

VISION, MISSION AND AIM

1. **Vision.** To work, within parameters of the charter, to create and disseminate knowledge in the fields of Health, Engineering, Business, Basic and Social Sciences in order to contribute to the process of nation building in keeping with our religious, historical and cultural ethos.

2. **Mission.** To equip upcoming generations with intellectual, social and scientific knowledge and skills in varied academic disciplines at par with international standards by establishing state of the art academic facilities and provision of highly qualified teaching faculty.

3. **Aim.** To accomplish its mission, STMU aims at the following:
 - a. To establish following faculties supported with related academic infrastructure and highly qualified and experienced faculty:
 - (1) Faculty of Health Sciences.
 - (2) Faculty of Management Sciences.
 - (3) Faculty of Arts and Social Sciences.
 - (4) Faculty of Engineering Sciences.
 - (5) Faculty of Basic Sciences.

 - b. To establish academic and research facilities in such areas which correspond to the needs of domestic demands and meet global standards.

 - c. To train younger generation through exposures to global educational requirements to become future leaders and professionals so as to positively contribute to social and economic uplift of the country.

 - d. To inculcate in the students such values which are compatible with our religion, culture, history, traditions and social norms.

 - e. To educate the students to the dictates of the global market demands in various professions.

CHAPTER – 1

PRELIMINARIES

1. **Short title, application and commencement.** These statutes shall be called the ‘First Statutes’ of ShifaTameer-e-Millat University (STMU). These will cover all the spheres of governance, organization, administration and function of ShifaTameer-e-Millat University.
2. These shall come into force from the date of their approval by the Senate.
3. **Definitions.** In these statutes unless there is anything repugnant in the subject or context:
 - a. **“Act”** means Shifa Tameer-e-Millat University Act 2012.
 - b. **“Academic Council”** means the Academic Council of the University.
 - c. **“Affiliated College”** means an educational institution affiliated to the University which is academically controlled but not maintained or administered by it.
 - d. **“Authority”** means any of the Authorities of the University specified or set up in terms of section 15.
 - e. **“Board”** means Board of Governing Sponsors.
 - f. **“Chancellor”** means the Chancellor of the University.
 - g. **“College”** means a constituent college or an affiliated college.
 - h. **“Commission”** means the Higher Education Commission set up by the Higher Education Commission Ordinance 2002 (LIII of 2002).
 - i. **“Constituent College (CU)”** means an educational institution, by whatever name described, maintained and administered by the University.
 - j. **“Dean”** means the head of a Faculty or the head of an academic body granted the status of a Faculty by the Statutes or Regulations.
 - k. **“Department”** means a teaching, administrative or financial unit maintained and administered, or recognized by the University in the manner prescribed.
 - l. **“Director”** means the head of an institute established as a constituent institution by the University by Statutes or Regulations in terms of the powers delegated by the University Act.
 - m. **“Faculty”** means an administrative and academic unit of the University consisting of one or more departments, college(s) or institutes etc as prescribed.
 - n. **“Government”** means the Federal Government of Pakistan.
 - o. **“Prescribed”** means prescribed by Statutes, Regulations or Rules and made under the University Act.

- p. **“Principal”** means the head of a College.
- q. **“Registrar”** means Registrar of University.
- r. **“Representation Committees”** means the Representation Committees constituted under the University Act.
- s. **“Review Panel”** means the Review Panel set up by the Chancellor in accordance with the provisions of section 8 of the University Act.
- t. **“Schedule”** means a Schedule to the University Act.
- u. **“Search Committee”** means the Search Committee set up by the Senate under section 11 of the University Act.
- v. **“Senate”** means the Senate of the University.
- w. **“Statutes”, “Regulations”** and **“Rules”** mean respectively the Statutes, the Regulations and the Rules made under the University Act.
- x. **“Syndicate”** means the Syndicate of the University.
- y. **“Treasurer”** means Treasurer/Chief Finance Officer of University.
- z. **“Teachers”** include Professors, Associate Professors, Assistant Professors, Lecturers and Researchers engaged whole-time or part-time by the University or by a constituent or affiliated colleges and such other persons as may be declared to be teachers by Regulations;
- aa. **“University”** means Shifa Tameer-e-Millat University.
- bb. **“Vice-Chancellor”** means the Vice-Chancellor of the University.

CHAPTER – 2

THE GOVERNANCE UNIVERSITY AUTHORITIES AND COMMITTEES

1. Shifa Tameer-e-Millat University (STMU) has been established as non profitable corporate body under an Act passed by the Parliament of Pakistan. It's sponsors i.e Tameer-e-Millat Foundation, Shifa Foundation and Shifa International Hospital are responsible to ensure the financial wellbeing of the university. Generally such universities are managed and supervised by its Board of Sponsoring Governors.

2. Whereas the Chancellor as authority, under section 41 of the Act has proposed and the Senate under clause 24 (2) of the Act of the University has approved the establishment of the Board of Sponsoring Governors to be constituted through Statutes of the university in its meeting held on 29th June 2013 as provided in the subsequent paragraphs.

3. **Board of Governing Sponsors of Shifa Tameer-e-Millat University.** Shifa Tameer-e-Millat University (STMU) Board of Governing Sponsors shall oversee the policies, progress and direction of the University. It is a policy board, functions at the executive level to administer coordination with the management of sponsors and STMU, within the laid down mandate and policies. It is responsible for defining their strategic direction without its involvement in day-to-day functioning. However, major decisions in investments, disinvestments, financial and welfare operations are approved by it. As the highest **policy making** body, it is invested with the powers necessary to govern their affairs to meet the objectives as laid down in the statement of values and mission of STMU.

4. **Sponsors of the STMU.** Following are the sponsoring organizations of STMU:

- a. Tameer-e-Millat Foundation
- b. Shifa Foundation.
- c. Shifa International Hospital.

5. **Policy Guidelines.** The Board of Governing Sponsors expects from Shifa Tameer-e-Millat University to:

- a. Value holistic development of its team members with total commitment to Islamic ethical conduct and behavior and to excel in the areas of expertise, be innovative, play leadership role with integrity, dignity and mutual respect.
- b. Build an environment where all academic policies, rules and functions are developed on the principles justice, honesty, equity, fairness, integrity and individual and organizational esteem.
- c. The concept of authority is adhered to the rule of “Amanah”.
- d. Establishment of state of the art educational institution and department with a focus on education and training on modern lines alongwith inculcating Islamic ethical values.

6. **Composition of Board of Governing Sponsors.** Composition of the Board of Governing Sponsors shall be as determined by the Sponsors of Shifa Tameer-e-Millat University (STMU).

7. **Powers and Duties of the Board.** The Board, in performing the duties shall be entitled to rely on information, opinions, reports, or statements, including financial statements, in each case presented before the Board and may make the key decisions affecting and determining the direction and scope of the STMU funding without prejudice of the generality of the foregoing powers:

- a. To hold, and lay down the policy for the administration of the funds and investments of the university, including the approval of the sale and purchase or requisition of immovable property.
- b. Acquire, borrow, mortgage and dispose of property of the university.
- c. Constitute such financial, technical, advisory and other committees for sale/purchase of assets and launching of development schemes for university, as may be deemed necessary.
- d. Providing and transferring funds & property to certain agencies or institutions under their jurisdiction.
- e. The development and regular updating of institutional master plans and campuses for the university.

8. **Senate.** Senate is highest body responsible for the governance of the University. The Senate shall be constituted in manner prescribed under Section 16 of the University Act, and shall have the powers, as well as functions, and shall operate as specified in Sections 17 and 18 of the University Act.

9. **Syndicate.** This is the executive body of the university. The Syndicate is to be constituted in manner prescribed under Section 19 of the University Act and shall have the powers, as well as functions, and shall operate as specified in Section 20 of the University Act. However the powers of the Syndicate in following matters shall be subject to approval of Senate and a Board of Governing Sponsors:

- a. **Section 20 (2) (b) of Act.** To transfer and accept transfer of movable property on behalf of the University.
- b. **Section 20 (2) (c) of Act.** To enter into, vary, carry out and cancel contracts on behalf of the University.

c. **Section 20 (2) (e) of Act.** To invest any money belonging to the University including any unapplied income in any of the securities described in section 20 of the Trusts or in such other manner, as it may prescribe, with the like power of varying such investments.

d. **Section 20 (2) (f) of Act.** To receive and manage any property transferred, grants, bequests, trust, gifts, donations, endowments, and other contributions made to the University.

10. **Academic Council.** To promote, regulate and control the academic activities and functions of the university, an Academic Council is to be constituted in accordance with Section 21 of the Act. It will be Principal Academic body of the University and shall have powers and functions as specified in Section 22 of the University Act.

11. **Statutory Authorities.** Following authorities as provided in section 15(b) of the University Act are established with their constitution, functions and responsibilities as defined in the subsequent paragraphs:

- a. Graduate Studies and Research Management Council (GSRMC).
- b. Recruitment, Development, Evaluation and Promotion committees for teachers and other staff whether at the level of the department, the Faculty or the University.
- c. Career Placement and Internship Committee of each Faculty.
- d. Search Committee for the appointment of the Vice Chancellor.
- e. The Representation Committees for appointment to the Senate, Syndicate and the Academic Council.
- f. Faculty Council.
- g. Departmental Council.

12. **Graduate Studies and Research Management Council (GSRMC).** The constitution and functions of GSRMC will as defined below:

a. **Constitution:**

- | | | | |
|-----|---|---|-------------|
| (1) | Vice Chancellor | - | Chairperson |
| (2) | All Deans | - | Member |
| (3) | The Registrar | - | Members |
| (4) | The Controller of Examinations | - | Member |
| (5) | Three senior Professors to be nominated by the Vice Chancellor.
Nomination shall be made afresh every 3 years. | | |

b. **Functions and Responsibilities:**

- (1) Prepare regulations for Graduate Programs and get these approved by the Academic Council.

- (2) Review proposals of Graduate Programs and recommend these to the Academic Council for approval.
- (3) Evaluate existing Graduate Programs to ensure their standard and give suggestions for improvement.
- (4) Ensure the quality of Graduate Students, particularly those entering M. Phil and Ph.D. programs.
- (5) Ensure continuous progress on Graduate thesis and help remove bottle-necks.
- (6) Give final approval to Ph.D. theses, and recommend the award of degrees.
- (7) Recommend research measures deemed necessary for creating research environment, research facilities and generate motivation for research.
- (8) Form rules to govern, regulate and facilitate research activities and recommend these to Academic Council for approval.
- (9) Consider research proposals to be submitted to university or external agencies for funding.
- (10) All other matters related to Graduate Studies and research activities of the university.

13. **Recruitment, Development, Evaluation & Promotion Committees for Teachers & Staff.**

The Vice Chancellor may formulate committees at the University level or authorize their formulation at faculty and department level to consider recruitment, development, evaluation and promotion of university teachers and staff. These shall be ad hoc committees to be constituted as and when required and having ‘functions and responsibility’ as follow:

a. **Functions and Responsibilities of Recruitment Committees:**

- (1) Consider and approve advertisements for recruitment of faculty and staff with requirement of qualification and experience for each position.
- (2) Evaluate and short list applications of the candidates for interview against the existing vacancies of teaching and all other categories of staff.
- (3) Prepare the summary of the short listed candidates for consideration by the Selection Board.
- (4) Any other duty assigned by Vice Chancellor relevant to induction of faculty and staff.

b. **Functions and Responsibilities of Teachers and Staff Development/Evaluation Committees:**

- (1) Review proposals of programs for faculty and staff development and recommend these for approval.
- (2) Evaluate existing programs of faculty and staff development to ensure their quality and effectiveness, give suggestions for improvement or recommend cancellation if program(s) proved ineffective.
- (3) Review the 'student evaluations' of faculty, and annual reports of staff and faculty, and recommend changes if required.
- (4) Recommend such other measures which may be considered necessary for faculty development.
- (5) Any other relevant duty assigned by the Vice Chancellor.

c. **Function and Responsibilities of Teachers and Staff Promotion Committees:**

- (1) Prepare promotion policies/criteria for different categories of teachers/staff.
- (2) Consider applications for promotion of faculty and staff, evaluate and conduct interviews of the applicants, if deemed necessary.
- (3) Prepare the list of recommended applicants for promotion.

14. **Career, Placement and Internship Committee of each Faculty.** There shall be a committee for the advancement of career, placement and internship for the students at course / institute level. This committee shall be constituted by the Principal of the college in consultation with Dean of the concerned faculty.

a. **Functions and Responsibilities:**

- (1) Recommend proposals and make arrangements for students' counseling and career planning.
- (2) Take appropriate measures for providing opportunities of internship, apprenticeship and article-ship etc. for graduate and undergraduate students.
- (3) Recommend policies and oversee execution of programs for students' placement.
- (4) Recommend regulations for maintaining and updating alumni directory, alumni activities and programs to maintain permanent relations and contact with alumni, and use these relations to promote the interest of the university and the students.
- (5) All other matters of students' interest, particularly career enhancement and improvement of job market.

15. **Search Committee for the appointment of Vice Chancellor:**

a. There shall be search committee consisting of the following to propose panel of candidates to the Senate for appointment of the Vice Chancellor:

(1) Two eminent members of society nominated by the Chancellor of whom one shall be appointed as its convener.

(2) Two members of the Senate to be nominated by the Chancellor.

(3) Two distinguished university teachers (Professor level) who are not members of the Senate to be selected by the Senate.

(4) One academic of eminence not employed by the University.

(5) The quorum for the search committee for its meeting shall be two third of its total membership with mandatory attendance of its convener. While selecting the panel of candidate rule for simple majority vote shall apply.

b. **Functions and Responsibilities.**

(1) Vacancy of Vice Chancellor may be either advertised in leading Newspapers giving details of requirement of qualification and experience for the post in conformity with HEC requirements and conditions or suitable candidates may be search through any other means including head hunting.

(2) At least two weeks period be provided to applicants to apply alongwith documentary evidence of their academic credentials.

(3) A sub-committee of search committee may be appointed by the convener to short list the applicants and prepare the summary of all eligible candidates.

(4) Search committee is to consider all short listed candidates, thoroughly examine their potential for the position through interview/information provided on their respective CVs and select the most suitable candidates.

(5) A panel of three suitable candidates in order of preference be proposed to Chancellor for consideration.

(6) The quorum for meeting of Search Committee shall be two third of its total members.

(7) Search committee shall stand dissolved on appointment of Vice Chancellor.

16. **Representation Committees.** There shall be representation committees for recommendation of persons for appointment to Senate, Syndicate and Academic Council:

a. **Representation Committee for proposing Panel for Senate.** This will be a 'standing' committee to be constituted by the Senate as required in Section 16 (3) of the Act, to propose a panel of names for appointment to the Senate in the categories specified in Clauses (e) and (f) of Section 16 (1) of the Act. The committee shall be

constituted as described in Section 23 (3) of the Act in the following manner having ‘function and responsibility’ as follow:

- (1) The committee shall comprise of 7 members and shall be headed by a Convener to be nominated by the Senate.
- (2) Three members shall be nominated by the Senate from amongst its own members who are not teachers of the university, and one of them should be appointed as Convener by the Senate.
- (3) Two teachers of the university to be nominated by the university teachers from amongst themselves in a general meeting of the university teachers.
- (4) One person from the academic community of the level of professor or college principal, who is not employed by the university, to be nominated by the university teachers in their general meeting.
- (5) One eminent citizen with experience in administration, philanthropy, developmental work, law or accountancy to be nominated by the Senate.
- (6) The tenure of the Representation Committee shall be three years counting from the date of notification of the formation, the committee shall be considered dissolved automatically after 3 years. A new committee shall be constituted after every 3 years.
- (7) No person should serve as a member on the committee for more than two consecutive terms.
- (8) The committee shall propose to the Chancellor a panel of three names for each existing vacancy in the Senate falling in categories (e) and (f) of Section 16(1) of the Act.

b. Representation Committee for proposing a panel for appointment to the Syndicate and Academic Council.

There shall be a Representation Committee as per provision made in Clauses (b) (v) of Section 15 (1) and in Section 23 (2) of the Act to be constituted by the Senate to propose panels for selection of persons to be appointed to the Syndicate in the Category (c) of Section 19 (1), and to the Academic Council in the Categories (c) and (e) of Section 21(1) of the Act. This procedure is an alternate provision to elections (the first alternate as proposed in these clauses) by the teachers of the university to propose names for appointments to the two bodies in the above mentioned categories. This committee shall consist of the following:

- (1) Two members of the Senate who are not University Teachers.
- (2) Three persons nominated by the University Teachers from amongst themselves in the manner as may be prescribed.

c. Other Representation Committees. In addition, as per provision in Section 23(7) of the Act, there may also be such other Representation Committees set

up by any of the other Authorities of the university as are considered appropriate for recommending persons for appointment to the various authorities and other bodies of the university.

d. The procedure to be followed by the representation committee may be as prescribed by the Chancellor.

17. **Faculty Council.** There shall be a Faculty Council in every faculty of the University which shall also act as Faculty Board of Studies having the following constitution, functions and responsibilities. The council shall be constituted by the Vice Chancellor and shall be reconstituted by him/her afresh every 3 years.

a. **Constitution**

Dean of the Faculty	-	Chairperson
Principals/Directors/Chairpersons of the colleges/ Institutes/departments which come under the Faculty.	-	Members
Two senior professors of each teaching departments of the Faculty	-	Members
Any other senior faculty member/research associate/ Post-Doctoral fellow nominated by the Dean of the faculty or Vice Chancellor whose presence is required for any particular agenda item.	-	Member

The meeting of Faculty Council in absence of Dean shall be chaired by senior most Principal of the constituent colleges as nominated by the Vice Chancellor.

b. **Functions and Responsibilities:**

(1) To initiate, discuss and propose academic and research policies or changes and revision in such policies for submission to the relevant authorities for approval.

(2) To implement academic policies of the university as approved by the university authorities.

(3) To approve the formation or various committees to be constituted at faculty level.

(4) To ensure continuous high standard of teaching and research in the faculty in conformity with global standards.

(5) To ensure harmony and cooperation among the departments and academic units which come under the faculty.

(6) To consider revision and updating of curriculum of various academic programs of the faculty.

(7) To recommend to the academic council scheme of studies and curriculum of new academic disciplines.

- (8) To recommend to academic council MS, M. Phil and Ph.D programs with detailed feasibilities of various program.
- (9) To carry out any other functions as assigned by university authorities.
- (10) The Faculty Council shall meet at least once in a quarter.
- (11) The quorum of the meeting shall be ½ of the total membership.

18. **Departmental Council.** There shall be a Departmental Council in every teaching department of the university which shall also act as Departmental Board of Studies having the following constitution, functions and responsibilities. The council shall be constituted by the Dean of the faculty/college/institute and shall be reconstituted by him/her afresh every 3 years.

a. **Constitution:**

- | | | |
|--|---|-------------|
| Head/ Chairperson of the Department. | - | Chairperson |
| All the faculty members (Professors, Associate Professors, Assistant Professors, Lecturers) of the Department. | - | Members |
| All those research associates of the Department who have Ph.D degree. | - | Member |
| Any part-time teacher or post-doctoral fellow or research of the Department who's participation is considered beneficial. | - | Member |
| The Departmental council in absence of its Head/Chairperson, shall be presided over by the senior most professors of the Department. | - | Member |

b. **Function and Responsibilities:**

- (1) To implement academic, administrative and research policies approved by the university for the department.
- (2) To evaluate, discuss and recommend academic programs, curricula and course, or changes, revision and improvement in the light of new emerging trends and requirements of Regulatory Authorities.
- (3) To discuss and recommend the creation, development and improvement of facilities and infrastructure in the department as may be dictated by Regulatory Authorities of programs or contemporary needs.
- (4) To approve the formation of various committees to be constituted at departmental level.
- (5) To discuss and propose ways and means to ensure high standard of teaching and research in the faculty.
- (6) To approve various students activities including academic, curricular, co-curricular and extra-curricular.

(7) To suggest changes in teaching/assessment methodologies as may be required from time to time.

(8) The Departmental Council shall meet at-least once a quarter. The quorum of the meeting shall be 1½ of the total membership.

19. **University Selection and Promotion Board.** As provided in Section 15 (2) of the Act, University Selection and Promotion Board is constituted as under:

a. **Constitution:**

- | | | | |
|-----|---|---|-------------|
| (1) | Vice Chancellor | - | Chairperson |
| (2) | Dean of concerned faculty | - | Member |
| (3) | Registrar | - | Member |
| (4) | Heads of concerned colleges/Institutes | - | Member |
| (5) | One member of Syndicate nominated by Vice Chancellor. | - | Member |
| (6) | Subject specialist (if required). | - | Member |

b. For the selection of candidates for Senior Management and Academic posts, Vice Chancellor may modify the constitution of Selection Board if required. In that case constitution of such Selection Board shall be deemed to have been made under these statutes.

c. **Powers and Functions:**

(1) Conduct interviews and select candidates against academic posts of Assistant Professor and above and equivalent administrative posts short listed by Recruitment Committee of the University.

(2) To consider candidates for promotion to higher positions recommended by Teachers and Staff Promotion Committee in respect of Assistant Professor and above and equivalent administrative position.

(3) The proceedings of the Selection and Promotion Board shall be put up for approval to Vice Chancellor in case of Assistant Professor and equivalent and to Senate through Secretary Senate for Associate Professors, Professors and Senior Officials of University.

(4) For appointment/promotion against the vacancies of Demonstrators/Lecturers and equivalent administrative posts, candidates recommended by the Recruitment Committee shall be interviewed by Vice Chancellor or his designee for approval of the appointments.

(5) Appointment letters and employment contract agreement shall be issued by the University.

(6) Any other responsibility assigned to Board by the University Authorities.

20. **Additional Statutory Authorities.** In accordance to Section 15 (2) the Senate, the Syndicate and the Academic Council may set up such other committees or sub-committees, by whatever name described, as are considered desirable through Statutes or Regulations as appropriate. Such committees or sub-committees shall be Authorities of the university for the purposes of the University Act.

21. **Appointment of Committees by certain Authorities.** The Senate, the Syndicate, the Academic Council and other authorities of the university, in accordance with Section 24 (1) of the Act, may, from time to time, appoint such standing, special or advisory committees, as they may deem fit, and may place on such committees persons who are not members of the Authorities appointing the committees.

22. As provided in Section 24(2) of the Act, the constitution, functions and power of authorities for which no specific provisions have been made in the Act, shall be such as may be prescribed by Statutes and Regulations or Senate as the need may be.

CHAPTER – 3

ADMINISTRATIVE AND ACADEMIC ORGANIZATION

1. **The Principal Officers of the University.** The Principal Officers of the University shall be as provided in Section 7 of the University Act.
2. **University Management.** Appointment, Authority and Responsibilities of the University Officers are given in subsequent paragraphs:
 - a. **The Chancellor.**
 - (1) There shall be a Chancellor of the university who shall be the Chairperson of the Senate. This shall be honorary position which carries no emoluments. However, Chancellor shall be entitled to travelling and daily allowance, whenever he undertakes such duties which are directly related to promotion of interest of the University. The main responsibility of the Chancellor is to provide direction for policy making and capacity development, and to oversee the implementation of the major policy decisions. The Chancellor though shall not be directly involved in the administration of the university, but he/she may be consulted by the Vice-Chancellor in making some important administrative and policy decisions. The Chancellor should be a highly qualified person with extensive academic, professional, research or administrative experience, and a person of integrity and vision.
 - (2) The appointment of the Chancellor will be made as per provision of Section 8 (1) of the University Act. The authority, privileges and responsibilities of the Chancellor shall be as prescribed in Section 8 (2) and Section 9 of the University Act.
 - b. **The Vice-Chancellor.** The Chief Executive of the university shall be a Vice-Chancellor who shall be an eminent academician having higher academic qualification, preferably an earned Ph.D. or equivalent degree and a person of integrity and vision with extensive academic, professional, research and administrative experience. The appointment of the Vice-Chancellor, his/her powers, duties, extension and removal are subject to the conditions and procedures as given in Sections 10 and 11 of the University Act. The Vice Chancellor shall also have the following powers:
 - (1) To direct teachers, officers and other employees of the University to take up such assignments in connection with examination, administration and such other activities in the University as he may consider necessary for the purpose of the University.
 - (2) To sanction by re-appropriation an amount not exceeding an amount prescribed by the Senate for an unforeseen item not provided for in the budget and report it to the Senate at the next meeting.
 - (3) To make appointments of such categories of employees of the University and in such manner as may be prescribed by the statutes.
 - (4) To suspend, punish and remove, in accordance with prescribed procedure, from service officers, teachers and other employees of the University except those appointed by or with the approval of the Senate.

- (5) To delegate, subject to such conditions as may be prescribed, any of his powers under University Act to an officer or officers of the University.
- (6) To present an annual report before the Senate as prescribed in Section 10 (6) of the Act.
- (7) To promote linkages and collaboration for research with other universities/organizations/industries within country and abroad.
- (8) To exercise and perform such other powers and functions as may be prescribed.

c. **The Registrar.** There shall be a Registrar of the University to be appointed by the Senate on the recommendation of the Vice Chancellor, on such terms and conditions as may be prescribed. The experience as well as the professional and academic qualifications necessary for appointment to the post of the Registrar shall be as may be prescribed. The Registrar shall be a full time officer of the University. The term of office of the Registrar shall be a renewable period of three years. The Registrar shall have pivotal position in administrative set up of the University. The Registrar shall be:

- (1) The administrative head of the secretariat of the University and shall be responsible for the provision of secretariat support to the Authorities of the University.
- (2) Administrative head of HR and other logistics departments of the University and shall exercise such other administrative and financial powers as delegated by the Vice Chancellor or Senate.
- (3) Responsible for the supervision of the process of election, appointment or nomination of members to the various authorities and other bodies in the prescribed manner.
- (4) Custodian of the seal of the University and degrees and responsible for the maintenance of University records.
- (5) Secretary of the Senate, Syndicate and Academic Council; Member of such other committees as may be prescribed in the statutes. He shall also be member of Management Committee/BOG if any of constituent colleges.
- (6) Responsible to approve all cases of migration and credit transfers.
- (7) Responsible to deal with all matters pertaining to students affairs including admission and enrolment, academics, convocations, degrees and discipline, for the University as well as its Constituent and Affiliated Units.
- (8) Responsible for any other duty assigned to Registrar by the Senate, Syndicate or Vice Chancellor.

d. **The Treasurer.** There shall be a Treasurer of the University to be appointed by the Senate on the recommendation of the Vice Chancellor on such terms and conditions as may be prescribed. The experience, professional and academic qualifications necessary for appointment to the post of the Treasurer shall be as may be prescribed. The term of office of

the Treasurer shall be a renewable period of three years. The Treasurer shall be the Chief Financial Officer of the University. He will be responsible for the following:

- (1) Manage the assets, liabilities, receipts, expenditures, funds and investments of the University.
- (2) Prepare the annual and revised budget estimates of the University and present them to the Syndicate or a committee thereof for approval and incorporation in the budget to be presented to the Senate.
- (3) Ensure that the funds of the University are expended on the purposes for which they are provided.
- (4) Get the accounts of the University audited annually so as to be available for submission to the Senate within six months of the close of the financial year.
- (5) Perform such other duty assigned by Senate, Syndicate or Vice Chancellor.
- (6) The Treasurer shall be a member of statutory bodies and committee as prescribed.

e. **The Controller of Examinations.** There shall be a Controller of Examinations, to be appointed by the Senate on the recommendation of the Vice Chancellor on such terms and conditions as may be prescribed. The Controller of Examinations shall be appointed for a renewable term of three years. The Controller of Examinations shall be a full time officer of the University and shall be responsible for all matters connected with the conduct of examinations and coordination with constituent and affiliated institutions. Controller of Examinations shall be the custodian of the academic records and perform such other duties as may be prescribed. In particular, Controller of Examinations will be responsible for:

- (1) Preparing schedules for semester/annual examinations.
- (2) Compilation and declaration of University results.
- (3) Preparation and issuance of transcripts and gazette notifications.
- (4) Preparation of degrees as per gazette notifications.
- (5) Conduct of examinations of all Constituent and Affiliated Units.
- (6) Acting as the Secretary of the Affiliation Committee and process affiliation cases.
- (7) Controller of Examinations shall be a member of statutory bodies and committees as prescribed in Act or Statutes and Regulations.
- (8) Any other duty assigned by Senate, Syndicate or Vice Chancellor.

f. **Other Officers.** Whenever need arises, and justified by excessive workload, the university shall appoint other officers, such as listed below. Qualifications, duties and responsibilities of these officers shall be as determined by the Vice-Chancellor. These officers

shall be appointed on such terms and conditions as may be approved by the competent authority:

- (1) Directors (QA, P&D & Admissions).
- (2) Deputy Registrars/Deputy Directors.
- (3) Deputy Controller of Examinations.
- (4) Deputy Treasurer/Finance Manager.
- (5) Assistant Registrars/Assistant Directors.
- (6) Assistant Controller of Examinations.
- (7) Accounts Officers.
- (8) Managers/Deputy Managers.
- (9) Assistant Managers.
- (10) Any other officer as the need may be.

3. Management of Faculties/Colleges/Departments:

a. The Deans.

(1) There shall be a Dean for every faculty of the university who shall be an eminent, senior academic, researcher and scholar having an earned Ph.D. or equivalent degree in one of the leading disciplines which comprise the faculty. He/she should also have at least 15 years of teaching and research experience at graduate/post-graduate level, and should have achieved the Professorial title in a reputed Pakistani or overseas university. A previous experience in university administration at positions such as Dean or Principal should be preferred. The position of a Dean should be either an additional responsibility, which a senior professor or a senior Principal Officer of the university may hold along with his/her major duties, or it may be a full time job. In the former case, an honorarium may be paid as per rules approved by the Senate. In the later case, the appointment will be made on such terms and conditions as may be approved by the Senate.

(2) The Dean of the faculty shall be responsible for the academic and research activities of his/her faculty, provide guidance to, generate initiative in faculty member and students. He/she will be responsible for the evolution of healthy academic and research culture and high standard of teaching and research in the faculty, and for the academic discipline as well as smooth execution of the academic programs in all the departments of the faculty.

(3) The Dean of Faculty shall be member of statutory bodies and committees as prescribed in the statutes.

(4) The Dean shall monitor and streamline Masters and Ph.D programmes and shall advise the management on quality assurance measures of these programmes.

(5) The Dean shall also endeavour to promote industrial/institutional linkage of university with local and foreign universities.

(6) The Dean shall perform such other duties as assigned by Senate, Syndicate or Vice Chancellor.

b. Principals of Constituent Colleges/Directors of Institutes.

(1) Every Constituent College of the university shall be headed by a Principal and Institute shall be headed by a Director who shall be an eminent, senior academic, researcher and scholar having, preferably, an earned Ph.D. or equivalent degree in the discipline relevant to teaching in the college. He/she should also have at least 15 years of teaching experience at graduate/post-graduate level, and should have achieved the Professorial or Associate Professorial title in a reputed Pakistani or overseas university. A previous experience in university/college administration at positions such as Principal, Dean, Registrar or Controller/Director Examination should be preferred. The appointment of a Principal will be made on such terms and conditions as may be prescribed by the appointing authority. The term of office of the Principal/Director shall be renewable period of three years. Extension beyond 60 years of age shall be made on yearly basis.

(2) The Principal/Director shall be responsible for the entire administrative, academic and research activities of the college/institute, provide guidance to, generate initiative in faculty members and students. He/she shall exercise general administrative control over Heads of Departments and the faculty members. He/she will be responsible for the smooth operation of the college, providing facilities, evolution of healthy academic and research culture, and for maintaining discipline on the college and hostel premises. He/she will also be responsible for the day to day decision making and maintenance and security of the college/institute/Hostels. The Principal/Director will also be in-charge of the college/institute funds as allocated in the university budget and shall have the authority to spend from the budgeted amount as per rules.

(3) Principal/Director shall be member of Academic Council, Syndicate and member of University Selection and Promotion Board as prescribed in the statutes.

(4) If needed, Vice Principals/Deputy Directors may be appointed in colleges/institutes on such terms and conditions as approved by the Vice Chancellor.

c. **Chairpersons/Heads of Teaching Departments.** Teaching department which is directly under the control of the university will work under a Chairperson, and a department of a constituent college/institute of the university shall be headed by a Head of Department. Both, the Chairperson and the Head of Department, shall be senior academics and researchers having, preferably, an earned Ph.D. or equivalent degree in the required disciplines. He/she should also have at least 10 years of teaching and research experience at graduate/post-graduate level, and should have achieved at least the Associate Professorial title in a reputed Pakistani or overseas university. A previous experience in university/college administration at position of Chairperson or Department Head should be preferred. The appointment of the Chairperson/Head of Department will be made on such terms and conditions as may be approved by the Vice Chancellor. The position of Chairperson/HOD shall be tenable for the period of three years on rotational basis. However this period can be increased/decreased by the Vice Chancellor depending on performance of the individual. The appointment of Chairperson/HOD shall be made by Vice Chancellor from the panel of three suitable candidates recommended by Dean of the faculty. The Chairperson/Head of Department shall generally be responsible for the following duties:

(1) Convene and chair meetings of the Departmental Board of Studies for academic and research matters as required.

- (2) Establish and supervise research cell of the department for the coordination of research activities of faculty and students.
- (3) Recommend changes/improvements in the syllabi to bring them at par with the latest developments and in line with the University's instructions on the subject.
- (4) Prepare semester module/schedule of their respective programmes.
- (5) Coordinate with Principal for preparation of time tables.
- (6) Allocate courses/work load to faculty members.
- (7) Supervise teaching programmes of their respective department and ensure conduct of programmes according to approved schedule.
- (8) Ensure that faculty members complete their assigned courses as per schedule and requirement of course objectives.
- (9) Keep record and track of student's attendance and performance.
- (10) Ensure that parents are informed if the attendance of any student falls below 75%.
- (11) Ensure attendance of teachers and make alternate arrangements if a teacher is on leave/absent.
- (12) Ensure all internal examination papers are upto the mark in standard and are prepared in time by respective faculty members. Ensure faculty members exercise appropriate security measures in handling of papers.
- (13) Check that question papers are in accordance with prescribed syllabus. Monitor quizzes and assignments.
- (14) Ensure that answer books are marked in time by the faculty members and that the result is submitted in time.
- (15) Co-ordinate with the Controller of Examinations for schedule and conduct of all examinations.
- (16) Be responsible to the Principal for ensuring proper use of the equipment and facilities in their departments.
- (17) Arrange educational presentations and seminars in their respective areas.
- (18) Coordinate with the respective Deans of their Faculties in the University for academic matters pertaining to their Departments.
- (19) Provide counseling to the students on their academic matters.
- (20) Plan internships for the students as required and liaise with outside institutions/organizations for the purpose.

(21) Liaise with former graduates for social and official functions.

(22) Any other duties assigned by the Principal.

4. **Academic Structure and Faculties:**

a. Shifa Tameer-e-Millat University shall operate as General University offering programmes in varied academic disciplines and shall comprise constituent colleges, institutes, campus departments, affiliated and collaborative units. The basic academic (teaching) unit of ShifaTameer-e-Millat University will be called Department. A department may operate individually under the academic control of a faculty and in direct administrative control of the university. Such a department will be headed by a Chairperson.

b. In case of constituent colleges/institutes, there may be more than one smaller departments. Such a department will work under a Head of Department. Related departments and colleges shall operate under the academic control of a Principal of constituent college/Director of Institute and academic guidelines provided by the Dean of Faculty. An institute will be headed by a Director, and a college will be headed by a Principal.

5. **Academic Faculties.** A Faculty of the University shall be headed by Dean of Faculty and may consist of single department more than one department or any combination of colleges, institutes and departments of relevant teaching disciplines which may be increased as the university grows in future. To conduct courses of certificate, diploma, undergraduate, graduate, post graduate and doctoral level, the University shall establish following faculties:

- a. Faculty of Health Sciences.
- b. Faculty of Business Management.
- c. Faculty of Engineering and Applied Sciences.
- d. Faculty of Arts and Social Sciences.
- e. Faculty of Basic Sciences.
- f. Any other Faculty created by the Syndicate or Senate.

6. Following procedure shall be adopted for creation/constitution of new academic institutes, colleges, faculties, departments and programmes:

a. The sponsor of the programmes/projects shall prepare a comprehensive feasibility encompassing all requirements of infrastructure (civil and academic), Human Resources, Financial and conditions of concerned Regulatory Authorities, if any.

b. The feasibility report shall be presented by the sponsors in the Academic Council and after approval of the Academic Council in the Syndicate.

c. The proposal along with feasibility report and recommendations of Syndicate shall be put up to Senate for final approval.

d. Sponsor would mean an individual, department, college, institute or any other authority initiating the proposal.

7. **Constituent and Affiliated Units.** For the promotion of education and research the university may affiliate other institution located anywhere within Pakistan or abroad. A college, an institute, a school or any other educational, research and scientific organization or health facility, which is directly and fully operating under the administrative, financial and academic controls of the university, is to be called Constituent Unit of the university. A college, an institute, a school or any other educational, research and scientific organization or health facility, over which the university has only academic control, without any administrative and financial controls, is to be called Affiliated Unit of the university. A constituent college may be authorized autonomy in finance generation and spending and other administrative matter as may be approved by the Syndicate.

8. Shifa College of Nursing and Shifa College Medicine have become part of the University vide Section 40 of the University Act. Also Department of Allied Health Sciences shall be deemed to have been created under the statutes.

9. **Collaborative Unit/Institute.** For the promotion of education and research the university may establish collaboration with other institutions within Pakistan or abroad. A college, an institute, a school or any other educational, research and scientific organization or health facility, which is not under the entire control of the university but has established formal collaborative relationship with the university for the promotion of education, research or to help each other in any legal way, is to be called Collaborative Unit. Collaboration could be in terms of joint academic and research programmes. Collaborative institutes may have the option to associate with STMU for award of degrees to their graduates subject to academic control of STMU. Following conditions shall apply to enter into arrangement with other institutions or public bodies for the purpose of research and advisory services:

a. To carry out joint research, studies, projects at faculty/departments/students level.

b. To conduct joint degree programmes in such academic disciplines which may be mutually beneficial provided that the collaborative institute is well established and recognized by HEC.

c. To utilize academic and research facilities for promotion of education.

d. To jointly conduct seminars, conferences and workshops in mutually beneficial areas and use building and academic infrastructure.

e. To collaborate with each other in any other field as mutually agreed.

10. **Academic/Administrative Inspection.** To ensure quality of education and prompt implementation of academic/administrative and financial policies of the university, annual inspection of all constituent/affiliated and collaborative colleges/institutes shall be carried out by the team appointed by the Vice Chancellor. In addition periodical inspections shall be carried out as and when required on any matter relating to functioning of the colleges/institutes.

11. **Working Routine.**

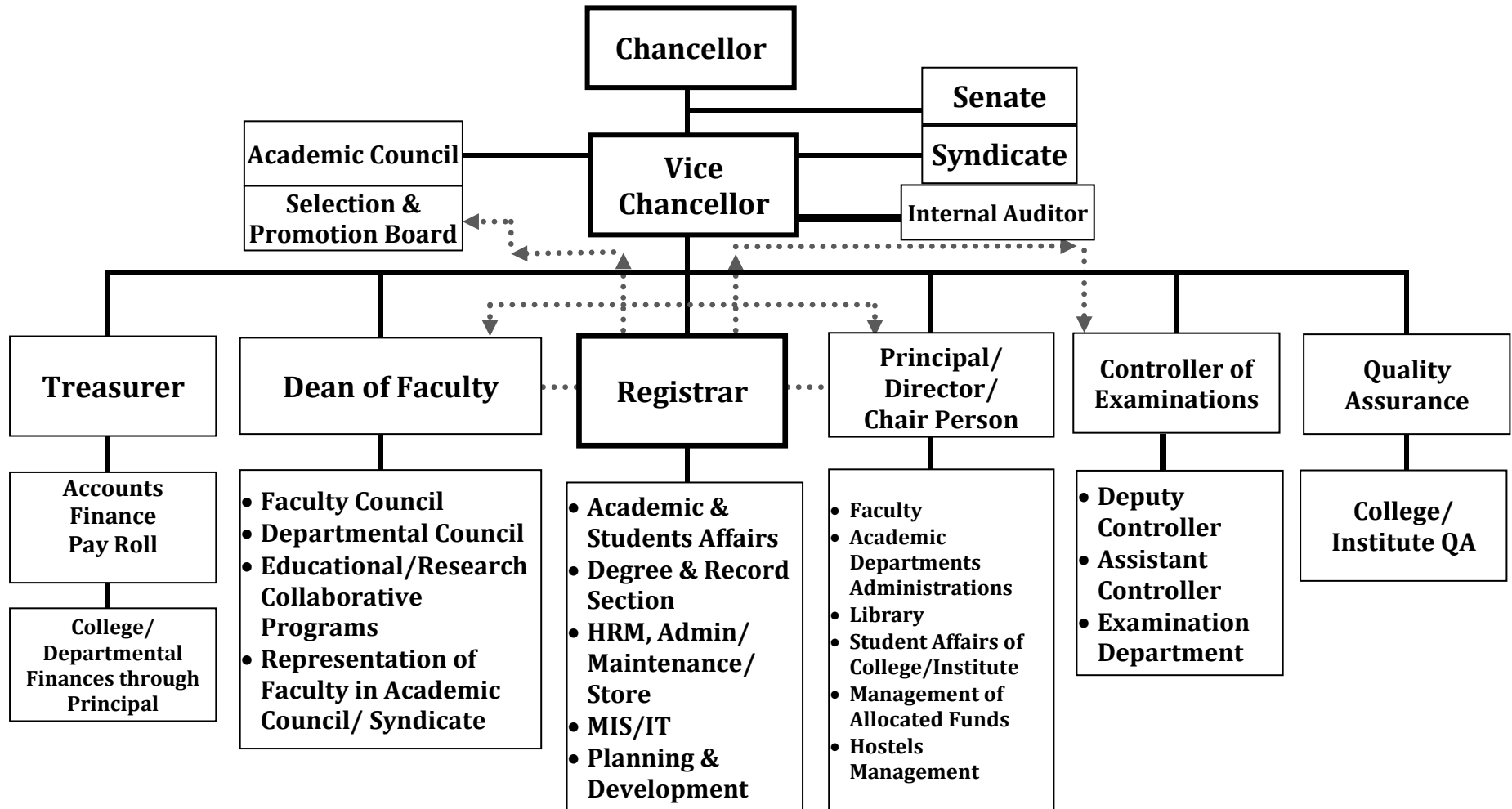
a. The University offices, its teaching departments and constituent units shall work five days a week from Monday to Friday from 8:00 AM to 4:00 PM. Last Saturday of the month

shall be observed as working day for educational seminars/conferences and other extra co-curricular activities by the constituent colleges and teaching departments. Daily working hours can be adjusted depending upon their suitability to meet seasonal adjustment i.e. Summer or Winter or morning or evening shifts of particular programmes or colleges.

b. Notification for public holidays or closure of university for any reasons shall be issued by the University.

12. **Organogram.** The Administrative organization of the university is shown in the form of an Organogram.

University Organization



————— Reporting Relationship
 Co-ordination / Liaison Relationship
 All departments shall coordinate with each other for efficient governance of the university matters.

CHAPTER – 4

PROCEDURE FOR ADMITTING EDUCATIONAL INSTITUTION TO THE PRIVILEGES OF THE SHIFA TAMEER-E-MILLAT UNIVERSITY (STMU)

1. In accordance with the provisions of University Act of 2012 (Section 20), Institutions (College, Institute, Faculty or any other academic entity) offering degree courses can be granted such privileges of the university as may be approved by the Senate on recommendations of the Syndicate.

2. **Academic/Affiliation Committee.** There shall be an Academic/Affiliation Committee which shall look into all the applications received by STMU from institutes/colleges/faculties desirous for availing privileges of the university. The composition of the committee will be as follows:

- | | | | |
|----|--|---|----------|
| a. | Vice Chancellor | - | Chairman |
| b. | Dean of the concerned faculty | - | Member |
| c. | Registrar | - | Member |
| d. | Treasurer/CFO | - | Member |
| e. | Controller of Examinations | - | Member |
| f. | Such other academicians/professionals as deemed necessary for inspection in the relevant field appointed by the Chairman of the Committee. | - | Members |

3. The Academic/Affiliation Committee may co-opt any expert for specific meetings concerning to the matter being considered. The quorum for a meeting of the Committee shall be two third of the total members.

4. An institution desirous to be associated with STMU shall apply in writing with all relevant documents to Vice Chancellor who will refer it to the Committee. The committee shall inspect the institute and submit its report to Vice Chancellor. The Vice Chancellor, if satisfied with committee's report and input on the matter, shall place this case before Syndicate. If the proposal is recommend by the Syndicate, it shall be put up before Senate for approval alongwith details of mechanism and procedure to administer and maintain the said college/institutions. The Academic/Affiliation Committee while carrying out inspection of the institute shall, in particular, ensure that:

- The institution is being managed either by the Federal, Provincial, Local Government, or a person/persons or a private group which has a legally constituted governing body.
- The financial resources of the institution are adequate for its continued maintenance and efficient working.
- The strength and qualifications of the teaching and other staff, and the terms and conditions of their services, as prescribed by STMU, are adequate.

- d. The institution will frame effective regulations with regard to systems of studies, syllabi, examinations, research and quality assurance etc in conformity with those of the STMU.
- e. The building in which the institution is housed is suitable and owned/hired by the organization or person(s) applying for any privilege of the university.
- f. A provision has been made for the establishment of modern laboratories/libraries as well as other ancillary facilities.
- g. Adequate modern computer facilities for students and faculty have been provided depending on the nature of the academic programmes.
- h. A provision has been or will be made, as far as circumstances permit, to provide official residence to the head of the institution and members of the faculty close to the premises of the institution.
- j. The association of the institute/college will not be detrimental to the educational interests of Constituent or other Affiliated institutions of STMU.
- k. If it is a boarding institution, residence for students in hostels, or other suitable accommodation, is provided.
- l. The supervision and physical as well as general welfare of students are adequate.
- m. Extra and co-curricular activities are included in the curriculum.
- n. The provision of HEC policy on affiliation of institutes is adequately addressed.

5. **Academic Programmes.** The academic programmes, grading and evaluation system approved by STMU shall be followed by such institutions. Any change, addition or omission that the institutes wish to make shall require approval of STMU statutory bodies.

6. **Monitoring.** Institutes admitted to avail privileges of STMU, shall furnish such reports, returns and other information as the University or the Regulatory Body may require for monitoring performance. STMU shall carry out regular inspection(s) of the institutions by the Academic/Affiliation Committee or any authorized person(s) individual or a team. STMU shall have the authority to direct the concerned institute to take such actions as may appear to STMU to be necessary within a specified time relating to any of the matters referred to in Para 4.

7. **Disassociation/Disaffiliation.** If an institution granted any privilege of the university fails to observe any of the conditions of its affiliation, or its affairs are conducted in a manner which is prejudicial to the interests of education, the rights conferred as a result of or by affiliation/association shall, be withdrawn, in whole or in part, or modified, on a report made by the Academic/Affiliation Committee and with the approval of the Senate. The procedure to be followed for the withdrawal of privileges shall be on case-to-case basis implying that the institution concerned can be given an opportunity to overcome the shortcomings pointed out or, in more serious cases, expeditious action can be taken. However, the Senate may, on a report of the Academic/Affiliation Committee, and after considering such representation as the institution may wish to make, restore to it such rights either in whole or in part.

CHAPTER - 5

SERVICE STRUCTURE OF EMPLOYEES

1. In order to accomplish its mission and objectives set forth in section 4 of the Act, Shifa Tameer-e-Millat University (STMU) shall employ officers, teaching faculty and administrative & support staff in University Secretariat, Constituent Colleges/Institutes, sections and other allied departments. Following statutes are promulgated to govern the service structure of the employees.

2. **Nature of Employment.** The service of all employees shall be of contractual nature depending on the requirement of a particular job. Teaching faculty/officers/support staff below the age of 60 years shall normally be inducted on regular contract against permanent vacancies. However, those above 60 years of age shall be employed on time specific contracts depending on their professional expertise and requirement of a particular job.

3. The initial period of regular contract shall be one year including six month probation period, extendable further for such period as mutually agreed. The initial period of employment under specific contract for the employees over the age of 60 years shall be one year extendable further for such period as may be mutually agreed.

4. On appointment, the employees will be required to enter into an agreement deed with STMU as per employment agreement provided in these statutes at **Annex 'A'** to this Chapter. The renewal of contract will be subject to satisfactory performance by the employee and the requirement of job.

5. **Temporary Appointments (Consultant, Advisor/Coordinator etc).** Appointments made for a period not exceeding one year on the terms and conditions provided in the employment deed/contract for specific assignments/projects with such conditions as may be agreed between the University and the other party.

6. **Creation of Job Vacancies.**

a. Vice Chancellor shall have authority to create vacancies in pay group 1 to 10 for support staff and academic staff up to position of Assistant Professor depending on the requirement of university and its constituent units/departments.

b. Syndicate shall have power to create posts in pay group 11 to 12 on recommendation of Vice Chancellor.

c. Senate shall have power to create and appoint posts in senior management cadre of university in pay group 13 and 14 and Associate Professor and above on recommendation of Vice Chancellor.

7. **Selection and Appointment of Employees.** Selection for appointment of all academic and non academic staff shall be made by Recruitment Committees and University Selection Board depending on the category of employees. Appointment of all faculty position of Associate Professor and above and their equivalent Administrative cum Academic posts shall be made by university Selection Board and require approval of the Senate. However Chancellor shall appoint persons against such vacancies pending approval of Senate for maximum period of six months.

8. Vice Chancellor shall appoint persons against all academic positions up to Assistant Professor, university officers up to Pay Group-11 and support staff. He may however delegate his

power of appointment for support staff to any other principal officer of the university to the extent deems necessary.

9. Syndicate shall have power to appoint university officers in pay group 12 on recommendation of Vice Chancellor. Appointments made by the Vice Chancellor against the faculty positions up to Assistant Professor shall require ratification of Syndicate.

10. Efforts to be made to advertise the vacancies in newspaper specially of faculty and such management positions which require specific skills, qualification and experience to ensure merit based and transparent selection. All appointments in middle and lower cadres are to be strictly made on merit.

11. **Seniority.** Seniority of an employee within each category shall be counted from the date of the appointment minus any period not reckonable for seniority as provided in leave rules.

12. **Probation:**

a. Depending upon the nature of the contract, probationary period will be 6 to 12 months. Suitable action shall be initiated well in time to obtain a special Performance and Evaluation Report on the work of the probationer from the individual's reporting officer incharge and placed before the Appointing Authority.

b. The Appointing Authority on the expiry of probation period may confirm the employee on regular contract or extend the period of probation for reason(s) to be recorded.

c. Probation may be curtailed in exceptional cases on the basis of outstanding performance. The reasons are to be recorded for such a decision. Temporary employment in the University shall not be counted towards probation period, which shall commence from the date of regular appointment.

13. **Confirmation.** After satisfactory completion of the probation period, the employee shall be eligible for confirmation on a regular post subject to availability of the post and other clauses mentioned in the employment agreement. There shall be no confirmation against a temporary post or in cases where action/proceedings against the employee concerned are in hand under the Efficiency and Discipline Statutes. Confirmation shall in such cases, only be possible after the employee concerned is exonerated or the inquiry proceedings are completed absolving him of any responsibility/charges.

14. **Promotion.** The university shall make efforts to provide adequate career progression to its employees. Promotion shall be based on annual performance reports, length of service and criterions laid down for qualification and experience in the university statutes or by regulatory authorities like HEC, PM&DC, PNC, PEC and other concerned authorities relevant to teaching disciplines. Promotions shall be made from lower to higher posts on recommendations of Promotion Board/Promotion Committee and depending on the availability of vacancies in the higher posts.

15. **Additional/Dual Charge.** Any employee may be required to hold additional/dual charge of a post with the approval of the Vice Chancellor, for a maximum period of six months. The employee holding additional/dual charge shall be entitled to draw an additional 20% of their running basic pay. Additional/Dual Charge Pay will be admissible only if and 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 from the date of relinquishing the charge.

16. **Miscellaneous Allowances.** Employees may be given suitable compensation in terms of overtime allowance, one time honorarium or any other type of allowance for any work done beyond their normal working hours on call of duty.

17. **Termination of Services.** The services of an employee may be terminated under the circumstances described in the succeeding paragraphs:

a. **Without serving any Notice:**

- (1) During the initial or extended period of their probation period.
- (2) On the expiry of the initial or extended period of employment contract.
- (3) Where appointment was made on temporary basis for a limited or clearly specified period of time.
- (4) On disciplinary/lack of efficiency grounds or by the act of law.
- (5) Conflict of interest.

b. **With serving Notice.** As prescribed in the employment agreement, or payment of initial basic of the scale in lieu of the notice period.

c. **On Medical Grounds.** When, in the opinion of the medical board constituted by the Vice Chancellor of the University, an employee is unfit to discharge fully or partially his/her assigned duties. Medical Board may consist of one or more Doctors with relevant qualification.

18. **Reversion.** An employee may be reverted to the lower scale from which he/she was promoted if their efficiency after promotion to the new post is not up to the standard.

19. **Resignation:**

a. A regular or temporary employee or an employee on probation may resign from the job by giving notice prescribed in the employment agreement or on payment of a sum equal to basic pay of the scale for an equal period.

b. An employee on special contract may resign from the post on the condition(s) spelt out in his/her respective employment agreement.

c. This notwithstanding, a regular or a visiting faculty member shall not be entitled to resign or leave during ongoing semester/academic year as it may adversely affect the studies. Therefore, he/she shall ensure that the date of resignation shall be chosen after the date of termination of academic semester/academic year. In such circumstances account/salary of such employee shall be withheld till completion of all tasks assigned to his/her for examination, projects and submission of result etc.

20. **Physical Fitness:**

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

b. The appointing authority may order a special medical examination by a Medical Board/Qualified Doctor 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 him/her or other employees. The Medical Board/Qualified Doctor

shall advise the appointing authority whether or not the employee concerned is fit to continue his/her employment.

21. **Service on Deputation.** 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.

22. **Performance Evaluation.** Performance evaluation of all university employees shall be made on the basis of calendar year in the month of January each year. Half yearly or special report may also be required under special circumstances. Performance evaluation reports are to be rendered on PER forms issued by HR department for each category of employees. HR department of the university is to ensure that PER forms are collected each year from constituent units/departments and placed in the confidential folder of each employee.

23. **Record of Service:**

a. Each employee shall be allotted an ID number and all essential information of employee shall be fed onto the computers. In order to ensure that the record is not tampered with, it shall be transferred to soft discs and kept separately. This shall be in addition to keeping record of the personal file of each employee. It shall cover the following:

- (1) Date of birth, family details and any change in the strength of the family as a result of marriage/divorce, birth or death.
- (2) Educational qualifications (including examination/degrees acquired during service), date of joining and all other relevant details.
- (3) Recommendations, honours, awards etc.
- (4) Any warnings, adverse remarks in confidential reports or recommendations that should form a part of the record.
- (5) Date of superannuation, retirement or completion of contractual tenure.
- (6) Evaluation reports of all employees will be made on prescribed forms.

b. 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 and improvements. The remarks can be expunged by the officer next higher in rank to the one who has recorded the remarks. In the case of remarks recorded by the Vice Chancellor the authority to expunge the remarks shall rest with the Senate.

24. **Transfer:**

a. Employees of the University and its constituent units can be transferred from one post to another generally in their normal line of duty in the service of the University and its Constituent Units/departments/sections.

b. Transfer of employees shall, to the extent possible be in consultation with the Head of the Constituent Unit concerned or the supervising officer in the case of an employee of the University principal office and depending upon the availability of vacancy where the transfer is being made.

25. **Retirement.** All employees of the University shall normally retire from service on attaining the age of 60 years. Employees whose services are required beyond 60 years shall be inducted on yearly contract till such time the requirement exists.
26. **Leave.** Employees in the service of the University or its Constituent Units shall be entitled to leave as prescribed in the rules.
27. **Pay Scales/Qualifications/Experience.** Pay Scales and requirements of qualification and experience for different categories of employees and their time to time revision are to be approved by the Senate.
28. **Gratuity.** Contract employees will receive gratuity as per details in the Financial Rules subject to minimum of two years service with University.
29. **Efficiency and Discipline.** All employees of the University shall be governed by the Employees Efficiency and Discipline Rules laid out in Chapter – 7.

**EMPLOYMENT CONTRACT BETWEEN SHIFA TAMEER-R-MILLAT UNIVERSITY
AND UNIVERSITY EMPLOYEES**

THIS AGREEMENT, made at Islamabad on this the ____ day of _____, BETWEEN **Vice Chancellor/Registrar** of the first part, hereinafter referred to as Shifa Tameer-e-Millat University short titled STMU, AND **Mr/Mrs/Ms** _____, (CNIC No _____, resident of _____) of the other part, hereinafter referred to as **He** for male or **She** for female employee.

HEREBY WITNESSES THAT:-

1. He/She is appointed _____ at Shifa Tameer-e-Millat University, on contract for the initial period of two years with effect from the date _____, extendable for further period as per rules. At the end of agreed period of employment, all obligations on each party hereunder shall immediately terminate, unless the contract is renewed or extended by mutual agreement of the parties. The first six months of the contract shall be probationary period for which the conditions of service of probationer shall apply.
2. The aforesaid appointment and employment shall be subject to and governed by this Agreement and STMU's Statutes/Regulations/Policies etc prevailing at the time, as applicable to University's employees.
3. Any legal proceedings arising out of the present contract shall be instituted and defended within the territorial jurisdiction of the competent court at Islamabad. This shall also include any arbitration proceedings, the venue for which shall be within the territorial limits of Islamabad.
4. 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 being drawn by the party seeking termination of the employment provided that during probationary period, contract may be terminated without notice from either side.
5. He/She shall perform, observe and conform to such duties and instructions as provide in TOR/Job Description and shall discharge his/her duties efficiently and diligently to the satisfaction of the approving authority.
6. He/She shall not disclose any information relating to Shifa Tameer-e-Millat University during or after termination of employment, and will not divulge any information or classified information that he may obtain or have access to while employed with STMU 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, the party of the first part shall have right to terminate the contract without notice and without any benefit.
8. His/Her full time (working hours) shall be at the disposal of University and that he/she shall not seek part-time employment anywhere. He/She 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.
9. He/She shall not indulge in any political, sectarian, ethnic or unlawful activity.
10. He/She shall produce his/her Medical fitness Certificate on his/her own expense from a medical officer Hospital authorized by the University effective from date of joining.
11. In any other matter not specifically covered in this agreement, the decision of the University shall be final & binding.

12. **Job Description/TORs.** He/She will be responsible for the performance of the following duties:

- a.
- b.
- c.
- d.
- e.

13. **Reporting Channel.** He/She will be responsible for his/her assigned duties to Vice Chancellor/Principal/Director/.....

14. **Remuneration.** He/She shall be entitled to monthly salary and allowances, as provided in the University Pay Group ____ (_____) with effect from (date) _____ as mentioned below:

(1)	Basic Pay:	Rs.
(2)	House Rent:	Rs.
(3)	Medical Allowance (OPD):	Rs.
(4)	Conveyance Allowance:	Rs.
(5)	Ph.D Allowance:	Rs.
(6)	Qualification Allowance:	Rs.
(7)	Any other Allowance:	Rs.
	Total Pay:	<u>Rs.</u>

15. **Taxes.** Taxes on his/her total salary will be deducted each month in accordance with Pakistan Tax Law. The filing of personal tax returns shall be his/her responsibility.

16. **Bank Account.** He/She will open salary bank account in AL-BARAKA Bank, SIH sub branch, Islamabad.

17. **Medical Benefits.** Medical benefits will be according to the University Health Policy agreed with health insurance company.

18. **Other Benefits.** He/She will be entitled for the other benefits 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 ten (10) days during each year.
- (3) **Other types of Leave:** As provided in the University Statutes.

b. Leave shall not be accumulated beyond 60 days. It should be availed when due. Encashment of leave will be permissible to the extent of maximum 60 days at the time of termination/completion of contract and release from service.

c. **Gratuity.** He/She shall be entitled to payment of gratuity as provided in Financial Rules for each completed year of service. Gratuity shall be payable at the time of release from service or retirement or any other ground subject to minimum of two years continuous service with university.

19. **Loss/Damage to the STMU Property.** He/She will be bound to make good any loss/damage to Shifa Tameer-e-Millat University, its constituent colleges and Shifa International Hospital caused by his/her negligence, inadvertence, fraud, carelessness or act of omission. The termination of his/her services may not exonerate his/her from liability to make good this loss or damage.

20. I, after having read the contractual clauses of this agreement as aforementioned and other terms and conditions of service as provided in the University Statutes agrees to serve in Shifa Tameer-e-Millat University from (date) _____.

Vice Chancellor or Registrar's Signatures

Employee's Signatures

Witnesses

Witness No 1

Signatures _____
Name _____
CNIC No _____
Residential Address _____

Witness No 2

Signatures _____
Name _____
CNIC No _____
Residential Address _____

CHAPTER – 6

APPOINTMENT OF FACULTY AND RESEARCH STAFF

1. **Faculty and Research Staff.** The university shall employ faculty members and research staff in the following cadres. Appointment against these positions can be made either from the incumbent employees of the university or directly from outside. In both cases the candidate will have to appear for interview conducted by the Recruitment Committee or University Selection Board, except in case of Research Assistant, Teaching Assistant etc. However, in case of urgency or for attracting a suitable person, the Vice Chancellor/Chancellor may appoint a person for 'short-term contract' which may be extendable as required in accordance with the manner prescribed in the statutes.

Faculty

Professor
Associate Professor
Assistant Professor
Lecturer/Curator/Registrar (Med)
Demonstrator/Asstt. Curator/Instructor/
Teaching Assistant

Research Staff

Research Director
Associate Research Director
Assistant Research Director
Research Fellow
Research Assistant

2. **Qualifications and Experience of Faculty and Research Staff:**

a. The university shall strictly follow the criterion of qualification, teaching/research experience and requirement of publications laid down by Higher Education Commission (HEC) for appointment against different categories of teaching/research faculty in various academic disciplines. The university shall adopt any revision in this criterion as and when made by the HEC. HEC eligibility conditions for appointment of faculty are enclosed as **Annex 'A'** to this Chapter.

b. Notwithstanding above, the requirement of qualification and experience and other conditions for teaching faculty set by the regulatory bodies for appointment of faculty for different professional/academic graduate and postgraduate institutes shall also be followed.

c. For appointment against teaching vacancies in Medical and Dental colleges, the regulations for the appointment of Faculty/Dean/Principal issued by Pakistan Medical and Dental Council shall be followed as provided in **Annex 'B'** to this Chapter.

3. **Weight-age of Research and Practical Experience:**

a. Basic qualification to enter the Faculty and Research cadres of the university is a Masters degree or a Bachelor degree in professional fields. Therefore, time spend for obtaining these degrees will not be counted as research experience, although research might have been carried out as a requirement to obtain these degrees. Other than these, the time spent to obtain a higher research degree, a second or third Masters degree (which includes research as requirement) in the same field will be counted as research experience as follow:

- | | | |
|-----|----------------------------|--------------------------------|
| (1) | Duration of Ph. D. | Actual period, maximum 4 years |
| (2) | Duration of M. Phil. | Actual period, maximum 2 years |
| (3) | M. Phil. & Ph. D. together | Actual period, maximum 6 years |

(4) Second or third Masters Actual period, maximum 1 year

b. Time period taken out as study leave or sabbatical leave to obtain another degree or conduct research, or any kind of leave for doing professional work out of the university domain, will be counted only once as an experience.

4. **Research Publications**

a. M. Phil. and Ph. D. thesis, or a thesis for a second or third Masters degree in the same field will each be counted as one research publication. However, if one or more research papers got published out of a thesis in reputed research journal, each paper will be counted as an independent publication, but the thesis will no more be counted as a publication.

b. A research paper presented in a national or international scientific conference/meeting, and its full text is published in the proceedings, will be considered as a publication, but if only abstract of the paper is published it will be counted as half a publication.

c. A book published by a person in his/her field of specialization with significant original contribution and national or international standing will be counted as 2 or 3 publications, whereas a compiled or edited book or a monograph will be counted as one publication. In an edited book, each chapter (except Introduction and General Chapters) will be counted as one publication for the credit of the authors of the respective chapters.

d. A significant invention, a discovery or development of a new technique or production of an important software etc. will be counted as one or more publications depending on the nature and extent of original research involved in the process.

5. **Professor Emeritus:**

a. The Senate of the university, on the recommendation of the Vice Chancellor, Chancellor or on its own initiative may confer the title of 'Professor Emeritus' on an eminent academic, scholar, scientist or professional who has served the university in the capacity of a faculty member, researcher, administrator or a professional in recognition of his/her meritorious services to the university, the country or at international level.

b. The age of Professor Emeritus should not be less than 60, and there can be more than one such professors even in the same department, institute or college

c. Professor Emeritus will be entitled to a respectable sum of honorarium and other facilities as specified by the Senate.

d. Professor Emeritus shall, for all purpose of honour, courtesy and ceremonial occasions, be of the status of a member of the Senate of the university, but shall not as a right be entitled to its membership or that of any other Authority of university, and shall not exercise or claim any administrative or executive authority or functions.

e. No regular, formal duties or responsibilities shall be assigned to a Professor Emeritus. However, he/she will be expected to enrich the academic life of the university from the life-long experience and personal intellect by participating in activities, such as

delivering special lectures, conducting seminars, attending meetings when invited, render advice, and interact with students and faculty to provide guidance for tackling intellectual and moral issues.

f. For doing research or any academic work which is in the interest of the university or students, a Professor Emeritus may use the facilities available for such purpose in the university.

g. Once bestowed, the honour of Professor Emeritus for a person is for life time, and normally should not discontinue unless a Professor Emeritus personally wishes to do so. However, the Senate, under unavoidable circumstances may decide to withdraw the honour from a person if the continuation of the honour, in the opinion of Senate, is detrimental to the university or the country. In such a case, the decision of the Senate shall be final and no appeal shall lie against it.

Disciplines Eligibility conditions for appointment of faculty in All disciplines excluding Engineering, Information Technology, Computing Sciences, Medical Sciences, Law and Arts & Design (Studio Practice) disciplines in all HEIs/DAIs

Lecturer

Minimum Qualification First Class Master's Degree OR equivalent degree awarded after 16 Years of education in the relevant field from an HEC recognized University/Institution with no 3rd division in the academic career.

Condition of no 3rd division shall not be applicable in the qualification of appointment as lecturer in Universities or Degree Awarding Institutions provided that the candidate holds a higher degree viz. M.Phil./PhD or equivalent degree with not more than one 3rd division in entire academic career.

Furthermore, the candidate with 2nd division in the Master's Degree but holding higher degree i.e. M. Phil/PhD or equivalent degree with 18 years of education may be Considered.

*First division (1st Division) in Master of Arts in English is relaxed in favor of the second division (2nd Division) as the minimum eligibility condition for appointment of Lecturers

Experience Nil

Minimum Number of Publications Nil

Assistant Professor

Minimum Qualification a. PhD in relevant field from HEC recognized University/Institution.
OR
b. Master's degree (foreign) **or** M.Phil. (Pakistan) **or** equivalent degrees awarded after 18 years of education as determined by the HEC in the relevant field from an HEC recognized University /Institution.

Experience a. No experience required for Ph.D qualification.
b. 4-years teaching/research experience in an HEC recognized University or a postgraduate Institution or professional experience in the relevant field in a National or International organization for MS/M.Phil or equivalent.

Minimum Number of Publications Nil

Associate Professor

Minimum Qualification	Ph.D. in the relevant field from an HEC recognized University/Institution.
Experience	10-years teaching/research experience in an HEC recognized University or a postgraduate Institution or professional experience in the relevant field in a National or International organization Note: After 30th June, 2013, at least 4-years Post-PhD level experience in an HEC recognized University or post-graduate institution or professional experience in the relevant field in a National or International organization will be required OR 5-years post-PhD teaching/ research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization
Minimum Number of Publications	The applicant must have 10 research publications (with at least 4 publications in the last 5 years in the HEC recognized Journals (National or International)).

Professor

Minimum Qualification	Ph.D. from an HEC recognized Institution in the relevant field.
Experience	15-years teaching/research experience in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization. Note: After 30th June, 2013 at least 8 years Post Ph.D. level experience in an HEC recognized university or post-graduate Institution or professional experience in the relevant field in a National or International organization will be required. OR 10-years post-Ph.D. teaching/research experience in a recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.
Minimum Number of Publications	The applicant must have 15 research publications with at least 5 publications in the last 5 years in HEC recognized journals (National or International).

Disciplines Eligibility conditions for appointment of faculty in Engineering, Information Technology, and Computing disciplines in all HEIs/DAIs

Lecturer

Minimum Qualification Master's Degree/ B.Sc.(Engr.) (First Class) in the relevant field from HEC recognized University/Institution with no 3rd division in the academic career.

Experience No Experience required

Minimum Number of Publications Nil

Assistant Professor

Minimum Qualification a. PhD in the relevant field from HEC recognized University/Institution.
OR
b. Master's degree (awarded after 18 years of education) in relevant field till 2010. After 2010, 30% should be Ph.D.'s, after 2012, 60% should be PhDs and by the end of 2015, 100% should be PhDs in the relevant field from an HEC recognized University/ Institution

Experience a. No Experience required for qualification a.
b. 2-years teaching/research experience in a recognized Institution/University/College **or** 2-years professional experience in the relevant field in a National or International organization for qualification b.

Minimum Number of Publications Nil

Associate Professor

Minimum Qualification PhD in the relevant field from Institution recognized by HEC in consultation with PEC.
Experience Till June 2012, 07-years teaching/research experience in a recognized Institution/College/University **OR** 7-years professional experience in the relevant field in a National or International Organization out of which 2-years must be teaching experience.

Note: After 2012, 10-years teaching experience and after 30th June, 2013 at least 4-years' experience at the Post- PhD level in HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International Organization will be required.

OR

5-years post PhD teaching/ research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

Minimum 8 research publications with at least 2 publications in the last 5 years up till 2012

Number of Publications and 10 research publications with at least 4 in the last 5 years after 2012 in HEC/PEC recognized journals

Professor

Minimum Qualification Ph.D. degree in relevant field, recognized by HEC in consultation with PEC.

Experience Till June 2012, 12- years teaching/ research experience in a recognized Institution/College/ University or 12-years professional experience in the relevant field in a National or International organization out of which 5-years must be teaching experience.

Note: After June 2012, 15 years teaching/research experience and after 30th June, 2013 at least 8-years' experience at the post-Ph.D. level in HEC recognized University or a post - graduate institution or professional experience in the relevant field in a National or International organization will be required.

OR

10-years post-Ph.D. teaching/research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

Minimum Number of Publications 12 research publications with at least 3 publications in the last 5 years up till 2012 and 15 research publications with at least 5 in the last five years after 2012 in HEC/PEC recognized journals

Discipline **Eligibility Conditions for Appointment of Faculty in Medical Sciences (Non-Clinical & Basic Sciences) disciplines as per classification by PMDC**

Demonstrator

Minimum Qualification MBBS from an HEC recognized University/Institution with no 3rd Division in the academic career

Experience No experience is required

Minimum Number of Publications Nil

Assistant Professor

Minimum Qualification a. Ph.D. in the relevant field from an HEC recognized University /Institution or equivalent degree awarded after 18-years of education in the relevant field as determined by HEC.

OR

b. M.Phil. or equivalent degree awarded after 18-years of education in the relevant field from an HEC recognized University/Institution.

Experience a. No experience is required for qualification a.
b. 4-years teaching /research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization for qualification b.

Minimum Number of Publications Nil

Associate Professor

Minimum Qualification Ph.D. in the relevant field from an HEC recognized University /Institution

Experience 10-years teaching/ research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.

OR

5 years post MPhil teaching experience till 2014.

Minimum Number of Publications 5/8/10 research publications in journals recognized jointly by HEC and PMDC by calendar years 2009/2011/2013 (with at least 1/2/4 of these publications in the last 5 years).

Professor

Minimum Qualification PhD from HEC recognized Institution in the relevant field.

Experience	<p>10-years post MPhil teaching/research experience in an HEC recognized University or a post-graduate Institution or professional experience in the relevant field in a National or International organization.</p> <p>Note: After 30th June, 2013, at least 8-years Post-PhD level experience in an HEC recognized university or a post- graduate institution or professional experience in the relevant field in a National or International organization will be required.</p>
Minimum Number of Publications	<p>8/ 12/ 15 research publications in journals recognized jointly by HEC and PMDC by calendar year 2009/2011/2013 (with at least 2 / 3/5 publications in the last 5 years)</p>

PAKISTAN MEDICAL & DENTAL COUNCIL

**REGULATIONS FOR THE APPOINTMENT OF FACULTY
PROFESSORIAL STAFF/EXAMINERS/
PRINCIPALS/DEANS/ADMINISTRATIVE STAFF
IN
UNDERGRADUATE & POSTGRADUATE MEDICAL & DENTAL
INSTITUTIONS OF PAKISTAN 2011**

Certified that these Regulations have been framed by the Pakistan Medical & Dental Council in exercise of powers conferred under the Section 33 (2) of the Pakistan Medical & Dental Council Ordinance, 1962 and supercede all previous regulations on the subject. These regulations shall come into force at once and shall be applicable on fresh appointments and next promotions in all medical and dental institutions recognized in Pakistan under the PM&DC Ordinance 1962. All appointments already made shall not be disturbed and titles already accrued shall hold, however all future appointments shall be given according to these regulations.

President

Pakistan Medical & Dental Council G-10/4, Mauve Area, Islamabad.

Dated 22 December 2011

Section-I

INTRODUCTION

1- Short title and commencement.-(1) These regulations have been framed by the Council in exercise of powers contained in Section 33(2) (d) of the PM&DC Ordinance 1962 and may be called the Pakistan regulations for the appointment of Faculty/teachers/examiners/ principals /deans/administrative staff in undergraduate & postgraduate medical & dental institutions 2009 and lay down the binding criteria for appointments and promotions and grant of teaching experience for all medical and dental institutions recognised under the PM&DC Ordinance 1962. (2)These regulations are not for registration of qualifications but for appointments and promotions of Faculty/teachers/examiners/principals/deans/administrative staff in undergraduate & postgraduate medical & dental institutions (3) These shall come into force at once.

2- Definitions.

- a. "Disciplinary Committee" means a committee constituted by the Council to deal with matters relating to infamous conduct in any professional respect and negligence of a practitioner;
- b. "Teaching staff" means senior registrars, assistant Professors, Associate Professors and Professors appointed as per these regulations.
- c. "Faculty" a professorial staff duly registered as faculty with the Council whose experience qualification and publications have been certified.
- d. "Standing Recognition Committee" (SRC) of the Council having the powers to approve qualifications and experience
- e. "Dental Education Committee" (DEC) a committee identical to Standing Recognition Committee of the Council having the powers to approve qualifications and experience in Dentistry.

The words and expressions used but not defined herein shall have the same meaning as are assigned to them under the Ordinance or in other regulations made by the Council

Section-II

MINIMUM QUALIFICATIONS LEVEL REQUIRED FOR APPOINTMENT OF TEACHERS IN MEDICAL AND DENTAL INSTITUTIONS

Learning Levels	Duration	Clinical Medical / Dental Qualification	Basic Sciences Qualifications
Level – I	5-6 years	MBBS/BDS	
Level – II a	1 year after Level-I	Diploma	M.Sc Basic Sciences
Level – II b	02 years after Level-I	MCPS/M.Sc/MPH/MSPH/or other 2 years duration diploma.	M.Phil and qualifications with other nomenclatures.
Level – III	4 years after Level-I	MD/MS/MDS/FCPS/ and qualifications with other nomenclatures	FCPS/PhD/ and qualifications other nomenclatures.
Level-IV	2 years after Level-III	Sub-Specialty Fellowship, second fellowship	D.Sc,or any post PhD nomenclature

1. Other nomenclatures qualifications to be decided by SRC or DEC as the case may be
2. Local MPH of one year will cease to be awarded after 2015 and holders of degrees of one year obtained after 2015 shall not be eligible for teaching position. MPH from foreign countries can be placed in Level-II b as decided by the SRC/DEC
3. Local MDS of 03 years will cease to be awarded after 2015.
4. MSc in Basic Dental Sciences from foreign countries can be placed in Level-II b till a period as decided by the DEC.
5. Ph.D in clinical sciences shall not be accepted as a qualification for teaching.
6. Appointment as teacher of holders of Level II-b qualifications in Clinical or basic Medical / Dental Qualifications in clinical subjects / basic sciences subjects shall be governed by requirements of appointment mentioned in each specialty in pages ahead.

Section –III

CRITERIA FOR APPOINTMENT AND PROMOTION OF PROFESSORIAL STAFF IN UNDERGRADUATE AND POSTGRADUATE MEDICAL INSTITUTIONS

Basic Medical Sciences Subject: Anatomy, Physiology, Biochemistry, Pharmacology, Pathology.

Post/Designation	Required Basic Qualifications	Required Postgraduate (Additional) Qualification	Required Experience	Required Research Publications	
(1)	(2)	(3)	(4)	(5)	(6)
Lecturer/ Demonstrator /instructor Senior Lecturer / Senior Instructor/Senior Demonstrator	MBBS or equivalent medical qualifications fully recognised/registered by the PM&DC -do-	Not required, PM&DC recognized level II b and Level III Qualification in respective basic subjects or Equivalent PM&DC Level II b and Level III qualifications in the respective speciality approved for teaching by SRC and recognized / registered by PM&DC	Nil experience required	No publication is required	
Assistant Professor	-do-	-do-	2 years teaching experience as Lecturer/ Demonstrator /instructor before or after Level-II b. No experience is required for Level-III post graduation who can be appointed directly as assistant professor.	No publication is required, but may receive preference in selection	
Associate Professor	-do-	PM&DC recognized level II b and Level III Qualifications in respective basic subjects or Equivalent PM&DC level II b and Level III Qualifications in the respective speciality approved for teaching by SRC and recognised/registered by PM&DC	Five years teaching experience as an Assistant Professor in the relevant subjects.	A total of at least three research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subjects. OR Nine years teaching experience as an Assistant Professor in the respective subject.	A total of at least five research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	

Community Medicine, Forensic Medicine.

Post/Designation	Required Basic Qualifications	Required Postgraduate (Additional) Qualification	Required Experience	Required Research Publications	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Lecturer/ Demonstrator/ instructor Senior Lecturer / Demonstrator / instructor	MBBS or equivalent medical qualifications fully recognised/registered by the PM&DC -do-	Not required, PM&DC recognized level II b and Level III Qualification in respective basic subjects or Equivalent PM&DC Level II a, b and Level III qualifications in the respective speciality approved for teaching by SRC and recognized / registered by PM&DC	Nil	No publication is required	Holders of one year MPH and DMJ of one year full time course obtained till 2015 are eligible. persons to be appointed after 2015 are required to have a two years degree. Persons having less than two years degree shall not be promoted to professor after 2015.
Assistant Professor	-do-	-do-	three years teaching experience as senior lecturer experience before or after Level-II b. No experience is required for Level-III post graduation who can be appointed directly as assistant professor.	No publication is required	-do-
Associate Professor	-do-	-do-	Five years teaching experience as an Assistant Professor in the relevant subjects.	A total of at least three research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	-do-
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subjects. OR Nine years teaching experience as an Assistant Professor in the respective subject.	A total of at least five research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	-do-

Medical Education

Post/Designation	Required Basic Qualifications	Required Postgraduate (Additional) Qualification	Required Experience	Required Research Publication	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Senior Registrar/ Senior Lecturer / Instructor	MBBS or equivalent medical qualifications recognised / registered by the PM&DC	Level II a & b and Level III Postgraduate degree or diploma in education related field recognized by HEC or PM&DC	None	No publication is required	-
Assistant Professor / Assistant Director	-do-	-do-	Three years practical or teaching experience as Senior Registrar/Senior Lecturer before or after postgraduate qualification is required	No publication is required	Holders of one year M.MED full time course
Associate Professor / Associate Director	-do-	-do-	Five years teaching experience as an Assistant Professor in the relevant subject.	A total of at least three research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation/Thesis shall not be counted.	-do-
Professor/Director	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subjects provided that the total experience as Assistant Professor and Associate Professor shall not be less than eight years. OR Nine years teaching experience as an Assistant Professor in the respective subject.	A total of at least five research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation/Thesis shall not be counted.	-

Clinical Subjects: Medicine, Surgery, Obstetrics & Gynaecology, Paediatrics, ENT, Eye

Post/Designation	Required Basic Qualifications	Required Postgraduate (Additional) Qualification	Required Experience	Required Research Publication	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Registrar	MBBS or equivalent medical qualifications recognised/registered by the PM&DC.	Nil	Nil	Nil	
Senior Registrar	MBBS or equivalent medical qualifications recognised/registered by the PM&DC.	PM&DC level III Qualification in respective subject like F.C.P.S /M.S/M.D OR Other equivalent Level III qualifications in the speciality approved by SRC and recognised/registered by the PM&DC.	Nil	No publication is required	No level II (a or b) holder be eligible for appointment/promotion. The doctors possessing the qualifications of FCPS/M.D/M.S. etc. etc. be appointed as Senior Registrar/ Consultants in the attached teaching hospitals. The holders of additional qualification like MCPS appointed under earlier rules shall not be promoted to the next title i.e. Assistant Professor, Associate Professor & Professors.
Assistant Professor	-do-	-do-	Nil	No publication is required	-
Associate Professor	-do-	-do-	ive years teaching experience as an Assistant Professor in the relevant subject.	A total of at least three research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation/Thesis shall not be counted.	-do-
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subject is essential provided that total experience as Assistant Professor and Associate Professor is not less than 8 years. OR Nine years teaching experience as an Assistant Professor in the respective subject is essential.	A total of at least five research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	-do-

Other Clinical Subjects: Cardiology, Neurology, Urology, Psychiatry, Dermatology, T.B. & Chest Diseases, Orthopaedics, Thoracic Surgery, Neurosurgery, Radiology,(Radio-Diagnostic & Radio-Therapeutics) and Anaesthesiology & all other specialities as mentioned in the MBBS Regulations.

Post/Designation	Required Basic Qualifications	Required Postgraduate (Additional) Qualification	Required Experience	Required Research Publication	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Registrar / / Senior Registrar	MBBS or equivalent medical Qualifications recognised/registered by the PM&DC.	PM&DC level III Qualification in respective subject or general FCPS /M.S/M.D OR Other equivalent Level III qualifications in the speciality approved by SRC and recognised/registered by the PM&DC	Nil	No publication is required-	No level II (a or b) qualification holders shall be eligible for appointment/promotion. The doctors possessing the qualifications of FCPS/M.D/M.S. etc. be appointed as Senior Registrar in the attached teaching hospitals.50% posts of Senior Registrar shall be reserved for appointment from amongst the Registrars who attains postgraduate medical qualification like FCPS, M.D., M.S. or equivalent.
Assistant Professor	-do-	-do-	Three years teaching experience in the respective subject as a senior registrar in a recognised institution If qualification is general. No experience is required in case of sub-speciality qualification holders.	No publication is required-	The holders of additional qualification like M.C.P.S. appointed under earlier rules shall not be promoted to the next title i.e Senior Registrar, Assistant Professor, Associate Professor and Professors.
Associate Professor	-do-	-do-	Five years teaching experience as an Assistant Professor in the relevant subject.	A total of at least three research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	-
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subject is essential provided that total experience as Assistant Professor and Associate Professor is not less than 8 years. OR Nine years teaching experience as an Assistant Professor in the respective subject is essential.	A total of at least five research publications are required. Only an original article published in a medical journal approved by the PM&DC shall be acceptable. Dissertation / Thesis shall not be counted.	-

Section –IV

APPOINTMENT OF TEACHERS IN UNDERGRADUATE AND POSTGRADUATE DENTAL INSTITUTIONS

Sciences of Dental Materials, Oral Biology, Oral Pathology, Community and Public Health Dentistry

Post	Basic Qualifications	Additional Postgraduate Qualification	Experience required	Research papers publications	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Lecturers/ Demonstrator	BDS or equivalent qualification in Dentistry approved and registered by the PM&DC	-Nil-	Nil	Nil	
Senior Lecturers/ Senior Demonstrator	-do-	Level IIa, IIb & III Post graduation like Ph.D/ FCPS/ M.D.S, M.Phil or equivalent postgraduate qualification recognised by the council in respective basic subject			Level IIa will be eligible for the teaching post till 2015
Assistant Professor	-do-	Level III Post graduation like Ph.D/ FCPS/ M.D.S, M.Phil or equivalent postgraduate qualification recognised by the council in respective basic subject	2 years teaching experience as Lecturer/ Demonstrator before or after Level-II b. No experience is required for Level-III post graduation who can be appointed directly as Assistant professor.	-Nil-	Candidates with Postgraduate qualification Level II b in respective subject shall be appointed/promoted as Assistant Professor only when person with Level III postgraduate qualification like Ph.D., FCPS, MDS, M.Phil etc. are not available.
Associate Professor	-do-	-do-	Five years teaching experience as an Assistant Professor in the respective subject.	At least 3 research papers in 5 years be published in standard Dental / Medical journal as approved by the PM&DC.	For the appointment of Associate Professor in the respective subject the holders of Level IIb postgraduate qualifications should be considered with 07 years experience and publications after 03 public advertisement only when person with Level III are not available.
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subject provided that total experience as an Assistant and Associate Professor is not less than eight years. OR Nine years teaching experience as an Assistant Professor in the respective subject.	At least 5 research papers published in standard dental/medical journal as approved by the PM&DC.	No person with Level II (a or b) postgraduate qualification will be eligible for appointment as Professor. Only Level III qualification holder is eligible to become professor. Holders of level II B qualification in the subject of community dentistry can be promoted as professor until 2015.

Clinical Subjects: Oral and Maxillofacial Surgery, Operative/Restorative/Conservative Dentistry, Prosthodontics and Orthodontics

Post	Basic Qualifications	Additional Postgraduate Qualification	Experience	Research	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Lecturer / Demonstrator / Registrar	B.D.S. or equivalent qualifications recognised/registered by the PM&DC.	-	-	-	
Senior Registrar / Senior Lecturer	-do-	Level III FCPS/M.D.S(Pak)	Nil	Nil	-
Assistant Professor	-do-	-do-	2 years teaching experience as Lecturer/ Demonstrator /instructor before or after Level-II b. No experience is required for Level-III post graduation who can be appointed directly as assistant professor.	Nil	
Associate Professor	-do-	-do-	Five years teaching experience as an Assistant Professor in the respective subject.	At least three research papers in five years be published in standard dental /medical journal as approved by PM&DC.	For the appointment of Associate Professor in the respective subject the holders of Level II b postgraduate qualifications should be considered only when person which Level III postgraduate qualifications like D.Sc., Ph.D., FCPS, MDS(Pak), M.Phil with required experience indicated in these Regulations are not available.
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subject provided that total experience as an Assistant Professor & Associate Professor is not less than eight years. OR Nine years teaching experience as an Assistant Professor in the respective subject.	At least five research papers in three years be published in standard dental /medical journal as approved by PM&DC before promotion as Professor.	No person with Level II (a or b) postgraduate qualification will be eligible for appointment as Professor. Only Level III qualification holder is eligible to become professor.

Clinical Subjects: Oral Medicine, Paedodontics, Periodontics and Endodontics

Post	Basic Qualifications	Additional Postgraduate Qualification	Experience	Research	Remarks
(1)	(2)	(3)	(4)	(5)	(6)
Lecturer / Demonstrator / Registrar	B.D.S. or equivalent qualifications recognised/registered by the PM&DC.	-	-	-	
Senior Registrar / Senior Lecturer	-do-	Level II b postgraduate Qualification OR Other equivalent qualifications in the speciality approved by DEC (SRC for Dental) and recognised/registered by the PM&DC.	Nil	Nil	-
Assistant Professor	-do-	-do-	2 years teaching experience as Lecturer/ Demonstrator /instructor before or after Level-II b. No experience is required for Level-III post graduation who can be appointed directly as assistant professor.	Nil	-
Associate Professor	-do-	-do-	Five years teaching experience as an Assistant Professor in the respective subject.	At least three research papers in five years be published in standard dental /medical journal as approved by PM&DC.	-
Professor	-do-	-do-	Three years teaching experience as an Associate Professor in the respective subject provided that total experience as an Assistant Professor & Associate Professor is not less than eight years. OR Nine years teaching experience as an Assistant Professor in the respective subject.	At least five research papers in three years be published in standard dental /medical journal as approved by PM&DC before promotion as Professor.	-

REGULATIONS FOR APPOINTMENT OF
PRINCIPALS/TEACHERS/EXAMINERS/INSPECTORS/ADMINISTRATION
STAFF IN THE
UNDERGRADUATE & POSTGRADUATE EXAMINATIONS AND
MEDICAL INSTITUTIONS

1. These regulations shall come into force at once and shall be applicable on fresh appointments and subsequent promotions. Titles already accrued shall hold and no demotions shall be done however subsequent appointment/promotion shall be given according to these regulations. Appointment already made according to the previous Regulations shall not be adversely affected by these Regulations in any way. All titles granted by the Government before commencement of these regulations shall continue to hold and shall be given weight.
2. Teaching staff appointed before effect of these regulations which does not fulfil eligibility criteria laid down in these regulations shall not be promoted further.
3. Only once certified by PM&DC and registered as Faculty under the Pakistan Regulations for Registration of medical and dental practitioners 2008, shall a person be accepted as faculty. Only fulltime faculty shall be accepted as faculty. No part-time / adhoc or honorary or casual faculty is acceptable or recognisable. All faculty shall abide by the faculty registration rules of the Council.
4. Qualifications prescribed for the appointment of professors in the various subjects shall also be applicable to the examiners appointed by the Universities in those subjects. In the subjects where there is no Professor, the Associate or Assistant Professor who is Head of Department and has a minimum of five years of teaching experience certified by PM&DC shall be eligible to become examiner.
5. Faculty of the Sub-specialities of Medicine and Surgery cannot be appointed as examiners in General Medicine and General Surgery.
6. Experience of teaching can be certified by the Council if the individual has been teaching as registered faculty in an affiliated hospital /braining site of/or the institution included in the First, Fifth or Third schedules of the Ordinance under section 11, 18 , or 16. Teaching interns shall have no credit.
7. Teaching Experience Certificate shall be issued by the Registrar or an officer designated by the President only upon certification of teaching experience by the Principal for cases in Pakistan or an authority competent to do so for overseas cases. Experience certificate shall be issued by PM&DC on the experience certificate certified by the Principal/dean. An experience certificate by the Medical Superintendent or incharge of an attached teaching hospital shall not be accepted unless countersigned by the Principal. On the request of the Principal or Dean, the Registrar may amend the experience certificate already issued.
8. An experience certificate shall only be issued to a registered faculty and strictly in accordance with these regulations and on fulfilment of mandatory requirements of qualification, experience and publications as laid down in these regulations.
9. The Experience certificate shall be issued as per these regulations and shall also contain the following terms:

- a. Errors and omissions shall be accepted and corrected if so warranted to comply with these regulations.
- b. This certificate has been prepared by PM&DC in good faith on the basis of documents submitted by applicant/Principal or Dean of the institution and so all liabilities lie with the Principal/Dean of the institution.
- c . This certificate has been prepared under these regulations of the Council and this certificate is liable for change if so demanded by the institution.
- d. The Experience certificate shall be issued by the Registrar or an officer designated by the President as the case may be and the issuing authority shall have the power to recalled , modify , or rendered ineffective or cancel the experience certificate issued by them but on solid reasons.
- v. If there is any grievance about the experience certificate, the aggrieved may prefer an appeal to the Registrar PM&DC or the issuing officer for redressal and if refused , the appeal against this refusal can be preferred before the Standing Recognition Committee of the Council under regulation 34 of the gazette S.R.O.07(KE)/2009 Pakistan registration of medical and dental practitioners regulations, 2008. All disputes regarding teaching experience/practical experience thus referred to the Standing Recognition Committee of the Council shall be considered by it and the decision of the Committee shall be final.
- e. Experience certificate shall include the accepted publications for a particular designation and shall not be issued for a particular designation if the accepted publication number is deficient.

10. Terminologies and rules regarding publication of research articles and their credit are as follows:

- a. Only an original article has a credit and only if the article is published in a Journal indexed and enlisted in the List of Journals approved by the Pakistan Medical & Dental Council. There is no credit for a published Review Article/writing a Chapter of a Text Book, Letter to Editor, Dissertation/Thesis etc. Letter of acceptance for publication of a research paper will no longer qualify the applicant for award of credit of a research publication/paper and credit shall only be granted on publication of an original article.
- b. Equal Credit shall be given equal to first three Authors, which will be nominated by the principle author and will be notified to the Editor before publication. No credit shall be given to any author after the third author.
- c. For grant of credit, the applicant has to provide original copy of Journal in which his article has been published. Photo copies can be accepted in pressing cases if they bear verification of the editor of the Journal in case of a local Journal or verification by a Principal of a Medical/Dental College in case of a foreign Journal..
- d. Credits granted before coming in force of these regulations shall hold.

11. Teaching Experience shall mean teaching experience acquired if the individual has been teaching as registered faculty in an affiliated hospital or the institution included in the First, Fifth or Third schedules of the Ordinance under section 11, 18, or 16. And this teaching experience shall be required for the purpose of appointment to the teaching posts in Pakistan. Teaching experience in a foreign country shall only be considered upon provision of a teaching experience certificate provided by the regulatory body concerned or by the dean of the Undergraduate or Postgraduate medical or Dental institution in which the applicant was teaching students.

12. Period of deputation or study leave for acquisition of Postgraduate Medical qualification shall qualify as a prerequisite for appointment as senior registrar. If the person is already a post graduate Level III and is holding the post of Senior Registrar, Assistant Professor, Associate Professor etc, before proceeding on deputation for study leave he shall get full teaching experience during the period of study. No Credit shall be given before attainment of a level III degree.

13. From the date of issue of this notification, the qualifications like M.C.Path; F.C.P.S. etc; conferred or acquired on honorary basis or foundation basis without examination by a medical or dental graduate shall not be considered for the purpose of appointment as faculty or examiner in the medical or the dental institutions of Pakistan. All appointments given on the basis of a degree without examination shall become null and void.

14. A candidate shall be employed as faculty, only once a candidate is possessed with the requisite postgraduate degree which is duly recognized by the PM&DC and which has been registered by PM&DC as additional qualification and once the applicant has been registered with PM&DC as faculty. Only a level III postgraduate degree holder and not a postgraduate training certificate holder can be appointed in teaching Medical/Dental Institutions.

15. Experience gained in a teaching institution in foreign countries shall be recognized by the Pakistan Medical & Dental Council if the institution is recognized by the regulatory body concerned and if the experience is certified by the Principal of the medical school/college that there is teaching activity by the applicant. The teaching experience shall be given as under:

a. Professor as equal to Professor in Pakistan.

b. Associate Professor as equal to Associate Professor in Pakistan provided they are substantive full time and not part time.

c. Assistant Professor as equal to Assistant Professor in Pakistan provided they are substantive full time and not part-time.

d. Senior Registrar in a teaching institution is equal to Senior Registrar in Pakistan.

e. The Lecturer in a teaching institution with postgraduate qualification abroad is equal to Senior Registrar in clinical subjects in Pakistan.

f. Lecturer with requisite Postgraduate qualification in basic subjects shall be equivalent to Senior Lecturer with Postgraduate qualification in Pakistan.

g. Consultants appointed in a hospital where no student teaching was involved shall not be granted any teaching experience by the PM&DC. Consultants appointed in an affiliated hospitals of a medical school/college and where they were teaching medical students without holding teaching designations/titles shall be granted teaching experience by the

PM&DC at ratio of 2:1 on the certification of teaching by the Principal of the medical/dental colleges concerned. Example is two years experience as consultant abroad with the requisite postgraduate qualifications be counted as equivalent to one year experience as Assistant Professor.

16. Consultants appointed in an affiliated hospitals of a medical school/college and where they were teaching medical students without holding teaching designations/titles shall be granted teaching experience by the PM&DC at ratio of 2:1 on the certification of teaching by the Principal of the medical school/ college concerned. Example is two years experience as consultant abroad with the requisite postgraduate qualifications be counted as equivalent to one year experience as Assistant Professor

17. The experience gained by an Assistant Professor/Associate Professor /Professor in Medical and Dental institutions in Pakistan shall be given preference over those who gained teaching experience abroad.

18. If available at the time of recruitment, for any teaching appointment in an institution, commensurate with their qualification and experience the persons who are already working there shall be preferred for appointment over those who have not worked there.

19. Eligibility for appointment in the subspecialties like Cardiology, Psychiatry, Cardiac Surgery, Orthopaedic Surgery etc shall be as per a level III qualification in the relevant subspecialties. However, a candidate who possess postgraduate qualifications like F.C.P.S., M.D; M.S. in General Medicine or General Surgery etc; is also eligible for appointment as Assistant Professor in the subspecialties if he has at least three years teaching experience in a recognized institute in the relevant subspecialty and then shall be promoted in the same subspecialties as Associate Professor and Professor with the requisite teaching experience as prescribed in these Regulations under the respective speciality. However for appointment as senior registrar in the subspecialty, there shall be no prerequisite of experience in that subspecialty only if the candidate already holds and qualifies for a position of senior registrar in General Medicine or General Surgery as the case may be. Once a holder of qualifications like F.C.P.S., M.D; M.S. in General Medicine or General Surgery etc; attains the post of Assistant Professor in a subspecialty than there shall be no preference given to specific subspecialty degree holder for subsequent posts.

20. For the purpose of appointment/promotion, the experience gained in one speciality shall not be counted for appointment/promotion in other speciality. For example experience gained in Orthopaedic Surgery cannot be counted for appointment/promotion in General Surgery. Similarly experience gained in cardiology etc; cannot be counted for appointment/promotion in General Medicine and vice versa. However if there is no separate Department of Cardiology, Neurology, Orthopaedics, etc. and the cases are dealt in the Department of Medicine and Surgery respectively then the experience gained of a subspecialty in such departments shall be counted as per recommendation of the Principal.

21. A Registrar/lecturer/ demonstrator/instructor shall be given preference while being considered for appointment as Senior Registrar/Senior Lecturer/Assistant Professor. The experience gained as Registrar/Lecturer/Demonstrator before the person has obtained postgraduate qualification required for appointment as senior Lecturer/Senior registrar shall not be counted towards appointment as Assistant Professor or beyond. Once a Registrar/lecturer/ demonstrator/instructor has obtained postgraduate qualification required for appointment as senior Lecturer/Senior registrar or Assistant Professor his teaching experience shall be counted as equivalent to Assistant Professor in a ratio of 1/4.

22. The experience gained as a Senior Registrar, inside or outside Pakistan in a recognized teaching hospitals, by a person with the requisite postgraduate qualifications such as F.C.P.S. etc; shall be counted as equivalent to Assistant Professor in a ratio of 1/2, for example two years experience as Senior Registrar with the requisite postgraduate qualifications be counted as equivalent to one year experience as Assistant Professor. After three years of teaching assignment as senior registrar, the experience of a senior registrar shall be counted equal to that of an assistant professor.
23. In exigencies and as a stop gap arrangement not exceeding two months, an Assistant Professor, on both the clinical and basic sciences, who has got five years of teaching experience is temporarily eligible to hold the post of Head of a teaching department and shall temporarily be eligible to perform all the duties of the Professor of a teaching unit.
24. The teaching experience in the subject of Medical Jurisprudence gained in the medical colleges as Demonstrator be considered as equivalent to the experience of medico-legal work.
25. The holder of M. Phil (Microbiology), M. Phil (Chemical Pathology) , M. Phil (Histopathology) Mphil (microbiology) etc are eligible for appointment as Assistant Professor, Associate Professor and Professor in Pathology with requisite teaching experience. The holders of M. Phil (Pathology) are eligible for appointment as Assistant Professor of Histopathology.
26. The B.D.S. Graduates and postgraduates shall be eligible for appointment in basic medical sciences for the BDS courses. However a BDS graduate having done minimum M.Phil or level Iib qualification in any basic sciences subject in a university postgraduate program approved by the Council shall be eligible for teaching appointment for MBBS course.
27. Professor of Neuro-Surgery, Orthopaedic Surgery, Thoracic Surgery, Cardiac Surgery etc; cannot be designated as Head of Department of Surgery. Similarly Professor of Paediatrics, Cardiology etc; cannot be made Head of Department of Medicine. However, Professor of these specialities can be appointed as Principal of a Medical College.
28. The teaching experience of a full-time Instructor at Armed Forces Medical College shall be counted as equivalent to Assistant Professor, provided he possesses the requisite postgraduate qualifications for the post.
29. The Visiting/Associate Instructor or teacher or any adjunct faculty shall not be given any credit or experience certificate of teaching by PM&DC. Teaching experience shall only be acceptable of a faculty registered with PM&DC and engaged on full time basis in an institution recognised under the PM&DC Ordinance 1962.
30. The doctors possessing Level III qualification shall be appointed as Senior Registrar in the attached teaching hospitals of recognised medical and dental colleges and the person possessing the qualification of M.C.P.S. etc; can be appointed in the District and Tehsil Headquarters Hospitals. They may not be appointed as Senior Registrar in the teaching hospital except in the speciality of Radiology or Anaesthesia. However holders of MCPS in Radiology or Anaesthesia can be appointed as Assistant Professor but shall not be promoted further.
31. A senior Professor possessing all requisite qualifications and experience of a professor as laid down in these regulations can be appointed as a Principal by the institution or by the Government according to their rules and he may be the chief executive and over-all in charge of the college and attached teaching hospital . He should preferably have an administrative experience and qualification as well.

32. The University authorities can appoint a senior Professor as Dean according to their regulations and in consultation with PM&DC.
33. The Head of the Postgraduate Medical Institute has to be a Professor and can be designated as Dean.
34. The PM&DC does not approve the designation of the Administrator/Director for the Medical/Dental College or appointment of a non medical person as incharge of a teaching institution or a hospital. Any such institution, which violates this regulation shall be proceeded against for derecognition under section 22 of the Ordinance 1962.
35. The Level III qualifications in the respective subject awarded by Pakistani Universities will be preferred over the equivalent qualifications obtained outside Pakistan for the purpose of appointment in the Medical/Dental Institutions in Pakistan.
36. The number of years of the teaching experience for appointment as Assistant Professor, Associate Professor, Professor will be the same for vertical and horizontal movements in the Undergraduate Medical Institutions and Postgraduate Medical Institutions of the country.
37. 50% posts of Assistant Professor be reserved for filling from amongst the Senior Registrars of the institution who possess Level III qualifications.
38. The post of senior Lecturer/Senior registrar is teaching cadre post and shall be considered as professorial teaching staff of the Medical College and shall be under the direct control of the Principal of the College.
39. The medical graduates with the qualification of M.Sc; M.Phil and Ph.D. in the clinical subject should not be made eligible for appointment as Assistant Professor, Associate Professor & Professor in the clinical subjects. However, this decision will not have any retrospective effect and persons who have already been appointed will not be affected adversely in accordance with the principle of natural justice.
40. Retirement and retention age of faculty in public colleges / universities shall be as per government policy and maximum age limit for faculty in private medical/dental college shall be seventy years. All other faculty rules of the Council shall apply. Only if a Professor attains the status of professor emeritus by a recognized university after due process under the international standards there being enough justification that the teaching and research shall suffer in his absence then upon interview and recommendation by the SRC which will contain a mention about his health status ,the Council may allow him to continue to be in the faculty of a private sector medical college even after 70 years of age, however no more than one such person shall be allowed in one medical college.
41. Experience of Doctors on administrative duties in teaching institution or working in an institution related to medical education and possessing requisite postgraduate qualification in Community Medicine/Public Health and who are actually involved in some of the teaching/training/ /planning/implementation activity /programmes in medical education in addition to their administrative duties shall be counted as equal to half of the teaching experience of Assistant Professor (2:1) with effect from the date of original decision of the Council in this regard i.e. 9th & 10th September 1985.
42. Keeping in view the dearth of qualified persons in basic fields of dentistry-allied qualifications may be considered for appointment as faculty member. However the teachers would only get

teaching experience in the subject he/she has taught. The allied subjects for appointment of qualified teachers would be:

- a. Dental Material- Operative Dentistry Prosthodontics .
- b. Oral Biology-Operative Dentistry, Orthodontics, Oral Surgery.
- c. Oral Pathology- Oral Surgery
- d. Oral Medicine- Oral Surgery
- e. Periodontology-Operative Dentistry

43. Experience of medical doctors with higher postgraduate qualification like M.Phil. Ph.D. etc., gained, in the department of Pharmacy of any HEC recognized public university may be recognized as teaching experience at the ratio of 2:1 equivalent to Assistant Professor of Pharmacology if the applicant had been selected and appointed on regular basis.

44. The Principal/ Dean of a medical college or a dental college will be a senior professor in medical sciences for a medical college and in dental sciences for a dental college and may be the chief executive of the attached medical/dental hospital. He shall function as per criteria of the Council. A dentist shall not be appointed as Principal or V.C of a medical college or a medical university even if on faculty.

45. All medical and dental institutions will be financially and administratively autonomous and there will be no dental sections rather there will be dental colleges.

46. A department will comprise of a Professor, Associate Professor, Assistant Professor, Senior Registrar/ senior lecturer and supporting staff as laid down by the Council ; otherwise it will be a division of a department.

Section -V

REPEAL

The appointment of teachers regulations 2003 are hereby repealed.

CHAPTER - 7

EMPLOYEES EFFICIENCY AND DISCIPLINE STATUTES

1. In pursuance of Section 25(1)(k) of the University Act, the following Statutes are prescribed to govern the matters relating to efficiency and discipline of the University's employees:
2. These Statutes, to be called the STMU Employees Efficiency and Discipline Statutes, 2012, shall come into force with immediate effect, and shall apply to every person in the service of the University.
3. **Definitions.** In these Statutes unless the context otherwise requires:
 - a. **“Accused”** means an employee of the university against whom action is being taken under these statutes.
 - b. **“Authorized Officer”** means an Officer authorized to perform functions authorized by the Competent Authority.
 - c. **“I.O”** means Inquiry Officer.
 - d. **“I.C”** means Inquiry Committee.
 - e. **“Misconduct by Employee”** means conduct prejudicial to good order or university discipline or any action unbecoming on part of an employee including moral, ethical, monetary, intellectual and academic corruption and dishonesty and any other act to bring or attempt to bring political or other outside influence directly or indirectly to bear on the University or any employee or student of the University in respect of any matter relating to the appointment, promotion, transfer, retirement, punishment, or other conditions of service of an employee; and includes disclosures of official University documents and records to any unauthorized person. Dishonesty in performance of assigned duties, rumour mongering, involvement in any part of intrigues shall also be considered as misconduct.
4. All other terms and expressions shall have the same meaning as assigned to them under Chapter-I of the STMU Act.
5. The University employees are expected to perform their assigned role and duties with high sense of responsibility and commitment. They are expected to be mindful of the fact that every employee i.e the staff, officers and teaching faculty constitute university as per section 3(c) and 3(d) of University Act. Therefore it is individual responsibility of every one to ensure greater efficiency, complete discipline, harmonious working attitude, respect to each other and problem free working environment in all sections, departments, faculties, colleges, institutes and other units of the university.
6. As per provision under Section 10(2) of the University Act, the Vice Chancellor is authorized to take appropriate decisions, steps or measures as well as to authorize any officer of the university for any of these actions in order to improve, encourage and maintain efficiency and discipline among the employees of the university working at the campuses and constituent units or outside these premises but are engaged in the official duty of the university. Such actions may be positive for the encouragement of the employees or these may be punitive to discourage inefficiency and indiscipline or for the purpose of cleansing the university working environment.

7. **Awards.** In order to appreciate and encourage employees some of the rewards as mentioned below may be given to employees at the discretion of Authorities/Management:

- a. Issuing letter of appreciation to individual or to a section, department, college, institute or any other unit.
- b. Award of merit certificate to individual or a group for outstanding performance in certain academic and administrative areas.
- c. Cash award for outstanding performance to individual or a group.
- d. Advance or special increment to become part of salary to individual or a group on continued outstanding performance.
- e. A part or full salary for a period ranging from one day to one month for individual or a group.
- f. Award of leave up to three days to individual, a group, section, department, college, institute or any other unit.
- g. Any other award as deemed appropriate by the management depending on nature of performance by the employees.

8. **Grounds for Penalty.** An employee shall be penalized when in the opinion of the Authority, the said employee is:

- a. Inefficient or has ceased to be efficient.
- b. Guilty of misconduct or moral turpitude or act of sexual harassment as defined in relevant act/ordinances or HEC policies on the subject.
- c. Morally, ethically, monetarily, intellectually or academically corrupt.
- d. Engaged in subversive activities or found guilty of intrigues, rumor-mongering and activities detrimental to the interests of the STMU.
- 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, print or electronic media.
- g. Causing loss/damage to university assets or property willfully or negligently or due to non observance of instructions/policies of the university.
- g. Any other act which in the opinion of the authority warrants penalty.

9. **Minor Penalties:**

- a. Censure/warning;
- b. Withholding promotion or increment for a specific period.

c. Recovery from pay of the whole or any part of any pecuniary loss caused to the University by negligence or breach of orders/instructions/policies.

10. **Major Penalties:**

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

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

c. Withholding of benefits, or any other penalty as deemed appropriate by the Appointing Authority, on the following grounds:

(1) Professional incompetence or inefficiency.

(2) Indiscipline.

(3) Violation of Rules.

11. **Inquiry Procedure.** The following procedure shall be observed when an employee is proceeded against under these Statutes:

a. The Authorised Officer may with the approval of the Vice Chancellor, suspend the employee if he is charged with subversion, corruption or misconduct provided that any suspension shall require approval of the authority after every month.

b. The Authorised Officer shall decide whether in the light of facts of the case or in the interest of justice an inquiry should be conducted through an I.O or an I.C. If the Authorised Officer so decides, the procedure stated in subsequent Paras 13 to 19 shall apply.

c. If the Authorised Officer decides that the facts of the case do not call for conducting of an inquiry through a Committee or an Inquiry Officer, he shall:

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

(2) Give the accused a reasonable opportunity of showing cause against that action.

d. On receipt of the report of the Inquiry Officer or Inquiry Committee or, where no such officer or Committee is appointed, on receipt of the explanation of the defendant, if any, the Authorised Officer shall determine whether the charge has been proved. If it is proposed to impose a minor penalty he shall pass orders accordingly. If it is proposed to impose a major penalty, he shall forward the case to the higher authority alongwith the charge and statement of allegations served on the defendant, the explanation of the defendant, the findings of the I.O or I.C, if appointed, and his own recommendations regarding the penalty to be imposed. The authority shall pass such orders as it may deem proper.

12. **Powers to Impose Penalties.** The powers to impose penalties shall rest with the following:

a. **Minor Penalties:**

- (1) Principals/Directors of Constituent Colleges/Institutes. - For employees working in their respective college in Support / Admin Cadre.
- (2) Registrar - For employees working in departments placed under him in Support/Admin Cadre.
- (3) Vice Chancellor - Officers working in university and Constituent colleges/institutes/departments and teaching faculty.

b. **Major Penalties:**

- (1) Registrar - For employees working in university and constituent colleges/institutes/departments in Support/Admin Cadre with approval of Vice Chancellor.
- (2) Vice Chancellor - Officers working in university/constituent colleges/institutes/departments and teaching faculty.

13. **Procedure to be observed by the Inquiry Officer & Inquiry Committee.** Where an Inquiry Officer or Inquiry Committee is appointed, the authorized officer shall:

- a. Frame a charge(s) and communicate it to the accused together with a statement of allegations explaining the charge and any other relevant circumstances which are applicable and reflect on the case.
- b. 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 defence and to state at the same time whether accused desires to be heard in person.

14. The I.O or the I.C, as the case may be, shall enquire into the charge(s) and may examine such oral or documentary evidence in support of the charge(s) or in defence of the accused as may be considered necessary. The accused shall be entitled to cross-examine the witness(es) against him.

15. The I.O or the I.C, as the case may be, shall hear the case from day to day 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 Authorised Officer. Ordinarily, no adjournment shall be for more than a week.

16. Where the I.O or the I.C, as the case may be, is satisfied that the accused is hampering or attempting to hamper, the progress of the inquiry I.O/I.C shall administer a warning, and if thereafter I.O/I.C is satisfied that the accused is acting in disregard of the warning, I.O/I.C shall record a finding to that effect and proceed to complete the enquiry in such manner as I.O/I.C thinks is best suited to do substantial justice.

17. The I.O or the I.C, as the case may be, shall within ten days of the conclusion of the proceedings or such longer period as may be allowed by the authorised officer, submit findings and the grounds thereof to the authorised officer.

18. The I.O or the I.C shall submit its report to the Authorised Officer in four parts i.e. summary of the case, proceedings, findings and recommendations.
19. Written statements in all such cases are to be obtained from accused and witnesses and countersigned by I.O or President of I.C.
20. **Powers of Inquiry Officer & Inquiry Committee.** For the purpose of an inquiry under these rules, the I.O and I.C 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 documents.
 - c. Receiving evidence or affidavits.
 - d. Issuing commission for the examination of witnesses or documents.
21. An Accused not abiding by the orders of the I.O or I.C, shall himself be liable to the impositions of appropriate penalties under these Efficiency & Discipline Statutes.
22. **Inquiry Procedure not to apply in Certain Cases.** The Inquiry Procedure stipulated in Paras 13 to 19 shall not apply to cases:
- a. Where the accused is dismissed or removed from service, on the ground of conduct which has led to a sentence of fine or of imprisonment by the court.
 - 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.
 - c. Where under the clauses of employment contract an action is taken by the authority including the termination or laying off of services of an employee.
23. **Appeal or Review:**
- a. A person on whom a penalty is imposed shall have such right of appeal or review as per provisions contained in section 31 of the University Act.
 - b. Where an order is passed punishing an employee by an officer other than Vice Chancellor, the employee shall have the right to first appeal to Vice Chancellor.
24. **Appearance of Counsel.** No party to any proceedings under these statutes before the authority, the authorized Officer, the Inquiry Officer or an Inquiry Committee shall be represented by an advocate.

CHAPTER - 8

LEAVE RULES

1. **Types of Leave.** STMU employees will be entitled to following types of leave:
 - a. Earned Leave.
 - b. Casual Leave.
 - c. Study Leave.
 - d. Maternity Leave.
 - e. Special Leave.
 - f. Medical Leave.
 - g. Leave Ex-Pakistan
 - h. Extraordinary Leave
 - j. Sabbatical Leave

2. **Earned Leave.** All employees will be entitled to a maximum of 30 days Earned Leave in a calendar year @ 2.5 days per month of service. For the period of service less than a year or during probation period, Earned 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 Earned Leave. Earned Leave, if not availed during the year shall be accumulated and carried forward to next year. Maximum accumulation of leave shall be up to 60 days.

3. **Casual Leave.** An employee is entitled to maximum of 10 days casual leave in a year. Casual Leave 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. **Study Leave.** 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 degree and 48 months for a Ph.D or for any shorter duration as per requirement of study. Procedure for study leave is as follows:
 - a. Requests for study leave will be forwarded for approval along-with offer of admission and programme of study in which the individual will be admitted by the university/institute. Applications for study leave are to reach University through respective Principal/Director/Chairperson at-least two months before the date of departure of the individual for the study.
 - b. On receipt of request, status of admission will be confirmed from the concerned university/institute. If admission is confirmed, the request for study leave will be processed for approval of the Vice Chancellor.
 - c. Study leave shall normally be allowed to those faculty members, who have minimum five years service to his/her credit at STMU. In case a faculty member is granted scholarship from HEC/any other agency, the Vice Chancellor may relax condition of five years service.
 - d. An employee who is granted study leave shall render report to Registrar STMU on joining the university/programme of study.

- e. On return, after completion of the programme of study, the faculty member shall submit original along with attested copy of certificate/degree earned to the Registrar Office for record and reference. Original certificate/degree will be returned after verification.
- f. Employee on study leave shall not be entitled for seniority/increment for the duration of study leave.
- g. 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.
- h. Study leave shall be available once during service.

5. **Maternity Leave.** Maternity leave will be granted to a confirmed female employee as under:

- a. 30 days leave with full pay.
- b. 30 days leave with half average pay.
- c. 30 days leave without pay (if availed).
- d. A maximum of two paid maternity leaves are admissible.
- e. Maternity leave may be granted in continuation of or in combination with, any other kind of leave as may be due and admissible to a female employee.

6. **Special Leave.** 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. Such leave shall commence from the date of death of the employee's spouse on the basis of a death certificate attached to the application for special leave or, if that is not possible at that time, then the said certificate may be furnished to the leave sanctioning authority separately.

7. **Medical Leave.** 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 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 extra ordinary leave without pay.

8. **Leave Ex-Pakistan.**

- a. Leave ex-Pakistan may be granted on full pay to an employee for the period he is entitled for the earned leave. Any period spent in excess of the entitled leave will be without pay.
- b. The employee shall draw his leave salary in rupees in Pakistan irrespective of the country where he spends his leave.

9. **Extraordinary Leave.** 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 for a minimum period of two years.

10. **Sabbatical Leave.** On completion of minimum six years of uninterrupted continuous service, a university teacher may be granted sabbatical leave for twelve months without pay for purpose of study/research. 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 studies/research. Sabbatical leave will not be combined with any other leave.

11. **General Rules.** Leave rules are further elaborated as given below in terms of procedures and applicability:

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

b. 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 admissibility of the leave. The leave / leave salary shall be sanctioned / paid by the borrowing organization/agency/department during the period of deputation or temporary attachment.

c. 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.

d. 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.

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

f. One type of leave may be combined with any other type of leave to the extent of entitlement of each type of leave.

g. 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.

h. It shall be the duty of the applicant to make sure that the leave applied for has actually been sanctioned. While proceeding on leave, the employee shall hand over the charge to the individual nominated by the Leave Sanctioning Authority.

j. The employee 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 employee shall report for duty to the Sanctioning Authority.

k. Application for leave shall be submitted to the immediate superior, who shall forward the case to Sanctioning Authority through HR office alongwith the remarks and the arrangements proposed during the absence of the applicant, if the period of leave applied for is a week or more.

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 or regularized by the competent authority.

m. Leave on Full Pay to any employee, whose services are terminated by the University for reasons of retrenchment or otherwise, may be granted.

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. All leave at the credit shall lapse when such employee quits service.

p. Leave Pay during leave on full pay shall exclude any such allowance that is specifically related to performance of duty.

12. **Record of Leave.** Leave record of all employees is to be maintained by HR office and monthly pay bills are to be prepared keeping in view the leave availed by the employees during the billing month. It shall be the responsibility of an employee to ensure that leave applications are processed through HR office.

13. **Officers Authorized to Grant Leave.** Study Leave, Leave ex-Pakistan and Extra Ordinary Leave will be sanctioned by the Vice Chancellor. Casual Leave is to be sanctioned by the next Superior Authority not less than Director or Principal. Leave Sanctioning Authority for various cadres is to be as follows:

Leave Approving Authority	Cadres of Officers, Academic Staff and Employees
Chancellor	Vice Chancellor
Vice Chancellor	Deans, University Officers of Pay Group 11 and above, Principals/Directors of Constituent Units, Chairpersons of University Departments, Associate Professors and above.
Registrar	a. All types of leave for employees of Pay Groups 1-9 working in University Headquarters except those falling within power of VC. b. Leave other than Earned Leave, Casual Leave and those falling within power of VC for employees of Pay Group 1-9 working at Constituent Colleges/Institutes.
Principal of College/Director/Chairperson	Earned Leave and Casual Leave to teaching staff up to Asstt. Prof. and Admin Staff up to Pay Group-9.

14. **Death during Service.** In case a regular employee dies, or is declared permanently incapacitated for further service by a designated hospital or doctor while in service a lump-sum payment equal to full pay upto maximum of ninety days out of the leave at his credit shall be made to his family.

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LEAVE RULES

5. **Maternity Leave.** Maternity leave will be granted to a confirmed female employee as under:
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 - b. 30 days leave with half average pay.
 - c. 30 days leave without pay (if availed).
 - d. A maximum of two paid maternity leaves are admissible.
 - e. Maternity leave may be granted in continuation of or in combination with, any other kind of leave as may be due and admissible to a female employee.