
THE AGA KHAN UNIVERSITY
HUMAN RESOURCE POLICIES AND PROCEDURES

DRESS CODE

Policy #	:	<u>HR/ER-01</u>	Page	:	<u>01 of 02</u>
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Approved By: _____
VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

The AKU image as a centre of excellence, respectability and professionalism will be upheld by all employees in their dress and attire, which should be consonant with the national cultural sensitivities.

2. DEFINITIONS

- 2.1 All employees are required to be clean, well-groomed and dressed appropriately for the job at all times. Annexure 1 (attach Dress Code flyer)
- 2.2 Female employees are required to dress in well-tailored shalwar kameez and/or western dress which portray an image of modesty, respectability, decorum and efficiency.
- 2.3 Male employees are required to portray a business-like image in suit, shirt, tie, and trousers; or plain shalwar kameez with waist coat in sober colors.
- 2.4 Where there is a prescribed uniform, employees are required to wear the complete uniform while on duty.

3. SCOPE

All employees and trainees.

4. OBSERVATIONS/ LIMITATIONS

- 4.1 Uniforms provided by the Organization will be treated with care and will be worn only when on official duty, or while commuting to work or returning back home.
- 4.2 Clothes which are tight-fitting and/or are flimsy, transparent will not be considered acceptable.
- 4.3 Employees will not report for duty in track suits or other sports attire. Jeans or similar informal attire will not be permitted except where strenuous physical work is involved. This does not include employee categories where uniforms are provided).
- 4.4 The department head will be responsible to ensure that employees in the department are appropriately attired at work in conformity with the dress code.
- 4.5 Hair covering according to employees' religious beliefs is allowed. Face covering is discouraged to facilitate effective communication.
- 4.6 If the dress code is not adhered to, or if uniforms provided by the Institution are misused/willfully damaged/lost, disciplinary action will be initiated through a verbal reprimand, to be followed by a written warning, and further disciplinary action, if necessary.

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ANNUAL LEAVE

Policy #	:	<u>HR/LV-01</u>	Page	:	<u>01 of 02</u>
Issue #	:	<u>06</u>	Effective Date	:	<u>January 01, 2021</u>
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VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

Employees are entitled to paid annual leave and it is mandatory that they avail their annual leave for the purpose of rest, recreation etc.

2. ELIGIBILITY

The annual leave entitlement is 23 working days per annum (excluding of weekend and public holidays). Unutilized balance can be carried forward up to a maximum of 5 working days to the next calendar year. Following category of employees and trainees are eligible:

- All full time employees (faculty and staff);
- All full time PGME, MCPS, and Management trainees;
- All part-time faculty and staff working for minimum of 50% of full-time work hours, and having a contract of at least one year duration.

3. OBSERVATIONS AND LIMITATIONS

- 3.1 The annual leave entitlement commences on January 01 of each year. Those eligible employees joining during the course of the year will have a pro-rated leave entitlement for that calendar year from the date of their joining.

- 3.2 Newly appointed eligible employees and trainees (refer point # 2 above) can avail annual leave only after successful completion of their probationary period.
- 3.3 Employees and trainees will not be permitted to avail annual leave during the notice period (prior to separation from the Organization), unless exceptional circumstances warrant and approved in advance by respective supervisor / department head / service line chiefs.
- 3.4 If individual leaves the Organization, unutilized annual leaves balance up to the last working day will be encashed and for those who had availed excess annual leaves, recovery will be made from their full and final settlement of dues.
- 3.5 During the leave period, individuals should not be called for any office related work and should not be physically present to perform their duties unless emergency circumstances warrant.
- 3.6 Individuals are not permitted to be engaged in any gainful employment or business activities anywhere during their annual leave.
- 3.7 Sick leave may be subjoined with the annual leave subject to a medical certificate being provided. However, casual leave cannot be subjoined.

4. PROCEDURE

- 4.1 Eligible employees or trainees who are proceeding on annual leaves are required to complete online leave request form for approvals in advance. The leave can be availed once the required approval is received from the respective authorities.
- 4.2 All supervisors / department heads / service line chiefs are expected to prepare departmental leave plans in beginning of each calendar year. They should work with their teams to plan leaves to ensure that all employees have the opportunity to avail their eligible leave and the departments do not suffer due to shortage of staff.
- 4.3 As part of the monthly attendance review process, the Time Administrator will be responsible to ensure that all such absences are recorded in the attendance system and the online request has been raised.

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SICK LEAVE

Policy # : HR/LV-02 Page : 01 of 02
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VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

Employees are entitled to paid sick leave for absences resulting from illness or injury.

2. ELIGIBILITY

The sick leave entitlement is 15 calendar days per annum (inclusive of weekend and public holidays) and can be accumulated up to a maximum of 30 calendar days (inclusive of current year's entitlement) by the following category of employees and trainees:

- All full time employees (faculty and staff);
- All full time PGME, MCPS, and Management trainees;
- All part-time faculty and staff working for minimum of 50% of full-time work hours, and having a contract of at least one year duration.

3. OBSERVATIONS AND LIMITATIONS

- 3.1 The sick leave entitlement commences on January 01 of each year. Those eligible employees joining during the course of the year will have a pro-rated leave entitlement for that calendar year from the date of their joining.
- 3.2 Eligible employees and trainees (refer point # 2 above) who are on probationary period and are sick can also apply sick leave online. However, sick leave availed during the probationary period will be adjusted from their entitlement upon confirmation of their service or contract.

- 3.3 Employees falsifying information or using sick leave for the purpose other than illness or injury will be liable for disciplinary action. Any time during sick leave, the department head, jointly with HR, may require the employees to undergo medical examination by a physician at AKUH to determine whether employee is eligible to avail sick leave or is fit to come back to work.
- 3.4 If the situation warrants, sick leave can be sanctioned for an extended period, beyond the employees' sick leave balance and excess days may be treated and adjusted from available annual leave balance. Remaining days, if any, be treated as unpaid leave.

4. PROCEDURE

- 4.1 Eligible employees and trainees who are sick and are unable to come to work on a particular day, they must inform their supervisor / department head / service line chief immediately either through phone call or email. On resuming duty, they should immediately submit their online leave request for the approval.
- 4.2 If the period of absence exceeds 2 consecutive days, applicant upon resuming duty, may be asked to also submit a medical certificate from a registered medical practitioner in parallel to applying online leave request. In case of such an absence, employees may also be required to be examined by a physician at AKUH.
- 4.3 If eligible employees are unwell, and desire to be granted sick leave for a particular period known beforehand (supported by a recommendation from a AKUH physician), applicant should discuss this with their immediate supervisor / department head / service line chief, and apply for sick leave in advance.
- 4.4 As part of the monthly attendance review process, the Time Administrator will be responsible to ensure that all such absences are recorded in the attendance system and the online request has been raised.

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CASUAL LEAVE

Policy # : HR/LV-03 Page : 01 of 02
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VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

Employees are entitled to paid casual leave for absences for the purpose of meeting urgent personal responsibilities, or situations beyond the employees' control.

2. DEFINITIONS

2.1 'Urgent personal responsibilities' refer to situations which may arise on account of unforeseen circumstances, e.g. illness or death in the immediate family or of a close relative, and for those situations which are known in advance and can be planned (e.g. marriage for self and in the immediate family, license renewal, visit to children's school, appearing for exams, etc.) depending on the nature of the situation.

2.2 'Situations beyond the employees' control' refer to inclement weather conditions, (e.g. heavy rains), transport strike, domestic emergency or similar situations which prevent employees to/from reaching work on that day.

3. ELIGIBILITY

Following category of full time employees (faculty and staff) will be eligible:

- Ancillary and Support staff will be entitled for 10 calendar days per annum (inclusive of weekend and public holidays);
- Faculty, Professionals and Management Staff will be entitled for 5 calendar days per annum (inclusive of weekend and public holidays).

4. OBSERVATIONS AND LIMITATIONS

- 4.1 Casual leave entitlement commences on January 01 of each year. Those eligible employees joining during the course of the year, will have a pro-rated casual leave entitlement for that year from the date of their joining.
- 4.2 Casual leave cannot be carried forward to the next calendar year.
- 4.3 Casual leave cannot be taken for more than 3 consecutive days at any given time. If circumstances warrant, the immediate supervisor / department head / service line chief will approve the first 3 days to be treated as casual leave, and remaining days be treated as unpaid leave.
- 4.4 Casual leave cannot be subjoined with any other type of leave.
- 4.5 The immediate supervisor / department head / service line chief may sanction casual leave for a full day or a half day depending on employees' personal circumstances and departmental operational situation.
- 4.6 Eligible employees who are being on probation, or their casual leave entitlement for the calendar year has been fully utilized, the leave will be treated as unpaid.

5. PROCEDURE

- 5.1 Eligible employees in cases of urgent personal responsibilities or situations beyond employees' control are required to inform their immediate supervisor / department head either through phone call or email before the start of the duty hours. On resuming duty, they should immediately submit their online leave request for the approval.
- 5.2 In case of known or planned situation, an employee must apply for casual leave in advance through online leave process for approval.
- 5.3 As part of the monthly attendance review process, the Time Administrator will be responsible to ensure that all absences are recorded in the attendance system and the online request has been raised.

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HUMAN RESOURCE POLICIES AND PROCEDURES MANUAL

UNPAID LEAVE

Policy #	:	<u>HR/LV-07</u>	Page	:	<u>01 of 03</u>
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Approved By: _____
VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

- 1.1 Full time faculty and staff will be permitted unpaid leave only under the extenuating personal circumstances due to which they are unable to carry out their work commitments with the Organization. This leave is not to be considered as leave which a faculty or staff member would be eligible for as a normal entitlement, periodically, but rather as leave permitted on compassionate grounds in view of extenuating circumstances.

2. DEFINITION

- 2.1 Faculty and staff may be permitted unpaid leave under the following personal circumstances:
- a) Illness of a close family member.
 - b) Litigation or other legal proceedings requiring personal presence.
 - c) Other similar extenuating personal circumstances requiring faculty/staff members to be permitted leave on compassionate grounds.

3. ELIGIBILITY

3.1 Department/division head will consider faculty and staff member's request for unpaid leave in light of the circumstances, performance record and commitment to the Institution, and the department's staffing situation.

3.2 Faculty and staff members will be eligible to apply for unpaid leave only if annual leave entitlement has been fully utilized.

Faculty or staff members may be permitted a leave of absence for a specified time period, up to a maximum duration of 3 months, in case of extenuating circumstances, keeping in view the department's overall staffing situation.

3.3 Faculty and staff members having availed unpaid will not be eligible for such leave till the next 3 years.

4. OBSERVATIONS & LIMITATIONS

4.1 The faculty and staff members' will be eligible for all the benefits but their leaves will not accrue during this leave period.

4.2 Leave of absence for compulsory Government service (e.g. military service) will be permitted considering Government regulations and requirements.

4.3 In case faculty or staff member do not resume duty on completion of the leave period and employment is concluded, their eligibility for accrual of benefits would be considered to be as on the last day before commencement of leave. Accordingly, the Organization reserves the right to recover any costs incurred by AKU for benefits provided during the period of unpaid leave.

4.4 If faculty and staff members resign during or at the end of the leave period, they will need to serve the required notice period, or pay salary in lieu of the notice period.

4.5 Faculty and staff members on unpaid leave will not be permitted to take on any form of employment elsewhere during this period.

4.6 Faculty and staff members may apply for unpaid leave for a shorter duration, but subsequent leave if required during the 3 year period will be subject to division/department head's discretion and consideration of policy provisions.

5. PROCEDURE

5.1 Faculty and staff members requiring unpaid leave should discuss with their immediate supervisor to seek permission for unpaid leave. If the circumstances

permit and approval has been sought, subsequently, faculty and staff members should apply unpaid leave online preferably 2 to 3 weeks prior to the date from which the leave is required.

- 5.2 HR will process the unpaid leave in line with the policy.
- 5.3 On resuming duty, the faculty and staff members will submit a completed [Duty Resumption Report](#) to HR for payroll processing.

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Haj LEAVE

Policy #	:	<u>HR/LV-08</u>	Page	:	<u>01 of 02</u>
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Approved By: _____
VICE PRESIDENT
HUMAN RESOURCES

1. POLICY STATEMENT

Full-time faculty and staff will be granted paid leave for the purpose of performing Haj.

2. ELIGIBILITY

All full-time staff and faculty members, who have completed at least 2 years of service with the organization.

3. OBSERVATIONS AND LIMITATIONS

- 3.1 Haj leave will be granted for a maximum period of one (1) month.
- 3.2 Haj Leave will be granted only once during the employment period.
- 3.3 Before applying for Haj Leave, the employees are required to submit a copy of the official intimation received from the government to their concerned supervisor / department head / service line chief.
- 3.4 In case the Haj travel schedule is for less than 1 month, employees will be granted Haj Leave accordingly.

- 3.5 Annual leave will not be subjoined with Haj Leave unless the official Haj travel schedule (for departure and return) so requires.

4. PROCEDURE

The employees are required to submit their online leave application to their supervisor / department head / service line chief along with details of expected dates of departure and return as soon as they have been informed by the Government of their eligibility/approval for Haj.

Once the leave is approved, HR will process the leaves in accordance with policy.

July 19, 2024

THE AGA KHAN UNIVERSITY


HUMAN RESOURCES POLICIES AND PROCEDURES MANUAL

STAFF RECRUITMENT AND SELECTION

Policy #	:	<u>HR/RC-01</u>	Page	:	<u>01 of 42</u>
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The Policy owner in Human Resources is required to keep this Policy updated. It will be reviewed by Human Resources after 3 years issuance or earlier if so required by the University.

Approved By: 
Navroz Surani
Vice President
Human Resources

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1.0 POLICY STATEMENT

- 1.1 It is the policy of Aga Khan University (AKU) to recruit and select applicants who are suitably qualified or trained for employment for vacant positions in the Staff category, in accordance with pre-determined job-related criteria and the procedure specified herein. The University will generally endeavor to place staff members in positions that best utilize their skills and abilities and provide opportunity for professional and personal development and growth.
- 1.2 AKU strongly believes on the principles of Equal Employment Opportunity which includes prevention from discrimination on the basis of race, color, religion, gender (except where gender is a bona fide occupational qualification), national origin, marital status, and disability which under known physical limitations of a qualified disabled applicant or employee would be able to perform the essential duties of the job if such accommodation is made.

2.0 PURPOSE

- 2.1 To provide a framework to facilitate a consistent approach for new hirings for staff or trainee positions, ensuring that due process is followed as outlined in this policy.

3.0 SCOPE

- 3.1 All staff/trainee positions which include full-time, temporary, part-time and contract-based positions, including aid workers and those working in outreach and humanitarian settings, within authorized staffing budgets.
- 3.2 All shortlisted external and internal candidates for vacant staff positions.
- 3.3 HR will be responsible for coordinating all stages of the recruitment and selection process for hiring of staff, and will maintain a complete record, including job postings, interview evaluations, professional and employment references being sought and received, and other related information/correspondence.
- 3.4 This policy is an overarching global policy applicable to all entities/ campuses of the University including the outreach humanitarian settings and field sites where the University has its programs.
 - 3.4.1 Campuses of the AKU, in each country where it operates, will need to have applicable work procedures for their respective programs/operations to ensure due coverage, compliance, and monitoring, and reporting to HR; actions to be taken for any non-compliance will be as per applicable laws of the respective countries and related policies at AKU.

4.0 OBSERVATIONS AND LIMITATIONS

- 4.1 Depending on the position level, as part of the recruitment process, candidates may be asked to make a presentation on a relevant topic, which would be finalized between the candidate and Department Head / Entity Head, as applicable.
- 4.2 Human Resources will maintain an updated data bank of applications of candidates who have applied for jobs at AKU and are qualified in areas relevant to staff positions.
 - 4.2.1 All applications received for staff positions by any department will be forwarded to the concerned Business Partner in HR who will ensure that these are duly logged timely and included in the applications data bank.
- 4.3 The minimum age for employment at AKU is 18 years. Applicants for national positions must have a valid identification document (e.g., Computerized National Identity Card, Passport, Work Visa), without which an employment offer will not be made.

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- 4.4 Staff in employment at the University who desire a transfer from their current assignment and fulfill the necessary job requirements, will compete with external candidates, within the limits of the policy for [Transfers and Appointments](#) (Policy # HR/RC-08).
- 4.5 For recruitment of senior staff positions, a Search Committee comprising senior staff members and leadership of the University may be formed to fill the vacant position. This is normally constituted by the President in consultation with VP-HR and leadership of the concerned service.
- 4.6 Applicants who were previously employed by the University and have reapplied will be given due consideration, subject to their past work history and performance being satisfactory, and there being no known record of sexual exploitation and abuse or other misconduct, including fraud, misappropriation, corruption and/or bribery. They will normally be considered for re-hire after a minimum period of 6 months after separation, to enable the concerned incumbent to address reasons due to which he/she separated.
 - 4.6.1 However, by exception the concerned divisional head/entity head and VP Human Resources or designee may approve an earlier re-hiring if so required by the University and reason for the same noted.
- 4.7 Employment of all staff is subject to receipt of satisfactory references, which will be from at least two of the previous employers, where applicable. This condition is not applicable to the fresh graduates joining the University or those who do not have prior work experience or those who only have work experience with one organization prior to joining AKU. Any other references or verifications may be sought by HR at its discretion, if considered necessary.
- 4.8 Disclosure of misinformation or derogatory references or submission of forged documents, will be considered a basis for termination of the selection process or employment of the incumbent.
- 4.9 For staff positions, if a candidate shortlisted for an interview needs to travel to the location where the interviews are being conducted, the costs for related travel and accommodation expenses will be borne by AKU.
- 4.10 Incumbents being appointed for staff positions at AKU but are not resident in the same city as the campus where appointed, will be provided a relocation allowance for self and eligible dependents for airfare, unaccompanied air freight, and moving allowance, as per the relocation benefits applicable to the position (reimbursement of expense(s) should be claimed within 6 months of joining supported by original payment receipts). Eligibility for relocation benefits is subject to the employment contract being for at least 2 years. (Please refer [Annexure X: Relocation Entitlement](#)).
- 4.11 AKU will follow the safeguarding referencing process for the hiring of staff who have been previously or are currently employed in other agencies of the Aga Khan Development Network (AKDN); it will become an integral part of the external recruitment process, and the internal network mobility process. The safeguarding reference will be managed and handled by the designated HR contacts at the University who will coordinate with their counterparts at the concerned agency of the AKDN for required information.
 - 4.11.1 The Safeguarding Referencing process of the AKDN is complementary to and separate from any other forms of due diligence that the University carries out as part of the recruitment process, for the purposes of assessing a candidate's suitability for a position.

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- 4.12 During the selection process, department heads / hiring managers should not share with the applicant any confidential information pertaining to the hiring process including salary for the position.
- 4.13 Employment of all expatriate personnel will be subject to approval by the entity head, and the Vice President Human Resources or designee at the campus.
- 4.14 Employment of all foreign nationals is subject to approval by the government of the country in which they will be working, and issuance of a work visa.
- 4.15 Hiring of Family Members
 - 4.15.1 AKU will consider employing persons who are family members of an employee/trainee at AKU (by blood or marriage), provided the individual possesses the necessary qualifications for the position, following due process and limitations stated herein.
 - 4.15.2 All employment applications from family members of existing employees/trainees will be impartially evaluated, and hiring decisions will be based strictly on merit.
 - 4.15.3 If an employee/trainee is part of the decision-making process for a vacant position, and he/she identifies that one of the applicants is a family member, he/she needs to inform the Department Head of the Conflict of Interest (COI) situation and should normally request to be excused from participating in the process.
 - 4.15.4 Related employees will not be given work assignments that require one employee to direct, review or process the work of a related employee, or to permit one to have access to the personnel records of the other. Related employees cannot have influence over one another's employment, salary administration or related considerations.
 - 4.15.5 If an employee/trainee at AKU marries another employee/trainee at AKU, both may retain their positions provided they are not under the supervision of each other, and neither occupies a position that has influence over the other's employment. If in case either one of the employee/trainee is under supervision of the other, one of them will need to transfer to another position to ensure that a situation of Conflict of Interest does not occur.
 - 4.15.6 Normally, related employees will be assigned to different departments. However, under special circumstances based on which the department head feels that an exception is justifiable, related employees may be placed in the same department with due approvals from the division head and the Vice-President HR or designee, subject to above provisions.
- 4.16 A candidate's misconduct history will be processed and shared in accordance with applicable data protection legislation, regulations, and institutional policies, as applicable in respective countries.
 - 4.16.1 A candidate's misconduct history as received by AKU can only be shared with the candidate if so required by law, policy, or governance framework. This will be done only by an authorized officer in Human Resources after obtaining required approvals from the VP-HR or designee at the campus.

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5.0 APPOINTMENT ON CONSULTANCY CONTRACTS

- 5.1 The University may offer consultancy contracts to identified individuals in the circumstances listed below to meet the special needs of a department/division for a defined period, normally for a short-term duration, which should preferably be part of the department's budget for that year.
 - 5.1.1 Short term assignment for critical support for a department's business needs for the technical, professional, research, patient care and administrative roles.
 - 5.1.2 Employees having special skills/expertise who cannot continue on a full-time basis due to extenuating circumstances and their services are critical for the department/University to fill the gap for the services required. They may either work on site or virtually, depending on the nature of the job.
 - 5.1.3 Those having retired or completed their post-retirement contracts may be appointed as Consultants (Please refer to the Policy for [Retirement](#) (Policy # HR/ER-18)).
 - 5.1.4 Consultants may be appointed on a full-time or part-time basis.
- 5.2 Those identified to be appointed as Consultants should be screened by HR to ensure that they are meeting the criteria, i.e. qualifications, skills, competencies and experience required for the assignment.
- 5.3 The period of the consultancy contract can be from one month to a maximum period of one year. Contract extensions will require approval from the respective entity heads and should be duly planned and budgeted.
- 5.4 Those appointed as "Consultants" will be paid a monthly fee for the service rendered. They will not be eligible for benefits offered by the University to its employees and will be liable for the tax deductions in line with the applicable tax laws of the country.
- 5.5 The departments/divisions will be required to ensure that requests for appointments on consultancy contracts meet the criteria as defined herein. The department/division heads will be required to coordinate with Human Resources for the appointment of Consultants.

6.0 COMPLIANCE OF THE POLICY

- 6.1 The University expects Department Heads/Chairs/Entity Heads and those engaged in implementing the process in HR and other concerned Departments to comply with the recruitment and selection procedures for staff/trainee positions as outlined herein.
- 6.2 If the University identifies any instances of non-compliance with this policy, concerned incumbents can be liable to disciplinary action as per the University's policies.
- 6.3 In case an employee is found to have submitted forged documents or to have given false information regarding his/her past records and/or has a proven record or suspicion of sexual misconduct or allegations during background checks, he/she will be liable to disciplinary action according to the University's policy on [Employee Discipline](#) (Policy # HR/ER-21). Relevant documentation will be done and included in the personnel file/HR Records system to ensure that concerned incumbent is not considered for re-hire at a later point in time.

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7.0 LIST OF ANNEXURES

- 7.1 [Annexure I: Procedure](#)
- 7.2 [Annexure II Personnel Requisition Form](#)
- 7.3 [Annexure III: Interview Evaluation Form](#)
- 7.4 [Annexure IV: Authorities Matrix for Selection of Job Applicants for Staff Positions](#)
- 7.5 [Annexure V: Application Form for Employment](#)
- 7.6 [Annexure VI: Employment Reference Check Form](#)
- 7.7 (i) [Annexure VII A to D: AKDN – Safeguarding Referencing for Inter-Agency Employee Movement](#)
(ii) [Annexure VII-D: Directory of Authorized Personnel for Safeguarding Referencing.](#)
- 7.8 [Annexure VIII: Definitions](#)
- 7.9 [Annexure IX: Measures to Facilitate Appointment/Retention of Staff Hired for Research Projects Funded by Extra-Mural Grants](#)
- 7.10 [Annexure X: Relocation Entitlement and Initial Accommodation Facility For Faculty And Staff Joining From Outside Pakistan/Karachi](#)

8.0 RELATED POLICIES

8.1 The Policy for Staff Recruitment and Selection should be read in conjunction with its Annexures and the following policies:

- 1. [Policy for Pre-Employment Medical Examination](#) (Policy # HR/RC-03)
- 2. [Policy for Job Descriptions](#) Policy # HR/ER-03)
- 3. [Policy for Transfers and Appointments](#) (Policy # HR/RC-08)
- 4. [Policy for Probation](#) (Policy # HR/ER-04)
- 5. [Policy for Retirement](#) (Policy # HR/ER-18)
- 6. [Policy for Employee Discipline](#) (Policy # HR/ER-21)

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Annexure I: Procedure for the Policy for Staff Recruitment and Selection

- 1.0 To fill a budgeted vacant staff position (replacement or new) in the department, the concerned department/divisional head or designee will forward the approval to HR for initiating the hiring process. Recruiters need to ensure that all documentation related to the hiring process, including receipt of the approved [Personnel Requisition](#), is completed before selection is finalized.

1.1 Search

1.1.1 HR, in collaboration with the relevant department head, will tap appropriate sources for potential candidates, which may include one or more of the following:

- a) Internal announcement (for employees onboard)
- b) Data bank of active applicants.
- c) AKU/AKDN web portal.
- d) Advertisement in newspapers, professional journals, and websites.
- e) Educational and technical training institutions.
- f) Alumni and ex-employees.
- g) Announcements in appropriate forums.
- h) Job fairs.
- i) Head Hunters/External Consultants.
- j) Social media platforms

1.1.2 Normally, a vacant position will be appropriately posted on the website of AKU, which will also include a closing timeline for receipt of job applications. This job announcement should normally be made by HR within a week of the Department Head advising HR to activate hiring for a vacancy.

1.1.2.1 Some positions may be advertised internally only on the AKU intranet depending on the nature of the position and applications already available in the application data bank.

1.1.3 The job announcements will have information conveying the following:

- (i) AKU is an equal opportunity employer and is committed to safeguarding and expects all employees/trainees and partners to share this commitment, and
- (ii) Comprehensive employment reference checks will be conducted.

1.2 Screening

1.2.1 HR will assist in initial screening of applications as required by concerned department heads to determine if the applicant meets the requirements for the said position this may include an initial screening interview by HR or the Department. Shortlisted applications will be shared with the concerned department.

1.3 Shortlisting

1.3.1 Candidates shortlisted by the concerned department will be invited by HR for assessment (as applicable), which may include skills assessment tests, and interviews, preferably with gender-balanced panelists, etc. HR will assist in scheduling of interviews. Shortlisted candidates will be interviewed by the designated panel/ department head, along with the HR Business Partner or a representative from HR.

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- 1.3.2 The number of candidates shortlisted for interview(s) will vary depending on the position and the pool of applicants available.

1.4 **Interviewing**

- 1.4.1 Based on the level of the position for which the hiring is being processed, the first stage of interviews could be the final selection stage such as for ancillary and support staff or there could be more than one interview e.g., in case of senior level positions in the management or executive cadres (please refer [Annexure IV: Authorities Matrix for Selection of Job Applicants for Staff Positions](#)).
- 1.4.2 The members of the interview panel will be selected by the Department Head; interviewers will normally be senior in rank to the position for which interviews are being conducted and must be well-versed with the job and competencies required.
- (i) The number of interviewers will normally vary between 3 to 5 members, depending on the level of the position being interviewed for.
- (ii) Conflict of Interest: In case a candidate is known to an interviewer or is a family member, he/she should bring this to the attention of the Department Head in writing as a disclosure since this could pose a conflict of interest. The Department Head will discuss with the Business Partner (BP) in HR in this regard and whether this member of the panel should continue or otherwise; the Department Head will respond to the concerned member of the panel accordingly.
- 1.4.3 Interviewers will complete their evaluation on [Annexure III 'Interview Evaluation Form'](#) (or prepare a File Note, if applicable) after the interview and will forward it to HR. The interview evaluation report must clearly indicate the interviewer's recommendations as to whether the candidate should be considered for the next stage of the selection process or not. (please refer [Annexure III: Interview Evaluation Form](#))
- 1.4.4 The HR representative will also discretely inquire from the candidate whether he/she has been subjected to any inquiry regarding instances of involvement in any acts of misconduct and/or related investigations and outcomes of the same and will state the findings (if any) as part of his/her interview evaluation.

1.5 **Shortlisting for Final Selection**

- 1.5.1 Applicants shortlisted for final selection will normally be decided jointly by the concerned Department Head, Entity Head and the HR Representative (as applicable) based on interview evaluations and other assessments during the shortlisting/selection process. Normally the number of applicants shortlisted for the final selection will be 2 to 4 candidates but this will depend on the position level of the vacancy, and number of applicants found suitable for the position/job.
- 1.5.2 For positions at the level of AD4 and above (or equivalent), the hiring process may require subsequent interviews by next level seniors e.g., with concerned

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Director or Entity Head or others in Senior Leadership, depending on the position. The HR representative coordinating the hiring process will address for next level interviews, as applicable. (Please refer [Annexure IV: Authorities Matrix for Selection of Job Applicants for Staff Positions](#))

- 1.5.3 Those shortlisted for final selection (2 to 4 candidates) or only the selected candidates will be sent [Annexure V: Application Form for Employment](#) and will be asked to submit it to concerned HR representative within the next 2 to 3 days. The Form will require applicants to self-declare regarding involvement in any instances of sexual misconduct or other related misconduct or termination of past employment, and/or concerns registered with government authorities, if any.
(Please refer to [Annexure V – Application Form for Employment](#)).

1.6 **Checking Employment Reference**

- 1.6.1 HR will ensure that the recruitment and selection procedures strictly adhere to said requirements i.e., that the candidates shortlisted for selection or offer of employment at AKU, including those to be working in humanitarian settings, do not have any known track record/history of sexual exploitation and abuse (SEA) in previous and current employment tenures through contacting previous employers for an employment reference. Employment reference concerning safeguarding misconduct will be obtained for all new hires including those who are currently working at AKDN agencies or have previously done so.
(Please refer to [Annexure VI – Employment Reference Check Form – Confidential](#)).
- 1.6.2 The HR representative will normally send the employment references before the selection decision has been finalized. Feedback may be received in due course, but at the latest within 3 months or prior to the end of the probation period. If the offer is formalized and conveyed to selected candidate before receipt of the reference, the offer letter should specifically state that the offer is subject to receipt of satisfactory references and other related provisions.
- 1.6.3 HR should ensure that at least 2 of the selected candidate's former employers and the current employer have been contacted for an employment reference. (This will not be applicable if the incumbent does not have any previous work experience or has only 1 former employer). This will include the employment reference from an AKDN agency, if applicable.
- 1.6.4 If an employment reference has not been received within one month of having sent it, despite the reminders having been sent, the HR representative coordinating the process should include a file note to this effect and obtain concurrence of the Business Partner in HR for the process to be closed temporarily with a file note to be included in the new employee's file along with a copy of all correspondence for follow-up.

- 1.6.4.1 However, this matter i.e., employment reference not received till end of probation period or by end of 3 months of the employee's joining AKU, it should be addressed by HR with the Department Head and concerned

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employee.

1.6.4.2 Options to be considered can be (i) extension of probation and making concerned employee responsible to provide the reference or (ii) conclusion of employment since employment reference is essential or (iii) confirmation of employment with a provision in the letter that employee will provide the reference within a specified time period, and also provide contact details of other referees for the process to be completed.

1.7 **Job Offer**

1.7.1 (i) Once the decision for the selected candidate is finalized by the concerned authority, HR will determine the salary to be offered, in consultation with the concerned Department Head/Entity Head (as applicable), which will be as per applicable salary structure in line with the University's policy, and a comparative analysis with peers.

(ii) This will not be applicable for cases where incumbents are hired on entry level positions or from trainee to staff, for which entry level salaries are offered; benefits will be as applicable as per the grade classification of the position and the nature of the contract for which applicable written information will be provided. While doing so, due consideration will be given to maintaining internal pay equity and consistency with staff members on board in comparable positions.

1.7.2 The formal employment offer to the selected candidate will be made by HR, which will initially be in terms of informing him/her of selection for the position and salary and benefits offered, and that this is subject to clearing the pre-employment medical examination, and receipt of satisfactory references. The selected candidate will be informed by HR to complete the required formalities such as Pre-Employment Medical Examination, and that on clearance of the same, she/he will be given a formal employment offer, and that the date of joining AKU will need to be finalized then.
(Please refer to the Policy for [Pre-employment Medical Examination: Policy # HR/RC-03](#)).

1.7.3 Upon accepting the offer, the selected candidate will be required to submit a copy of his/her educational and professional degrees/ certifications preferably within the next 2 to 3 days normally, which should be before receiving the letter of appointment (the original documents should also be presented for checking by HR). The most recent and/or relevant degree/certification will be sent for verification from the issuing authorities.

1.7.4 HR will normally inform candidates who were part of the final round of interviews (but not selected), of the outcome of the interview process with reference to their case i.e., shortlisted but not selected. This would be done either by informing the candidates via phone call or sending a 'letter of regret' via email within one week of the selected candidate having joined AKU. This will normally be applicable for positions at AD5 and above, or equivalent.

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1.8 **Letter of Appointment**

- 1.8.1 On satisfactory completion of the above requirements, HR will issue the selected candidate an appointment letter along with a copy of the job description, before the date of joining. Employee will return a signed copy of his/her appointment letter & job description to HR, which will be kept in the personnel file of the new employee//trainee. The appointment letter should normally be issued to the selected candidate within 5 working days of acceptance of the offer, which should be before the date of joining.

1.9 **On-Boarding/ New Employee General Orientation**

- 1.9.1 HR will assign an employee number to each new employee normally when preparing the appointment letter and will communicate the same to him/her on the day he/she joins. If the new employee is a re-hire, he/she will be assigned the same employee number as was in his/her previous employment at AKU.

- 1.9.2 As part of the on-boarding process, each employee/trainee is required to complete the New Employee Orientation Program in which one of the sections will orient new hires on protection against sexual exploitation and abuse (PSEA). This Orientation Program may be an online program taken up by the new employee or carried out in-person by a representative of HR with a group of employees, depending on the position level.

- 1.9.2.1 An Exclusive Orientation Program will be conducted for those newly hired at positions of Managers and above, or if the new employee is an expatriate, even if at a lower position.
(Please refer to the HR Policy for New Employee Orientation: Policy # HR/LD-01)

1.10 **Probation Period**

- 1.10.1 New employees in staff or trainee positions will be required to serve an initial period of probation for 3 months or 6 months, depending on the position level, as stated in the appointment letter, during which his/her performance will be assessed to evaluate suitability for the position. Further details are stated in the policy for [Probation \(Policy # HR/ER-04\)](#).

- 1.10.2 Confirmation of employment of all staff is subject to clearance of pre-employment medical examination, receipt of satisfactory employment references, and completion of the New Employee Orientation Programme.

- 1.10.2.1 If employment references received are not satisfactory or have a reference to any instances of misconduct by the applicant / employee, HR will discuss the matter with concerned Department Head, along with the concerned employee, if required, and employment may be concluded after due investigation of the reference received.


1.11 **AKDN Safeguarding Referencing for Inter-Agency Employee Movement**

- 1.11.1 As a standard job announcement at all levels, it will be mentioned that comprehensive employment references are sought as part of the recruitment process.

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- 1.11.2 If an applicant shortlisted for final selection has previously worked for an agency of the Aga Khan Development Network (AKDN), the recruiter at AKU will inform him/her that a comprehensive employment reference, including elements of safeguarding misconduct, will be sought from the concerned agency, and consent for the same will be obtained from the applicant. The recruiter will at this stage contact the designated HR contact at AKU to obtain the required employment reference on the prescribed form (please see [Annexure VII-C](#)). This will be obtained from the AKDN agencies who were his/her former employers; or if it is the current employer, they will be contacted for an employment reference after obtaining the applicant's consent in writing. The names of the designated contacts in each agency are featured in the Directory of Authorized Personnel for Safeguarding Referencing. (Please refer [Annexure VII-D](#)).
- 1.11.3 (i) In the context of Safeguarding Referencing, it is within the discretion of AKU to request an AKDN Agency to provide further information than the minimum required within the safeguarding reference form/employment reference form, if so required.
(ii) If the AKDN Agency is not able to provide information due to restrictions for compliance and legal frameworks, the University would be informed accordingly by the concerned Agency's designated HR Contact and vice versa for HR at AKU receiving a safeguarding reference request for a current or former employee at AKU.
- 1.11.4 (i) Normally, before making an offer of employment, the University will duly consider references received from Designated HR Contacts at Aga Khan Development Network Agencies (or any other organization) where the candidate has previously worked or is currently working.
(ii) It is recommended that in case if there is information for serious allegations, the University should exercise prudence and wait for the outcome of the investigation, if in process, before finalizing the offer for appointing the individual.

(Please refer [Annexure VII: Safeguarding Referencing for Inter-Agency Employee Movement](#)).

Approved by: 
Navroz Surani
Vice President
Human Resources

THE AGA KHAN UNIVERSITY

HUMAN RESOURCE POLICIES AND PROCEDURES

FACULTY RECRUITMENT AND SELECTION

Policy #	:	<u>HR/RC-02</u>	Page	:	<u>01 of 37</u>
Issue #	:	<u>06</u>	Effective Date	:	<u>August 01, 2024</u>
Revision #	:	<u>-</u>	Effective Date	:	<u>-</u>

DISCLAIMER: If there is a discrepancy between the electronic copy of this policy and / or any other copy of this policy, the original copy held by the Policy owner in Human Resources will prevail.

The Policy owner in Human Resources is required to keep this Policy updated. It will normally be reviewed by Human Resources after 3 years of issuance, or earlier if so required by the University.

Approved By:



Navroz Surani
Vice President
Human Resources

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1.0 POLICY STATEMENT

- 1.1 The University aims to hire, develop and retain high-calibre faculty to meet its mission and strategic plans in the areas of education, research, professional service, and leadership.
- 1.2 The Aga Khan University's Human Resource Management philosophy is based on the conviction that its most valued asset is its people. The University recruits and selects applicants for faculty positions who are suitably qualified and trained to carry out responsibilities of budgeted positions in respective entities of the University.
- 1.3 Recruitment and selection for all faculty positions are conducted in an open, transparent and equitable manner, which reflects AKU's commitment to quality and meritocracy, and to be an equal opportunity employer for all.

2.0 PURPOSE

- 2.1 The objective of this policy is to have a consistent and efficient faculty recruitment and selection process throughout the University.

3.0 SCOPE

- 3.1 Applicable to all faculty positions which include full-time, flexi full-time, temporary, part-time and contract-based positions, including those working in outreach and humanitarian settings, within authorized staffing budgets.
(Terms of employment for faculty members on flexi full-time appointments are stated in a separate policy).
- 3.2 AKU will follow the safeguarding referencing process for the hiring of faculty who have been previously employed in other agencies of the Aga Khan Development Network (AKDN) and will ensure that it becomes an integral part of the external recruitment or internal network mobility process. The safeguarding reference will be managed and handled by the designated HR contacts at the University who will coordinate with their counterparts at the concerned AKDN agency for required information.
 - 3.2.1 The Safeguarding Referencing process of the AKDN is complementary to and separate from any other forms of due diligence that the University carries out as part of the recruitment process for the purposes of assessing a candidate's suitability for a position.
- 3.3 HR will be responsible for coordinating all stages of the Recruitment and Selection process for hiring of faculty members and will maintain a complete record, including job postings, interview evaluations, professional and employment references being sought and received, and other related information/correspondence.
- 3.4 This policy is an overarching global policy applicable to all entities/ campuses of the University including the outreach humanitarian settings and field sites where the University has its programs. Campuses of the AKU, in each country where it operates, will need to have applicable work procedures for their respective programs/operations to ensure due coverage, compliance, monitoring, and reporting to HR. Actions to be taken for any non-compliance will be as per applicable laws of the respective countries and related policies at AKU.

4.0 OBSERVATIONS AND LIMITATIONS

- 4.1 Depending on the position level, as part of the selection process, candidates may be asked to make a presentation on a relevant topic, which would be finalized between the candidate and Chair/Entity Head, as applicable.
 - 4.1.1 This is specifically applicable to candidates shortlisted for positions at level of professor.
- 4.2 For faculty positions, if a candidate shortlisted for an interview needs to travel to the location where the interviews are being conducted, the costs for related travel and accommodation expenses will be borne by AKU.
- 4.3 Incumbents being appointed for faculty positions at AKU but are not resident in the same city as the campus where appointed, will be provided a relocation allowance for self and eligible dependents for airfare, unaccompanied air freight, and moving allowance, as per the relocation benefits applicable to the position (reimbursement of expense(s) should be claimed within 6 months of joining supported by original payment receipts). Eligibility for relocation benefits is subject to the employment contract being for at least 2 years. (Please refer [Annexure X: Relocation Entitlement](#)).
- 4.4 For appointment of senior faculty, a Search Committee comprising senior faculty members and leadership of the University may be formed to fill a vacant position. Based on the position, the Search Committee is normally constituted by the Dean of the Entity in consultation with the VP-HR and finalized with the Provost and the President.
- 4.5 The Business Partners in Human Resources will maintain a pool for all applications received for faculty positions in their respective areas.
 - 4.5.1 Applications received for faculty positions by any department will be forwarded to the concerned Business Partner or Manager in HR who will ensure that these are duly logged timely, and available as required for concerned departments.

5.0 COMPLIANCE OF THE POLICY AND/OR RELATED PROCEDURES

- 5.1 The University expects Department Heads/Chairs/Entity Heads and those engaged in implementing the process in HR and other concerned Departments, to comply with the recruitment and selection procedures outlined herein for appointments to faculty positions.
- 5.2 If the University identifies any instances of non-compliance with this policy and/or related procedures, the concerned incumbent can be liable to disciplinary action as per the University's policies.
- 5.3 In case a faculty member is found to have submitted forged documents or to have given false information regarding his/her past records and/or have proven sexual exploitation and abuse allegations during background checks, he/she will be liable to disciplinary action according to the University's policy on Employee Discipline. Relevant documentation will be included in the personnel file/HR records system to avoid any consideration for re-hiring the concerned incumbent at a later point in time.

6.0 LIST OF ANNEXURES

- 6.1 [Annexure I:](#) [Procedure](#)
- 6.2 [Annexure II:](#) [Personnel Requisition Form](#)
- 6.3 [Annexure III:](#) [Interview Evaluation Form](#)
- 6.4 [Annexure IV:](#) [Application Form for Employment](#)
- 6.5 [Annexure V:](#) [Employment Reference Check Form](#)
- 6.6 [Annexure VI:](#) [Relocation Entitlement](#)
- 6.7 [Annexure VII:](#) [Terms of Employment](#)
- 6.8 [Annexure VIII \(A to C\):](#) [Referencing for Inter-Agency Employee Movement](#)
[Annexure VIII \(D\):](#) [Directory of Authorized Personnel for Safeguarding Referencing](#)
- 6.9: [Annexure IX:](#) [Definitions](#)

7.0 RELATED POLICIES

7.1 The Policy for Faculty Recruitment and Selection should be read in conjunction with its Annexures and the following HR policies:

- 1. [Policy for Pre-Employment Medical Examination](#) (Policy # HR/RC-03)
- 2. [Policy for Probation](#) (Policy # HR/ER-04)
- 3. [Policy for Employee Discipline](#) (Policy # HR/ER-21)

Annexure I: Procedure for the Policy for Faculty Recruitment and Selection PROCEDURE

1.0 To fill an approved budgeted vacant faculty position (replacement or new), the concerned Department Head/Chair or designee will forward the approval to HR for initiating the hiring process. Recruiters need to ensure that all documentation related to the hiring process, including receipt of the approved [Personnel Requisition](#), is completed before selection is finalized.

1.1 However, if a position is not budgeted for a particular year but is required to be filled due to University's needs, the Chair / Department Head may recommend this to the Dean / Entity Head, who, if in agreement, will propose this to the Provost for special approval to initiate the recruitment for that position. If approved by the Provost, he / she will recommend this to VP-HR and VP-Finance or designee to permit the special approval. The Chair / Department Head will ensure that it is included in the budget for the next year. HR will initiate recruitment on receipt of the approval from VP-Finance or designee.

2.0 The Recruitment and Selection process for faculty appointments will comprise the stages as listed below:

2.1 Search

2.1.1 HR, in collaboration with the relevant department head, will tap appropriate sources for potential candidates, which may include one or more of those listed below as per the needs of the position:

i. Internal announcement	ii. Data bank of active applicants
iii. AKU/AKDN web portal	iv. Advertisements in newspapers, professional journals, and websites of professional societies related to the position
v. Educational and training institutions	vi. Alumni, and faculty members earlier employed at AKU.
vii. Headhunters/ External Consultants	viii. Any other media as agreed upon with Department Head/Chair.

2.1.2 In order to attract the best talent to apply, all vacant faculty positions need to be advertised, considering the nature of work at AKU and anticipated work expectations.

2.1.3 (i) or positions of Senior Instructor in the clinical areas of the Medical College, where Fellowship programs exist, graduates of AKU-based training programs will be encouraged to apply; however, they will be required to go through the regular hiring process.

(ii) For positions of Instructor in clinical areas, graduates of the Residency programs at AKU in respective departments will be encouraged to apply; however, they will be required to go through the regular hiring process.

2.1.4 All advertisements for faculty positions will be placed on the University's website.

2.1.4.1 In addition, based on the needs of the position and as advised by the Department Head/Chair, advertisements for positions at the level of Senior Instructor would be placed in local and/or national newspapers and websites. HR will facilitate the placement of such advertisements. Positions at the level of Assistant Professor and above may be advertised at an international level in consultation with concerned Chair/Department Head/Entity

Head based on the nature of the requirements.

2.1.5 In addition to information related to the University and the position, the job announcements will also essentially include the information noted below:

- (i) AKU is an equal opportunity employer and is committed to safeguarding misconduct and expects all faculty members and partners to share this commitment, and
- (ii) Comprehensive employment reference checks will be conducted.

2.1.6 The Department Head/Chair/Section Head or HR may also write to relevant individuals and institutions for their assistance in identifying suitable candidates or request other colleagues to do so on their behalf.

2.1.7 Regardless of where the applications are received from, all applications should be forwarded to the concerned Business Partner or Manager in HR who will arrange for these to be made part of the applicants' pool for the position.

2.1.8 By exception, the need for an advertisement may be waived by the Head of the Entity e.g., Dean of a school or college, if application of a suitable candidate(s) is available in the applicant's pool and recent advertising and extensive search experience over the past few months shows that other suitable candidate(s) have not applied for the position. However, the identified/shortlisted applicant(s) will need to go through the regular hiring process including the interview process for selection and appointment to the position.

2.2 **Screening/Shortlisting**

2.2.1 HR will review and forward shortlisted applications for the vacant position to the Department Head/Chair/Dean, as applicable for review and for further short listing, if required.

2.2.2 Applicants shortlisted by the department will be sent to HR to be included for the next stages of the hiring process.

2.2.3 The number of applications shortlisted for the interviews will be based on the number of suitably qualified applicants in the pool, and the level of the position for which interviews are being conducted.

2.3 **Interviews**

2.3.1 The interview stage of the selection process may comprise more than one level of interviews based on the level of the faculty position for which the vacancy exists, or the hierarchy of the Entity where the vacancy exists.

2.3.1.1 The schedule/plan for the interviews will be decided between the Department Head/Chair/Entity Head and the Business Partner or Manager in HR who is coordinating the interviews.

2.3.2 Interviews will normally be panel interviews to facilitate time efficiency and will preferably be gender-balanced, as far as possible.

2.3.3 The interview panel will be selected by the Chair in consultation with the faculty member leading the

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interview panel. The number of interviewers will normally vary between 3 to 5 members, depending on the level of the position being interviewed for.

- 2.3.4 Interviewers will normally be senior in faculty rank to the position for which interviews are being conducted and must be well-versed with the job requirements and competencies required for the position. Interviewers may be from the same department or cross functional disciplines, depending on the nature and level of the position.
- 2.3.5 Conflict of Interest: In case a candidate is known to an interviewer or is a family member, he/she should bring this to the attention of the Department Head/Chair in writing as a Disclosure since this could pose a conflict of interest. The Department Head/Chair will discuss with the BP in HR in this regard and whether this member of the panel should continue or otherwise; the Department Head/Chair will respond to the member of the panel accordingly.
- 2.3.6 Normally the initial interview will be led by the concerned Section Head or the Programme Lead or a senior faculty member of the Department who will submit recommendations for shortlisted candidates in consultation with other panelists for next level to the Chair/Department Head.
- 2.3.7 HR will forward all interview evaluations ([Annexure III: Interview Evaluation Form](#)) to the Department Head/Chair, as applicable, along with a covering recommendation from the faculty member who has led the interviews.
- 2.3.7.1 The Chair/Department Head will normally interview up to 3 to 4 shortlisted candidates.
- 2.3.8 During the interview process, the HR representative will discretely inquire from the candidate whether he/she has been involved in any investigation pertaining to misconduct and/or related investigations and outcomes of the same, and will state the findings in his/her interview evaluations (please refer [Annexure III: Interview Evaluation Form](#)).
- 2.3.9 For all faculty positions, the Chair / Department Head will submit his/her recommendation for 2 to 3 candidates to the Dean / Entity Head and also to CEO, AKUH in case of clinical faculty, who at their discretion may interview the candidates or convey their views to Chair / Department Head. VP-HR will be marked a copy of the recommendation both by Dean / Entity Head and also the Chair / Department Head. The VP-HR at his / her discretion may meet with the shortlisted candidates
- 2.3.9.1 For appointment of clinical faculty, interviews of shortlisted candidates at the third level will be conducted by both the Dean, Medical College, and the CEO, AKUH. This interview may be done jointly or separately by both.
- 2.3.10 Selected applicants or those shortlisted for final selection interview will be sent [Annexure IV: Application Form for Employment](#) and will be asked to submit the completed form to the concerned HR Representative within next 2 to 3 days but before the final interview. (The Form requires applicants to self-declare involvement in any instances of sexual misconduct or other related misconduct and/or termination of past employment, criminal records, and concerns registered with government authorities, if any).
(Please refer to [Annexure IV – Application Form for Employment](#)).

2.3.11 **Credentialing Process (for Clinical Faculty)**

2.3.11.1 HR will inform the shortlisted candidates for the final interview with the Dean/CMO/CEO, AKUH, to submit a copy of their educational and professional degrees/ certifications preferably within next 2 to 3 days (the original documents should also be presented for checking at that time). The most recent and/or relevant degree/certification from the issuing authorities will be sent for verification.

2.3.11.2 HR will send the documents listed below to the Chief Medical Officer to review the eligibility of the prospective candidate(s) and for initiating the credentialing process as part of the selection process as per criteria set in Credentialing & Privileging Policy of AKU:

- i. Current CV of the candidate
- ii. Copy of valid licensure along with the primary source verification
- iii. Copy of basic qualification (e.g., MBBS or equivalent)
- iv. Copy of post graduate qualification(s) e.g.: FCPS, MRCP, American Board certification or equivalent.
- v. Evidence of post graduate training (s) e.g.: completion of training for residency, fellowship etc.
- vi. Evidence of start of primary source verification process by HR for the basic and post-graduate qualification.

2.4 **Selection**

2.4.1 The final selection should preferably shortlist two candidates in case the first priority candidate does not accept the offer for the position.

2.4.2 The approving authorities (please see table below) will convey their decision to the concerned Department Head / Chair, with a copy to HR to prepare the offer of appointment. For clinical faculty, a copy will also be sent to the Chief Medical Officer for initiating the credentialing process. VP-HR at his discretion may interview the selected candidate depending on the level of the faculty position for which incumbent has been selected.

Position	Approving Authority for Appointment		
	Medical College and SONAM	IED and FAS	
Instructor/ Assistant Lecturer/ Senior Instructor/ Lecturer	Chair / Department Head (or equivalent) to recommend shortlisted candidates to the Dean (and CEO, AKUH for clinical faculty of Medical College) for approval.	Dean of IED/FAS, as applicable	
Assistant Professor/ Senior Lecturer	Chair / Department Head (or equivalent) to recommend to the Dean (and CEO, AKUH for clinical faculty of Medical College) for	Dean of IED/FAS, as applicable, to obtain approval of A& P Committee of respective Entities for academic rank	

Position	Approving Authority for Appointment		
	Medical College and SONAM	IED and FAS	
	approval and to obtain approval from A&P Committee of respective Entity for academic rank.		
Associate Professor/ Professor/ all expatriates	Chair / Department Head (or equivalent) to recommend to the Dean (and CEO, AKUH for clinical faculty of Medical College) to obtain approval from University-wide A&P Committee for academic rank.	Dean of IED/FAS, as applicable, to recommend to A&P Committee to obtain approval from University-wide A&P Committee for academic rank.	

2.4.3 The Entity Head in consultation with the concerned Department Head/Chair will determine a tentative faculty rank to be finalized by the concerned A&P Committee. The concerned candidate will be informed of this when making the offer. For Associate Professors and above, the academic rank is subject to approval by the University-Wide A&P Committee.

2.5 **Checking Employment Reference**

2.5.1 HR will ensure that the recruitment and selection procedures strictly adhere to the said requirements i.e., that the candidate shortlisted for selection or offer of employment at AKU, including those to be working in humanitarian settings, do not have any known track record/history of sexual exploitation and abuse (SEA) in previous employment tenures through contacting previous and current employers for an employment reference. Employment reference concerning safeguarding misconduct will be obtained for all new hires including those who are currently working at AKDN agencies or have previously done so. (Please refer to [Annexure V – Employee Reference Check Form – Confidential](#)).

2.5.2 Concerned Department Head / Chair will normally be required to request those concerned for professional references from 3 seniors in the fraternity or referees, and will normally request for the same before the selection decision has been finalized. Feedback may be received in due course, but at the latest, within a period of 3 months.

2.5.2.1 Human Resources will request an employment reference from at least 2 former employers, where applicable and the current employer for the selected candidate; employment reference from the current employer will normally be taken only after he/she has accepted the offer formally and has given consent for the current employer to be contacted for a reference. This condition is not applicable to fresh graduates joining the University or those who do not have prior work experience or those who only have work experience with one organization prior to joining AKU.

2.5.3 Employment of all faculty will be subject to receipt of satisfactory references from the previous employer(s). If the employment reference has not been received despite the reminders having been sent, the HR representative coordinating the process should include a file note to this effect and obtain

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concurrence of the Business Partner in HR for the process to be closed with a file note to be included in the new employee's file along with a copy of all correspondence made as a follow-up.

2.5.3.1 However, this matter, i.e., if employment reference is not received till end of probation period should be addressed by HR with the Department Head and concerned faculty member.

2.5.3.2 Faculty positions up to Senior Instructor level are given a probation period, hence options to be considered by HR and Department Head / Chair can be (i) extension of probation, if applicable, and making concerned faculty responsible to provide the reference or (ii) conclusion of employment since employment reference is essential or (iii) confirmation of employment with a provision in the letter that faculty will provide the reference within a specified time period and may be required to provide contact details of other referees for the process to be completed.

2.5.3.3 However, if in case an employment reference is not received for an Assistant Professor or above till 3 months after being sent, this matter needs to be followed up by the Business Partner in HR, and he/she should inform the Department Head/Chair, Director and VP-HR of the same, and seek guidance on the matter. The concerned faculty member will normally be responsible for ensuring that professional and employment references are received from respective referees. Options for addressing the situation would be the same as stated in # 2.5.3.2 above.

2.5.4 If any of the shortlisted candidates have previously worked or are currently working at any of the AKDN agencies, the employment references will need to be obtained by HR from the concerned AKDN agencies as per the process for AKDN employment reference.
(Please refer # 2.6 below)

2.5.5 **AKDN Safeguarding Referencing for Inter-Agency Employee Movement**

- a. As a standard job announcement at all levels, it will be mentioned that comprehensive employment references are sought as part of the recruitment process.
- b. If an applicant shortlisted for final selection has previously worked for an agency of the Aga Khan Development Network (AKDN), the recruiter at AKU will inform him/her that a comprehensive employment reference, including elements of safeguarding misconduct, will be sought from the concerned agency, and consent for the same will be obtained from the applicant. The recruiter will request the designated HR contact at AKU to obtain the required employment reference on the prescribed form (please see [Annexure VIII-C](#)). This will be obtained from the AKDN agencies who were his/her former employers, the current employer will be contacted for an employment reference after obtaining the applicants, consent in writing. The names of the designated contacts in each agency are featured in the Directory of Authorized Personnel for Safeguarding Referencing. (Please refer [Annexure VIII-D](#)).
- c. (i) In the context of Safeguarding Referencing, it is within the discretion of AKU to request an AKDN Agency to provide further information than the minimum required within the safeguarding reference form/employment reference form, if so required.

(ii) If the AKDN Agency is not able to provide information due to restrictions for compliance and legal frameworks, the University would be informed accordingly by the concerned Agency's designated HR Contact and vice versa for HR at AKU receiving a safeguarding reference request for a current or former employee at AKU.

- d. (i) Normally, before making an offer of employment, the University will duly consider references received from Designated HR Contacts at Aga Khan Development Network Agencies (or any other organization) where the candidate has previously worked or is currently working.

(ii) It is recommended that in case if information for serious allegations, the University should exercise prudence and wait for the outcome of the investigation, if in process, before finalizing appointing the individual.
(Please refer [Annexure VIII: Safeguarding Referencing for Inter-Agency Employee Movement](#)).
- e. A candidate's misconduct history will be processed and shared in accordance with applicable data protection legislation, regulations, and institutional policies, as applicable in respective countries.
- f. A candidate's misconduct history as received by AKU can only be shared with the candidate if so required by law, policy, or governance framework. This will be done only by an authorized officer in Human Resources after obtaining required approvals from the VP-HR or designee at the campus.

2.6 **Job Offer**

2.6.1 Once the decision for the selected candidate is finalized by the concerned authority, HR will determine a suitable salary offer for the selected candidate in consultation with the Chair/Department Head and Entity Head. This will be as per applicable salary structure in line with the University's policy and a comparative analysis of other faculty members working at a similar level and having comparable qualifications and experience; this however will not be applicable for cases where incumbents are hired on entry level positions as entry level salaries will be offered. Benefits will be as applicable to the position as per faculty rank determined by the A&P Committee.

2.6.1.1 In the case of an additional academic administrative responsibility (e.g., Section Head or Programme Director, etc.), an additional allowance will be paid to compensate for the additional responsibility for the applicable tenure; this will be determined jointly by HR and concerned Entity Head.

2.6.2 For non-clinical faculty, upon accepting the offer, the selected candidate will be required to submit a copy of his/her educational and professional degrees/ certifications preferably within next 2 to 3 days, (the original documents should also be presented for checking at that time). The most recent and/or relevant degree/certification from the issuing authorities will be sent for verification. HR will compile related documents (please refer 2.3.11.2) and will address documents verification requirements.

2.6.2.1 For clinical faculty, the selected candidate will be given the appointment letter for the job offer.

2.6.3 (i) HR will be responsible for making the final offer, which will initially be in terms of informing him/her of being selected for the position and salary and benefits being offered; HR will also clarify that this offer is subject to clearing the pre-employment medical examination and receipt of satisfactory professional and employment references.

(ii) The selected candidate will be advised to complete the required formalities such as Pre-Employment Medical Examination and the Conflict-of-Interest Disclosure Form; and will be conveyed that on clearance of the same, he / she will be given a formal employment offer and will be asked to provide the date on which he/she would be commencing the appointment at AKU.

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2.6.4 In the case of an expatriate, concurrently HR will start working on obtaining the work visa for the concerned incumbent.

2.6.5 HR will normally inform candidates who were part of the final round of interviews (but not selected), of the outcome of the interview process with reference to their case i.e., shortlisted but not selected. This can be done either by informing the candidate via phone call or sending a ‘letter of regret’ via email, which will be done within one week of the selected candidate having accepted the offer.

2.7 **Letter of Appointment**

2.7.1 Upon acceptance of the offer by the selected candidate, HR will prepare the letter of appointment. The signatory for the appointment letter will be based on the position at which the incumbent is being hired, in line with the approved authorities matrix:

Position	Authorized Signatory for Appointment Letter
Instructor/Assistant Lecturer/ Senior Instructor/Lecturer	Senior Manager/ Manager, Human Resources
Assistant Professor/Associate Professor/ Senior Lecturer	Director Human Resources and concerned Dean/Director.
Professor	VP-HR and concerned Entity Head
Clinical Faculty at rank of Assistant Professor, Associate Professor, and Professor	VP-HR, Dean, Medical College and CEO, AKUH

2.7.2 (i) The Letter of Appointment will be issued to the selected candidate along with a Summary of Benefits and other related documents on satisfactory completion of the requirements. The faculty member will return a signed copy of the appointment letter to HR, which will be kept in the faculty member’s personnel file.

(ii) The appointment letter should normally be issued to the selected candidate within 5 working days of acceptance of the offer, which should be before his/her date of joining the University.

2.7.3 HR will assign an employee number to each new employee and will communicate the same to him/her on the day he/she joins. If the new faculty member is a re-hire, he/she will be assigned the same employee number as was in his/her previous employment at AKU.

2.7.4 The terms of the contract (e.g., duration of contract, notice period for contract and probation) for faculty members at each faculty level are given in [Annexure VII – Terms of Employment – Faculty](#). Faculty members being appointed at the level of Assistant Professor and above will not have a probation period.

2.8 **On-boarding/General Orientation**


2.8.1 HR will ensure completion of all the joining formalities for the newly hired faculty members. These include issuing a circular announcing new appointments at the level of Assistant Professor and above (when the faculty member joins, processing relocation claims as per the entitlement and arranging an orientation to AKU in coordination with the Learning and Organizational Development team.

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- 2.8.2 On the date of joining, the Department Head will give the faculty member his/her Letter of Expectations, which the faculty members will need to sign and return it to the Department Head/Chair; a copy of this will be sent by Department Head / Chair to the Business Partner in HR for including in the faculty member's file.
- 2.8.3 As part of the on-boarding process, each employee/trainee is required to complete the New Employee Orientation Program in which one of the sections will orient new hires on protection against sexual exploitation and abuse (PSEA). This Orientation Programme may be an online programme taken up by the faculty member at his/her convenience to be completed within one week of joining AKU. In addition, an Exclusive Orientation is conducted for faculty members at the level of Assistant Professor and above, and he/she will be registered for this by the HR Business Partner for the Department.
- 2.8.3.1 Faculty members will also be required to complete the departmental orientation, which would be coordinated by the faculty member's Department Head/Chair who will ensure timely completion within a week.

2.9 **Period of Probation**

- 2.9.1 Faculty members up to position of Senior Instructor will be required to serve an initial period of probation as stated in the appointment letter, during which his/her performance will be assessed by the Chair / Department Head to evaluate suitability for the position. (Please refer [Annexure VII – Terms of Employment – Faculty](#)).
- 2.9.2 Confirmation of employment will be subject to the faculty member's satisfactory performance, receipt of satisfactory employment and professional references, and completion of the New Employee Orientation Programme, as applicable based on the position level, and fulfilling any other terms of employment required for confirmation of service, if applicable.
- 2.9.3 Faculty members at the position of Assistant Professor and above are not required to serve a probation period. However, performance in position will be assessed by Chair / Department Head.
- 2.9.4 If employment references received are not satisfactory or have a reference to any instances of misconduct by the faculty member, or if employment references have not been received despite reminders, HR will discuss the matter with concerned Department Head / Chair for next steps as per the University's policy for Probation.
- 2.9.5 Please refer to the [Policy for Probation](#) (Policy # HR/ER-04).

Approved by: 
Navroz Surani
Vice President
Human Resources

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Annexure II: Personnel Requisition

1. Requisition Date	2. Department / Cost Centre	3. Division	4. Position Title
5. Bands		6. Position Number	9. Budget Information Budgeted position <input type="checkbox"/> Yes <input type="checkbox"/> No If not budgeted, approved via line allocation <input type="checkbox"/> Yes _____ Signature of Divisional Budget Manager _____ Date
7. Position Particulars <input type="checkbox"/> To fill new position (Complete Section 8) Or <input type="checkbox"/> Replacement for: Last Name _____ First Name _____ Concluded on: Date: _____ Promoted on _____ Date: _____ Transferred on _____ to _____ Date Dept.			
8. To be completed for new position Position should be <input type="checkbox"/> Permanent <input type="checkbox"/> Temporary From: _____ To: _____ Date: _____ Date: _____ <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time _____ Hours Per Week			10. Requirements <input type="checkbox"/> Incumbent required as soon as possible or <input type="checkbox"/> No earlier than Date: _____ Requisitioning Department Division wishes to be involved in pre-screening: <input type="checkbox"/> Yes <input type="checkbox"/> No
Additional Remarks: 			
12 (a). Department Head / Chair Position: _____ Signature: _____		12 (b). Entity Head / Dean Signature: _____ Position: _____	
13. A completed position description must be attached, or should be on file, for Human Resources to activate requisition			
To be completed by Human Resources			
_____ Name of person appointed against this requisition		_____ Date of Joining	
_____ Authorized Signature		_____ Date	

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Aga Khan University
Annexure III: Interview Evaluation Form
Faculty and Staff (Executives / Experts / Professionals)

Name of candidate: _____					
Position considered for: _____			Department: _____		
Name of Interviewer: _____			Position Title: _____		
Your rating of each factor should be reflected by placing a tick <input type="checkbox"/> in the appropriate section on the scale, that best represents your evaluation.					
U Unacceptable	M Marginal	A Adequate	G Good	E Excellent	
Work Experience: Consider similar job duties, similar working environment, same degree of supervisory and management responsibility. Comments:					
Education Training & Professional Qualifications: Consider formal education, major fields of study, specialized training received for the relevant position, results/grades achieved. Comments:					
Technical Competence: Consider knowledge, understanding and technical expertise of candidate as it relates to the requirements of the position. Comments:					
Appearance Manner and Personality: Consider general appearance, speech, nervous mannerisms, self-confidence, aggressiveness, poise, composure, overall presentation and maturity. Comments:					
Supervisory and Leadership Qualification/Potential: Consider previous supervisor/leadership experience, degree of assertiveness, confidence level, acceptance of authority and responsibility, ability to motivate others. Comments:					
Attitude, Stability and Maturity: Consider friction with former supervisors, relationships, reasons for leaving jobs, frequency of job changes, consider sense of responsibility, attitude towards work and towards family. Comments:					

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	U	M	A	G	E
Inter-personal and communication skills: Consider liking for and ability to get along with people; ability to maintain pleasant inter-relationships with supervisors, peers and subordinates; ability to communicate ideas and thoughts in a clear, concise and organized manner Comments:					
Ambition and Motivation: Consider clarity of future goals and direction, aspiration for success, drive and energy level. Comments:					
Problem Solving Skills and Analytical Reasoning Ability: Consider articulation organization of information, thoughts and ideas during interview; mental alertness, grasp of complex ideas, problem solving ability, etc. Comments:					
For Expatriate Applicants					
Cultural Sensitivity: Consider applicant's concept of living and working in a different culture; understanding of how cultural differences can affect communication and understanding; grasp of the realities of cross-culture experiences. Comments:					
Flexibility, Adaptability and Adjustment Ability: Consider applicant's appreciation of living in a foreign country, adjusting to a new environment and ability of family to adjust. Comments:					
Overall Rating of the candidate: Consider all the facts you have learned about the applicant, how suitably s/he matches the job requirements and how well can fit into our Organization. Comments:					
Additional Comments					
<u>To be completed by HR Representative present during the interview:</u> Has the candidate been subject to any inquiry regarding any instances of involvement in any acts of sexual misconduct and/or related investigations: <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details: 					
Recommendation <input type="checkbox"/> Short list <input type="checkbox"/> Further Interview <input type="checkbox"/> Hire <input type="checkbox"/> Do not hire <input type="checkbox"/> other _____ <div style="display: flex; justify-content: space-between;"> <div>_____ Date</div> <div>_____ Signature of Interviewer</div> </div>					



آغا خان یونیورسٹی
THE AGA KHAN UNIVERSITY

Annexure IV

Application Form for Employment

1. The information provided will be treated confidential.
2. Please attach your recent photograph, a copy of your computerized national identity card (CNIC) and copies of degrees, certificates and testimonials.

Position applied for:		Date available for work		
Full Name (as it appears on CNIC) Dr/Mr./Ms.		Email Address:		
		Cell Number:		
Name of Father or Husband if Married		Marital Status / Date: <input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Other		
Date of Birth (dd/mm/yy)	Place of Birth	Nationality		
CNIC Number	CNIC - Date of Expiry (dd/mm/yy)	Passport Number (for expatriates only)		
Present Address <input type="checkbox"/> Preferred for mail		Telephone Number (s)		
Permanent Address <input type="checkbox"/> Preferred for mail		Email ID		
EDUCATION				
Qualification	Name of Institution	Date of Attendance		Major Subjects/ Field of Study
		From (dd/mm/yy)	To (dd/mm/yy)	
Matriculation / O' Levels				
F.Sc./ F.A. / A' Levels/ Other (specify)				
Bachelor				
Master				
Professional Certifications				
License (if any)				
Other				

Dt. –

July 19, 2024

Employment History (in chronological order)

Employer's Name & Address	Period		Position(s) Held	Last Drawn Salary	Reason for Leaving
	From (dd/mm/yy	To (dd/mm/yy			
Current Employer:					

Previous Employers:

Note: AKU, at its discretion, will contact previous employers for a comprehensive employment reference including instances of misconduct, if any ☐ Agreed ☐ Not Agreed

Particulars of other members of immediate family (spouse and children only)

Name	Relationship	Age	Occupation

Language Proficiency	English	Urdu	Other _____	Other _____
Spoken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other Activities: (e.g. participation in sports/games, membership of clubs/associations, hobbies etc.)

Membership in Professional/ Scientific Associations

Dt. –

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May we approach your current employer for a comprehensive employment reference including any instances of safeguarding misconduct? ☐ Yes ☐ No

If No, Please specify:

Employment References (Mandatory): Please provide details of at least 2 professional referees

Name of Department Head	Organization	Position	Email Address	Contact No.

Are you under any service bond with your present employer ☐ Yes ☐ No

If yes, provide details of the bond. _____

Have you applied before for any position with the Aga Khan University? ☐ Yes ☐ No

If yes, when and for which position? _____

Have you worked with the Aga Khan University or any Agency of the Aga Khan Development Network before?

☐ Yes ☐ No If yes, please complete the following details:

1 At Aga Khan University:

Employee # & last Position Title: _____ Period of Employment: _____

Department : _____ Reason for Leaving: _____

2. At Aga Khan Development Network:

Employee # & last Position Title: _____ Period of Employment: _____

Department : _____ Reason for Leaving: _____

Dt. –

July 19, 2024

Are any of your family members* working with the Aga Khan University? ☐ Yes ☐ No

If yes, please complete the following details:

	Name of family member	Relationship	Department
1.			
2.			

Declaration:

I hereby declare that to my knowledge, the foregoing information is true and complete and I understand that a false statement may disqualify me for employment, or result in dismissal. I understand that if I am offered employment, such employment shall be subject to the screening and authentication of my bonafide credentials, and satisfactory comprehensive employment reference including Safeguarding references.

Please mark ✓ for applicable statement and mark x for the statement that is not applicable:

☐ I further declare that I have not faced any penalty or disciplinary action due to an investigation related to sexual misconduct, fraud, bribery, corruption and/or misappropriation. Also, I have not left any job while being investigated nor have declined to cooperate in that or any other investigation of a similar nature.
OR ☐ I further declare that I have faced penalty or disciplinary action due to an investigation related to sexual misconduct, fraud, bribery, corruption and/or misappropriation. Also, I have left a job while being investigated and/or have declined to cooperate in that or any other investigation of a similar nature.

Date

Signature of Applicant

***Family Member** refers to the concerned employee's/trainee's spouse, domestic partner, parents, children, siblings, or the same relationship by marriage or adoption.

**Annexure V: EMPLOYMENT REFERENCE CHECK FORM – CONFIDENTIAL****Employment History**

Organization:		
Applicant name:		
Period of Employment:	From:	To:
Recent Position held:		
Last drawn Salary:		
Other Benefits:		

Performance Evaluation

Please rate the performance which applies to the applicant on the scale of 1 to 5:

Particulars:	Outstanding 5	Commendable 4	Moderate 3	Competent 2	Needs Improvement 1	N/A
Overall Attitude:						
Leadership & Managerial Skills:						
Attitude to Work:						
Productivity & Multi-Tasking:						
Punctuality:						
Interpersonal Relations:						
Ability to Work Under Pressure:						
Potential for Advancement:						
Technical Competence: (If Applicable)						

Other Information		
Reason for leaving employment?		
If dismissed / terminated from services, please supply details		
Any financial obligations with your organization?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please supply details		
During employment was applicant subject to any Disciplinary procedure?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If yes, please supply full details and outcome		
Would you re-employee applicant?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
If no, please state reasons why		
Has this incumbent been involved in, or suspected of being involved in, any acts of sexual misconduct, fraud, or misappropriation during his/her tenure at your Organization? If yes, please provide related information and nature of disciplinary action or any other action taken		
<div style="display: flex; justify-content: space-around;"> <div>Yes <input type="checkbox"/></div> <div>No <input type="checkbox"/></div> </div>		

Referee Details	
Name:	
Organization:	
Position/Title:	
Phone:	
Email/Address:	

 Signature

 Date

Annexure VI: Relocation and Initial Accommodation Entitlement for Faculty and Staff Appointments in Pakistan

A. Relocation Entitlement

Levels	Expatriate Faculty/ Staff	Repatriate Faculty/ Staff	National Faculty/Staff (coming from outside Karachi)
Entity Heads & above	<ul style="list-style-type: none"> Business class airfare for self, spouse and dependent children from home base to Karachi on commencement and completion of contract Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$8,500 	<ul style="list-style-type: none"> One way business class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$8,500 	<ul style="list-style-type: none"> One way business class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Moving allowance (reimbursable against actual expenses) up to Rs.20,000/=
Chairs/Associate Deans/Professors/ Divisional Heads	<ul style="list-style-type: none"> Economy class airfare for self, spouse and dependent children from home base to Karachi on commencement and completion of contract. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$8,500 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$8,500 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Moving allowance (reimbursable against actual expenses) up to Rs.20,000/=
Associate Professors/Assistant Professors/Programme Directors/Managers	<ul style="list-style-type: none"> Economy class airfare for self, spouse and dependent children from home base to Karachi on commencement and completion of contract. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$7,000 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$7,000 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Moving allowance (reimbursable against actual expenses) up to Rs.20,000/=

Contd. on next page

Annexure VI: Relocation and Initial Accommodation Entitlement for Faculty and Staff Appointments in Pakistan

Levels	Expatriate Faculty/ Staff	Repatriate Faculty/ Staff	National Faculty/Staff (coming from outside Karachi)
Senior Instructors / Staff in bands AD5/AC3/AH4/NS5 and MD2	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Air freight of up to 30 kg per person Moving allowance (reimbursable against actual expenses) up to US\$3,000 	<ul style="list-style-type: none"> One way economy class airfare for self, spouse and dependent children from home base to Karachi on commencement of employment. Moving allowance (reimbursable against actual expenses) up to Rs.20,000/=


Note: Upon relocation to Karachi, any utilized balance for the moving allowance may be used for purchase of furniture, fixtures and household equipment. Reimbursement of expenses incurred will be permitted if employee submits payment to Human Resources for reimbursement of expenses within 6 months of joining AKU.

B. Accommodation and Meals:

- i. During the first month, accommodation (normally at the University's guesthouse), meals and pick and drop facility would be provided free of cost to eligible faculty/management staff coming from abroad/outside Karachi.
- ii. Stay at the guesthouse would normally be for a period of up to one month. However, in special cases, it may be extended for a further period of up to one month if the employee has not been able to identify suitable permanent housing.
- iii. During the second month, accommodation would be free of cost, but meals would be charged to the faculty/staff member as per the guesthouse policy.
- iv. If, for any reason, the stay needs to be further extended, the faculty/staff member will be charged for accommodation as well as meals.
- v. Approval of the Department or Entity Head and Senior Manager, Human Resources, would be required for any extension beyond one month.

C. Eligibility Criteria:

- i. A faculty/staff member would qualify for relocation benefits if the offer is made / negotiated while he/she is abroad/outside Karachi.
- ii. The duration of the contract should not be less than two years.


Approved by: 
Navroz Surani
Vice President
Human Resources

Annexure VII: Terms Of Employment for Contracts of Faculty Members in Pakistan

Position	Duration of Employment Contract	Probationary Period	Notice Period for Employment Conclusion
Instructors/ Assistant Lecturer	1 Year	3 Months	1 week during probation 1 month after confirmation
Lecturer / Senior Lecturer	1 Year	-	1 month for full duration of contract
Senior Instructors	2 Years	6 Months	1 month during probation 3 months after confirmation
Assistant Professors/ Associate Professors/ Professor	3 Years	-	3 months for full duration of contract

Note 1: These terms apply to faculty in Pakistan. For campuses in other countries, terms of employment will be based on the specific legal provisions of the country and the University's needs.

Note 2: Once the initial 3 years contract is completed for regular full-time Assistant Professors / Associate Professors / Professors, they may be given an open-ended contract based on the recommendation of the Chair.

Approved by: 
Navroz Surani
Vice President
Human Resources

Annexure VIII

Safeguarding Referencing for Inter-Agency Employee Movement Framework and Guiding Principle

I. Premise

- As part of the Network's commitment to safeguarding, Agencies are committed to individually and collectively take measures that aim to prevent harm. These commitments encompass the application of high standards in recruitment and due diligence/reference check processes. This, in turn, relies on access to reliable information to form an accurate picture of whether a candidate may pose a safeguarding risk to beneficiaries, staff and other associates.
- The Safeguarding Referencing process facilitates the disclosure and receipt of relevant information about individuals who may have committed misconduct relating to safeguarding, (e.g., sexual exploitation, sexual abuse, or sexual harassment (SEAH), harassment and bullying, fraud and misappropriation)¹ for the primary purpose of making informed recruitment and talent movement decisions.
- The Safeguarding Referencing process is designed to offer a structured approach to the sharing of information. The Safeguarding Referencing is reliant upon the ability of agencies to access and disclose such information while ensuring appropriate safeguards are in place that duly take into consideration the interests of candidates for whom the disclosure of misconduct history may have significant consequences.
- It is proposed that Agencies would integrate this framework to the fullest possible extent, having regard to applicable legal and regulatory requirements (including General Data Protection Regulation, GDPR). Agencies are encouraged to be transparent about any difficulties they encounter in applying the process so that it can be refined/improved based on lessons learned.

II. Scope

- This Framework sets out the principles and processes for safeguarding referencing, according to which agencies provide a candidate's safeguarding reference (**Annex B**) as part of the candidate due diligence process.
- The Safeguarding Referencing process is complementary to and separate from any other forms of due diligence that agencies may carry out as part of the recruitment process for the purposes of assessing a candidate's suitability for a position. In this context, it is within the discretion of each agency to request or provide further information than the minimum required within the safeguarding reference.
- As part of this framework, agencies agree to a minimum exchange of relevant sensitive information, based on transparency and trust, while respecting applicable legal and regulatory requirements. A best practice example of how the framework can be incorporated into an agency's core recruitment process is provided in attachment (**Annex C**).

¹ For terminology and definitions please refer to **Annex A** of this document.

III. Shared Principles

- The proposed framework:
 - is based upon the belief that sharing relevant information during the recruitment process will facilitate mobility in the best conditions and will enhance informed recruitment decisions, while mitigating safeguarding concerns;
 - is consistent with the AKDN's commitment to safeguarding, respecting each agency's independent governance structure and existing recruitment procedures; and
 - will encourage agencies to communicate with each other and build on, adapt, and improve on the process based on lessons learned and emerging needs.
- Agencies are encouraged to follow the safeguarding reference process for the hiring of staff who have been previously employed in other network agencies, and to ensure that it becomes an integral part of the external recruitment or internal network mobility.
- To uphold confidentiality and ensure data protection, it is proposed that the safeguarding reference be managed and handled by the designated HR contacts within each agency and that it be used for the sole purpose of assessing the eligibility of a candidate for a position or internal network mobility, as part of the appointment process.
- The following considerations are needed to ensure that the process works smoothly:
 - Allegations of misconduct are followed up and acted upon appropriately in line with each Agency's governance, internal processes, legal framework and procedures.
 - It is important that the identity of those who are involved in a safeguarding incident, apart from the candidate, are protected and not revealed at any time during this process.
 - Disciplinary measures are documented (in accordance with each Agency's procedures) to support the accuracy of the information that can be identified and shared.
 - A candidate's misconduct history is processed in accordance with applicable data protection legislation, regulations, and internal policies.
 - A candidate's misconduct history can be made accessible to the candidate if required by law, policy, or governance framework.
- It is proposed that Agencies adopt or adapt the framework and process, in accordance with their internal processes and regulatory frameworks. If an agency is not able to provide information due to their compliance and legal frameworks, the requesting agency would be informed accordingly.
- Candidates at all levels will be informed by their employing or prospective agency that references are sought as part of our recruitment process, and that the reference checking process includes the area of safeguarding, including with previous AKDN employers.

IV. Requesting Safeguarding References

- It is proposed that designated HR contacts within the requesting agency will request a safeguarding reference from all known AKDN agencies where the candidate has worked.

The names of these designated contacts in each agency feature in the **Directory of Authorised Personnel for Safeguarding Referencing**. (See **Annex D**).

- It is important that requesting agencies inform candidates that a safeguarding reference is being requested as part of the recruitment process.
- The safeguarding reference contains valuable information to inform best hiring decisions, and it is important to duly consider references received before making an offer of employment, or the commencement of employment.

V. Providing Safeguarding References

- It is proposed that the designated HR contacts within the agency responding to a request will provide a safeguarding reference for candidates who are currently employed by them, or who have left the responding agency and are undergoing a recruitment process for a position with the requesting agency.
- If an investigation process is commenced or concluded after a safeguarding reference has been provided, the responding agency will provide an updated safeguarding reference to the requesting agency once the investigation is concluded.²
- In line with the local legal and compliance frameworks, responding agencies are encouraged to take necessary measures to ensure that the candidate is informed, if required, of the content and provision of the safeguarding reference, and other appropriate information.
- It is recommended that agencies retain copies of the safeguarding reference in line with applicable data protection legislation, regulations, and internal policies, and for the allowed timeframe. It is important that agencies give careful consideration to where this information is best kept safely and confidentially within their internal systems.

VI. Adoption, implementation, and revision of the Framework

- This Framework is applicable as of August 01, 2024
- This Framework will be reviewed annually by the HR EXCOM to ensure it remains up to date and that implementation challenges are identified and addressed.

² It is suggested that the hiring agency follow-up with the responding agency within one month, should they not receive an update on an ongoing investigation. If an investigation is still underway, the hiring agency would exercise good judgement on the appointment. It is recommended that for more serious allegations, hiring agencies exercise prudence and wait for the investigation outcome before appointing an individual.

ANNEX A –Terminology

“Designated HR contact” refers to the individual(s) within the Network Agencies who is/are authorised to access an employee’s Misconduct History, and who is/are responsible for managing and processing Safeguarding References. A **Directory of Authorised Personnel for Safeguarding Referencing** will be established to facilitate the Safeguarding Referencing process (**Annex D**).

“Candidate” refers to an individual who works, or has worked, for the Network at any given point in time as an employee and who is seeking employment or re-employment within the AKDN.

“Disciplinary measure” means the sanction/disciplinary actions applied by a Network Agency to a Candidate who is found to have committed a safeguarding misconduct, or the sanction that would have been applied in circumstances where an Investigation Process concluded with a finding of safeguarding misconduct after the Candidate has left the Agency.

“Investigation process” refers to each Agency’s internal investigation process to determine whether a Candidate has committed Misconduct.

“Allegation” is a statement, made without giving proof, that someone has done something that constitutes a Safeguarding misconduct.

“Lifetime of safeguarding misconduct” there is no prescription for safeguarding misconduct; it is therefore vital that information of this type is kept in a safe place by each agency for future record.

“Safeguarding misconduct” covers any form of sexual exploitation, sexual abuse, or sexual harassment (SEAH), harassment and bullying, fraud and misappropriation that leads to dismissal.

“Misconduct history” means the following information relating to a Candidate held by an Agency:

- Whether the Candidate was found to have committed safeguarding misconduct during or prior to the period of employment with the agency.
- The nature of the safeguarding misconduct.
- The Disciplinary Measure imposed for the safeguarding misconduct.
- The date of the Disciplinary Measure.

“Agencies” refers to the different entities of the AKDN.

“Recruitment process” means the process by which Agencies assess the suitability of a Candidate for a position, to decide whether to hire the Candidate.

“Requesting agency” means the Agency requesting a Safeguarding Reference about a Candidate.

“Responding agency” means the Agency providing a Safeguarding Reference about a Candidate.

“Safeguarding Reference” means the statement provided in the proposed document/template (**Annex B**) used to provide referencing information on Safeguarding related matters to a requesting Agency.

“Safeguarding referencing” shall mean the Inter-Agency Referencing Process for the disclosure of safeguarding-related misconduct

Draft: July 19, 2024

**ANNEX B – STRICTLY CONFIDENTIAL: LIMITED CIRCULATION/ACCESS
SAFEGUARDING REFERENCE**

This **Safeguarding Reference** is part of the **Safeguarding Referencing for Inter-Agency Employee Movement** process for the hire of candidates that are currently employed or have been previously employed by an Agency of the Network.

(to be pre-filled by requesting agency)

Name of candidate:

Position being considered for:

Date of request:

Reference requested by:

(to be completed by providing agency) **Reference**

given by:

Telephone number of Referee:

Referee based in (location):

Currently/Formerly employed by:

Duration of employment/term with : **from** **to**

Date of response:

The Agency providing the reference adopts the definitions of sexual exploitation, sexual abuse, sexual harassment, harassment, fraud, and misappropriation provided in the Charter.

1. Has the candidate been involved in misconduct related to sexual exploitation, sexual abuse, sexual harassment, harassment, fraud or misappropriation?

☐ Yes, the nature of the Misconduct is:

☐ Yes, but I am unable to specify the nature of the Misconduct because of the following legal/regulatory requirements:

☐ No

2. If the answer is yes, was a Disciplinary Measure imposed upon the Candidate?

☐ Yes, the Disciplinary Measure was : Date of Disciplinary Measure: _____

☐ No, for the following reasons:

☐ I cannot provide an answer to this question for the following reason(s):

3. Is the Candidate currently being investigated for an allegation of sexual exploitation, sexual abuse, sexual harassment, harassment, fraud or misappropriation?

☐ Yes. The nature of the Misconduct is:

☐ No

☐ I am unable to provide an answer.

4. Are you aware of any misconduct or other information (current or historical) that would make this person unsuitable to work within the Agency and its various stakeholders?

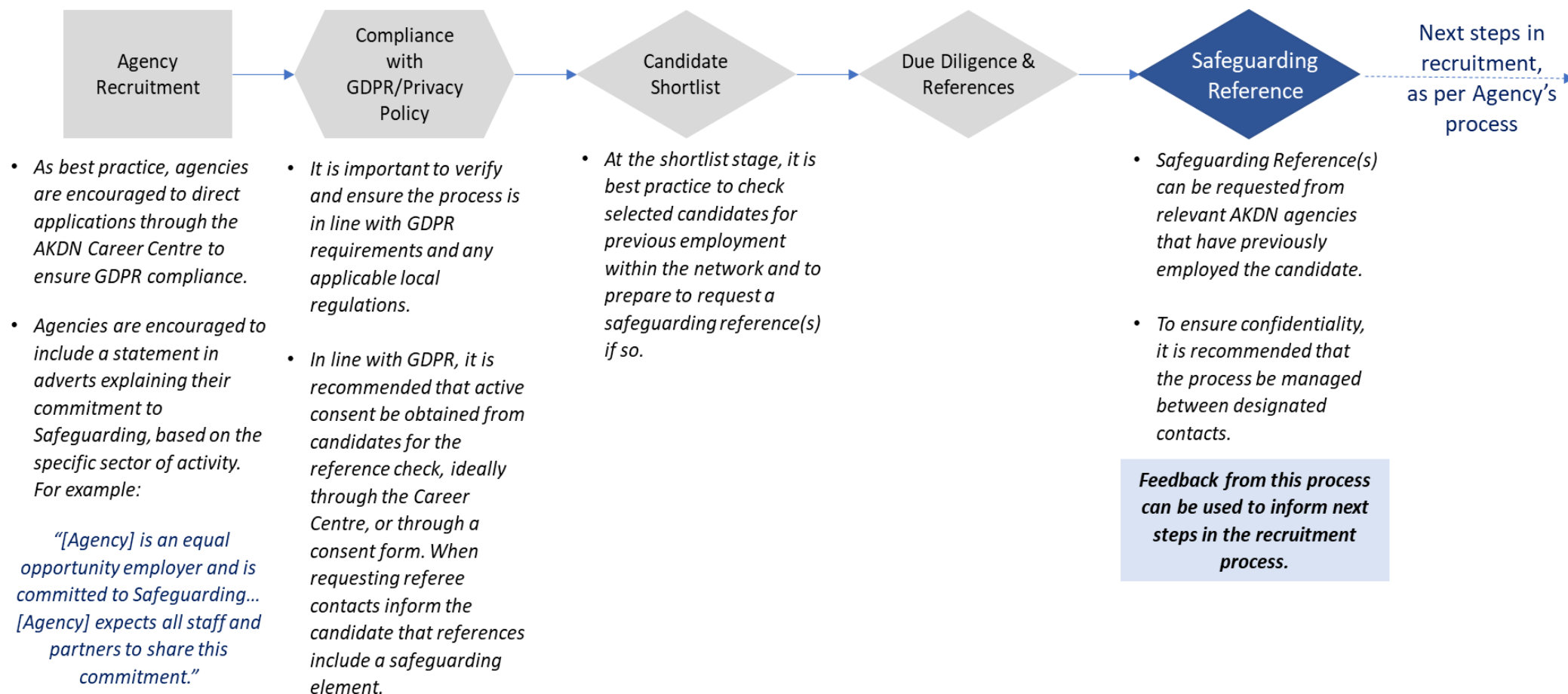
☐ Yes

☐ No

If the answer is yes, please follow-up with a reference over the telephone to provide further clarification.

AKDN Safeguarding Referencing for Inter-Agency Employee Movement

ANNEX C – Example: How to incorporate the Safeguarding Referencing Framework



**AKDN Safeguarding
Referencing for Inter-Agency Employee Movement**

ANNEX D – Directory of Authorised Personnel for Safeguarding Referencing

Please refer to separate Excel Tool.

Annexure IX: DEFINITIONS

1. **Agencies** refer to the different entities of the AKDN. (Reference/Source: AKDN: Safeguarding Referencing for Inter-Agency Employee Movement, please refer [Annexure VIII: AKDN – Safeguarding Referencing for Inter-Agency Employee Movement](#)).
2. **Designated HR Contact** refers to the individual(s) within the AKDN Agencies who is/are authorised to access an employee's Misconduct History, and who is/are responsible for managing and processing Safeguarding References. A Directory of Authorized Personnel for Safeguarding Referencing is available to facilitate the Safeguarding Referencing process (Please refer to [Annexure VIII-D: Directory of Authorized Personnel for Safeguarding Referencing](#), Reference/Source: AKDN: Safeguarding Referencing for Inter-Agency Employee Movement).
3. **Humanitarian Setting** is one in which an event (e.g., armed conflict, natural disaster, epidemic, famine) or series of events has resulted in critical threat to the health, safety, security and well-being of a community or other large group of people. (Reference/Source: UN Documents).
4. **Job – Related Criteria** will be determined on the basis of the job responsibilities for the position, which clarifies responsibilities and related aspects of the job/position, which will help to identify qualified candidates who meet the specified requirements.
5. **Personnel Requisition (PR)** is the completed form sent as a formal request by the Department Head to Human Resources (including approval by the Entity Head and Finance) to activate the recruitment process for a job vacancy in his/her department. It must include all the information required to proceed with the recruitment and selection process.
6. **Family Member** in this policy refers to spouse, parent, son, daughter, brother, sister, grandparent, grandchild, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law, and/or daughter-in-law.
7. **Safeguarding Misconduct** covers any form of sexual exploitation, sexual abuse, or sexual harassment (SEAH), harassment and/or bullying, fraud and/or misappropriation that leads to dismissal. (please refer [Annexure VIII: AKDN Safeguarding Referencing for Inter-Agency Employee Movement](#)).
8. **Safeguarding Reference** means the employment reference provided or received in the document/template (Please refer to [Annexure V: Employment Reference Form](#) and [Annexure VIII-B: Referencing for Inter-Agency Employee Movement](#)) by an Agency of the Aga Khan Development Network (AKDN) to provide referencing information on Safeguarding related matters to the Aga Khan University. (Reference/Source: AKDN: Safeguarding Referencing for Inter-Agency Employee Movement) (please refer [Annexure VIII: AKDN – Safeguarding Referencing for Inter-Agency Employee Movement](#)).
9. **Safeguarding Referencing** shall mean the Employment Referencing Process of the AKDN agencies for the disclosure of safeguarding-related misconduct, if any, of an applicant of the University. (please refer [Annexure VIII: AKDN – Safeguarding Referencing for Inter-Agency Employee Movement](#)).

- 10. The Recruitment Process** refers to the various strategies used for the search process for attracting suitably qualified applicants to apply for the said vacancy. Sources used will normally vary depending on the level of the faculty position, and would include internal job posting, advertisements in newspapers and journals, up to appointing a head hunter to help identify a suitable incumbent to fill the said vacancy for senior positions and those positions for which there is difficulty to recruit.
- 11. Sexual Exploitation and Abuse:**
- 11.1 Sexual Exploitation** is defined as an actual or attempted abuse of someone's position of vulnerability (such as a person depending on you for survival, food rations, schoolbooks, transport, or other services), differential power or trust to obtain sexual favours, including but not only, by offering money or other social, economic or political advantages. It includes trafficking and prostitution. (Reference/Source: UN Documents).
- 11.2 Sexual Abuse** means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. It includes sexual slavery, pornography, child abuse and sexual assault. (Reference/Source: UN Documents).
- 12. The Selection Process** refers to the process of screening/shortlisting applicants and identify suitably qualified candidates for hiring and decision to offer the position to the selected candidate. It includes any one or more of the methods listed below for screening and shortlisting and final selection offer to be made to the selected candidate.
- i. Assessment tests (written or online), as applicable
 - ii. Interviews (preferably with gender-balanced and cross functional panel based on level of position being interviewed for)
 - iii. Presentations, if position is at a senior level or on a need basis.
- 12.1.1** The process will focus on assessment of the candidate vis-à-vis job-related criteria and suitability for the position, and will aim to provide objectivity and consistency in the hiring process.
- 13. Approved Vacant Positions** refers to (i) those to be filled as a replacement on account of a recent or in-process separation, promotion (or appointment to a higher position) or transfer. (ii) a new position which is to be filled for the first time, which could be budgeted or unbudgeted; if unbudgeted, the procedure laid down herein will need to be followed.
- 14. An Expatriate** is an employee who works in a country other than his/her country of citizenship. The work arrangement could be temporary or permanent.
- 15. A Repatriate** is an employee who returns back to the country of his/her citizenship and takes up employment.
- 16. A National Employee** refers to a legal citizen of the country in which he/she is employed in.

- 17. Credentialing** is the process of granting a designation, such as a certificate or license, by assessing an individual's knowledge, skill, or performance level. It involves verifying a healthcare provider's qualifications and backgrounds to ensure that they meet the standards for patient care to be eligible for entitlement to clinical privileges.

Nota Bene: The definitions used in this policy are based on and derived from global generally accepted understanding(s); provided that in the event of any conflict between any definitions used in this policy and (the applicable and relevant) national/local law*, the latter shall prevail and supersede.

*means and includes any common or customary law, constitutional law, any statute, regulation, resolution, rule, ordinance, enactment, judgment, order, code, decree, directive, notification, clarification, guideline, policy, requirement or any other governmental direction having the force of law and any form or decision of or determination by or interpretation of any of the foregoing by any competent authority or governmental body or department, now or hereafter in effect, in each case as amended, re-enacted or replaced, to the extent relevant and applicable.


AGA KHAN UNIVERSITY
HUMAN RESOURCE POLICIES AND PROCEDURES MANUAL

POLICY FOR PRE-EMPLOYMENT MEDICAL EXAMINATION

Policy #	:	<u>HR/RC-03</u>	Page	:	<u>01 of 17</u>
Issue #	:	<u>04</u>	Effective Date	:	<u>June 15, 2024</u>
Revision #	:	<u>-</u>	Effective Date	:	<u>-</u>

DISCLAIMER: If there is a discrepancy between the electronic copy of this policy and / or any other copy of this policy, the original Policy document held by the Policy owner in Human Resource will prevail.

The Policy owner in Human Resources is required to keep this Policy updated. It will be reviewed by Human Resources after 3 years of issuance, or earlier if so required by the University.

Approved By: 
Navroz Surani
Vice President
Human Resources

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1.0 POLICY STATEMENT

- 1.1 Aga Khan University requires that applicants selected to take up any position at the University should undergo a pre-employment medical examination to determine their medical fitness to take up the position selected for.
 - 1.1.1 The medical examination will include prescribed medical tests, and physical, mental, and clinical examination by a qualified physician, authorized by the University, to make sure that the employee/trainee is medically fit to perform job duties for the position selected for.
- 1.2 The Medical Assessment will normally be carried out by designated physicians in a specified clinical area of the University's health care facility.
- 1.3 The initial conditional offer of employment for a position at the University will be confirmed by Human Resources to the selected candidate only after receipt of the Pre-Employment Medical Examination Report from the Physician confirming that he/she is medically fit for the position selected for.
- 1.4 If the selected candidate does not clear the Pre-Employment Medical Examination for the position selected for, Human Resources will inform the Department Head, and concerned supervisor coordinating the hiring in the respective department of the results of the Pre-Employment Medical Examination and subsequently will inform the selected candidate of the same, and the earlier conditional offer will be withdrawn. However, he/she will be eligible to re-apply for the position (if not found to be specifically not eligible permanently for the said position on grounds of health needs for the job) or any other position at AKU at a later date; this will normally be after 6 months, depending on the reason stated in the pre-employment medical examination for currently not being medically fit for the position selected for.

2.0 PURPOSE

- 2.1 This policy provides a framework for Human Resources to ensure that the selected candidates do not have any underlying medical conditions that may hamper their performance on the job. This ultimately helps to ensure that the employee/trainee is healthy, not at any risk, and safe to perform their job, which may reduce chances of absenteeism and inefficient work.
- 2.2 It also aims to keep the work environment safe from infectious disease(s) for which new employees/trainees may be carriers, knowingly or unknowingly, thereby ensuring a medically safe work environment.
- 2.3 The Pre-Employment Medical Examination will also serve as a base line health status of the selected candidate for monitoring any health conditions developed by employee during the course of employment with AKU.
- 2.4 This could also meet statutory requirements, if any, as applicable in any country.
- 2.5 The Pre-Employment Medical Examination would also identify any requirements for reasonable adjustments or accommodation required in the workplace for a selected candidate.

3.0 SCOPE

- 3.1 This Policy is a University-wide policy and is applicable in all countries where the Aga Khan University operates, and to all candidates selected for positions at its campuses.
- 3.2 Applicants who do not commence employment within 3 months of initial pre-employment medical examination are subject to a repeat physician consultation at the employee health facility before joining. The University at its discretion may require the selected candidate to carry out the pre-employment medical examination again.
- 3.3 Exception: The pre-employment medical examination will not be applicable to the following applicants:
 - i. Temporary workers selected for employment for less than six (6) months in non-patient care areas. However, if the position goes on longer than 6 months, a pre-employment medical exam will be required.
 - ii. Applicants being rehired for non-patient care positions funded by extramural research grants within 3 months of conclusion of earlier employment with AKU.
 - iii. Visiting faculty.
- 3.4 This policy is an overarching global policy applicable to all entities/ campuses of the University including the outreach humanitarian settings where the University has its programs. Each entity will need to have applicable work procedures for their respective programs/operations to ensure due coverage, compliance, monitoring, and reporting to HR for any non-compliance.
 - 3.4.1 Applicability of this policy will duly consider laws of the country in which the program/service of the University operates.

4.0 DEFINITIONS

- 4.1 **Chronic disease** is a medical condition of prolonged duration.
- 4.2 **Diagnostic tests** are medical tests used to identify a condition or its cause.
- 4.3 **Essential job functions** refers to job duties that employees/trainees should have the ability to perform, with or without reasonable accommodation.
- 4.4 **Expatriates** are individuals living and/or working in a country other than their country of citizenship, often temporarily and for work reasons.
- 4.5 **Family members** refers to concerned employee's/trainee's spouse or domestic partner (if applicable), parents, children, and siblings, for purposes of this Policy.
- 4.6 **Infectious disease/illness** are conditions that can be passed on from one individual to another through contact, or the individual's presence in the environment.
- 4.7 **Non-patient care areas** are work areas where administrative or general work is carried out, and where there is no direct or indirect patient contact.
- 4.8 **Physician** is a fully qualified medical professional who carries out a medical assessment of the referred candidate to assess medical fitness of the candidate, based on the role/job selected for, and his/her health status.
- 4.9 **Pre-employment medical examination** refers to a medical (physical and mental)

examination by a registered medical practitioner and primary medical/diagnostic tests to know the physical and mental health status of the selected candidate in order to:

- (a) Ensure that the selected candidate is medically (physically and mentally) fit for employment and for performing the job functions selected for.
- (b) Detect infectious or chronic diseases or chronic mental illnesses (if any), which the selected candidate may be suffering from.
- (c) Identify whether the selected candidate, if hired, will require any special accommodation due to any special needs/health condition(s) suffering from.

The word 'medical' refers to both physical and mental health of the selected candidate.

4.10 **Selected candidate** refers to the applicant who has been finally shortlisted by the concerned authorized persons, to be given the job offer for appointment to the said vacant position, having followed due process for hiring.

4.11 **Temporary worker** refers to a workman who has been engaged for work, which is of an essentially temporary nature, likely to be finished within a period not exceeding the prescribed limit under the applicable law.

Nota Bene: The definitions used in this policy are based and derived from global generally accepted understanding(s); provided that in the event of any conflict between any definitions used in this policy and (the applicable and relevant) national/local law*, the latter shall prevail and supersede.

*means and includes any common or customary law, constitutional law, any statute, regulation, resolution, rule, ordinance, enactment, judgment, order, code, decree, directive, notification, clarification, guideline, policy, requirement or any other governmental direction having the force of law and any form or decision of or determination by or interpretation of any of the foregoing by any competent authority or governmental body or department, now or hereafter in effect, in each case as amended, re-enacted or replaced, to the extent relevant and applicable.

5.0 OBSERVATIONS AND LIMITATIONS

5.1 The pre-employment medical examination for the selected candidates will normally be carried out by the Physicians of Family Medicine Department at AKU, and will comprise the following components:

- i. **Pre-Assessment Questions:** related to the candidate's occupational and medical history.
- ii. **Screening:** for height, weight, vision, etc.
- iii. **Medical Examination:** by the physician to assess vital signs and basic physical and mental assessment.
- iv. **Recommendation:** Physician's recommendation for whether the candidate is
 - a. Fit for the position, without restriction
 - b. Fit for the position, but with restrictions
 - c. Unfit for the role.

5.2 A pre-employment medical examination of the selected candidate will be carried out by the physician as per provisions outlined in this policy, including required investigations. (Please refer to [Annexure II](#)).

5.2.1 The pre-employment medical examination will include both physical and mental health assessments and may also include any other investigations if so required

considering the medical history and/or nature of the position for which the candidate has been selected (e.g., referral to a Psychiatrist, tests for allergies if any to chemicals or other materials being used as part of regular work being carried out by Technicians and Technologists selected for positions in the Clinical Laboratories).

- 5.3 For the Pre-Employment Medical Examination, it is the responsibility of the selected candidate to convey to the physician any pertinent information relating to his/her health i.e., previous illnesses/surgeries or any allergies; infectious state suffered from (if any), or any other medical information including any mental health issues such as depression, anxiety, bi-polar disorder to be brought on record pertaining to self or family.
- 5.4 All re-hired employees, irrespective of the period of separation, are required to undergo a pre-employment medical examination, except those stated in 3.3 in this policy statement.
- 5.5 The cost of the primary pre-employment medical examination as prescribed in this policy will be borne by the University and will be charged to the hiring department.
- 5.6 During the primary pre-employment medical examination, if the Physician thinks that further medical or mental health investigation/referrals or follow-up tests/treatment other than those already done are required, he/she can advise selected candidate for the same as applicable or may refer the selected candidate for the same to concerned physician at the University's hospital/medical center.
 - 5.6.1 The expenses of the referral consultation and/or tests will be borne by the selected candidate.
 - 5.6.2 The prescribed investigation/medical check-up will need to be done at the specified healthcare facility of the University, which if not available, could be at any other healthcare facility as identified by the HR representative coordinating the hiring. The selected candidate's investigations will be reviewed by the Physician doing the medical examination which will remain pending until the follow-up consultations/investigations are completed, and reports submitted to the Physician. The medical assessment report will be completed by him/her and sent to HR thereafter.
 - 5.6.3 If additional investigation/treatment is not directly affecting the selected candidate's ability to carry out the job, or health condition is not infectious or harmful to others, (e.g., low HB values for someone being hired for an administrative job), the Physician may consider clearing the selected candidate provisionally for Pre-Employment Medical Examination in order to allow the hiring process to progress. The selected candidate will be asked to submit follow-up treatment reports to the Physician, after which the Pre-Employment Medical Examination will be finally cleared, subject to satisfactory reports. Confirmation of employment will be processed only after fully clearing the Pre-Employment Medical Examination.

- 5.7 Expatriates being hired from abroad may undergo the pre-employment medical examination by a licensed physician in their hometown or place of residence, who will complete the prescribed medical examination forms and will send it directly to the concerned representative in Human Resources as a confidential report. HR will forward it to the Chair Family Medicine or designee to assign to concerned Physician. The cost of this medical examination and related tests will be reimbursed to the prospective expatriate employee.
- 5.8 Selected candidates will need to ensure that the pre-employment medical examination and other related tests are not being carried out by their regular physician or a physician who is related to them.
- 5.8.1 If the Physician identifies that a selected candidate referred to him/her is a relative or is his/her regular patient, this will be a situation of Conflict of Interest. The Physician should inform his/her supervisor of this, and the pre-employment medical examination then should be referred to another Physician.
- 5.9 The medical records of PEME should be duly recorded (normally in the medical records of the health facility where carried out), including any other relevant information and outcome irrespective of whether the selected candidate is offered employment or otherwise.
- 5.10 The health conditions listed below may render a selected candidate medically unfit for a particular position for the time being or permanently depending on the nature and severity of the condition.
- a) An infectious disease;
 - b) Acute disease condition requiring immediate intervention;
 - c) Disease condition requiring further and more detailed investigation;
 - d) Disease with unpredictable manifestation, or which require narcotic or sedative medication (this affects the concentration and therefore the safety of patients/coworkers). An example is uncontrolled/frequent attacks of epilepsy.
 - e) Mental Health disorder that can render an employee unfit to be at work. An example is uncontrolled bipolar disorder.
- 5.11 Results of the Pre-Employment Medical Examination will not be used for any purpose other than to determine whether a selected candidate is medically fit without restriction, or medically fit but with restrictions or medically unfit to carry out the job for which he/she has been selected. Please refer [Annexure III-E](#).
- 5.11.1 However, if during the pre-employment medical examination, it is identified that there is a health condition which could affect performance or impact the work or other employees in any way, the Physician should record this in the pre-employment medical examination report and draw the attention of concerned representative of Human Resources.
- 5.11.2 Human Resources will discuss with the concerned Department Head/Chair and decisions taken will be conveyed to the selected candidate.

5.12 Human Resources will normally issue the appointment letter for employment after receiving satisfactory results of the pre-employment medical examination.

5.12.1 However, if, by exception, an employee/trainee is required to join before the pre-employment medical examination or before the receipt of results, the appointment letter will include a clause stating that continuity of employment or confirmation of employment is subject to receiving satisfactory results of the Pre-Employment Medical Examination, and Physician confirming that the employee/trainee is medically fit for the position selected for. In such a situation, the pre-employment medical examination should be completed by the employee/trainee at the latest within two weeks of having joined the University including receipt of the report by Human Resources from the Physician.

5.12.2 This is the joint responsibility of HR and the departmental representative looking after the hiring and onboarding of the employee/trainee.

5.13 Human Resources will ensure that the file of the new employee/trainee maintained in HR (personnel file) includes his/her Pre-Employment Medical Examination Report.

6.0 COMPLIANCE OF TERMS OF PRE-EMPLOYMENT MEDICAL EXAMINATION

6.1 If a selected candidate declines to get the prescribed pre-employment medical examination/tests done or does not carry out the required additional consultations/tests referred further, within 1 week of being advised by the Physician to do so without a justifiable reason, the Family Medicine Department will inform Human Resources. The HR representative will remind the candidate to do so within the next week and enquire about the reason for the delay.

6.1.1 If the selected candidate has a genuine reason for not being able to carry out the said medical examinations, he/she should submit a written application in this regard to the concerned HR representative, which will be duly considered by HR in consultation with the concerned supervisor/Department Head.

6.1.2 If the selected candidate has not carried out the prescribed pre-employment medical examination or referral/investigations advised by the Physician, as applicable, within a fortnight, nor updated HR for reason for this, the conditional offer will be withdrawn, and the selected candidate will be informed of this verbally by HR. A file note will be prepared by Human Resources for this. HR will inform the Employee Health Manager of the same.

6.2 If at any point during the employment tenure it is identified that the selected candidate or an existing employee/trainee submitted or communicated wrong information about his/her health condition or has withheld related information which should have been conveyed in good faith, as per the terms of pre-employment medical examination, he/she will be liable for disciplinary action in line with applicable policies of the University.

6.2.1 If this applies to a selected candidate prior to the offer of employment being

formalized, the offer of employment may be withdrawn after due investigation by Human Resources, in consultation with the Department Head, based on the severity and nature of the non-compliance.

6.3 A candidate selected for a position must complete the immunization the stipulated period after joining as prescribed by the Physician at the time of Pre-Employment Medical Examination. In case of failure to comply, he/she will be liable for disciplinary action in line with applicable policies of the University.

7.0 LIST OF ANNEXURES


- 7.1 [Annexure I](#) : [Procedure Statement](#)
- 7.2 [Annexure II](#) : [PEME: Required Lab Tests](#)
- 7.3 [Annexure III-A](#) : [PEME Guidelines for Selected Candidates](#)
- 7.4 [Annexure III-B](#) : [In-House Service Request](#)
- 7.5 [Annexure III-C](#) : [Pre-employment/Pre-Admissions Examination](#)
- 7.6 [Annexure III-D](#) : [Vaccination Requirements](#)
- 7.7 [Annexure III-E](#) : [Employment Suitability](#)

Annexure I: Procedure Statement

1.0 PROCEDURE

- 1.1 Upon final selection of a candidate for the position by the concerned Department Head/Entity Head and approval by the concerned authorities including HR, concerned HR Officer will finalize with the Department Head/Entity Head the applicable salary offer and other terms of employment, and will inform the selected candidate. This will include conveying requirements for the pre-employment medical examination, stating that this is mandatory, and that the current offer is conditional to successfully clearing the same.
 - 1.1.1 The relevant forms for medical examination will be handed over to the selected candidate by the HR representative as listed below, and will obtain confirmation of receipt:
 - a. [Guidelines for Selected Candidates \(Annexure III A\);](#)
 - b. [In-house Service Request Form \(Annexure III B\);](#)
 - c. [Pre-Employment/Pre-Admission Examination \(Annexure III C\); and](#)
 - d. [Vaccination Requirements \(Annexure III D\)](#)
 - e. [Employment Suitability Form \(Annexure III E\).](#)
- 1.2 The selected candidate will be informed by HR that he/she is required to complete the pre-employment medical examination by the Physician in the Department of Family Medicine during the coming week, and that the Physician doing the medical examination should not be his/her personal physician or relative.
- 1.3 Reports of diagnostic tests taken by the selected candidate will normally be available online and can be accessed by him/her, and will be added in the Medical Records profile online. It shall be treated as a confidential record.
 - 1.3.1 If during the standard medical examination any further medical investigation or consultation is required, the Physician should inform the selected candidate of this, and will refer him/her to a consultant at one of the University's health centers. The cost of this consultation and tests will be borne by the selected candidate and the Physician will inform him/her of this.
 - 1.3.2 The selected candidate cannot decline to carry out further investigations required or to meet with the consultant he/she has been referred to.
 - 1.3.3 Non-compliance of advice by the Physician for further consultation/ investigations/ treatment will be considered to be that the selected candidate has declined the tentative offer of employment for the position, since the same cannot be progressed without a clearance of the pre-employment medical examination. The selected candidate would have been informed of this at the outset by Human Resources.
- 1.4 The Consultant being referred to should convey all medical information pertaining to employment suitability, or otherwise, directly to the Physician. He/she should not share any opinion pertaining to his/her suitability for employment with the candidate. In case the candidate requests, the consultant may share medical information for which he/she has been referred.
- 1.5 Expatriates being hired from abroad will normally be required to undergo a pre-employment medical examination by a licensed physician in their place of residence or hometown, who will complete the prescribed medical examination report and send it directly to the concerned representative in Human Resources. However, they are expected to complete an employee health examination at AKU within two weeks of commencing employment.

- 1.6 The Physician will do the required examinations and send back Employment Suitability Form for each selected candidate to HR stating specifically whether or not the candidate is fit to work for the selected position.
- 1.7 Upon receipt of the selected candidate's clearance of the pre-employment medical examination from Employee Health, HR will inform him/her about clearance of the same.
 - 1.7.1 If the candidate is not considered suitable for employment for the position selected for according to the result of the pre-employment medical examination, HR will inform the concerned Department Head of the results of the pre-employment medical examination. The HR representative will subsequently inform the selected candidate that based on the pre-employment medical examination results, he/she is not eligible for employment for the said position presently.
- 1.8 If the candidate enquires of the results of the pre-employment medical examination, HR may discreetly provide summary information of the physician's assessment without providing any details.
- 1.9 If candidates being hired are resident at locations where AKUH facilities are not available, they can take the required diagnostic tests at a medical center as advised by the AKU local administrator of the project; the candidate will provide a scanned copy of the reports to the AKU local administrator, who will share the medical reports with the concerned Family Physician of the University for online consultation. Hiring offer will be made by HR subject to receiving the clearance for the pre-employment medical examination.
- 1.10 If during the hiring process the selected candidate is identified to have a disability requiring some additional accommodation, he/she can continue to be considered for employment subject to (i) the Department Head and HR confirming that he/she is otherwise suitable for the position selected for and can carry out the job responsibilities of the said position even with the disability identified; (ii) successfully clearing the pre-employment medical examination.
 - 1.10.1 During the pre-employment medical examination, the selected candidate should specifically state any disability he/she is suffering from or has suffered and the current state for the same. The Physician should also take cognizance of this and specifically state any disability identified and clarify whether this would impact the selected candidate's eligibility for the position selected for.
 - 1.10.2 The Physician should also identify any special accommodation or consideration required by the selected candidate due to the health condition/disability, and should inform HR of this. Human Resource will then inform the relevant Department Head about this and discuss regarding feasibility of providing required accommodation to facilitate the selected candidate.

Approved By: 
Navroz Surani
Vice President
Human Resources

The Aga Khan University
Annexure II: Pre-Employment Medical Examination: Required Lab Tests

The following investigations are general and are required to be taken by all selected candidates as part of the Pre-Employment Medical Examination.

Job Category	Investigation
1. General investigation requirements for all selected candidates	<ul style="list-style-type: none">• Height and Weight• Vision Testing• Full Blood Count (FBC)• Urine Routine & Micro (Urine ME)• Chest X-ray (CXR)• HepSAB and Anti HCV• Urine Drug Screening (cannabis, amphetamines, codeine, benzodiazepines) – for drivers only• Fasting Blood Sugar (FBS) for candidates aged 30 years or more

Aga Khan University

Pre-Employment Medical Examination (PEME) Annexure III-A: Guidelines for Selected Candidates

All candidates selected for employment at the Aga Khan University are required to undergo a pre-employment medical examination and need to get the required clearances before being offered employment formally.

The purpose of pre-employment health examination is to obtain information on the health status of the selected candidates, in order to ensure that they are (a) medically fit for performing the required job functions and (b) to detect any infectious or chronic disease (if any), which the prospective employee may be suffering from.

The pre-employment medical examination (PEME) can be completed under the aegis of Employee Health in the Department of Family Medicine, at various health facilities of Aga Khan University Hospital including Stadium Road Campus, Clifton Medical Services, etc. The HR representative will guide the candidate to the appropriate campus. . PEME will include a medical examination and diagnostic tests to assess the selected candidate's health status vis-à-vis the position being offered and related responsibilities.

The cost of the primary pre-employment medical examination will be borne by the respective department at the

Aga Khan University. If any follow-up test/treatment is required, the prospective employee will be responsible for the expenses and for providing the necessary reports to the Physician. The follow up test/treatment will be accepted from Aga Khan University Hospital only, or any other health care facility approved by the Physician if the University Hospital is not accessible.

Procedure for Undertaking the Pre-Employment Medical Examination

For campus at Stadium Road, Karachi:

1. Please contact screening counter at the ground floor of Nazar Ali Walji building
2. The representative at the counter will direct you for registration and obtaining the medical record card. S/he will provide you investigation requests for Clinical Laboratory, Immunization Clinic, and Radiology and will give you an appointment with a date and time to meet with the Physician.
3. You are required to take these investigation requests i.e. test slips along with the In-house Service Request Form to the Clinical Laboratory, Immunization Clinic and Radiology Department for required tests.

For your appointment with the Physician, please bring your In-House Service Request Form and medical record card of AKUH.

4. Since pre-employment medical examination is not a complete medical examination, hence it is your responsibility to convey to the physician any pertinent information relating to your health e.g. illness/surgery or infectious illnesses (if any), etc., suffered from.
5. Please contact Human Resources two working days after the medical examination by the Physician.

Human Resource Representative

Date

THE AGA KHAN UNIVERSITY


HUMAN RESOURCE POLICIES AND PROCEDURES

STAFFING – QUALIFICATIONS AND EDUCATION

Policy #	:	HR/RC-04	Page	:	01 of 08
Issue #	:	05	Effective Date	:	August 23, 2024
Revision #	:	-	Effective Date	:	-

DISCLAIMER: If there is a discrepancy between the electronic copy of this policy and / or any other copy of this policy, the original Policy document held by the Policy owner in Human Resources will prevail.

The Policy owner in Human Resources is required to keep this Policy updated. It will be reviewed by Human Resources after 3 years issuance or earlier if so required by the University.

Approved By: 

Navroz Surani
Vice President
Human Resources

1.0 POLICY STATEMENT

1.1 The Aga Khan University firmly believes in the competence and potential of its faculty and staff to carry out their responsibilities for quality patient care, education, research and administrative services in keeping with its Mission. It is important to ensure that the people involved in service delivery, directly or indirectly, have appropriate education, training, and skills, and are given enough opportunities to learn and advance personally and professionally.

2.0 PURPOSE

- 2.1 This policy aims to provide a framework that states that basic principles and requirements for each position need to be identified and stated explicitly, including job responsibilities to ensure that the University recruits, evaluates and appoints suitably qualified faculty, staff, and trainees who are able and competent to carry out responsibilities assigned, including patient care, as needed, and demonstrate the potential to advance themselves professionally. This refers to all positions including those for patient care which covers medical care, nursing care and services provided for allied health care.
- 2.2 This framework shall also help Department Heads / Chairpersons to develop effective staffing plans identifying the number and type of staff needed for their respective service / function.

3.0 SCOPE

3.1 This policy is applicable to all employees and trainees at the University and anyone who participates in patient care, (including nursing care, allied health care) and / or other programs

of the University, directly or indirectly, and those being recruited for positions at the University.

3.2 This policy is an overarching global policy applicable to all entities/ campuses and field sites of the University including the outreach humanitarian settings where the University has its programs.

3.2.1 Campuses of the AKU, in each country where it operates, will need to have applicable work procedures for their respective programs/operations to ensure due coverage, compliance, monitoring, and reporting to HR for any non-compliance; actions to be taken for any non-compliance will be as per applicable laws of the respective countries and related policies at AKU.

3.3 Department Heads/Entity Heads will be responsible for ensuring that education, training, work experience, skills required, and job responsibilities for jobs are well defined and documented; and that recruitment and selection of staff, faculty and trainees being appointed duly account for these. Department heads will also ensure that employees / trainees in their respective departments have the opportunities to maintain and enhance their skills and competencies, as required, through access to professional training and development opportunities.

3.4 Employees will be responsible for ensuring that they keep themselves updated with new developments in their respective services and have the required knowledge to perform their duties as assigned.

4.0 DEFINITIONS

4.1 Credentials are documents that are issued by a recognized entity to indicate completion of requirements or the meeting of eligibility requirements such as diploma / degree from a medical school, a license to practice, recognition of registration such as with a medical or dental council or the engineering council or other regulatory bodies or a school of nursing as applicable for respective professions. These documents, some of which are required by law or regulation, but some by policy, are normally verified from the original source that issued the document, as required. (Reference / Source: JCIA 7th Edition, Chapter: Staff Qualification and Education, pg. 283)

4.2 Medical Staff includes all physicians and other professionals permitted to treat patients with partial or full independence, regardless of their relationship to the hospital i.e., an employed staff or independent consultants. (Reference / Source: JCIA 7th Edition, Chapter: Staff Qualification and Education, pg. 283).

4.3 Verification is the process of checking the validity and completeness of a credential from the source that issued the credential. (Reference / Source: JCIA 7th Edition, Chapter: Staff Qualification and Education, pg. 283)

4.4 Appointment is the process of selecting a suitably qualified candidate for a position based on a systematic process of reviewing and assessing his/ her credentials and competencies vis-à-vis job responsibilities, requirements of the position, and other work processes, making the job offer and obtaining his / her acceptance of the same. This is applicable to all jobs at the University, covering both patient care (including nursing care, allied health care) and non-patient care areas.

4.5 Ongoing Professional Practice Evaluation is the process of ongoing data collection for the purpose of assessing a practitioner's competence and professional behavior. The information gathered during this process is factored into decisions to maintain, revise, or revoke existing privilege(s) prior to or at renewal decision. This is normally applicable to those engaged in clinical practice. (Reference / Source: JCIA 7th Edition, pg. 288).

4.6 Nursing Staff refers to all Registered Nurses, Lady Health Visitors, Midwives, Technicians, Health Care Assistants, Receptionists and Patient Care Attendants in different service lines, and outreach services. (Reference / Source: Nursing Staff Orientation & Maintenance of Nursing Staff Credentialing).

4.7 Allied Health Professional refers to a professional (other than medical officer or resident) who has received a certificate/diploma, or a bachelor's degree, a master's degree, or post-baccalaureate training in a science related to health care, who shares in the responsibility for the delivery of healthcare or related services. (Reference / Source: Guidelines For Credentialing Of Allied Health And Nursing Professionals).

5.0 STAFF QUALIFICATIONS AND EDUCATION (SQE) PROCESSES AND REQUIREMENTS

5.1 The process of identifying jobs / positions required by the University, required qualifications and credentials of each, job responsibilities to be assigned, and number of incumbents for each job / position in keeping with services to be provided by the University, and the process for appointing suitable incumbents, and their placement, will normally be as follows:

5.2 Planning

5.2.1 The mission or mandate of the service / function is to be defined by the leaders.

5.2.2 Based on the mandate assigned, the Department Heads will identify and define the jobs / positions required in the department with respective job responsibilities, and qualifications and experience required.

(i) Department Heads will maintain a record of the staffing requirements for their respective departments, which will identify and state (a) the jobs / positions in the department, (b) the number of employees / trainees required for each, (c) their qualifications, experience, and skills required as per the responsibilities of the positions assigned and (d) reporting relations. This will comprise the staffing plan for the department, which will be reviewed and updated as and when necessary.

(ii) Employee's / trainee's responsibilities are defined in a current job description. Job descriptions will be developed by Department Heads / Supervisor for each job / position in the department, which will outline the responsibilities, qualifications, experience, training, skills and any regulatory requirements. These will be reviewed with HR to finalize.

(iii) Department Heads and others involved in the recruitment and selection of employees / trainees will ensure that knowledge and skills of employees / trainees being appointed are consistent with the needs and requirements of the position they are to be assigned to, duly following the laid down work processes for the same.

5.3 Recruitment and Selection

5.3.1 Procedure and Documentation

- (i) Human Resources will ensure that appropriate institutional work processes are in place and duly complied for recruiting, evaluating, and appointing staff, as well as other related procedures as required by the University to ensure that hiring meets the requirements of the staffing plan and the incumbents are eligible and competent to carry out the assigned responsibilities.
- (ii) The records / files maintained by HR for employees / trainees will include updated records of each employee's / trainee's qualifications, training, licensures, professional registrations with regulatory bodies, etc. Employees are responsible for keeping HR and the Department Head informed for necessary updating, and Department Heads for ongoing performance assessment.
- (iii) The Procedure laid down for the appointment of employees / trainees in the respective recruitment policies will be followed uniformly and in a transparent manner, irrespective of the level of the positions to which the hiring pertains.

5.4 Verification of Credentials and Registration with Regulatory Bodies

5.4.1 Verification of Credentials

- (i) The qualifications, experience and other credentials of each employee will be duly gathered. These will be verified from concerned institutions as per the University's laid down process. This may be done by Human Resources or the concerned Departments, or others, and a record of the same will be maintained in the records / files of the respective employees in HR and within the Department, if so required. This is applicable to employees engaged in carrying out any job at the University, which also covers those engaged in patient care (including nursing care and allied health care).
- (ii) Human Resources will ensure that the credentials of the applicants selected for employment at AKU are duly verified by the issuing authorities, as laid down in the policies for Staff Recruitment and Selection and Faculty Recruitment and Selection.
- (iii) The faculty / staff / trainees required to be registered with professional / regulatory bodies or to have a license to practice professionally are required to ensure that these are maintained updated / valid, and with good standing. Evidence of this should be provided to the Department Head and Human Resources on a timely basis. Department Heads will need to ensure that these are duly complied with.

5.5 General Orientation and Departmental Orientation

- (i) All newly hired employees / trainees are oriented to the University, respective department or unit to which they are assigned, and to their specific job responsibilities within a specified period of their appointment at AKU, and periodically, as required in line with structured policies and procedures laid down by the University for the Orientation.
- (ii) The job description/letter of expectations provided to incumbents states the specific job responsibilities of each employee/trainee as well as the requirements for respective

positions to enable University to recruit and evaluate suitably qualified individuals who are able and competent to carry out the responsibilities assigned.

5.6 Performance Evaluation and Training Needs

5.6.1 Probation Period Evaluation

- (i) The University has a defined process to ensure that knowledge and skills of employees / trainees are consistent with the needs and requirements of the position they are assigned to, including those assigned for patient care (includes nursing care and allied health care). Faculty up to Senior Instructor level have a probation period of 3 months or 6 months, depending on the nature of the position, as stated in their appointment letter; similarly staff also have a probation period of 3 to 6 months, depending on the level of the position and the same is stated in each staff member's letter of appointment. The performance and competence level of the concerned newly hired incumbent is evaluated by the supervisor / Department Head during this period and a report is prepared for the same before the end of the period and submitted to HR.
- (ii) Those for whom the performance / competence is assessed by the Department Head to be at a satisfactory level are confirmed in service, subject to meeting other applicable requirements. Those for whom the performance is assessed to be not at a satisfactory level are not confirmed in service; their probation period may be extended for a specified duration, or their employment may be concluded. This is decided between the Department Head and HR.

5.6.2 Annual Performance Evaluation

- (i) The University encourages faculty / staff /trainees to participate in the University's quality improvement activities, and performance is evaluated on an ongoing basis.
- (ii) While performance review is an ongoing process, employees and trainees on board have a formal documented performance appraisal at least once in the year during which performance and competencies demonstrated during the past year are assessed. During this performance appraisal, training and development needs are also identified, and a plan developed to address the same. This is applicable to employees / trainees assigned to patient care (including nursing care and allied health care) as well as those in other jobs / positions across the University.

5.7 Training and Development

- (i) Employees / trainees onboard at the University are provided opportunities for training on an ongoing basis (a) through 'in service' education and training to facilitate them to demonstrate appropriate competence as required according to the responsibilities of the job / position assigned to, and (b) through formal training opportunities for their professional development to enhance their skills and knowledge as per their interests as offered by the University and other institutions.

5.8 Staff Health and Safety

- (i) The University provides a health and safety program for its employees and trainees that addresses their physical and mental health and also ensures safe working conditions. This includes medical benefits for employees and eligible dependents in case of sickness or injury and insurance coverage in case of accidents or death while in service, and safe working conditions including ongoing training for personal and work-related safety and security.
- (ii) The University also has work procedures and related precautions identified for its employees / trainees who are at risk for illnesses / diseases which could be acquired on account of exposure to infection and possible transmission of diseases, and also has a structured vaccination and immunization program for employees and trainees to prevent such instances or reduce the risks.

5.9 Credentialing and Assigning Clinical Privileges

5.9.1 For Medical Staff

- (i) Department Heads in clinical departments will ensure that their medical staff is duly credentialed based on their qualifications, experience and skills (duly confirmed and verified), and are assigned clinical privileges for identified procedures / services for which they have been assessed to be competent and eligible. This includes authority to admit and treat patients.
- (ii) Concerned entities of the University have standard procedures to collect and compile performance related information for its medical staff for their professional practice evaluation to provide for periodic review of their credentials for clinical privileges and confirmation to continue. The credentialing for clinical privileges will be as per the University's policy for this.
- (iii) Concerned Entities have a standardized, objective, evidence-based procedure to authorize staff members to admit and to treat patients and/or to provide other clinical and non-clinical services consistent with their qualifications.
- (iv) Re-privileging: The institution determines at least once every two years, from the ongoing professional practice evaluation of each medical staff member, whether medical staff membership and clinical privileges are to continue with or without modification. (please refer to the Policy for [AKUH, K Credentialing And Privileging, Policy # CAD-001](#))

5.9.2 For Nursing Staff

- (i) The organization has an effective process for:
 - a. Gathering, verifying and evaluating the nursing staff's credentials (license, education, training, and experience).
 - b. Maintaining a record of the current professional license, certificate, or registration of every nursing staff member.
 - c. Identifying job responsibilities and making clinical work assignments based on the nursing staff member's credentials and any regulatory requirements.

- d. Nursing staff participation in the hospital's quality improvement activities, including evaluating individual performance, when indicated.

(Please refer to the Policy for [Nursing Staff Orientation & Maintenance of Nursing Staff Credentialing](#) and [Guidelines For Credentialing Of Allied Health And Nursing Professionals](#))

5.9.3 Other Health Professional Staff

- (i) The organization has an effective process for:
 - a. Gathering, verifying and evaluating the allied health staff's credentials (license, education, training, and experience).
 - b. Maintaining a record of the current professional license, certificate, or registration of every allied health staff member.
 - c. Identifying job responsibilities and making clinical work assignments based on the allied health staff member's credentials and any regulatory requirements.
 - d. Allied health staff participation in the hospital's quality improvement activities, including evaluating individual performance, when indicated.

(Please refer to the Policy for [Guidelines For Credentialing Of Allied Health And Nursing Professionals](#))

6.0 OBSERVATIONS AND LIMITATIONS

6.1. Department Heads / Entity Heads are expected to accurately define the staffing requirements of their respective departments in order to ensure that adequate number of employees / trainees with required skills are available to carry out the activities for which the University is committed for patient care (including nursing care and allied health care), education, research or administrative services as applicable respectively.

6.1.1 Actual staffing level required during a period is normally planned based on the quantum and nature of services required, and the staff strategy is updated as necessary, based on business and departmental needs, including complexity of the service, which may vary.

6.2 The University complies with the laws and regulations that identify required education levels, skills, and / or other requirements of each job / position or that define number of employees, or a mix of employees / trainees required.

6.3 The Department Heads/Entity Heads are required to carry out ongoing performance evaluations of their respective employees / trainees, which ensures that training occurs timely as required and that the concerned employee / trainee is able to assume new or changed responsibilities, as required by the University.

6.3.1 There shall be at least one documented performance evaluation of each employee / trainee working in a job / position each year.

6.4 Employees/trainees, including nursing staff and allied health care staff, are responsible for ensuring that their education, licensure/registration, and other credentials required by law or regulation, and / or the University, are verified and kept current and the same duly informed timely to HR.

6.5 Department Heads are responsible for ensuring that their staff members are adequately qualified

and competent to be permitted to provide the services they are assigned to at the University, including patient care (includes nursing care and allied health care), and that a record of related assessments is included in the HR file of respective employees / trainees.

7.0 COMPLIANCE OF THE POLICY AND / OR PROCEDURE

7.1 The University expects employees / trainees, Department Heads / Entity Heads and those engaged in implementing this Policy and related procedures in HR and other concerned Departments, to comply with the provisions outlined herein.

7.2 If the University identifies any instances of non-compliance with this policy and / or procedures laid down herein, the concerned incumbent can be liable to disciplinary action as per the University's policies.

7.3 In case an employee/trainee is found to have submitted forged documents or to have given false information regarding his/her past records, he/she will be liable to disciplinary action according to the University's policy on Employee Discipline. Relevant documentation will be included in the personnel file/HR records system to avoid any consideration for re-hiring the concerned incumbent at a later point in time.

8.0 LIST OF ANNEXURES

8.1 There are no Annexures to the Policy for Staffing – Qualifications and Education.

9.0 RELATED DOCUMENTS AND POLICIES OF THE UNIVERSITY

9.1 The Policy for Staffing - Qualifications and Education should be read in conjunction with the following (A) related documents and (B) related HR Policies.

A. Related Documents

1. SQE 1-16 Joint Commission International Accreditation Standards for Hospitals, 7th Edition.

B. Related HR Policies

1. [Guidelines for Staffing Plans](#)
2. [Job Descriptions for Faculty and Staff](#)
3. [Staff Recruitment and Selection](#)
4. [Faculty Recruitment & Selection](#)
5. [Probation](#)
6. [Performance Review of Staff](#)
7. [Personnel Records](#)
8. [New Employee Orientation](#)
9. [Learning and Development](#)
10. [AKUH, K Credentialing & Privileging](#)
11. [Employee Discipline](#)
12. [Employee Health and Safety](#)
13. [Pre-Employment Medical Examination](#)
14. [Nursing Staff Orientation & Maintenance of Nursing Staff Credentialing](#)
15. [Guidelines For Credentialing Of Allied Health And Nursing Professionals](#)



THE AGA KHAN UNIVERSITY

MEMORANDUM

To: University Wide

From: Navroz Surani, Vice President, Human Resources

CC: Dr Sulaiman Shahabuddin, President & Vice Chancellor
Dr Tania Bubela, Provost and Vice President, Academic
Ms Shagufta Hassan, Vice President Finance and Chief Financial Officer

Date: August 27, 2024

Subject: **Updated Maternity Leave and Paternity Leave Policy**

Dear All,

We are pleased to announce the updated policy for Maternity and Paternity Leave. The updated policy is designed to provide further support to our valued staff and faculty during this significant life event. This updated policy reflects AKU's continued commitment to fostering a supportive and inclusive workplace. The policy provides:

- i. An **enhanced entitlement of 16 weeks paid maternity leave** for female employees/staff trainees, and,
- ii. **The introduction of the paid Paternity Leave Policy** for male employees/staff trainees.

This policy is applicable at all campuses of the Aga Khan University.

Key highlights of the updated Policy are:

- i. **Enhanced Paid Maternity Leave Duration:** The duration of the maternity leave has been extended to **sixteen (16) weeks** (presently 12 weeks), providing an extended time for our employees to bond with and care for their newborns (may not always be the first child).
- ii. The updated policy also includes provisions to facilitate pre-mature birth deliveries and other maternity related matters to provide additional support during the said period.
- iii. **Paid Paternity Leave:** This leave is newly introduced and is intended to facilitate **eligible** male employees/staff trainees to actively participate in the care and bonding of their newborn child during the initial days. All eligible male employees are entitled to up to **ten (10) working days of paternity leave** which can be requested for up to five (05) working days at a stretch, over three (03) months following the birth of the child.
- iv. **Gradual Return-to-Work Options:** Recognizing the importance of a smooth transition back to work, the Parental leave policy for part-time work arrangements for up to 3 months continues to be offered.

We understand that welcoming a new member to the family is a momentous occasion, and we want to ensure that our employees have the necessary support to navigate this journey seamlessly.

Please note that the updated policy for Maternity Leave and the newly introduced Paternity Leave applies to all staff effective August 27, 2024. However, those who are presently on maternity leave are not eligible for the enhanced entitlement. Likewise, Paternity Leave will only be applicable on male employees/staff trainees if the child birth is after August 27, 2024.

For detailed information on the new Maternity and Paternity Leave Policy, please refer to the Global Policies on One AKU. In case of any queries please feel free to contact HR Business Partner for your department or email at hr.queries@aku.edu. We look forward to your continued support for compliance with HR Policies at AKU.

We believe that these changes will contribute to a more positive and supportive work environment for everyone. Thank you for your dedication to The Aga Khan University, and we look forward to continuing to grow together.

With best regards.