Designation:**

*** Role: ***

**Submission Date:**

**Annex 'L'**

**PERFORMANCE EVALUATION REPORT**
**(For Cluster Head / HOD / Principal / Dean)**

## Section-I Faculty AER Profile

| Name: | Designation: | Category: | Joining Date: |
|---|---|---|---|
| | | | |

| Achievements | Research | Administration |
|---|---|---|
| | | |

| Employee Courses Details | | | | | |
|---|---|---|---|---|---|
| Select Semester | Spring 2023 (Drop Down Menu) | | | | |
| Title | Department | Class | Campus | Credit Hours | Hours Conducted |
| | | | | | |

## Section-II First Reporting Officer Assessment

| Teaching |
|---|
| |

| S No | Performance Goals | Weightage | Select Rating | Graded Weightage |
|---|---|---|---|---|
| **1.1** | Demonstrates skills and abilities of a successful teacher in the classroom/ labs including masterful use of English/ relevant language of the course as medium of delivery, strong presentation and interpersonal skills, and command over usage of latest IT support tools. | 2 | 0-5 | |
| **1.2** | Makes the classroom/labs proceeding as heuristic as possible through making a rich use of case studies/ exercise/ role plays/ group activities/ movie clips/ journal article reviews etc. | 2 | 0-5 | |
| **1.3** | Ensures course contents are fully covered while successfully imparting conceptual clarity to attain course learning outcomes | 2 | 0-5 | |
| **1.4** | Assessments cover the course outline, questions are comprehensive, reflect maturity, and enhances critical thinking & problem-based learning of students. | 2 | 0-5 | |
| **1.5** | Full compliance with the usage of BU approved digital platforms, e.g. LMS, MS Teams, CMS. | 2 | 0-5 | |
| **1.6** | Ensures timely conduct of assessments & comprehensive feedback to students. | 1 | 0-5 | |

| | | | | |
|---|---|---|---|---|
| **1.7** | Carries out student counselling regularly as per promulgated schedule and conducts regular sessions with academically weak students. | 2 | 0-5 | |
| **1.8** | Maintains liaison with related industry (clinical, social, legal, technological etc. | 1 | 0-5 | |
| **1.9** | Carries out improvement in course contents and teaching methodologies of allocated courses. | 1 | 0-5 | |
| **1.10** | Conducts purposeful seminars, guest speakers' sessions, intra and inter university student competitions. | 1 | 0-5 | |

**% Marks = A (Sum of Marks obtained in field given in para 1.1 to para 1.10) x 100/80 =**

| **Research** | | | | |
|---|---|---|---|---|
| **S No** | **Performance Goals** | **Weightage** | **Select Rating** | **Graded Weightage** |
| 2.1 | Supervises research thesis/projects according to the assigned workload. | 2 | 0-5 | |
| 2.2 | Conducts research and publishes at least 1 journal publication in HEC recognized/ Impact Factor/ International/BU Journal or 1 book or 2 book chapters per year. | 2 | 0-5 | |
| 2.3 | Funded Projects undertaken as application-based interventions/ Patents/ consultancy. | 2 | 0-5 | |
| 2.4 | Publishes/Presents at least one paper in National/International conferences/ workshops. | 1 | 0-5 | |
| 2.5 | Services provided to research community such as Editor of Journal, Paper Reviewer, Thesis Examiner, Guest lecture, Conference Session Chair. | 1 | 0-5 | |

**% Marks = B (Sum of Marks obtained in fields given in para 2.1 to para 2.5) x 100/40=**

| **Administration** | | | | |
|---|---|---|---|---|
| **S No** | **Performance Goals** | **Weightage** | **Select Rating** | **Graded Weightage** |
| 3.1 | Efficiently plans all the activities for an academic year. | 2 | 0-5 | |
| 3.2 | Actively heads/participates in relevant meetings of statuary bodies and presents recommendations to facilitate smooth conduct of BU functions and formulation/update of BU policies. | 2 | 0-5 | |
| 3.3 | Timely organizes academic and research events (conference, seminars, guest lectures, thesis defence etc.) as per BU policies. | 2 | 0-5 | |
| 3.4 | Ensures full and timely compliance of processes laid down by regulatory/ accreditation bodies/BU policies. | 2 | 0-5 | |
| 3.5 | Introduces novel methods/procedures in assigned domain for continuous quality improvement. | 0.5 | 0-5 | |
| 3.6 | Promotes BU's brand name through networking with different organizations. | 0.5 | 0-5 | |

**% Marks = C (Sum of Marks obtained in fields given in para 3.1 to para 3.6) x 100/45 =**

| Personality and Leadership | | | | |
|---|---|---|---|---|
| **S No** | **Performance Goals** | **Weightage** | **Select Rati** | **Graded Weightage** |
| 4.1 | Leads/assists in defining, planning and achieving strategic goals. | 1 | 0-5 | |
| 4.2 | Always ready to take new initiatives | 1 | 0-5 | |
| 4.3 | Demonstrates exemplary role and motivates the team. | 1 | 0-5 | |
| 4.4 | Fosters a collaborative culture/ teamwork for the betterment of the department/ faculty. | 1 | 0-5 | |
| 4.5 | Practices professional norms to ensure uncompromising learning environment. | 1 | 0-5 | |
| 4.6 | Maintains integrity, impartiality, and ethical behavior. | 1 | 0-5 | |

**% Marks = D (Sum of Marks obtained in fields given in para 4.1 to para 4.6) x 100/30 =**

## Summary and Submit

| **Marks obtained in each domain** | **Teachin g / 100** | **Researc h / 100** | **Administration 100** | **Personality 100** |
|---|---|---|---|---|
| %age of each domain | | | | |
| Net Marks Obtaine d in each domain. | | | | |
| Final %age Marks | | | | |

**Comments: ***

**Major Strengths: ***

**Area need improvement: ***

**Name: ***

**Designation:**

| | |
|---|---|
| | |

*** Role: ***

**Submission Date:**

| | |
|---|---|
| | |

## Section-III Next Senior Reporting Officer Assessment

| **1. Performance Category Assessment** | | |
|---|---|---|
| **Performance Category** | | **Category Assigned** |
| A+ | 96-100 | |
| A | 80-95 | |
| B+ | 60-79 | |
| B | 50-59 | |
| C | 0-49 | |

| **2. Promotion Potential** |
|---|
| O Fit for promotion to next faculty grade if meets all HEC laid down criteria and other promotion related to conditions of the University |
| O Need to Concentrate more on the areas needing development identified above before being considered for promotion. |

| **3. Recommendation for Promotion** |
|---|
| O Recommended for Promotion |
| O Not Yet |
| O Not Applicable |
| **Reasons (If Not Yet)** |

**Name: ***

**Designation:**

| | |
|---|---|
| | |

*** Role: ***

**Submission Date:**

| | |
|---|---|
| | |

## Section-IV Next Senior Reporting Officer Assessment

| | A+ | A | B+ | B | C |
|---|---|---|---|---|---|
| Final Grading | | | | | |
| Numerical Score | | | | | |
| Remarks | | | | | |

**Name: ***

**Designation:**

| | |
|---|---|
| | |

*** Role: ***

**Submission Date:**

| | |
|---|---|
| | |

## Rector Bahria University

| | A+ | A | B+ | B | C |
|---|---|---|---|---|---|
| Final Grading | | | | | |
| Numerical Score | | | | | |
| Remarks | | | | | |

**Name: ***

**Designation:**

| | |
|---|---|
| | |

*** Role: ***

**Submission Date:**

| | |
|---|---|
| | |

**Annex 'M'**

# APPROVED HONORARIA AND ALLOWANCES

## Honorarium to BU Officers and Support Staff

| Pay Scale | Amount |
|---|---|
| 1 to 3 | Rs 800 |
| 4 & 5 | Rs 1,200 |
| 6 & 7 | Rs 1,600 |
| 8 to 12 | As approved |

## Honorarium to BU Permanent Faculty Members

| Category | Amount |
|---|---|
| Lecturer | Rs 800 |
| Senior Lecturer | Rs 1,200 |
| Assistant Professor | Rs 1,600 |
| Senior Assistant Professor | As approved |
| Associate Professor | |
| Senior Associate Professor | |
| Professor | |
| Senior Professor | |

## Honorarium to BU Visiting Faculty Members

| Category | Amount |
|---|---|
| BE/MS (for Lab Engineers only) | Rs 960 – Rs 1,440 |
| MA (16 Years) or equivalent<br><br>(for Pakistan Studies, Islamic Studies, English, Mathematics, Statistics, Sociology, Psychology) | Rs 1,680 – Rs 1,920 |
| MBA (18 / 17.5 years)/ M.Phil/ MS or equivalent;<br><br>MBA (16 years) or equivalent (graduated by 2010);<br><br>Professional degrees like ACCA, ACMA, LLB | Rs 1,800 – Rs 2,640 |
| PhD | Rs 2,400 – Rs 3,360 |

## Honorarium to Serving Uniformed/ Civilian PN Personnel on Deputation to BU

| Rank/ Rate | Amount per Month |
|---|---|
| Commodore | Rs 20,000 |
| Captain | Rs 15,000 |
| Commander | Rs 12,000 |
| Lt Cdr & blow | Rs 9,000 |
| CPOs/ POs & equivalent civilians | Rs 5,000 |
| Ldg/ below & equivalent civilians | Rs 4,000 |

## Honorarium for Supervision and Assessment of Thesis and Project

| Programme | Supervisor | Internal Supervisor | External Supervisor |
|---|---|---|---|
| BS Engineering + BS Computer Sciences (BEE,BCE,BCS,BSE) | Rs 8,000 | Rs 2,000 | Rs 3,000 |
| BS (ES), BS (Geo), BS (Geo-Phy) | Rs 6,000 | Rs 2,000 | Rs 3,000 |
| BSS | Rs 5,000 | - | - |
| BS (Psychology) | Rs 5,000 | Rs 2,000 | Rs 3,000 |
| LLB | Rs 5,000 | - | - |
| MS (EE), (T&N), (SE), (CS), (CE), (EPM) | Rs 15,000 | Rs 3,000 | Rs 5,000 |
| MS (Geo), MS (Geo-Phy), (ES) | Rs 15,000 | Rs 3,000 | Rs 5,000 |
| MS/ MPhil | Rs 15,000 | Rs 3,000 | Rs 5,000 |
| MBA | Rs 8,000 | Rs 2,000 | - |
| PhD | Rs 100,000 | Rs 3,000 | Rs 7,000 |
| PhD Proposal Defence | - | Rs 3,000 | Rs 7,000 |
| PhD Foreign Evaluators | - | - | US $ 300 |

## Overtime Allowance Rates

| Pay Group | Normal Rates | Weekend Holiday Rates | Gazette Holiday Rates |
|---|---|---|---|
| 1-4 | Rs 80 per hour | Rs 100 per hour | Rs 120 per hour |
| 5-6 | Rs 120 per hour | Rs 160 per hour | Rs 200 per hour |
| 7 | Rs 120 per hour | Rs 160 per hour | Rs 200 per hour |

## Evening Allowance Rates

**Existing employees (as on 25 May 2021).** Frozen/ capped at prevailing amount

**New Employees:**

| Pay Group | Amount (Rs per month) |
|---|---|
| 1 | 3,600 |
| 2 | 3,900 |
| 3 | 4,320 |
| 4 | 4,680 |
| 5 | 5,400 |
| 6 | 6,480 |
| 7 | 7,920 |
| 8 | 8,200 |
| 9 | 9,600 |
| 10 | 12,000 |
| 11 | 145,400 |

## Composition of Weekend Admin Team Eligible for Weekend Allowance

| Category | BUIC | BUKC | BULC |
|---|---|---|---|
| Officer (PG -8,9 or 10) | 1 | 1 | 1 |
| Admin Supervisor (Tech/Admin) | 2 | 2 | - |
| Library | 2 | 2 | 1 |
| Lab Assistant | 1 | 1 | 1 |
| Multimedia Operator | 1 | 1 | - |
| Medical Staff | 1 | 1 | - |
| Sport Staff (if required) | 1 | 1 | - |
| Generator Operator / Electrician | 1 | 1 | 1 |
| Naib Qasid/ Daftry/ Frash | 3 | 3 | 1 |
| Sweeper | 2 | 2 | 1 |
| **Total** | **15** | **15** | **6** |

**Annex 'N'**

# BEST EMPLOYEE AWARD NOMINATION FORM

Nominee's name: _____

Nominee's Department: _____

Nominee's Campus/BUHO: _____

Nominated by (please print your name): _____

| | | Maximum Points | Assigned Marks |
|---|---|---|---|
| a | Performance throughout the year including, discipline, turnout, sense of responsibility. | 25 | |
| b | Demonstrated exemplary performance of activities that are above & beyond the scope of assigned responsibilities. | 10 | |
| c | Employee is supportive in building and helping to create a positive environment at campus. | 10 | |
| d | Employee who is actively volunteers to accept tasks / duties in addition to his job description. | 10 | |
| e | Employee who establishes and maintains positive and effective working relationship inter department and with fellow staff. | 10 | |
| f | Employee demonstrating outstanding service, loyalty and reliability. | 10 | |
| g | Treats co-workers, supervisors, faculty, students, clients, and community with respect | 15 | |
| h | Works with groups outside the unit/division/department/College to promote the welfare of staff, faculty, and students/clients | 10 | |
| | **Total** | **100** | |

**Any Additional Comments [if any]:**

**Signature (Nominator)** **Stamp**

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