

HR Manual

(Rules, Policies & Procedures)



National University
of Computer & Emerging Sciences

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Human Resource (HR) Manual

Contents

1) SERVICE STATUTES.....	7
PURPOSE	7
1.1. DEFINITIONS	7
1.2. GENERAL GUIDELINES	9
1.3. RESPONSIBILITIES OF RECTOR.....	9
1.4. RESPONSIBILITIES OF DEAN	10
1.5. RESPONSIBILITIES OF DIRECTOR	11
1.6. RESPONSIBILITIES OF HEADS/INCHARGE OF DEPARTMENTS.....	12
1.7. SOPs OF SELECTION BOARD MEETINGS	13
1.8. APPOINTING AUTHORITY FOR EMPLOYEES OF DIFFERENT SCALES.	15
1.9. APPOINTMENT OF LAB ENGINEERS/INSTRUCTORS	16
1.10. APPOINTMENT OF RESEARCH PROJECT EMPLOYEES	16
1.11. ISSUANCE OF POLICY DIRECTIVES	16
2) APPOINTMENT RULES AND REGULATIONS.....	19
2.1. ADJUNCT FACULTY	19
2.2. CONTRACT APPOINTMENT (SUPERANNUATED)	20
3) UNIVERSITY EMPLOYMENT.....	25
3.1. APPOINTMENTS	25
3.2. SELECTION OF EMPLOYEES.....	25
3.3. PROBATION	25
3.4. CONFIRMATION	26
3.5. TERMINATION OF SERVICE	26
3.6. RESIGNATION	27
3.7. APPOINTMENT TERMS AND CONDITIONS.....	28
3.8. EMPLOYEE JOINING	29
3.9. EMPLOYEES OLD-AGE BENEFIT SCHEME.....	30
3.10. MEDICAL FACILITIES	30
3.11. EXCLUSIVE SERVICE.....	30
3.12. DEATH/INCAPACITATION DURING SERVICE	31
3.13. WORKING HOURS	31

3.14. ATTENDANCE & LATE COMING	31
3.15. TRANSFER	31
3.16. COMPLAINTS	32
3.17. ANNUAL PERFORMANCE EVALUATION OF NU EMPLOYEES	32
3.18. VISITING FACULTY	38
3.19. DIVERSITY AND INCLUSION.....	39
3.20. PERSPECTIVE ON FAIRNESS AND EQUITY	39
3.21. REMOVAL OF DIFFICULTIES	39
3.22. RESIDUARY CLAUSE	40
4) STAFF PROMOTION & SALARY INCREASE POLICY	43
4.1. STAFF PROMOTION.....	43
4.2. PROMOTION CRITERIA	43
4.3. EFFECTIVE DATE OF SALARY INCREASE ON ACCOUNT OF IMPROVEMENT IN QUALIFICATION.....	44
5) ALLOWANCES AND FACILITIES.....	47
5.1. OVERTIME.....	47
5.2. TRAVEL RULES	48
5.3. CONVEYANCE CHARGES	49
5.4. INTEREST-FREE LOAN FOR PURCHASE OF LAPTOP TO NUACES EMPLOYEES	49
6) LEAVE RULES	53
6.1. GENERAL	53
6.2. CASUAL LEAVE	55
6.3. EARNED LEAVE	55
6.4. STUDY LEAVE.....	56
6.5. MATERNITY LEAVE	56
7) POLICIES	61
7.1. Policy on Conflict of Interest (COI)	61
7.2. Policy on Fairness and Equity	67
7.3. Policy on Grievance Redressal Mechanism	72

HR Manual 2021

CHAPTER 1

Service Statutes



1) Service Statutes

Purpose

This Manual is the official document of the National University of Computer and Emerging Sciences. The main purpose of this document is to provide comprehensive information about Human Resource Policies and Procedures of the University to maintain stability and ensure equitable application. From time to time, HR department will oversee these policies for consistency and objectivity. These shall come into force with immediate effect.

1.1. Definitions

The following words and expressions shall have the meanings hereby respectively assigned to them:

- (i) “**Appointing Authority**” means Officer, Committee or a Body authorized to appoint a person to that post;
- (ii) “**Competent Authority**” in relation to exercise of any powers means the authorities specified in National University of Computer and Emerging Sciences, Ordinance 2000 and the statutes made there under, and other bodies and officers of University to whom powers may have been delegated;
- (iii) “**Board**” means the Board of Governors of the University;
- (iv) “**Chancellor**” means the Chancellor of the University;
- (v) “**Rector**” means the Rector of the University;
- (vi) “**Registrar**” means the Registrar of the University;
- (vii) “**Dean**” means the Dean of a Faculty of the University;
- (viii) “**Director**” means the Director of the University campus;
- (ix) “**Head of Department**” means the Head of department of each department of the University;
- (x) “**Faculty**” means the faculty of the university;

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- (xi) "**Non-Faculty**" means Non-teaching staff of the University;
 - (xii) "**Reporting Officer**" means Supervisor/Reporting Officer of concerned Faculty and Non-faculty member of the University;
 - (xiii) "**Campus**" means the campus of the University;
 - (xiv) "**Teaching department**" means a teaching department established and maintained by the University;
 - (xv) "**University**" means the National University of Computer and Emerging Sciences;
 - (xvi) "**NUCES-HQ**" means the University Headquarters located at Islamabad;
 - (xvii) "**Employee**" means an employee of University appointed by the Competent/Appointment Authority;
 - (xviii) "**Confirmed Employee**" means any person who has satisfactorily completed the probationary period as specified in the terms of appointment;
 - (xix) "**Temporary Employee**" means an employee who has been engaged on temporary basis other than a contract or regular employee;
 - (xx) "**Contract/Adjunct employee**" means any person employed for a pre-defined period under mutually agreed terms and conditions;
 - (xxi) "**Salary**" means an amount drawn by an employee on monthly basis and includes any amount declared by the relevant applicable laws and regulations enforced in Pakistan;
 - (xxii) "**Family**" includes spouse(s) and dependent children;
 - (xxiii) "**Honorarium**" means a non-recurring/occasional payment made to an employee from the University fund for excellence in performance or special work of an occasional character with the sanction of the Competent Authority;
 - (xxiv) "**Selection Board**" means Selection Board constituted under section 8 of the Schedule of NU Ordinance NO. XXIII of 2000 for recommending appointments in the University;

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- (xxv) “**Selection Committee**” means the Selection Committee of a campus constituted by the Rector; and
 - (xxvi) All other terms and expressions unless contrary to the context shall have the same meaning as assigned to them under section 2 of the National University of Computer and Emerging Sciences, Ordinance XXIII of 2000.

1.2. General Guidelines

- (i) HR Manual does not allow University employee to indulge in any kind of politics in the University nor bequeath any employee with a property or any other personal interest in his employment or any aspect thereof; and
- (ii) HR department at University Headquarters shall be responsible for HR policy upgradation and revisions in liaison with all stakeholders.

1.3. Responsibilities of Rector

The Chancellor on the recommendation of the Board of Trustees appoint an eminent scholar and educationist of distinction as Rector. Duties and Functions of Rector of a University are as under:

- (i) The Rector shall be the central and integral part of good governance of the University, maintains in depth understanding of how the University functions and its strategic priorities, exercises direct leadership in terms of formation and implementation of respective policies exercised throughout the University, oversees academics development strategy, employment and remuneration, standard operating procedures, management and control. Moreover, the Rector closely monitors national and international Higher Education Trends for evolution and prosperity of the University. With the visionary leadership, the Rector also maintains effective correspondence with the Board of Trustees and the Board of Governors for execution of the respective decisions;

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- (ii) Maintains in depth understanding of how the University functions and its strategic priorities, exercises direct leadership in terms of formation and implementation of respective policies exercised throughout the University, oversees academics development strategy, employment and remuneration, standard operating procedures, management and control;
 - (iii) Directs the activities connected with the execution of programmes for instruction, training, research, demonstration, service to community, etc.
 - (iv) Authorizes expenditure provided for in the approved budget;
 - (v) Re-appropriates funds within the approved budget and report it to the Board in the next meeting;
 - (vi) Appoints, with the approval of the Board, teachers, officers and members of the staff of the University and such other persons as may be necessary in accordance with policies and procedures approved by the Board so as to ensure the highest intellectual and moral qualities in the persons appointed. HR Budgeting document shall be approved by Board;
 - (vii) Submits to the Board, in accordance with the rules of procedure made by it, reports on the activities of the University and the execution of the plans of work;
 - (viii) Creates and fills temporary posts for a period not exceeding six months; and
 - (ix) Undertakes any work assigned by the Board of Trustees.

1.4. Responsibilities of Dean

The Dean shall be appointed by the Board from amongst the Three senior most Professors of the Faculty on the recommendation of the Rector. Duties and Functions of Dean of a Faculty are as under:

- (i) Recommending new courses to be added for teaching in the degree programs offered by the faculty/University;



- (ii) Approving the course contents, study plans, text books, credit hours, evaluation criteria and pre-requisite courses;
- (iii) Recommending new degree programs for the faculty/University;
- (iv) Recommending changes in the existing degree programs;
- (v) Coordinate the quality of instruction and examination with a view to bring uniformity and similar standards at all campuses; and
- (vi) Any other responsibility assigned by the Rector.

1.5. Responsibilities of Director

The Director of the campus shall be appointed from amongst the teaching faculty or person suitably qualified. Duties and Functions of Director of a campus are as under:

- (i) Follows the Statutes, Regulations and Rules of the University, in matters relating to the campus;
- (ii) Look after the University property on the Campus;
- (iii) Prepare Campus annual budget, estimates and revises Campus requirements if necessary and present them to the University authorities;
- (iv) Prepare proposals for improvement of campus facilities (such as laboratories and libraries), in consultation with Heads of the teaching departments;
- (v) Exercise administrative and financial powers, delegated by the University authorities;
- (vi) Ensure that University funds are spent for the purpose, for which they are provided;
- (vii) Plan, Coordinate and Supervise all Academic, Financial, and Administrative activities including teaching, examinations, publications and research;



- (viii) Submit proposals to University authorities for improvements of academic facilities, and operating procedures for smooth operation of the campus;
- (ix) Assign responsibilities to staff of the campus;
- (x) Present graduating students for conferment of degrees at the convocation of the University; and
- (xi) Performs other relevant decision-making and operations in collaboration with the Rector.

1.6. Responsibilities of Heads/Incharge of Departments

The Head/Incharge of the department shall be appointed by the Rector on the recommendation of Campus Director. Duties and Functions of Head/Incharge of a Department are as under:

- (i) HOD shall prepare a comprehensive annual report regarding performance of the department, faculty research, and perform such other functions as determined by the Director. This report shall be submitted to the Director, Dean and Registrar;
- (ii) To decide the courses to be offered by the department in the next semester, and to assign faculty to all such courses;
- (iii) To assign proper teaching load to faculty members (including the teaching load undertaken for other departments);
- (iv) To assignment duties and to supervise faculty and staff of the department;
- (v) To propose budget and staff requirements of the department;
- (vi) To coordinate between faculty members of the campus, and also with those offering the same courses at other campuses;
- (vii) To plan and work out technical specifications of equipment required to set up and upgrade laboratories;
- (viii) To help selection and ordering of equipment after scrutiny of quotations, within the approved budget;
- (ix) To recruit visiting faculty (if justifiable) for the offered courses
- (x) To assist in the selection of faculty and staff for appointment in the department;
- (xi) To liaise with relevant industry professionals and employers;

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- (xii) To market programs to prospective students and teaching institutions;
 - (xiii) To ensure discipline among students, staff and faculty; and
 - (xiv) To perform any such additional function, which are necessary for the improvement and growth of the University and department.

Administrative modalities for execution of responsibilities

- (i) HOD shall plan, organize and supervise the work of the department, and shall be responsible to the Director;
- (ii) HOD, under the general supervision of the Director and the Dean shall exercise administrative, financial and academic powers and such other duties or powers, as may be delegated to him;
- (iii) All financial and accounting matters shall remain with the Director;
- (iv) All common/shared resources of the campus shall be under the control of the Director. These include, among others, accounting staff, support staff, admin staff, etc.; and
- (v) Academic staff under the supervision of Director shall manage classroom allocation and control of shared teaching aids.

1.7. SOPs of Selection Board meetings

- (i) Agenda along with working paper shall be circulated through NUCES-HQ to Members of Selection Boards atleast Seven (7) days before date of meetings;
- (ii) Appointments in scale VIII and above shall be considered by Selection Board. Such appointments already made by the Rector shall be included in the agenda for regularization. The candidates shall appear before the Selection Board for approval of their appointment;
- (iii) The Campus Selection Committee (CSC) comprising HODs/Reporting Officers and headed Campus Director shall prepare a list of all applicants, who have submitted their applications in response to Campus Advertisement and identify the candidates shortlisted for preliminary interview and also those



to be presented before Selection Boards, where it is necessary as explained in Para ii above. Members of committees, responsible for recruitment and assigning scores to the qualification and experience of the applicants, shall be shared with the Selection Board. Information about total applicants, those short-listed and the ones presented before Selection Board shall be stated in the agenda;

- (iv) CSC shall shortlist the candidates, make arrangement of tests/demos, where needed, prepare candidates' merit list along with brief particulars in accordance with the standard format and shall submit recommendations to the Selection Boards for final decision;
- (v) CSC should submit list of all rejected candidates citing particular reasons clearly for rejection which should not be in vague terms, such as, rejected, not recommended etc.;
- (vi) The number of candidates to be presented before the Selection Board should not be more than Three (against each vacant position);
- (vii) The campus shall call subject experts, which can be from other campus of NUCES or from other institute at the host city for each discipline in the Selection Board meetings;
- (viii) Candidates with PhD in relevant areas who have applied for a position shall be interviewed at campus level and only shortlisted be presented before the Selection Board;
- (ix) HR departments at campuses shall make sure to guide HODs/Reporting Officers to prepare agenda as per new guidelines and submit agenda along with working paper complete in all aspects;
- (x) HR Department shall make sure to submit following essential documents in respect of each candidate to NUCES-HQ seven days before the meeting:



- a) Attested copies of Degrees + Transcripts (highest acquired degree should be attested by Higher Education Commission)
 - b) Experience Certificates
 - c) Two recently taken photographs (size 4 cm x 6 cm).
 - d) Two copies of valid CNIC
- (xi) Cases of faculty members who are eligible for next scale shall be included in agenda; and
- (xii) Before finalizing candidates' credentials, HODs/Reporting Officers are to make sure to consider following parameters.

- a) PhD duration up to four years' will be counted as research experience irrespective of number of years he/she spent for completion of PhD degree

Following shall not be counted towards experience

- b) Prior MS study period
- c) MS study period
- d) Part Time, Honorary, Apprentice and Internship
- e) Research Publications shall be vetted by Chief Librarian

1.8. Appointing authority for employees of different scales.

Appointing authority mode for University employees shall be as under:

Scale	Recommending Authority	Appointing Authority
VIII and above	Selection Board	BOG
I to VII	Campus Committee headed by the Director and HODs/ Reporting Officers	Rector



Scale	Recommending Authority	Appointing Authority
Research Project Employees	Committee headed by Principal Investigator shall submit recommendation through ORIC	Rector

1.9. Appointment of Lab Engineers/Instructors

- (i) They shall be appointed on Contract for a maximum of three years;
- (ii) No extension shall be allowed; and
- (iii) They are entitled to get all benefits as admissible to regular employees except for Provident Fund Contribution.

1.10. Appointment of Research Project Employees

- (iv) They shall be appointed on Contract for the duration of the project;
- (v) They are not entitled to get benefits outside the scope of the project; and
- (vi) The SOPs of their employment are provided in Research Projects Handbook.

1.11. Issuance of Policy Directives

- (i) Hard copy of all policy directives issued by Head Office from time to time shall be maintained by each campus; and
- (ii) Responsibility of policy related directives will be taken by the Head Office.

CHAPTER 2

Appointment Rules and Regulations



2) Appointment Rules and Regulations

The University follows HEC criteria for appointment in various cadres.

2.1. Adjunct Faculty

Rules

- (i) Employment of regular faculty is based on their full-time availability to support interactions with the students and the activities of the campus. On the other hand, the visiting faculty is employed to cover the shortage of regular faculty or to fill a void due to non-availability of resources in particular areas. The visiting faculty normally is available on the campus at the time of delivering their lecture only. The students interact with them either before or immediately after the lecture. Their availability to students to discuss their problems is thus limited; and
- (ii) The Adjunct faculty, however, is available on the campus for interaction with the students for a certain minimum number of hours. For example, compared with the normal forty working hours per week time for regular faculty, the adjunct faculty might give twenty working hours per week to the campus. Naturally, their contract job will carry a correspondingly lower monthly salary. There are a few instances, when some good faculty resources are available for a limited time and are therefore willing to work for a lower salary.

The position of adjunct faculty is normally catered on the premise that the applicant is well qualified and experienced. However, the applicant is not available on full time basis to be hired as permanent faculty member. The following principles shall govern the adjunct faculty position.

- (i) The University employs adjunct Faculty to serve on a part time basis;

- (ii) They are part time employee of the University and hence can work elsewhere;
- (iii) Teaching is the basic responsibility, however, they may take care of certain research responsibilities including providing guidance to students;
- (iv) They are supposed to spend at least twenty hours per week in the University;
- (v) They must maintain and notify office hours for the benefit of the students;
- (vi) They shall not be entitled to Group Life Insurance, Medical re-imbursement, Employees Provident Fund and such other entitlements as admissible to full time employees of the University; and
- (vii) They shall not be entitled for annual increase.

2.2. Contract Appointment (Superannuated)

Employment of an employee who has retired from service honorably and is mentally and physically fit, may be re-employed on contract in the interest of the University for a specific period, on the following terms and conditions:

- (i) The University has a policy to retire staff (both faculty and non-faculty) upon reaching the age of sixty years. The age is determined by using the date of birth stated on National identity Card, Passport or any other alternate identity document. Upon superannuation, the employee ceases to remain a regular employee, and his/her service is discontinued. He/She ceases to be member of the Employees' Provident Fund, and becomes eligible to receive the amount in his/her Provident Fund Account (both employee and employers' contribution along with profit earned);
- (ii) The appointing authority may require an employee to retire earlier, if declared medically unfit or unsuitable for University service;

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- (iii) If University considers it essential, then a retired employee can be engaged for more or less than one year, but does not go beyond the end of next calendar year. Internally, there shall be a Deputy from existing staff, which the management thinks can replace the retiring employee. The candidate shall be presented in next Selection Board meeting. In case no candidate can be nominated, the post shall be advertised;
 - (iv) Employees, who are going to attain superannuation, and also those whose contract period is about to expire, shall be informed six months in advance before the date of retirement/expiry of contract;
 - (v) Campuses shall forward their recommendations to the Rector two months in advance so that the concerned employees may be informed of the decision regarding retention or non-retention of their services;
 - (vi) Employment on contract and its renewal will be based on the recommendation of his/her reporting officer. Rector shall give approval of contract employment;
 - (vii) The Rector has the following two options:
 - a. Consider the notice as final and the employee shall be struck off the strength of the University as soon as the employee completes the age of superannuation.
 - b. Extends service for one year at one time.
 - (viii) Those who are re-hired on contract shall be governed by the terms of contract.

CHAPTER 3

University Employment



3) University Employment

3.1. Appointments

The appointments may be made on Regular, Contract or on Adjunct basis.

3.2. Selection of employees

- (i) The Selection Committee of a campus of the University, after considering applications as per prescribed conditions of employment shall recommend to the Rector the names of suitable candidates for appointment. The recommended post and salary shall also be stated for each candidate;
- (ii) The Selection Board of the University, after considering applications as per prescribed conditions of employment shall recommend to the Board of Governors the names of suitable candidates for appointment (Scale VIII and above) and also recommend the salary for each candidate;
- (iii) All appointments shall be made on merit; and
- (iv) Faculty shall be offered position as per HEC latest laid down criteria.

3.3. Probation

- (i) All appointments shall be made on probation for a period specified in the appointment letter, unless otherwise provided under exigency of circumstances;
- (ii) The Reporting Officer of an employee on probation shall submit to the Rector a Performance and Evaluation Report on the work of probationer for confirmation of his/her service. This report shall be prepared before the end of probation period and sends to NUCES-HQ (HR) atleast ten days before end of probation date;
- (iii) The Rector, after considering the Performance and Evaluation Report (evaluation points and reporting officer's remarks.), may



- either confirm the employee in service, extend the period of probation for a specified period for reasons to be recorded, or terminate the service of the employee for reasons to be recorded;
- (iv) Period of temporary service, if followed by regular appointment, shall be counted towards the period of probation for regular appointment; and
 - (v) An employee shall not be entitled to any leave except casual leave during the probation period, which shall be calculated on prorate basis.

3.4. Confirmation

- (i) Ex-Employees, if they were confirmed in Service, will join in same department as confirmed employees on their re-joining;
- (ii) An employee shall be confirmed in service after successful completion of probation period provided his/her performance was satisfactory; and
- (iii) There shall be no confirmation against a temporary post or in case an employee is proceeded against under the disciplinary action till the Inquiry is completed and the employee is exonerated.

3.5. Termination of service

The service of an employee may be terminated by the Rector under the conditions as prescribed below:

- (i) On seven days' notice or payment of seven days' salary in lieu thereof, during the probation period;
- (ii) On one month's notice or payment of one month's salary in lieu thereof, after confirmation of the employee;
- (iii) In case of disciplinary action, the University has the right to terminate services with immediate effect and without salary compensation in lieu of notice period;

- (iv) An employee shall not be rehired if his/her services were terminated due to disciplinary action; and
- (v) The reporting officers may issue warning letters to employees based on their unsatisfactory performance or disciplinary issues with the approval of competent authority. Accumulation of more than one warning letter may lead to termination from service of the employee.

3.6. Resignation

- (i) The resignation shall be submitted to the Competent Authority;
- (ii) University has the right to accept a resignation earlier than the notice period depending upon the availability of work;
- (iii) Acceptance of resignation, tendered by a faculty member, shall be subject to satisfactorily completing the assigned academic responsibilities to the satisfaction of the Head of Department and the Director of the campus. He/She shall handover all course files or any other record (University) in hard as well as soft to Head of Department. A faculty member is bound to complete the semester. Normally resignation during the currency of a semester shall not be accepted. In case of violation of this norm, penalty/warning letter, whatever deem appropriate shall be determined by the campus management;
- (iv) Faculty shall not resign/leave during the semester and shall complete courses assigned to him/her. However, Faculty may resign/apply for leave keeping a clear margin of one-month notice period for confirmed employees and seven days for probationers before the start of the semester;
- (v) A temporary or a contract employee may resign from his/her post by giving one-month notice in writing or for a period specified in the appointment letter or on payment to the University as specified in the appointment letter;

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- (vi) A confirmed employee may resign from his/her post by giving one month's prior notice in writing or on payment, to the University, of a sum equal to one month's salary;
 - (vii) Un-availed leave shall not be adjusted against notice period and in case, an employee fails to give notice period, then the salary shall be deducted as per rules;
 - (viii) Un-availed leave shall not be encashed; and
 - (ix) The condition of recovery of pay in lieu of notice period may be waived off by the appointing authority in special cases.

3.7. Appointment terms and conditions

- (i) Faculty teaching load shall be three courses/sections in each regular semester (Spring and Fall) and one course in summer every three years;
- (ii) Each faculty member shall be expected to contribute in the following:
 - a) Publish, on an average, a minimum of one article per year in a JCR impact factor journal;
 - b) Actively submit research-funding proposals and secure funding from external funding sources;
 - c) Thesis/Projects supervision;
 - d) Student's guidance and counselling;
 - e) Administration activities; and
 - f) Active involvement in co and extra-curricular activities of the campus.
- (iii) During the course of service, teaching or working elsewhere is not permitted;
- (iv) A faculty member cannot resign or proceed on leave during the semester and will complete all the tasks related to the assigned courses;

- (v) A staff member must not divulge to any person whomsoever, any secrets or any information concerning the Office activities or finances of the University, or any of its dealings, transactions or affairs that come to his/her knowledge during the course of employment with the University. Breach of confidence will lead to disciplinary action, which may lead to termination of service; and
- (vi) The employment will be governed at all times by the current rules of the University, and as amended from time to time.

3.8. Employee joining

- (i) Once an employee joins the University, joining report shall be sent to NUCES-HQ (HR) by the campus within one working day. Scanned copy of joining report will also be acceptable to generate employee number of the newly hired employee on his/her date of joining;
- (ii) The campus shall collect all testimonials/experience certificates of the incumbent. Copy of attested Degree/Degree Completion Certificate and Transcript (Final) on University stationary is essential for submission of appointment cases to NUCES-HQ (HR). In case, Degree/Degree Completion Certificate or Transcript (Final) will be issued later by the University/Institute, then the incumbent has to submit Degree Completion Certificate, issued by Controller of Examinations of the University;
- (iii) Faculty members holding Foreign PhD degrees have to submit HEC equivalence letter to University. Campus HR shall ensure that the new incumbent will be given six months' time to submit equivalence letter;
- (iv) All faculty members holding PhD degrees shall be required to acquire the status of 'HEC Approved PhD Supervisor' within six months of their joining
- (v) HEC degree/Professional institutes certification's verification and attestation of new incumbents shall be done by the Campus HR. They ensure that the new incumbents will be given six months' time to have their degrees attested and verified by HEC;



- (vi) The campus HR shall check original documents of new employees;
- (vii) The employee shall be asked to submit ‘Form B’ or Family Registration Certificate to Campus; and
- (viii) The employee shall be asked to fill EOBI form and also nominate a relative as next of Kin.

3.9. Employees Old-Age Benefit Scheme

Coverage of Employees Old-Age Benefits Institution (EOBI) shall be provided wherever applicable as per Government rules.

3.10. Medical facilities

- (i) All regular employees of the University shall be provided in-door medical facilities through Group Hospitalization Insurance Scheme and Group Life Insurance; and
- (ii) Out-door medical facilities shall be available to all regular employees of the University on reimbursable basis up to the ceilings prescribed by the University from time to time.

3.11. Exclusive service

- (i) No employee may engage (paid or unpaid) in any other profession or enter the service of, or be employed in any capacity (full time or part time) for any part of his time by any person or any organization other than the University;
- (ii) Consultancy work shall not be undertaken without the prior approval of the Rector. Consultancy work shall be governed by the University rules on the subject;
- (iii) Faculty member may be allowed to setup start-up companies with the explicit permission from the Rector, however, they cannot be involved full-time in the start-up; and
- (iv) Faculty member shall be allowed to undertake externally funded research projects, provided explicit permission has been obtained from the Rector.



3.12. Death/incapacitation during service

In case a confirmed employee dies during service of University, or is declared permanently incapacitated for further service by a designated hospital or doctor, a lump-sum payment shall be made to the nominee of the deceased. This amount shall be equal to three months of full pay.

3.13. Working hours

The normal working week shall be of forty hours per week, excluding the break for meals. The working hours may be revised by the University as and when required.

3.14. Attendance & late coming

- (i) All employees are required to mark their attendance in the manner prescribed by the Competent Authority. This may require noting the time of arrival and time of departure (except for official commitment);
- (ii) All employees are required to be at the place of duty throughout the notified time;
- (iii) All employees may be asked to wear their ‘employee identity cards’ while on duty;
- (iv) Habitual late attendance will render the employee liable to disciplinary action, which may amount to termination of service after serving necessary show cause notices;

3.15. Transfer

- (i) University employees can be transferred from one campus to another or to a designated place, or from one post to another; and
- (ii) The consent of desired campus Director regarding transfer shall be obtained in writing.



3.16. Complaints

All complaints arising out of employment including those relating to unfair treatment, sexual harassment or wrongful action shall be submitted through proper channel to the Rector or any other person authorized to act on his behalf.

3.17. Annual Performance Evaluation of NU Employees

- (i) The annual increase will accrue automatically on the first day of January, following completion of at least six months of service, provided performance has been satisfactory and there is no adverse report against the employee;
- (ii) Faculty members who teach full course load in Fall semester shall be entitled to normal annual increase;
- (iii) Faculty members, who have taught in Spring semester but were on leave during Fall Semester and re-joined in the next semester, will also be entitled to normal annual increase;
- (iv) Faculty members who are on reduced workload with the approval of Competent Authority, shall be entitled to normal increase;

The following guidelines shall help faculty members, HODs and Directors in filling the online APR form (points shown are for PhD faculty of CS/EE/FSM/CE as an example, others can view their point distribution in Table-I on page 1). Points for achievements have been suggested where possible.

TEACHING [55]

a. Student Feedback [25]

Feedback given by students about the instructor and the course at the end of classes will be uploaded from Flex.

b. Course Level [Bonus 5]

Applicable if the faculty member is teaching at the MS or PhD level.



c. New Course/Lab [Bonus 5]

Applicable if the faculty member is teaching a course for the first time.

d. Quality/Quantity of Academic Assessments [10]

- (i) Quality of final and midterm exams;
- (ii) Number of quizzes and assignments given;
- (iii) Class participation if applicable;
- (iv) Course project if applicable; and
- (v) Any other relevant assessment.

e. Teaching Methodology [Bonus 5]

Innovative teaching methodology was employed.

f. Course File [5]

- Complete course file was submitted on time at the end of semester.

g. Faculty Course Review [5]

This is the Faculty Course Review on Flex that each faculty member has to fill at the end of a semester. The course instructor addresses issues raised by students in their course feedback. In addition, s/he comments on the suitability of the course curriculum and assessment methodology, and suggests enhancements for future.

h. Timely update of Flex & Slate [5]

- (i) Uploaded course outline on Slate in the first week of the semester;
- (ii) Weekly entry of attendance on Flex;
- (iii) Regular update of quizzes, assignments, etc. on Flex;
- (iv) Timely entry of Mid term results on Flex;
- (v) Timely entry of final result on Flex after formal show up; and



(vi) Suggested final grades forwarded to the HoD on time.

i. Punctuality/regularity [5]

- (i) Starts and ends lecture according to given schedule;
- (ii) Is available on campus as per department's expectations;
- (iii) Regular in delivering lectures (held, not held, rescheduled, etc.);
- (iv) Available for faculty meetings;
- (v) Participation in FYP evaluation process; and
- (vi) Fair share of invigilation responsibilities.

1. RESEARCH/SUPERVISION [50]

Note: Obtained points cannot exceed maximum points.

a. Publications [15]

- (i) Only those publications that are counted towards faculty promotion or contribute to university ranking shall be rewarded
- (ii) Article in Impact Factor journal as first author [10];
- (iii) Article in Impact Factor journal as a co-author [7];
- (iv) Article in HEC recognized journal which contributes towards university ranking, as first author [5];
- (v) Article in HEC recognized journal, which contributes towards university ranking, as a co-author [3];
- (vi) Paper in a recognized international conference [5];
- (vii) Paper in a recognized national conference [2];
- (viii) Book chapter with recognized international publisher [10];
- (ix) Book chapter with recognized national publisher [4];
- (x) Book with recognized international publisher [15];
- (xi) Book with recognized national publisher [7];



b. FYP/Master's Thesis/PhD Thesis Supervision [25]

- (i) 8 points are suggested for supervising one PhD scholar (who is making satisfactory progress towards completion of his degree);
- (ii) 6 points are suggested for supervising one MS student (who is making satisfactory progress towards completion of his degree); and
- (iii) 5 points are suggested for supervising one FYP (Since, FYPs normally start in Fall (August) and end in Spring (June of following year), only completed FYPs should be considered. For example, for the year 2018, FYPs that will be counted are those that were completed in Spring 2018 or Fall 2018.

c. Funded Projects [10]

<u>Amount received in current year</u>	<u>Suggested Points</u>
Above 10 million	10
5 million to 10 million	8
2.5 million to 5 million	6
1 million to 2.5 million	4

2. TRAININGS [5]

Training imparted/received, workshops conducted/attended.

3. INSTITUTIONAL DEVELOPMENT [20]

Note: Obtained points cannot exceed maximum points.

External Activities

- (i) Was invited as a speaker at a conference or a seminar [8];
- (ii) Was invited as a speaker at a corporate or academic forum [4];
- (iii) Attended a local academic or industry conference (without being invited as a speaker) [2];
- (iv) Member of the Board of Studies or Academic Council of another university [8];

- 
- (v) Member of accreditation bodies such as PEC, NBEAC and NCEAC [8];
 - (vi) Reviewer for a local conference [4];
 - (vii) Reviewer for an international conference [8];
 - (viii) Reviewer for a local journal [4];
 - (ix) Reviewer for an international journal [10];
 - (x) Editor of a journal [15]; and
 - (xi) Member of the Board of Governors of a corporation [8].

Internal Activities

- (i) Head of a university committee, such as Disciplinary Committee, Cafeteria Committee, Financial Aid Committee, etc. [10];
- (ii) Member of a university committee, such as Disciplinary Committee, Cafeteria Committee, Finance Committee, etc. [6];
- (iii) Head of a departmental committee (e.g. Department DC, Retake Committee) [5];
- (iv) Member of a departmental committee (e.g. Department DC, Retake Committee) [3];
- (v) Head of a key event, such as Open House, Conferences, NESCON, etc. [6];
- (vi) Head of a key event such as a competition within NESCON or farewell etc. [3];
- (vii) Faculty mentor of a student society, such as computing, literary, etc. [10];
- (viii) Faculty mentor accompanying students on a multi-day trip [5];
- (ix) Faculty mentor accompanying students on a day trip [3];
- (x) Holding an event in the university to improve image in the industry (e.g. Marketing Mavericks, Strategic Marketing Challenge) [5];
- (xi) Organizing a conference or seminar on campus [10]; and

- 
- (xii) Inviting an industry speaker in a semester course [3].

4. MANAGEMENT [45]

Note: Applicable to HoD/Director only

HOD

- (i) Leadership Skills [5];
- (ii) Commitment/Dedication/Ownership [5];
- (iii) Availability to students, staff and faculty [5];
- (iv) Communication Skills (Verbal/Written) [5];
- (v) Execution of semester plan [5];
- (vi) Judicious course allocation [5];
- (vii) Timely recruitment of faculty and staff [5];
- (viii) Proper orientation of new students [5]; and
- (ix) Proper orientation of new faculty [5].

Director

- (i) Leadership Skills [5];
 - (ii) Commitment/Dedication/Ownership [5];
 - (iii) Availability to students, staff and faculty [5];
 - (iv) Communication Skills (Verbal/Written) [5];
 - (v) Handling of campus finances [5];
 - (vi) Timely convocation [5];
 - (vii) Proper orientation of new students [5];
 - (viii) Proper orientation of new faculty [5]; and
 - (ix) Clearance of graduates and issuance of degrees [5].
- (i) Each employee shall fill relevant APR form (PART-A), sign it and submit it to the Reporting Officer along with supporting evidence, if any;

- (ii) Reporting Officer shall fill relevant APR form (PART-B), give his/her recommendations, sign it and submit it to the Director, who will conduct meetings with each Reporting Officer to consider the recommendations; and
- (iii) Annual performance is measured for the period from 1st January to 31st December of each year.

3.18. Visiting faculty

- (i) Visiting faculty shall be engaged wherever a full-time faculty member is not available to teach a particular course;
- (ii) Payment to the visiting faculty member shall be made in accordance with the rates approved by the Competent Authority and it shall be prescribed from time to time;
- (iii) HEC guidelines shall be used in determining the status of visiting faculty members belonging to academic/research organizations; and
- (iv) In case, a faculty member is an exceptional professional from Industry/Corporate background, then the following guidelines should be used:
 - a) Minimum qualifications should be 16 years of education.
 - b) Post qualification corporate experience should be:
 - 5 years for Lecturer
 - 10 years for Assistant Professor
 - 15 years for Associate Professor, out of which, 10 years' middle management experience
 - 20 years for Professor, out of which, 10 years' senior management experience
- (v) Exceptions to the above guidelines, if any, require prior approval of the Competent Authority; and

(vi) It is the responsibility of the visiting faculty member to obtain any necessary NOCs from their respective organizations, if required.

3.19. Diversity and Inclusion

The University promotes a culture of diversity, providing a dynamic working and learning environment, where all members are valued for their contribution to the university programs. The purpose is to ensure that existing staff and students, as well as those who seek to apply to work or study at the University, are treated fairly and that individuals are judged solely on merit and by reference to their merit, skills, abilities, qualifications, aptitude and potential and not on their privilege and socio-economic position.

3.20. Perspective on Fairness and Equity

- (i) University attracts individuals from diverse backgrounds and perspectives and believes that an inclusive and respectful environment enriches the University community and the educational and employment experience of its members. The University is committed to providing an environment free from discrimination, harassment or victimization, where all members are treated with respect and dignity. This policy also provides a prompt, thorough, confidential and respectful process for handling and investigating complaints; and
- (ii) Employees who believe they have been subjected to discrimination should refer to the case to their HOD or respective Reporting Officer as the case may be. If the complaint concerns harassment, the process outlined in the HEC's Harassment Policy shall be followed.

3.21. Removal of difficulties

If any difficulty arises in giving effect to any of the provisions of this Manual, the Competent Authority may make such order, not inconsistent with the provisions of University Charter, as may appear to him to be necessary for removing the difficulty.



Where this Manual makes any provision for anything to be done, but no provision or no sufficient provision has been made as respects the authority of whom, or the time at which, or the manner in which, it should be done, then it shall be done by such authority, at such time, or in such manner as the Competent Authority may direct.

3.22. Residuary clause

If nothing is provided in these Manual, then the Competent Authority may make such order or in such manner, as may appear to him to be necessary for removing the difficulty.

CHAPTER 4

Staff Promotion & Salary Increase Policy



4) Staff Promotion & Salary Increase Policy

The promotion process provides development of career and open avenues for professional growth to an employee. This also reinforces the worth of an employee by its employer. It is therefore important that a career path to the deserving employees is provided so that the most suitable candidates get promoted.

4.1. Staff Promotion

Higher rate of starting pay may be sanctioned by the Competent Authority.

4.2. Promotion criteria

Minimum criteria for staff promotion shall be as follows:

- (i) The performance measures may include the quality and quantity of work produced the eligibility of the employee towards learning and change and the fit of the employee with the University culture and peers;
- (ii) The cases of promotion of junior staff (Scale I-VII) shall be sent to NUCES-HQ (in Jun and Dec). There shall be a Standing Promotion Committee (SPC) for each campus and shall comprise the following:

Director	Chairman
HODs/Reporting Officers	Member
Admin Department	Member

- (iii) The cases of promotion of senior staff (Scale VIII and above) shall be considered by the Selection Board of the University;
- (iv) Staff promotion shall be considered using his/her current headcount;

- (v) If two or more candidates qualify for promotion and there is only one position, normally the employee having good performance in position shall be promoted;
- (vi) Recommendations for promotions and salary revisions of senior staff (Scale VIII and above) shall be annual and not throughout the year; except for exceptional cases, such as improvement in qualification;
- (vii) There shall be no promotion with retrospective effect; and
- (viii) In case of formal disciplinary action, the employee shall not be considered for promotion for at least two years.

4.3. Effective date of salary increase on account of improvement in qualification

During job, employees get admission at other institutes or at NUCES to improve their qualification. After getting requisite degree, following policy shall be applicable for salary increase:

- (i) On account of improvement in qualification by obtaining MS/MBA/PhD degree, an employee shall be entitled to get salary increase subject to submission of Degree Completion Certificate/Attested Degree and Transcript (Final) on University Stationary stating that incumbent has fulfilled all requirements for the award of degree;
- (ii) In case, Degree is expected to be issued later, then the Faculty Member shall give undertaking that he/she shall be liable to obtain degree from DAI/University and get attestation from HEC and submit proof to Campus and NU-HQ; and
- (iii) Cases of Promotion/Salary Revision shall be considered by the University Selection Board.

CHAPTER 5

Allowances and Facilities



5) Allowances and Facilities

5.1. Overtime

- (i) Overtime shall be admissible to Bus Conductors, Cleaners, Drivers, Gardeners, Attendants, Maintenance Staff and Security Guards only;
- (ii) Overtime for Photocopier Operators and other support staff as approved by Director are admissible for Exams duty only;
- (iii) Security Guards are entitled to avail overtime of five days' in a month instead of one day in a week. A guard can be scheduled for both Saturday and Sunday as long as he does not exceed the 5-day limit in a month;
- (iv) When it becomes necessary for entitled employees to work in excess of the normal working hours, they will be compensated for such hours of overtime work provided that the overtime is of more than one-hour duration and the work is done on the written instructions of Competent Authority;
- (v) Overtime shall not be applicable to senior staff members (Scale VIII and above);
- (vi) The duration of the overtime duty shall be decided by the HODs/Reporting Officers and shall not be determined by any factors not directly related to the requirement of the work in hand, e.g. travelling time (to and from the place of work), etc.
- (vii) The compensation shall be calculated as under:
$$\text{Hourly rate} = \frac{\text{Salary}}{160}$$
- (viii) Employees residing at campus premises and NUCES-HQ are not entitled to claim overtime.



5.2. Travel rules

- (i) Employees shall not be entitled to claim Travelling Allowance (TA)/Daily Allowance (DA). They shall use university resources for official visits;
- (ii) Travel on official duty may be undertaken with the approval by the Competent Authority;
- (iii) The duration of stay at a station shall be limited to the authorized period. The Competent Authority may approve any stay beyond the authorized period, or it will be at the expense of the employee concerned, at the discretion of the Competent Authority;
- (iv) Only such expenses as are directly related to the official stay shall be borne by the University. Personal or unjustified expenses shall be borne by the employee;
- (v) Official entertainment will be paid after approval of the Competent Authority;
- (vi) Employees will be allowed by the Competent Authority for air travel (flying time for more than an hour) by economy class;
- (vii) All other to travel by train/bus. The Competent Authority however can allow them to travel by train/bus in emergent cases. payment shall be made on the basis of cash memos/receipts;
- (viii) Travel expenses other than the cost of the air/train/bus will be reimbursed on submission of a travel bill together with a claim on the prescribed form. The University will pay the cost of air ticket directly to the travel agent or the airline;
- (ix) The employee shall submit travel bill within 10 days of the return from journey;
- (x) Travel bill shall be approved for payment by the Competent Authority; and
- (xi) Laundry charges would not be reimbursed unless the stay exceeds two days. Laundry charges will not be reimbursed beyond Rs. 500 for each additional day.



5.3. Conveyance charges

- (i) Actual cost for transportation shall be reimbursed on the basis of cash memos/receipts wherever possible;
- (ii) Where a personal vehicle is used, payment as per prescribed rates will be made on the basis of the distance travelled and the type of vehicle used; and
- (iii) The rates shall be prescribed by the University from time to time.
- (iv) The facility shall, however, be subject to availability of the vehicle and the discretion of the management. The person requisitioning the vehicle shall also be responsible for payment of miscellaneous charges such as Driver/Conductor overtime; and
- (v) Campuses and NUCES-HQ shall maintain proper log books and a register of maintenance of the vehicles and it shall be responsibility of the management to ensure that there is strictly no misuse of the facility.

5.4. Interest-Free Loan for purchase of Laptop to NUCES Employees

- (i) University will offer Interest-Free Loan to NU Employees (Regular Faculty + Non Faculty) to purchase a laptop for themselves, provided there is no outstanding Laptop Loan against that employee;
- (ii) The provision shall be availed by confirmed employees only;
- (iii) Employee will pay the loan in a maximum of twenty four (24) equal installments through deduction at source from his/her monthly salary;
- (iv) If price of laptop exceeds than the defined limit, the remaining amount shall be borne by the employee;
- (v) Employee can retire the outstanding loan, partially or fully, during the period of loan;



- (vi) Employee can increase the monthly installment for early retirement of loan; and
- (vii) The purchased equipment shall be the property of the employee, who shall be responsible for its safety and security.

CHAPTER 6

Leave Rules



6) Leave Rules

6.1. General

- (i) Directors/HODs shall decide about all kinds of leaves, except for study and long leaves having duration greater than or equal to six months;
- (ii) Study leave application shall be sent to NUCES-HQ for approval;
- (iii) Extension in Study leave shall be subject to submission of following to NUCES-HQ;
 - i) Progress Report;
 - ii) Transcript;
 - iii) Supervisor Consent;
 - iv) Signed request for extension in leave; and
 - v) HOD/Reporting Officer Consent, duly endorsed by Campus Director.
- (iv) Leave can be refused if the exigencies of service so warrant. Leave already granted or being availed may also be curtailed and the employee asked to resume duty;
- (v) Applications for leave shall be submitted to the HOD/Reporting Officer, who shall forward these to the Office where a record of leave is maintained, along with his/her recommendations/approvals as the case may be and the arrangements proposed during the absence of the applicant;
- (vi) Leave shall be applied for, expressed, and sanctioned in terms of days;
- (vii) 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;
- (viii) Prior to start of semester (or at the time of course allocation for next semester), faculty member; must inform in writing about their expected plan to proceed on long leave (in the next semester) along



with purpose. Application must be signed and dated by the applicant;

- (ix) Faculty member may proceed on leave during the period between the two regular semesters;
- (x) Long Leave to an employee cannot be granted to work anywhere in Pakistan. Long leave can be considered to work in another country and that too only for six months. The employee may request leave extension for a maximum period of six months. Total leave duration should not be more than one year;
- (xi) Faculty member who wish to apply for semester leave must apply well in time. The date of their semester leave shall have a clear margin of one-month period between the start of semester and their departure including notice period to allow the University to arrange alternate teaching;
- (xii) An employee on return from leave shall report for duty in writing at the place from where he proceeded on leave, unless mentioned otherwise in the leave sanctioning order;
- (xiii) The leave account of each employee shall be maintained by HR department at each campus;
- (xiv) An employee who remains absent on the conclusion of his/her leave shall not be entitled to any remuneration for the period of such absence unless the leave has been extended. If sufficient credit in his/her leave account is not available, then the leave shall be treated as leave without pay;
- (xv) All leave at the credit of an employee shall lapse when he/she quits service;
- (xvi) In case the employee violates the discipline and commits misconduct including extension of the leave without prior permission of the competent authority, the employer takes disciplinary action as per University rules; and

(xvii) NUCES reserves the right to change any of the terms and conditions detailed in the policy wherever applicable as per Government rules.

6.2. Casual leave

- (i) All employees shall apply leave through HR System (NUMUN);
- (ii) An employee can avail three working days leave at one time. Leave shall be approved by the HOD/Reporting Officer. Succession leave shall be recommended by HOD/Reporting Officer and approved by Director (at campus) and Rector (at NUCES-HQ);
- (iii) Casual leave shall be approved by HOD/Reporting Officer only;
- (iv) An employee can avail a maximum of fifteen working days of casual leave in a calendar year (Starting from 1st January to 31st December);
- (v) Holidays falling within the period of casual leave shall not be counted as leave;
- (vi) All unavailed casual leave lapse at the end of calendar year (31st December);
- (vii) Number of casual leave entitlement to employees joining during the year is determined on pro-rata basis, rounded off to the nearest whole number;
- (viii) If casual leave is exhausted, then leave is deducted against the earned leave; and
- (ix) Unavailed casual leaves are not encashable.

6.3. Earned leave

- (i) All employees shall apply leave through HR System (NUMUN);
- (ii) Earned leave shall be approved by Director (at campus) and Rector (at NUCES-HQ);

- 
- (iii) An employee can avail twenty-one working days earned leave upon completion of a full year of service (counted from the date of joining);
 - (iv) Holidays falling within the period of earned leave shall not be counted as leave;
 - (v) Earned leaves can be accumulated up to a maximum of forty-two working days;
 - (vi) While proceeding on earned leave, the employee shall hand over cash and keys in his/her custody in the manner determined by his/her HOD/Reporting Officer; and
 - (vii) Unavailed earned leaves are not encashable.

6.4. Study leave

- (i) The Competent Authority may permit a confirmed employee to proceed on study leave for obtaining higher qualification. The period of study shall be treated as leave and shall be subject to any condition imposed by the Rector at the time of its approval;
- (ii) Study leave shall be granted to an employee for up to maximum of four years of a faculty/ non-faculty member. However, this period may be extended for one more year by the Competent Authority;
- (iii) Study leave shall not be combined with any leave other than Earned leave; and
- (iv) Study Leave shall be approved, provided the faculty/non-faculty member submits admission offer.

6.5. Maternity leave

- (i) Maternity Leave may be availed after completing probation period at NUCES;
- (ii) It can be availed for a maximum of two times during entire service;
- (iii) Maternity leave with pay will be for a maximum of 45 days (including weekends and holidays);



- (iv) Any additional leave, either before or after the maternity leave can be taken against accrued earned leave or as leave without pay (LWOP); and
- (v) A faculty member who is unable to teach in a semester due to pregnancy shall be relieved for the entire semester (combination of 45 days' maternity leave, accrued earned leaves and LWOP).

CHAPTER 7

Policies



7) Policies

7.1. Policy on Conflict of Interest (COI)

1. Introduction

1.1 This policy addresses conflict of interest (COI) so as to ensure highest standards of ethics and integrity and to protect organizational interests and reputation and to prevent its work and protect Board members and its employees from potentially damaging instances of impropriety arising from conflict of interest issues. The objective is that members must carry out their work in an environment that is free from any suggestion of improper influence and take all reasonable steps to avoid being in an actual, apparent or potential conflict of interest.

1.2 The conflict of interest may arise in a situation where financial or other personal or professional considerations compromise an individual's objectivity, professional judgment and ability to perform his or her professional responsibilities to the University.

2. Principles

2.1 Identifying and managing conflict of interest is central to maintaining integrity and highest standards of ethical culture in the University. It is realized that individuals hold a wide range of legitimate interests outside the work place and there is nothing wrong with it. Faculty is engaged in research, consultancy and collaboration with other institutions which the university considers that such activities are in the public interest and are of benefit to the University and the individuals. On occasion, however, they may give rise to conflict of interest, whether potential or actual, perceived or alleged and occurs when personal interests interfere with the independent judgment required by employees in order to perform their duties and responsibilities in the interest of the University.



2.2 All employees have a legal duty to perform their duties with honesty to the University. A breach of this may result into erosion of the trust and confidence in the integrity of the University. Disciplinary action will be taken in case of breach of this policy. It is, therefore, the duty of all associated with FAST-NU to ensure that these interests do not create a conflict of interest or a perception of a conflict of interest.

3. Scope

3.1 This policy applies to all FAST and NU Board members, FAST-NU employees including faculty and non-faculty and all those employees associated with the University in contractual obligations. This policy applies to all situations where an employee's personal interests appear to influence the objective exercise of his or her official duties.

4. Defining conflict of interest

4.1 There is no legal definition of an 'interest' and it should therefore be considered as a broad term which includes any activity or association in which an employee has a personal interest and is in conflict with an individual's ability to properly discharge his/her duties and responsibilities to the best interest of the University or otherwise affects its integrity and confidence. It refers to a situation where a conflict arises for an individual between two competing interests and may be termed as perceived, potential or actual conflict of interests.

4.2 Interests may relate to property, resources, relationships, information or opportunities and are often 'financial' or 'non-financial' in nature, which may mean that an individual or associated person may stand to gain a benefit or suffer a loss, whether directly or indirectly, as a result of holding such interests. Interests which generally would require disclosure include the following:

4.3 financial interests means anything of monetary value, including, but not limited to payment of services, commission, consultancy fees, equity interests, remittance of debt, property rights (e.g. patents, copyrights and intellectual property rights);



4.4 Non-financial interests refer to any non-financial benefit or advantage, including but not limited to direct or indirect enhancement of an individual's career, education or gain to immediate family (or a person with whom the person has a close personal relationship).

5. Recognizing conflict of Interests

5.1 A conflict of interest may arise due to filial relationship or business relationship of employees. In such cases, an individual's private interests compete with his/her professional obligations to an organization, which may result in the exercise of biased judgment for considerations of personal financial gains. Such situations can have potentially damaging consequences for the integrity and reputation of the organization. Thus conflict of interest can compromise an individual's ability to perform his/her duties and responsibilities objectively.

5.2 All decisions and actions taken by members of the community in the conduct of University business are to be made in a manner that promotes the best interests of the University. The key to recognizing and dealing with conflict of interest is disclosure. Members have an obligation to address both the substance and the appearance of conflict of interest and, if they arise, to disclose any possible conflict of interest to the appropriate University authority and withdraw from debate, voting, or other decision-making process where a conflict of interest exists or might arise.

6. Board of Governors

6.1 The Board of Governors has distinct duties in relation to conflicts of interest, including a responsibility for ensuring that University procedures are in place for managing conflicts of interest. The role of members of the Board of Governors is akin to the duty of directors in the Companies Act to avoid conflicts of interest. As trustees in a position of 'trust' Board members are prohibited from receiving any benefit directly or indirectly in return for their services or otherwise unless explicitly authorized under the University's authority.



7. University Executive

7.1 Members of the University Executive are likely to be at higher risk of exposure to individuals or scenarios in which fraud, bribery or corruption is more likely to occur. The Executives are expected to avoid conflicts of interest in all circumstances and should promote transparency and integrity as part of their leadership role.

8. Senior Staff

8.1 The Directors and HODs are also required to disclose interests. Senior staff also has a leadership role to play in promoting the importance of disclosing interests and support staff accordingly in doing so. Senior Staff would be expected to be a first point of contact for staff in their areas of responsibility in helping to assess a particular activity or scenario on the grounds of an actual or potential conflict of interest. They should do this in consultation with colleagues, the Head of Departments or nominee and with reference to this Policy.

9. Guidelines on Conflicts of Interest

9.1 In case of following situations, conflict of interest should be disclosed.

- I) Entering into a business or other contract/transaction on behalf of the University with a company or firm in which FAST-NU employee has a financial interest;
- ii) Influencing the purchase of equipment, materials or services for the University from a company or firm in which FAST-NU employees have financial interest;
- iii) Accepting gifts, benefits or favors from individuals or firms with which the University does business, except as token courtesies;
- iv) Using the University's resources or facilities for a governor's personal benefit or the benefit of related persons;

- v) Using the position as Governor to obtain employment with the University;
- vi) Participating in the appointment, hiring, promotion or evaluation of a related person; and
- vii) Using the position of Governors to serve the interests of an employee of the University.

10. Avoidance of conflicts of interest

10.1 Staff members must avoid conflict of interest that impacts their ability to fulfill their duties at the University. Instances have come to the notice of the management where by some of the faculty members were found to be concealing their relationship with a spouse/sibling for facilitating the appointments at the University. There are other complaints where HODs by misusing their authority got their names inserted in the research paper as an author.

11. Procedures for managing a conflict of interest

11.1 All employees of the University are considered to be in a position of trust by virtue of their employment with the University and therefore have a responsibility to identify and disclose known or potential personal, family, pecuniary or business interests which may interfere, or be perceived to interfere, with an individual's ability to properly discharge his or her duties to the University to ensure that such conflicts are seen to be properly managed or avoided.

11.2 It is the duty of every staff member to disclose any conflict of interest or any circumstances that might reasonably give rise to the perception of conflict of interest to the Director or the Registrar as the case may be. All employees' inquiries regarding any aspect of COI policy should be directed to Registrar's Office.

11.3 The general rule is that disclosure should be made at the time the conflict first arises, or it is recognized that a conflict might be



perceived, in writing to the Director of the Campus. If the Director has an interest in the matter to be discussed, the disclosure shall be made to the Registrar.

11.4 A Member having any interest in any matter to be discussed or decided by the Board or a committee shall, prior to any discussion of the matter, disclose in writing, respectively, to the Board or a committee, as the case may be, the fact of his interest and the nature thereof.

11.5 A Board Member having any interest in any matter to be discussed or decided by the Board or a Committee shall, prior to any discussion of the matter, disclose in writing, respectively, to the Board or a Committee, as the case may be, the fact of his interest and the nature thereof.

11.6 A disclosure of interest shall be recorded in the minutes note for record or other appropriate record-keeping documents and member concerned will not take part nor be present in any deliberation or decision making process of the Board or the Committee and shall be disregarded for the purpose of constitution of a quorum of the Board or the Committee.

11.7 Compliance with this Policy is compulsory. A staff member who fails to comply may be subject to disciplinary action under the Disciplinary Policy, depending upon the severity of non-compliance. Failure to comply may be viewed as gross misconduct and the member of staff involved may be subject to disciplinary action.

12. Violations of the Conflict of Interest (COI) Policy

12.1 Where a conflict of interest was not disclosed by the member before the transaction took place, the issue should be brought to the notice of the management that can take the following routes:

- 
- I) If the management has a reasonable cause to believe that a person has failed to disclose actual or possible conflicts of interest, it shall inform the person of the basis for such belief and the person may be given an opportunity to explain the alleged failure to disclose; and
 - ii) After hearing the response of the interested person and making further investigation as may be warranted in the circumstances, the management will determine that the person has in fact failed to disclose an actual or possible conflict of interest; it will initiate appropriate disciplinary and corrective action. This action may include, but is not limited to issuance of a warning, financial penalty or termination.

7.2. Policy on Fairness and Equity

1. Objectives

1.1 University attracts individuals from diverse backgrounds and perspectives and believes that an inclusive and respectful environment enriches the University community and the educational and employment experience of its members. The University is committed to providing an environment free from discrimination, harassment or victimization, where all members of its community are treated with respect and dignity. This policy also provides a prompt, thorough, confidential and respectful process for handling and investigating complaints of illegal discrimination.

1.2 The University promotes a culture of diversity, providing a dynamic working and learning environment, where all members are valued for their contribution to the university programs. The purpose is to ensure that existing staff and students, as well as those who seek to apply to work or study at the University, are treated fairly and that individuals are judged solely on merit and by reference to their merit, skills, abilities, qualifications, aptitude and potential and not on their privileged and socio-economic position.



2. Policy principles

2.1 The National University of Computer and Emerging Sciences (NUCES), as an educational institution and as an employer, affirms its commitment to equality of opportunity in employment, career development, education, accommodation, service delivery and sports for all individuals in accordance with universal principles of equity, fairness and social justice and does not discriminate in offering access to its educational programs and activities. This commitment requires that no discrimination shall occur in any program or activity of the University on the basis of race, color, religion, region or place of birth. Further, the University's commitment means that no retaliation shall occur and will not engage in discrimination or harassment because an individual filed a complaint of discrimination or in some other way opposed discriminatory practices, or participated in an investigation or administrative or judicial proceeding related to such a complaint.

2.2 This policy is in accord with clause 5 of the Charter of the University which states, among others, that the “the University shall be open to persons of either sex of whatever religion, race, creed, color or domicile who are academically qualified for admission to the courses of study offered by the University and no such person shall be denied the privileges of the University on the ground only of sex, religion, creed, race, class, color or domicile.”

2.3 This commitment is in conformity to the provisions of the Constitution of Pakistan which clearly states under article 25 “*that all citizens are equal before law and are entitled to equal protection of law. There shall be no discrimination on the basis of sex.*” The Article 27 of the Constitution further states under Safeguards against discrimination in services: that “*no citizen otherwise qualified for appointment in the service of Pakistan shall be discriminated against in respect of any such appointment on the ground only of race, religion, caste, sex, residence or place of birth*

2.4 To carry out the objectives of the policy, University will continue to take affirmative steps to support and advance equality of opportunity



consistent with the University's mission. Thus the University is committed to providing an inclusive and conducive working environment and to ensuring that educational and employment decisions are based on individuals' abilities, merit and qualifications. Consistent with these principles and applicable laws, it is therefore the

University's policy not to tolerate any discrimination on the basis of age, color, gender, religion. Thus no person shall be excluded from participation in, be denied the benefits of, or be subjected to unlawful discrimination, harassment, or retaliation under any University program or activity, including with respect to employment terms and conditions. Such a policy ensures that equitable and consistent standards of conduct and performance are applied.

3. Discrimination defined

3.1 Discrimination means a distinction, whether intentional or not, based on a characteristic or perceived characteristic as referred to in policy principles that has the effect of imposing burdens, obligations, or disadvantages on an individual or class of individuals not imposed upon others, or which withholds or limits access to opportunities, benefits, or advantages available to other individuals or class of individuals.

4. Scope

4.1 The policy is applicable to all staff, students and applicants. The principles of non- discrimination and equality of opportunity also apply to the way in which staff and students should treat each other, visitors, service providers, suppliers, former staff and students and any other persons associated with the functions of the University.

4.2 We will work to ensure that all of our students, employees and visitors, as well as those who seek to apply to work or study with us or who have previously worked or studied, are treated fairly and are not subjected to unlawful discrimination by the University.



5. Implementation

5.1 The successful implementation of this policy is the responsibility of the University and its management, while the specific responsibility falls on the Directors, HODs and Reporting Officers who are professionally involved in staff and student support, development and supervision.

5.2 The University will seek to ensure that all staff and students have equal access to the full range of institutional facilities and those adjustments to working and learning practices are considered wherever reasonably possible in order to accommodate a more diverse community.

5.3 Any staff member or student who believes that he/she may have been the victim of discrimination, bullying, harassment or victimization shall have full right of protection under the University. The University is committed to finding resolution for complaints under this policy.

6. Role and Responsibilities

6.1 Each individual is responsible for their own behavior and must accept the principle that there is equality of opportunity and fairness for all staff and students and anyone associated with the University

6.2 Individuals must ensure they do not support unfair behavior by ignoring what is happening around them and must not incite or collude with unfair or unlawful discrimination. The policy stipulates that, any member of the University community found to be responsible for inciting, perpetrating or colluding with discrimination or harassment will face disciplinary action.

6.3 All staff, students and anyone associated with the University, has a responsibility to adhere to this statement and apply it in their day to day work.



6.4 The overall responsibility for compliance and the implementation of this policy mainly lies with the Management of the University who, may delegate the management of obligations to relevant bodies and staff and establish such procedures as are necessary to ensure that the University meets its statutory obligations and those pursuant to this policy.

6.5 For this purpose, the University remains committed to providing necessary resources and capacity to curb violations of human rights; to promote and implement steps to support equity and diversity; to educate the university community about the principles of equity, human rights, diversity and responsible conduct.

6.6 As a public body, the University has due regard of the need to eliminate unlawful discrimination, harassment and victimization on the grounds of a protected characteristic; advance equality of opportunity at its campuses.

6.7 All members of the University community have a responsibility to uphold the University's commitment to equality, as expressed in this policy, by treating students, staff and visitors to the University with dignity and respect. They should not engage in, collude in or encourage behaviour that constitutes unlawful discrimination and support activities to eliminate discrimination, advance equality of opportunity and foster good relations.

6.8 The University shall act quickly but fairly to all concerns regarding violations of this policy. The University is committed to implementing appropriately the principles of the policy as laid down here and procedural fairness as relevant in the resolution of all concerns and complaints.

7. Complaints

7.1 The university recognizes that despite this explicit policy, problems may arise from time to time. Any complaint of discrimination will be taken seriously and dealt with in a timely and



sensitive manner, in accordance with the relevant procedure.

7.2 Students who believe they have been subjected to discrimination should refer to the case to their HOD or respective Reporting Officer as the case may be. If the complaint concerns harassment, the process outlined in the HEC's Harassment Policy shall be followed.

7.3 Any cases of harassment, discrimination or victimization will be taken very seriously by the University. Any member of staff or students found guilty of unlawful discrimination or harassment will be subject to disciplinary action, including where appropriate, dismissal for gross misconduct. If any member of the public, visitor or service provider is involved in discrimination or harassment, appropriate or serious action will be taken.

7.4 Staff, students or other parties who make a complaint of discrimination have the right to do so without fear of victimization and the University will make every effort to ensure victimization does not occur and that any complaints are dealt with promptly and fairly.

7.3. Policy on Grievance Redressal Mechanism

1. Introduction

1.1 In order to provide supportive and conducive working environment to its employees, the guidelines on grievance redressal mechanism are provided for addressing genuine grievances of employees.

2. Definition of Grievance

2.1 Grievances are complaints or issues that employees may have with respect to unfair treatment about any aspect of his rights, entitlements, job etc. that is inequitable or procedurally unfair; or a complaint that arises from perceived personal concerns relating to one or more work-related interpersonal relationships.



3. Principles of the Policy

3.1 The University will observe the following principles in all grievance related matters:

- I) It is the University's policy to ensure that employees with a grievance are provided a process through which they can have their grievances redressed;
- ii) All staff members have a right to use the procedures in this policy if they believe they have a legitimate grievance that can be dealt with under these procedures'
- iii) The University will make every effort to deal with grievances as quickly as possible, at the appropriate management level;
- iv) No decisions on the outcome of a formal grievance will be made before the case has been investigated;
Employees raising a grievance may only do so on their own behalf; they cannot raise a grievance on behalf of a colleague;
- vi) Where working relationships are a factor in any grievance, matter should be resolved through informal mediation process;
- vii) Formal grievances must normally be submitted in writing.
Verbal complaint, if is to be proceeded formally, must be recorded in writing;
- viii) During the formal Grievance Redressal Procedure, the complainant, and any person against whom a grievance has been submitted, will have the opportunity to state his/her case before any decision is made;
- ix) At no stage in the procedure can any party record a meeting or hearing, using audio or video recording equipment;
- v) Employees can make appeal to the Rector on the decision of the Grievance Redressal Committee.



4. Informal procedure of mediation

4.1 Mediation is considered to be a useful means of resolving difficulties as an alternative avenue for redressal of grievances, particularly where interpersonal relationships are involved. This should be considered as early as possible. This will, however, require the willingness of those involved and should be considered before moving to the formal procedure. Where a grievance is resolved through mediation, it is anticipated that the mediator will assist the parties to draw up a written agreement. This agreement will remain confidential to the party's involved and relevant senior management.

4.2 If informal procedure is not successful, then formal procedure shall be pursued.

5. Standard Operating Procedure (SOP)

5.1 Any staff member who wants to initiate a grievance may in the first instance bring the issue in writing along with relevant documents to the notice of the Incharge/Head of the respective department who will address the issue and try to resolve it within seven working days of the receipt of the grievance.

5.2 If there is no response within the stipulated time from the respective department or grievant is dissatisfied with response/resolution to his/her grievance, then the grievant is free to represent his/her grievance to the Campus Director/Rector.

5.3 If the grievance is against the respective Directors/HOD/Reporting Officer, then the grievant may directly submit his application in writing to the Grievance Redressal Committee.

6. Grievance Redressal Committee (GRC)

6.1 The Grievance Redressal Committee at each campus will comprise of the Director (who will be the Chairman) and all the HODs/Reporting Officers will be its members. The Reporting Officer Administration will be the Secretary of the Committee.



6.2 The names of the members of GRC shall be notified by the Rector

6.3 The Grievance Redressal Committee shall coordinate, monitor and ensure redressal within FIFTEEN days. The functions of the GRC shall be:

- I) to analyze the merits of grievances and conduct formal hearings and investigation as the case may be;
- ii) to provide a forum to complainants to express their grievances freely and frankly without any fear of being victimized;
- iii) to ensure that there is no reprisal of any kind against any applicant, witness, or any other participant in the grievance redressal process;
- iv) to protect the privacy and confidentiality of all parties during the investigation;
- v) to obtain the facts through relevant sources in a fair and objective manner, to work out a resolution of the issues involved with the parties named in the grievance application; and
- vi) to ensure speedy disposal of every grievance application within a minimum period of the receipt of application

6.4 Upon receipt of grievance the GRC shall scrutinize the merits of the grievance, hear the parties, interview witnesses and may also call for additional information/documentation for testimony. GRC will take necessary steps to conduct an investigation (fair and impartial investigation) to reach a conclusion on the merits of the grievance application.

6.5 The proceedings regarding each grievance will be recorded in a systematic manner and shall be treated as confidential.



6.6 Grievance Redressal Committee will make a thorough review of the redressal process. In case the committee feels satisfied with the resolution provided by the respective department/office/individual, then it will intimate the same to the grievant.

6.7 The GRC will try to ensure disposal of every grievance within a fortnight of the receipt of application/grievance complaint.

7. Final decision

7.1 After the hearing or investigation, the GRC shall make best efforts to work out a resolution of the issues involved with the parties named in the grievance application, pass an order indicating the reasons for such order, as may be deemed fit. Upon completion of proceedings, the GRC shall communicate the final decision to both parties, which shall be binding on both the parties.

8. Closure of complaint

8.1 The complaint shall be considered as disposed off and closed when:

- (i) the grievant has indicated acceptance of the resolution; and
- (ii) the grievant has not responded within four weeks from the date of receipt of information on resolution

9. General guidelines

9.1 The grievance must always be in the form of a detailed written complaint submitted in writing within 15 days from the date of occurrence of the event giving rise to the grievance. However, the University may extend this time frame where a delay is due to circumstances beyond control of aggrieved person such as illness, etc.

9.2 Formal grievance complaint shall include

- i) clear and concise statement of the event/issues, and a summary of steps taken, if any, by the grievant to resolve the problem or issues prior to the filing;



- ii) a reasonably detailed description of the relevant facts, including the name/s of person/s, copies of relevant documents or other evidence relevant to the grievance; and full name, contact information of the person escalating/initiating the grievance complaint

9.3 Group grievance will not be entertained.

9.4 The University will strictly prohibit retaliation against any grievant, witness, or any other participant in the grievance redressal process, by reason of such participation.

9.5 The aggrieved staff member shall have to apply individually and represent his/her case before the GRC—in other words no proxy will be allowed to represent his/her case

9.6 The University shall maintain confidentiality of information shared throughout the grievance process. Parties involved in the grievance process will also have to maintain the confidentiality of the information discussed during the fact-finding process and the identity of the grievant.

10. Appeal

10.1 If, the grievant is dissatisfied with the decision/ resolution of the GRC, then he/she can appeal against the decision to the Rector within seven days of the receipt of the GRC's decision.

10.2 The letter must detail the grounds for appeal which should be addressed under one or more of the following headings:

- i) that the procedure was flawed;
- ii) that the decision was unfair or perverse because the evidence did not support the outcome reached;
- iii) on the basis of new evidence that could not have been made available at the original hearing; and



vii) that any action proposed was inappropriate in the circumstances of the case.

10.3 The purpose of the appeal is to enable the aggrieved employee to explain and discuss the reasons for his/her appeal. It should focus on the grounds of appeal and should not be a re-hearing of the original grievance.

10.4 The appeal may involve i) interviewing the aggrieved individual and, if appropriate, the person(s) against whom the original complaint lies and any witnesses and ii) interviewing the relevant person who heard the grievance.

10.5 The Rector shall give a final decision within a fortnight of receipt of the appeal, which shall be binding on both the parties. The outcome following any appeal will be final.

11. Exclusions

11.1 The following complaints/grievances shall not be construed by the GRC for consideration and disposal:a. Decisions of the Academic Council/Academic Committees constituted by the University;

- b. Complaints involving policy matters in which the grievant has not been affected directly/indirectly;
- c. Decisions with regard to the award of Fellowships, fee concessions, medals, etc.;
- d. Decisions with regard to disciplinary matters and misconduct;
- e. Decisions with regard to the recruitment and selection;
- f. Decisions by Competent Authority on assessment and examination result/ revaluation or remarking of answer sheets; and
- g. Anonymous and frivolous complaints will not be entertained/processed.