

## HUMAN RESOURCE POLICIES AND PROCEDURES

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- Amendment in 10.14: Outside Employment
- Amendment in 11.7: Academic Rank, Titles, Promotion
- New clause 11.16: Protocol of Recruitment and Removal of Security Employee
- Amendment in 13.3: Salary Increase
- Amendment in 13.10: Extra Duty Allowance
- Amendment in 13.14: Annual Leave
- Amendment in 13.22: Extraordinary Leave
- Amendment in 13.23: Education Improvement Increment
- New clause 16.5A: Termination under unusual circumstances

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## **PART A - HUMAN RESOURCE POLICIES**

### **1. GENERAL PROVISIONS**

- 1.1 Commencement and Authority to Approve and Amend FCCU HR Policies and Procedures
- a. This manual will be effective from the date of approval by BOD. The manual consolidates all existing FCCU's HR policies, rules, and procedures and therefore, supersedes all earlier versions.
  - b. The Board of Directors has the final authority to approve FCCU's HR policies. However procedural changes may be made with approval of the Rector in consultation with the Executive Council; and the BOD will be informed in its upcoming meeting about procedural changes made.
  - c. FCCU's HR Office is the only department responsible for communicating the official interpretation of these policies and procedures within and outside of the organization as and when authorized by the Rector.

### **1.2 Principles**

FCCU's HR policies have been developed based on the following principles:

- a. **Equal opportunity:** The FCCU provides equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability, marital status, sexual orientation, gender identity, genetic information and political ideology. There is no concept of discrimination at FCCU. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfers, leave of absence, compensation, benefits, and training.
- b. **Transparency:** Though certain levels of supervisory staff enjoy authority over others, all decisions are documented and the basis of decisions is generally known to all FCCU employees.
- c. **Continuous Capacity Building:** The driving force of any organization is its people. Therefore, FCCU is committed to build opportunities for and encourage pursuit of knowledge in its employees that enhances their capacity to move forward to achieve its mission and sustain its existence.
- d. **Zero Tolerance for Corruption and Harassment including Sexual Harassment:** FCCU requires all of its employees to abstain/refrain from corruption and any sort of harassment of employees in the workplace based on biases protected by law, such as sex, race, color, ethnicity, caste, ancestry, religion, age, disability or marital status and a violation of Pakistan laws. Such allegations will not be tolerated. Where it is determined that inappropriate conduct has occurred, FCCU acts promptly to eliminate the conduct and



applicable to all employees without any discrimination. FCCU's Code of Conduct provides guidance to employee in their professional life that how to act in cases of doubt or confusion.

### **2.1 Employee Cards**

The FCCU requires all employees to have the FCCU Employee Card ID. Employee cards must be returned on separation from the FCCU. For visiting researchers/volunteers, Security Office may be requested for a temporary card by the chairperson.

### **2.2 No Smoking Campus**

FCCU is a no smoking environment. Nobody is allowed to smoke within the FCCU office and campus premises.

### **2.3 Electronic Media Use**

FCCU's e-mail, Internet and telephone systems are provided for University business. Employees do not have a personal privacy right in any matter created, received, or sent from these systems. The FCCU, in its discretion, reserves the right to monitor and access any matter created, received, or sent from these systems. No e-mail messages should be created or sent that may constitute intimidating, hostile, or offensive material. Interaction conducted through any FCCU's electronic system shall comply with all FCCU policies and rules of conduct.

### **2.4 Employee Grievance**

It is the policy of the FCCU to treat all employees fairly in matters affecting their employment. Every eligible employee shall have an opportunity to resolve matters which affect his/her employment. Every eligible employee with a grievance shall have the right to present the grievance in accordance with defined procedures.

### **2.5 Sexual Harassment**

Sexual Harassment is unacceptable behavior at Forman Christian College and such behavior will be subject to disciplinary action. FC College has adopted the Code of Conduct outlined in the Protection against the Harassment of Women Act of 2010. The link to that full document can be found at: [www.aasha.org.pk](http://www.aasha.org.pk)

### **2.6 Workplace Violence**

FCCU is committed to promoting and maintaining a safe and secure working environment for its faculty and staff, employees, students and visitors. Violent behavior, threats of violence, or physical intimidation will not be tolerated in the FCCU workplace. If such conduct occurs, it should be promptly reported to the proper authority and investigated. The FCCU will take appropriate action in response to reports of such conduct. Employees found to have violated this policy will be subject to disciplinary action, which may include immediate dismissal. In addition, the FCCU may assist in pursuing civil penalties, criminal penalties, or other appropriate action against the offender.



## **2.7 Whistle Blowing**

- a. Disclosure of information made by an employee to FCCU's top-management or Rector, where the employee reasonably believes that a criminal offense, a failure to comply with a legal obligation, miscarriage of justice, a danger to the health and safety of any individual, damage to the environment, or a deliberate concealment of information or any chances of financial loss is occurring, took place in the past or is likely to happen in the future.
- b. In order to promote transparency, underpin the risk management system and help protect the reputation of the organization. FCCU's whistle blowing policy addresses the commitment of the organization to the integrity and ethical behavior by helping to foster and maintain an environment where employees can act properly, without fear of revenge.
- c. The policy applies to all employees; (including faculty/non-faculty, administrative & supportive staff).

## **3. EMPLOYMENT WITH FCCU**

It is the policy of FCCU to employ a consistent and comprehensive procedure when hiring new employees so as to create a positive working environment in which an employee's rights and responsibilities are clearly defined. FCCU seeks to attract, motivate and retain the best people in the right positions to enable the organization to successfully achieve its vision and mission.

### **3.1 Academic Rank, Titles and Promotion**

HEC standards guide the assignment of faculty rank, titles and promotion, however, the FCCU may require higher qualifications.

### **3.2 Yearly Holidays Schedule**

FCCU issues yearly holidays schedule for the staff at the beginning of each calendar year that provides for the official government holidays. There is no carryover of national holidays.

### **3.3 Work Hours**

The minimum workload standards for all employees shall be 40 hours in a week.

### **3.4 Responsibility for Personal Property**

The FCCU is not responsible for damage or loss of personal property on or off campus whether or not it is used on behalf of the FCCU.

## **4. RECRUITMENT & SELECTION**

- 4.1 FCCU is an equal opportunity employer. FCCU is committed to recruit and select the most competent and qualified persons. Recruitment and selection shall be executed in a manner

that ensures open competition, and strictly discourage all sorts of discriminations on the basis of sex, creed, religion, and disability.

4.2 The Rector is authorized to relax rules for the selection of a disadvantaged group for a specific category of employees.

4.3 It is the policy of the FCCU that no qualified individual with a disability may be discriminated against on the basis of his or her disability. Qualified individuals with disabilities will be actively recruited for employment.

#### **4.4 Employment of relatives**

- a. Relatives shall be defined as any individual's spouse, father, mother, sister, brother, grandparent, grandchild, aunt, uncle, niece, nephew, first cousin, or in-laws of the same relation. Employment of relatives of FCCU employees is permitted except where one would:
  - i. Have authority or practical power to supervise, appoint, remove or discipline the other. FCCU employees cannot be transferred into such a reporting relationship. If the relative relationship is established after employment, the individuals concerned will decide who is to be transferred. If that decision is not made within 30 days, the appropriate head of department will decide.
  - ii. Evaluate the other's work.
  - iii. Participate in hiring or internal promotion of a relative.
  - iv. Be placed in circumstances where the relationship would lead to actual or potential conflict of interest.
- b. In other cases where a conflict or potential for conflict arises, even if there is no supervisory relationship involved, the parties may be separated by reassignment or terminated from employment.
- c. Employment of relatives within the same department may be appropriate when justified by unique skills or talents. In this instance, hiring must be approved by the Rector upon written recommendation of the appropriate Dean/Chief Officer. Upon approval, reporting relationship, evaluation, and promotion is determined by the Rector.

### **5. COMPENSATION, ENTITLEMENTS AND BENEFITS**

5.1 The compensation management system at FCCU aims to achieve a fair and attractive pay and benefits system with emphasis on rewarding individual performance, contribution, and competence. The objective of compensation management is to help FCCU achieve its strategic objective while ensuring internal and external equity.

5.2 The FCCU philosophy is to be a high performance educational institute that retains its employees through best practices such as career progression and development thereby enabling employees to realize their optimum potential along with a competitive compensation strategy.

### **5.3 Legal Dependents**

Following are the legal dependents of the Staff of FCCU:

- a. Real Father
- b. Real Mother
- c. Spouse (only one, whose name will be declared in the Employee Personal Data Form)
- d. Real Son/ Daughters and legally adopted children.

## **6. PERFORMANCE APPRAISALS AND EMPLOYEE DEVELOPMENT**

6.1 Performance Appraisal is a step-by-step, practical and planned approach to help HODs and staff to development result-oriented performance plans that are supportive of organizational goals and strategies and are linked to performance evaluations and rewards. FCCU establishes a formal system for reviewing an employee's performance in terms of their job requirement. It is designed to determine the eligibility for merit compensation on an annual basis. Through evaluations, supervisors will communicate to individual employees their performance expectations and departmental goals. They will assess the employee's job-related performance and work annually to enhance overall job performance by providing direction and identifying training needs. Performance reviews and performance improvement plans may also be used when considering the career path of regular employees.

6.2 It is the policy of the organization to provide assistance and support to faculty and staff to improve qualifications within FCCU, as well as to encourage employees to obtain skills, knowledge and abilities which may improve their opportunities for career advancement within the organization.

6.3 This policy stems from the view that professional development and continuous learning are necessary for maintaining the quality of the FCCU's faculty, staff and their continued readiness and ability to contribute effectively to the mission and goals of the university.

### **6.4 Academic Standards Committee**

The Academic Standards Committee functions to review the performance of each faculty member and make recommendations to the Rector regarding the promotion in rank or continued service of each faculty member. The Academic Standards Committee consists of the Vice Rector, one senior faculty member (either Professor or Associate Professor) from each Faculty, and shall hold office for a period of three years. The quorum for a meeting of the Academic Standards Committee shall be one-half of the number of members, a fraction being counted as one.

## **7. HEALTH AND SAFETY**

FCCU will provide a healthy, safe and accident-free working environment for its employees. The management carries ultimate responsibility for health and safety of employees. All HOD/Chief Officers must take responsibility for the health, safety and general well-being of all employees /consultants/contractors working for FCCU at all times.

## **8. SEPARATION FROM SERVICE**

Except for the scheduled contract end date, FCCU shall guarantee the right to a fair hearing to an employee before taking a decision to separate or terminate his/her services. This requires that the employee should be given prior notice of the case, a fair opportunity to answer it, and the opportunity to present his/her own case.

# **PART B – HUMAN RESOURCE PROCEDURES**

## **9. GENERAL PROVISIONS**

**9.1 Executive Staff Committee:** Executive Staff Committee is appointed by the Rector for consultation in decision making. The members include:

- a. Rector, Chair
- b. Vice Rector
- c. Vice Rector (Intermediate)
- d. Registrar
- e. Executive Dean
- f. Dean (to be nominated by the Rector)
- g. Chief Information Officer
- h. Chief Advancement Officer
- i. Chief Student Affairs Officer
- j. Chief Financial Officer (Acting Supply Chain Officer)
- k. Chief Human Resources Officer
- l. Executive Manager (Secretary)

## **10. CODE OF CONDUCT**

All employees of FCCU are required to conduct their behavior within the laid down behavioral standards as communicated to them from time to time. To facilitate employees to maintain a healthy and cooperative working environment, FCCU provides different platforms and mechanism to address and resolve their issues. This section provides details of all those standards and parameters based on which employee's behavior will be judged and aligned.

### **10.1 Equal Employment Opportunities**

FCCU shall provide equal employment opportunities to qualified individuals regardless of race, color, ethnicity, caste, gender, origin, ancestry, religion, age, disability, or marital status in consistent with laws of the Islamic Republic of Pakistan.

## **10.2 Sexual Harassment**

FCCU fully complies with the Protection against Harassment of Women at Workplace Act, 2010. Sexual Harassment is defined as any unwelcome sexual advance, request for sexual favors or other verbal or written communication or physical conduct of a sexual nature or sexually demeaning attitudes, causing interference with work performance or creating an intimidating, hostile or offensive work environment, or the attempt to punish the complainant for refusal to comply to such a request or is made a condition for employment, is unacceptable behavior in the workplace, including any interaction or situation that is linked to official work or official activity outside the office. All such acts are a violation of this Act and FCCU policies.

## **10.3 Child Abuse**

FCCU requires all of its employees to abstain/refrain from any sort of child abuse which could be physical, sexual and emotional abuse, and neglect forms. Child labor as per law is strictly prohibited.

## **10.4 Use of FCCU's Property**

The services, goods, materials, technology and equipment provided to FCCU employees are the property of FCCU, or are rented and/or licensed by and for the benefit of FCCU. As such, the services, goods, materials, technology and equipment provided are to be used primarily for official purposes.

## **10.5 Privacy and Monitoring:**

Employees should not assume that official electronic communications (including, but not limited to, official e-mail, official voice-mail and office fax machines) are private and confidential. Although employees have individual access passwords to e-mail and computer network systems, along with the ability to delete messages, these systems and materials are accessible by FCCU.

Employees should be aware that any communications, material and/or data created, sent, received and/or stored on FCCU's computer network or communications systems (including e-mail messages and voice mail) are also the property of FCCU. FCCU expressly reserves the right to intercept, read, review, access and disclose, as it deems necessary, any communications, material or data that is created, sent, received and/or stored on FCCU's computer network or communications systems

## **10.6 Workplace Behavior**

- a. In accordance with the mission and principles of applicable local laws and Codes of Conduct, all FCCU employees are responsible for promoting fundamental human rights, social justice, human dignity, and respect for the equal rights of men, women, and children. While respecting the dignity and worth of every individual, FCCU employees must treat all persons without distinction on the basis of an individual's race, gender, religion, sect, color, national or ethnic origin, marital status, sexual orientation, age or disability.

- b. As representatives of FCCU, all employees must conduct all FCCU related activities honestly, with integrity and in the best interest of the organization and communities FCCU serves. Employees are expected to demonstrate a standard of conduct that upholds the reputation of FCCU and is respectful of the rights of others and the standards of the communities in which FCCU works. Employees must act in conformity with applicable laws and regulations.

### **10.7 Reporting Change of Status**

Employees should report whenever there is a change in their situation, such as marriage, birth of children, new address, nationality or other such matters that may affect their employment or benefit status.

### **10.8 Work Credentials**

Employees are responsible for obtaining and renewing any license, certificate, permit, or other credential required in performing their job.

### **10.9 Presence at Workplace**

Employees shall be at their designated work place on time and ready for work. Employees shall remain at work until the officially notified office time is over, unless permission to leave earlier is granted by their supervisor or HOD.

### **10.10 Work Interruption**

Employees shall not unduly restrict or interrupt work or interfere with the work of others. However, they shall remain at work only when able to safely perform their job duties.

### **10.11 Personal Conduct at Workplace**

An employee shall not engage in any conduct which interferes with the proper performance of another employee's duties.

- a. No employee shall harass, discriminate, or retaliate against any other employee, student or any member of society.
- b. No employee shall be insubordinate, which is failure to obey a direct lawful order of a supervisor or someone higher in responsibility or authority.
- c. Employees shall not engage in negligent or careless behavior or unsafe practices which endanger the employee, other employees, students or members of the public.
- d. Employees shall make themselves available and fully participate in all administrative inquiries with completely honesty. All employees shall immediately notify their supervisor or appropriate management representative following any accident.
- e. No FCCU employees shall use his or her position to coerce or abuse another person.
- f. Employees shall not remove FCCU property from its assigned place for personal use. Defacing or destroying FCCU property is vandalism and shall be dealt with strictly.

- g. Employees shall not fight, engage in unbecoming acts, show rude behavior, use abusive language, physically or sexually assault another person, gamble or make threats while on duty or on FCCU premises.
- h. Employees shall not place or display non-official notices in FCCU premises without prior written approval from the Rector.
- i. Employees shall not possess unauthorized weapons, illegal drugs, or alcohol on FCCU premises.
- j. No employee shall accept any gift or award from any individual or institution without prior written approval of the Rector unless the value of gift is minimal (pen, calendar, diary, etc.)
- k. No employee of the FCCU shall directly or indirectly engage in any occupation or business, or act in any other capacity with other concerns as well as FCCU, or have private dealings or business relations with any outside agency, unless specifically permitted to do so by the Rector, who may in exceptional circumstances, permit such undertakings.

### **10.12 Dress Code**

The purpose of the FCCU dress code is to ensure that employees are dressed in a graceful manner. This means that the clothing worn will be clean, neat, modest and reflective of the culture in which FCCU is operating. The FC College ID cards must be visibly displayed at all times on campus

### **10.13 Drug and Alcohol Free Workplace**

- a. It is FCCU's policy to maintain a drug-free workplace. The use of controlled substances or being under the influence of controlled substances while performing services for FCCU is inconsistent with the behavior expected of employees, students and visitors to FCCU offices to unacceptable safety risks, and undermines FCCU's ability to operate effectively and efficiently.
  - i. The unlawful distribution, possession or use of illegal drugs on FCCU premises or while working on behalf of FCCU on others institution/business premises, including while driving FCCU vehicles is prohibited.
  - ii. Any employee who is convicted under any criminal drug statute for a violation committed or occurring in the workplace must notify the Rector/ HR Office within five (5) days after such a conviction; any such conviction may be deemed a violation of this policy.
- b. For any violation of this policy, FCCU in its sole discretion, may subject the offending employee to disciplinary action, up to and including immediate termination of employment.

### **10.14 Outside Employment**

- a. Holding an additional regular paid position as an employee of another organisation may pose a conflict of interest or interfere with an employee's efficiency, any employment outside of FCCU is discouraged. Before accepting employment outside the College, full-time employees should discuss the decision with their supervisors and seek permission to pursue such employment; permission can only be granted by the Rector or his designee

and is at his discretion. For teaching in other institutions and academies, permission from the Vice Rector will also be required. Accepting outside employment without such permission can be a cause for termination from service. A faculty member may be allowed to provide one recorded course for another university, however, actual instruction of an online class is discouraged.

- b. This excludes guest lectures, membership on trusts/boards and work of honorary or voluntary nature. However, self-employment, operating a business or being part of a family business does need to be disclosed. If over time circumstances change, actual, perceived and potential conflicts of interest emerging from the new circumstances need to be disclosed as well. If a conflict of interest situation exists (reference rule 10.19), appropriate permissions need to be taken from the Rector through the supervisor and facilitated by the HR Office.

(Note: “Family Member” is a spouse, domestic partner, parent, child or spouse of a child, or a brother, sister, or spouse of a brother or sister, of a Responsible Person).

#### **10.15 External Consulting Policy**

- a. FCCU employees on renewable contracts may have opportunities to share their expertise through professional consulting services to agencies, institutions, and businesses both public and private. This consultation may be compensated or not.
- b. All consulting agreements entered into by FCCU employees must be disclosed including those entered into during off FCCU contract periods. All consulting must have the prior administrative approval of the Department Head, Dean, and Vice Rector.
- c. No consulting services may interfere with the fundamental responsibility of the employee to complete regularly assigned duties and obligations to teaching, research, administration, or service, including being regularly available to students and colleagues and other duties which are normally expected of a full-time employee.
- d. No consulting services may create a conflict of interest or the appearance of a conflict of interest with the mission, operation, and integrity of FCCU. Consulting agreements must comply with University research policy and intellectual property policy.
- e. If the consulting agreement is done using FCCU time and/or resources (to be decided by the Dean and Vice Rector), a percentage of the basic monthly salary of faculty/staff will be deducted as fee for managing the consultancy or other activities such as hiring additional teaching faculty and providing FCCU University’s support. This percentage will not exceed 20% of the basic monthly salary.
- f. Visiting faculty and employees on temporary contracts are exempted from this rule.

#### **10.16 Solicitation and distribution in Campus Facilities**

- a. No individual is allowed to solicit, sell, or distribute goods or services on the FCCU campus without the express permission of the Rector. This includes individual employees seeking to sell services offered off-campus.
- b. The FCCU also expressly prohibits the distribution of literature in campus buildings or the posting of notices on campus property without the written permission of the Rector.



### 10.17 Personal Business at FCCU Workplace

Employees shall not conduct any personal business on FCCU premises, either individually or as a group, without prior authorization by the Rector.

### 10.18 Public Statements on Behalf of FCCU

Only the Rector and the designated FCCU spokesperson holding a brief from FCCU are authorized to make public statements on behalf of the FCCU. These individuals may authorize others verbally or in writing to speak on behalf of the FCCU. No FCCU employee will make a public statement on behalf of the FCCU on a matter involving litigation or confidential personnel matters without express authority to do so from the Rector. FCCU employees will direct media inquiries to the appropriate authorized person.

### 10.19 Conflict of Interest

- a. FCCU's policy requires that each employee be free of any personal interest that could influence his or her judgment or action in the conduct of FCCU's business. An employee must not only avoid situations that give rise or could give rise to a conflict of interest, but also situations that create the appearance of a conflict of interest.
- b. This policy is not intended to detail every situation that could give rise to a conflict of interest. A person with ordinary good judgment should know whether or not a particular activity involves an actual or potential conflict.
- c. **Purpose:** To set out the FCCU's objectives and its responsibilities to various stakeholder, and ethical standards required from its employees to meet such objectives and responsibilities, and in order to safeguard the organization's reputation and its creditability, all employees must conduct themselves in accordance with the highest ethical standards and be perceived to be acting ethically at all times and they should avoid any conflict between their own interest and the interest of the FCCU.
- d. **Scope:** The policy covers all the employee including faculty/Non-faculty staff, administrative and supportive staff, engaged in conducting the business of the FCCU and performing their duties.
- e. **Terms and Definitions**
  - i. The terms 'Conflicting Interest' may be defined as an interest, direct or indirect, with any person(s) firm(s) or company(s) having business with the FCCU and such interest might arise through:
    - A. Owning shares or holding debt or other proprietary interests in any third party dealing with FCCU.
    - B. Receiving remuneration for services with respect to individual transactions involving the FCCU.
    - C. Using FCCU's time, personnel, equipment, supplies, or goodwill and other resources for activities, programs, and purposes not approved by the FCCU.
    - D. Receiving personal gifts or loans from third parties dealing or competing with the FCCU.

- E. Acceptance of any gift of such value that can influence a decision.
- ii. The term “affiliated persons” apply to and include the following parties:
  - A. Employee’s spouse, domestic and international partner, child, mother, father, brother or sister;
  - B. Any corporation or organization of which employee is a board member, an officer, a partner, participant in management or are employed by, or, are directly or indirectly, a debt holder or the beneficial owner of any class of equity securities; and
  - C. Any trust or other estate in which employee have a substantial beneficial interest or as to which employee serve as a trustee or in a similar capacity.
- iii. Other terms relevant to the policy are defined as under:
  - A. “Responsible Person” is any person serving as an employee of FCCU
  - B. “Family Member” is a spouse, domestic partner, parent, child or spouse of a child, or a brother, sister, or spouse of a brother or sister, of a Responsible Person.
  - C. “Contract or Transaction” is any agreement or relationship involving the sale or purchase of goods, services or rights of any kind; receipt of a loan or grant; or the establishment of any other pecuniary relationship.

**f. Parties with whom a conflict may arise**

Conflicts of interest may arise in relation to directors, officers, and employees with any of the following third parties:

- i. Individuals, firms and companies supplying goods and services to FCCU.
- ii. Individuals, firms and companies from whom FCCU leases property and equipment.
- iii. Competing or affinity educational institutes.
- iv. Donors and others organizations supporting FCCU.
- v. Individuals, firms and companies with whom FCCU is dealing or planning to deal in connection with:
  - Contract of project implementation.
  - Purchase or sale of real estate or other property.
  - Any other business deal.
- vi. Agencies, organization and associations affecting the operations of FCCU.
- vii. Family members and friends, having direct or indirect interest.
- Viii. The areas of conflicting interest listed above and the relationships within those areas which may give rise to conflict are not exhaustive, and conflicts might arise in other areas or through other related parties as well, as may be determined by the Rector.

**g. Disclosure**

- i. Employees of the FCCU must recognize that in the course of performing their duties, they may be put into a position where there is a conflict in the performance of such duty and personal interest. Such interest may be financial or may be based on their position or standing with any third party or entity. Such interest may not be held directly by the employee but may be held by his friend or family member. It is the overriding intention of the FCCU that all business contracts/ transactions be conducted at an arm’s length basis.

- ii. Accordingly this policy requires that all such responsible persons should avoid any conflict between their own interests and the interests of the FCCU in the conduct of their professional responsibilities and their personal affairs, including transactions in the shares of the organization, or any other company or entity having or likely to have a business relationship with the FCCU.
  
- h. The Rector or its duly constituted committee shall determine whether a conflict exists and in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair, and reasonable to be undertaken. The decision of the Rector will rest at their sole discretion, and their concern must be the overall interest of FCCU and the advancement of its purpose.
  
- i. Transactions with parties with whom a conflicting interest exists may be undertaken only if all the following conditions are fulfilled:
  - A. The conflicting interest is fully disclosed;
  - B. The person with the conflict of interest is excluded from the discussion and approval of such a transaction;
  - C. A competitive bid or comparable valuation exists to maintain transparency; and
  - D. The Rector or its duly constituted committee has determined that the transaction is in the best interest of the FCCU.
  
- j. It is the policy of the FCCU that the existence of any of the interests described in the policy shall be disclosed before any transaction is consummated. It shall be the continuing responsibility of all the employees to scrutinize their transactions and determine outside business interests and relationships for potential conflicts and to immediately make such disclosures.

**10.20 Acknowledgement of understanding and complying with FCCU Code of Conduct:** All employees will be required to acknowledge that they have understood and will comply with FCCU Code of Conduct. Violations of FCCU Code of Conduct may lead to disciplinary actions including separation from service. A signed copy of this acknowledgement will be kept in the personal files by HR.

*I [name of Employee] have read the Code of Conduct Policy, understand all of its terms and agree to be comply with the provisions contained therein.*

*Employee Name*  
*Employee Designation*  
*Date:*

*Manager Name*  
*Manager Designation*  
*Date:*

**10.21 Whistle-Blowing**

**a. Objective**

- i. To develop a culture of openness , accountability and integrity
- ii. To enable top management to be informed at an early stage about acts of misconduct.

- iii. To reassure employees that they will be protected from punishment or unfair treatment for disclosing concerns in good faith.
- iv. To provide avenues raising concerns in confidence and receive feedback on any action taken.

**b. Examples of Whistle Blowing Acts**

- i. Conduct, which is a criminal offence or a breach of Pakistani laws.
- ii. Unauthorized sharing of FCCU data to third parties and persons.
- iii. Un-authorized use of FCCU's resources for personal gains.
- iv. Favoritism /Nepotism for awarding jobs, contracts or related information.
- v. Sexual, physical or other abuse of employees, clients or others.
- vi. Other unethical conduct.

**c. General Guidance**

FCCU recognizes that the decision to report an issue/misconduct can be a difficult and confusing. Therefore the reporter (the whistle blower) have to be sure that act to be reported should be genuine and on good faith. All concerns will be treated in confidence and every effort will be made not to reveal identity of whistle blower. At the appropriate time, however, whistle blower will be required to come forward as a witness. Whistle Blowers are reporters of misconduct, they are not investigators or fact finders, nor are they authorized to determine the appropriate corrective or remedial action that may be warranted.

**d. Principles**

- i. The reporter must disclose the information in good faith.
- ii. The reporter must believe the disclosed information to be substantially true.
- iii. The reporter must not act maliciously or make false allegations.
- iv. The reporter must not seek any personal gain.

**e. Code of Confidentiality**

The whistle blower will confirm in writing to abide the confidentiality policy of FCCU and will not share any information within FCCU or outside. Violating the policy of confidentiality will make whistleblower liable to disciplinary action for the reason of violating the policy of confidentiality only.

**f. Consequences**

Anyone found guilty of participating in an act of corruption may face one or more of the below mentioned consequences:

- i. Termination of Employment
- ii. Legal proceedings leading to imprisonment
- iii. Expropriation of accumulated provident fund contributions through the tenure or any funds that the FCCU owes to the individual
- iv. Charging in order to pay for the recovery of the damage sustained by the corrupt act
- v. Publishing the corrupt act in the news which may blacklist the individual for future hiring purposes outside the institution
- vi. Any employee who knows of corrupt practices in FCCU and does not report them will be deemed to be complicit and so subject to discipline

## 11. EMPLOYMENT WITH FCCU

### 11.1 Position Classifications

Employment at Forman Christian College is based on the following employment categories:

- a. Faculty: Persons who are directly engaged in the academic program, usually in teaching, professional research. Library personnel with teaching responsibility may be included with Rector's approval. Faculty are classified as Professor, Associate Professor, Assistant Professor, Lecturer, and Visiting Faculty.
- b. Visiting Faculty: Persons who are directly engaged in the academic program as teachers on a part-time or short-term basis. In general, visiting faculty teach for a given term or terms and have a limited class load. They are paid for each class taught on a contract basis and are not considered full time employees of FCCU.
- c. Administrative Staff: Persons engaged in general administration and supervision of specific major functions and who report directly to the Rector or to members of the Executive Staff including library staff.
- d. Support Staff: Persons in positions of support to faculty, executive or administrative positions.
- e. Full Time Regular Employees: Faculty employed under a full time faculty contract for the nine month period that the College is in session, or non-faculty staff (Administrative, Support Staff) employed at least 40 hours a week in an established position.
- f. Part Time Regular Employees: Faculty and Non faculty staff (Executive, Administration, Support Staff) employed on a normal day-to-day basis but for less than 40 hours per week.
- g. Temporary Employees: A person employed to work full or part time with the understanding that his/her employment will be terminated on a specific date or upon completing a specific assignment.

### 11.2 Job Descriptions and Employment Contracts

- a. Job Descriptions: All employees, at the time of their initial appointment or at any time afterwards, shall be given a job description for their post by HR Office. The Job Descriptions will not be regarded as a precise or exhaustive description of duties and responsibilities but seen as a summary of, and a guide to, the main duties associated with the job. The employees may at times be required to undertake duties appropriate to the nature of the post and its grade but not specified in the Job Description. This will include participation in any training necessary to carry out the responsibilities outlined in the employee's job description.

- b. Employment Contracts: The CHRO will negotiate, finalize and execute the Employment Contracts. The Employment Contracts will be, as far as possible, standardized for each employment category.

### 11.3 College Faculty Appointments

Faculty members who are hired to teach in the Intermediate Program are qualified to teach in that program on the basis of B.A. or B.Sc. degree from a HEC-recognized four-year Bachelor's Degree program or an M.A. or M.Sc. degree from a college or university in Pakistan that is recognized by the HEC.

### 11.4 University Faculty Appointments

- a. Faculty Teaching in University Programs, Minimum Qualifications for Faculty Positions Teaching at the University Level: All candidates must possess at least the MPhil degree, the M.A. or M.Sc. from a university in a highly developed nation (or its equivalent) or a Ph.D. degree. Candidates with only the M.A. or M.Sc. degree earned in a Pakistan university will only be considered if they have at least 18 graduate hours of credit beyond the Master's degree.
- b. Appointments to the faculty of Forman Christian College may be made at the ranks of:
  - i. Lecturer
  - ii. Assistant Professor
  - iii. Associate Professor
  - iv. Professor
- c. Both appointments and promotions will be made upon the basis of a reasonable evaluation of the personal characteristics and the qualifications of the candidate in terms of:
  - i. The effectiveness of the person in teaching
  - ii. Evidence of scholarly activity
  - iii. The quality of their advising and other interactions with students outside of the classroom
  - iv. Their service to the college community.
- d. In general, the possession of a Doctorate, or equivalent, degree is required for a candidate to be appointed to the rank of Assistant Professor, Associate Professor or Professor.
- e. **Initial Appointment:** The initial appointment will usually be made for a period of 3 years with the first year as probationary period. On completion of the first year, the performance of the faculty member will be judged in accordance with the process for the annual evaluation of the effectiveness of faculty members that has been approved by the Academic Council.
- f. Deleted.

- g. **Full Performance Review:** During the third year of a faculty member's service to the college, he/she will participate in a full performance review to determine whether or not to offer a five-year appointment.
- h. **Five-Year Appointment:** After a person has been on the faculty of FCCU for a total of three years, he/she should be retained on a renewable five-year appointment unless the Academic Standards Committee recommends renewal for lesser duration or termination of contract.
- i. The full performance review will involve recommendations from both the Head of the Academic Department in which the faculty member teaches and the Dean of the concerned faculty. It will also include two external peer reviews. In addition, the Academic Standards Committee will review the performance of the faculty member and make a recommendation to the Rector regarding the continued service of the faculty member on a renewable five-year appointment.
- j. At the conclusion of the full performance review, if the Rector determines that a faculty member is deserving of a renewable five-year appointment, he shall recommend such an appointment to the Board of Governors and the Board will take the final action.
- k. All decisions regarding promotion in Academic Rank will be made in accordance with the policies approved by the Board of Governors (the minimum criteria) and a full review and recommendation by the Academic Standards Committee.

### **11.5 Administrative and Support Staff Appointments**

Administrative and Support staff will be appointed on performance based renewable contracts of initially one year. Based on acceptable performance standards, the contracts may be renewed for another year or the staff member may be considered for an open-ended performance based contract. Contract durations are decided by the Rector on recommendations of the HOD and CHRO.

### **11.6 Probationary period**

- a. Faculty appointments are initially made for one year
- b. Administrative and support staff have a probationary period for ninety (90) days from the first day the employee reports to work. If, during that period, the employee's work is unsatisfactory or it is determined that continued employment is not advisable, the employment will be terminated. The probationary period can be extended for another ninety (90) days under extenuating circumstances in consultation with the person's supervisor.
- c. An employee is not eligible to take paid leave, except for established College holidays, until he/she successfully completes the probationary period.

- d. Once an employee successfully completes the probationary period, he/she shall thereafter have regular status. Changes from probationary status to regular status will be noted in the employee's file in a memorandum from the immediate supervisor.
- e. Termination of Probationary Period: Probationary period shall be terminated upon its satisfactory completion with approval of the employee's supervisor and appointing authority under the terms and conditions agreed upon in the employment contract. The employee shall be informed of his/her evaluation.
- f. Extension of Probationary period: The probationary period may be extended beyond the initial period by a maximum of six months in exceptional circumstances. Reasons for extending the probationary period may include situations where the employee's performance has been assessed as failing to meet expected standards, but the HOD considers that the employee is likely to reach that level by the end of the extended period.
- b. Termination of Employment Agreement during Probation: An employee's agreement can be terminated at any time during the probationary period.

#### **11.7 Academic Rank, Titles, Promotion**

- a. Lecturer: Faculty with the rank of Lecturer must have a Foreign Master's degree in the relevant discipline from a recognized university/institution. In order to teach in the Bachelor's Degree (Honors) Program, Lecturers whose Master's Degree is from a Pakistan University, must have at least 18 credit hours in the relevant discipline beyond the Master's Degree. No further promotion of Non PhDs.
- b. Assistant Professor: In general, to qualify for an appointment at the rank of Assistant Professor a candidate must have a PhD degree.
- c. Associate Professor: In general, to qualify for an appointment as an Associate Professor, a candidate must have a PhD plus ten years' teaching/research experience of which 4 years are post PhD; or 5-years' post-PhD teaching/research experience. The applicant must have 10 research publications (with at least 4 publications in the last 5 years) in the recognized journals.
- d. Professor: In general, to qualify for an appointment as a Professor, a candidate must have a PhD degree plus 15-years teaching/research and at least 8 years post PhD. level experience; or 10-years post-PhD teaching/research experience. The applicant must have 15 research publications (with at least 5 publications in the last 5 years) in the recognized journals.
- e. As per HEC notification, implementation of the requirements of post-PhD experience of 8 years for appointment of Professor and 4 years for appointment of Associate Professors is relaxed till December 31, 2021.



- f. All promotions shall be made on the merit of each case and no employee shall have a claim to be promoted to a particular post or grade by virtue of seniority alone. For faculty promotions, recommendation from the Academic Standards Committee will be required. Promotions will be made on the basis of performance and merit.

### **11.7A Promotion Policy Intermediate College Faculty**

The following policies guide the assignment of faculty rank, titles and promotion:

- i. Lecturer: Faculty with the rank of Lecturer must have at least a local Masters' Degree in the relevant discipline from a recognized university / institution.
- ii. Assistant Professor: Candidates with a Master's Degree and teaching at the college level only, may be considered for promotion to the rank of Assistant Professor after a minimum of six years teaching experience provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. Candidates with a foreign Masters' degree or a local MPhil may be considered for promotion to the rank of Assistant Professor after a minimum of four years teaching experience provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. A candidate with a PhD may be considered for appointment/promotion as an Assistant Professor with teaching experience being desirable/preferred. Other criteria also to be considered include teaching abilities; college and community services; and English proficiency.
- iii. Associate Professor: Candidates with a Master's Degree and teaching at the college level only, may be considered for promotion to the rank of Associate Professor after a minimum of eighteen years teaching experience provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. Candidates with a foreign Masters' degree or a local MPhil may be considered for promotion to the rank of Associate Professor after a minimum of twelve years teaching experience provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. A candidate with a PhD may be considered for appointment/promotion as an Associate Professor with a minimum of six years of teaching experience. Other criteria also to be considered include teaching abilities; college and community services; and English proficiency.
- v. Professor: Candidates with a Master's Degree and teaching at the college level only, may be considered for promotion to the rank of Professor after a minimum of twenty five years teaching experience provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. Candidates with a foreign Masters' degree or a local MPhil may be considered for promotion to the rank of Professor after a minimum of twenty years teaching experience

provided that the candidate is judged to be meritorious in terms of results produced through the Lahore Board of Intermediate and Secondary Education. A candidate with a PhD may be considered for appointment/promotion as a Professor with a minimum of ten years of teaching experience. Other criteria also to be considered include teaching abilities; college and community services; and English proficiency.

Promotions will not be granted automatically on the basis of the number of years of teaching experience.

### **11.8 International Travel**

Travel expenses for approved travels outside the country are reimbursed as per rules and rates available with the Accounts Office.

### **11.9 Domestic Travel**

Travel expenses for approved travels within the country are reimbursed as per rules and rates available with the Accounts Office.

### **11.10 Transfers**

Transfers from one position to another position within the FCCU is permitted when it is in the best interest of the organization and approved by the Rector. If an employee transfers from one department to another, it will be without a break in service. However, the same introductory/probationary period, and conditions thereof, may be observed along with reference from the supervisor.

### **11.11 Promotions**

All promotions shall be made on the merit of each case and no employee shall have a claim to be promoted to a particular post or grade by virtue of seniority alone. All staff promotions will be subject to approval of the Rector on the recommendation of the respective HOD and CHRO for administrative and support staff. For faculty promotions, recommendation from the Academic Standards Committee will be required. Promotions will be made on the basis of performance and merit.

### **11.12 Fitness for Duty**

- a. FCCU may require an employee to undergo a fitness-for-duty examination when there is reason to believe, based on objective information obtained or reasonably available, that the employee's ability to perform essential job functions will be impaired by a medical condition or that he or she will pose a direct threat to others due to a medical condition. The need for a medical evaluation must be clearly supported by the nature of the work and objective medical or other factual information. A medical professional selected by the FCCU will conduct the examination. All costs associated with such an examination will be borne by FCCU.
- b. If an employee is impaired in his or her capability to safely and effectively complete work assignments, and a fitness-for-duty examination supports this conclusion, options may include:

- i. Transferring the employee to a vacant position for which the employee is qualified and that accommodates his/her medical condition limitations;
- ii. Accommodating the employee in his/her current position by modifying work assignments and/or the work environment.
- iii. If an accommodation is not feasible in enabling the employee to perform the essential functions of the job held or vacant positions for which the employee is qualified; and if an accommodation does not reduce any direct threat issues to an acceptable level, the employee may be relieved from duty.
- iv. Any employee who refuses to undergo a required fitness for duty examination shall be found insubordinate and will be subjected to disciplinary action up to and including termination.

### **11.13 Work Hours and Expectations**

- a. The operating hours for Forman Christian College are as follows:
- b. Most classes are held between 8 a.m. and 5 p.m., Monday through Friday. Ramadan timings are 9 am – 3 pm. Faculty is expected to work as described below.
- c. Certain job classifications will have other working hours assigned to them to accommodate the work requirements. In all cases, an individual employee is encouraged to consult with his/her supervisor to confirm the work hours and workload requirements.
- d. For Faculty: Specific Provisions Relating to Academic Workloads
  - i. Each member of the full time Faculty as part of his/her academic duties is expected to teach classes and to assume a reasonable academic workload of related activities that constitute a full-time instructional load. Persons employed on a part-time basis, including but not limited to visiting faculty members, will assume a workload proportional to their respective remuneration.
  - ii. The nature of the teaching load may vary from Department to Department because of differences in Departmental objectives and goals, the nature of the instructional programs and other factors. In all Departments, members of the Faculty, whether full time or part time, are expected to engage in those commonly accepted duties which will enhance the teaching/learning process and the quality of the Department's programs (See the Duty Policy and Faculty Expectations). Recognized duties include classroom teaching, scholarly study, basic and applied research, professional development, student advising and counseling, course and curriculum development, continuing education, public service, assistance in the administration of the academic program, project and dissertation supervision and similar academic activities. Efficient discharge of these duties will be taken into account in consideration for promotion and during the performance appraisal process each year.
  - iii. The following minimum workload standards will apply to all the Departments:
    - A. Each Faculty member teaching exclusively in the Bachelors Degree Program will be expected to teach seven courses in an academic year.

B. Each Faculty member teaching in the Intermediate Program will be expected to have a minimum workload of three courses in an academic year.

C. Adjustments of these amounts of normal classroom teaching may be made to account for large class sizes; duplicate sections taught; laboratory, seminar, lecture, clinical, or field-type courses; availability of support services; courses which involve individualized instruction; and overload from the previous semester.

D. Teaching load may be reduced for a faculty member serving as a Head of the Department or serving as a Dean by the Vice Rector or Rector. For faculty doing PhD, one course reduction may be allowed in an academic year.

E. All the Deans will prepare their respective Faculty Workload Report for each Semester indicating all appointments held by the Faculty members in the Faculty and its Departments, the teaching loads/ workloads and reasons for exceptions to the average teaching loads existing within the Faculty. The report shall be submitted to the Rector.

iv. It will be the responsibility of the Head of the Department to ensure maximum and efficient use of the Department's resources in the conduct of duties assigned to the Academic and Non-Faculty working in a Department. Each Head of the Department, under direction of the respective Dean of the Faculty shall evaluate academic workloads to determine that members of the Faculty, whether full time or part time, are carrying the minimum equivalent teaching load and that the academic duties within the Department are assigned equitably. e. The Deans, with the approval of the Vice-Rector, may make, amend or repeal Rules concerning academic workloads of the faculty members working in that Dean's department as needed to meet class requirements or to accommodate other needs in the faculty.

e. **Work Hours and Workload Standards For Administrative and Support Staff Positions**  
The minimum workload standards for all the Non-Academic Staff members shall be 40 hours per week inclusive of lunch break of not more than 1 hour. Work hours for administrative staff working in College administrative offices will be from 9 a.m. to 5:00 p.m., Monday through Friday. Work hours for support staff will be adjusted to accommodate the work load: as an example, cleaners are expected to work from 7 a.m. to 4 p.m. Monday through Friday while gardeners work 8 a.m. to 3 p.m. Monday through Saturday. Security guards work the following schedule: 8 hour shifts, six days a week with dates and timings to be determined by their supervisor.

f. Adjustments of this workload may be made to account for variations in the job descriptions, assignment requirements or project related duties, by the supervisor but not less than 40 hours in a week. Staff members designated as "essential staff" are expected to be available when their services are required. The nature of the work required from these individuals requires flexible work hours and may include nights, holidays, and Sundays in order to meet the needs of the college. For both "essential staff" and others asked to work outside of the normal work timings in excess of agreed upon work hours will be compensated in the form of compensatory time off, negotiated with the individual employee's supervisor.

**11.14 Attendance & Punctuality**

- a. Whenever possible, time-off should be scheduled in advance. Excessive unscheduled absenteeism or failing to be punctual adversely affects workload of co-workers, and the employee's record. Repeated unscheduled absences, even for legitimate reasons, will be subject to review and disciplinary action may be initiated. Employees are personally responsible for properly notifying their immediate supervisor or, in his or her absence to their HOD, in advance of the time they wish to be absent, late, or leave before close of business.
- b. Attendance Recording Using Biometric Machines: It is mandatory for all employees coming to office to punch their attendance using their card or finger/thumb impression using Biometric machines.
- c. HR Office will maintain complete record of attendance. For staff/faculty absent without leave, deductions from salary will be made.

**11.15 Personnel Records**

- a. Employees shall receive a copy of all personnel transactions that affect their employment or personal status. HR Office will maintain an updated record of service for all staff. Separate files shall be maintained for each employee containing the following information:
  - i. Request for Hiring
  - ii. Copy of the Job Advertisement
  - iii. Job Application
  - iv. Detailed CV
  - v. Interview score sheet or results card
  - vi. Attested academic certificates and experience certificate (if any)
  - vii. References
  - viii. Appointment letter
  - ix. Personnel Data Form
  - x. Copy of The National Identity Card (NIC)
  - xi. Updated Job Description
  - xii. Bank Details
  - xiii. Performance Evaluations
  - xiv. Warnings
- b. HR Office will retain official personnel records for at least five years or in accordance with the prevailing law, after retirement or resignation of the employee.
- c. The files are under the care of CHRO; any individual employee can request the opportunity to review the contents of his/her personnel file from that office in the presence of the CHRO or his designee.
- d. Any and all materials kept in an employee's personnel file are considered confidential and will be treated as such. An employee's personal information will not be used or disclosed

to a third party for any purpose other than that for which it was collected, unless FCCU is legally required to release the information or the consent of the employee has been obtained.

- e. Providing bogus degrees or educational certificates is a criminal offence under the laws of Pakistan and shall lead to immediate dismissal. The college/university also retains the right to report the matter to the local police.

### **11.16 Protocol of Recruitment and Removal of Security Employee**

Protocol and procedures for hiring/dismissal of security employees in Forman Christian College (A Chartered University) will be observed as follows:

- a. Hiring of Security Personnel
  - i. Chief Security Officer (CSO) will discuss filling of vacancies and hiring of new security personnel with the Registrar, with a view toward commencing the recruitment process.
  - ii. After obtaining okay from Registrar, CSO will launch the recruitment process in consultation with the Chief Human Resource Officer (CHRO), shortlisting viable candidates under an agreed upon set of criteria and finalizing the list of short-listed candidate names for interviews.
  - iii. Registrar will constitute a committee that includes the CSO to formally interview candidates on the short-list and recommend as well as rank-order suitable nominees.
  - iv. Registrar will then forward the rank-ordered list of nominees to the CHRO who will in turn obtain final approval from the Rector prior to beginning negotiations for hiring, starting with the highest ranked candidate.
- b. Termination of Security Personnel
  - i. CSO will forward the name of security personnel with disciplinary concerns or violations to the Registrar, along with summary of the nature of the case.
  - ii. CSO and Registrar will together evaluate and assess the case, forwarding recommendations to the CHRO for his/her concurrence and to ensure that the recommendation is in line with Forman policy and labor laws of Pakistan.
  - iii. Recommendations will then be finalized and sent to the Rector for final approval, after which CHRO working with the CSO will take all necessary actions.

## **12. RECRUITMENT AND SELECTION**

12.1 All appointment letters shall be issued with the approval of the Rector by the CHRO.

12.2 No FCCU's employee will promise job appointments to any person. All inquiries regarding vacancies should be referred to the HR Office

12.3 Applications from existing staff members who fulfill the required qualifications and meet other conditions specified for appointment in these positions may also be considered. Clearance from the department in which the internal candidate may be serving will be required.

12.4 All appointments shall be advertised appropriately, except where internal hiring has been approved by the Rector. All interviews shall be done by the selection board.

12.5 Persons who have retired from any other organization may be eligible for employment unless they have attained the age of 65 years. In case of specific technical skills, Rector may relax the age limit.

### **12.6 Succession Planning**

Identifying and developing internal people with the potential to fill key positions in FCCU. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. The objectives of Succession Planning in FCCU are:

- Identify those with the potential to assume greater responsibility in the organization.
- Provide critical development experiences to those that can move into key roles.
- Engage the leadership in supporting the development of high-potential leaders.
- Build a database that can be used to make better staffing decisions for key jobs.
- Improve employee commitment and retention.
- Meet the career development expectations of existing employees.
- Counter the increasing difficulty and costs of recruiting employees externally.

### **12.7 Headhunting**

In situations when there is a need for personnel having specific skill sets for specific positions, from the professional category upwards; in order to save time and cost, the Rector may approve vacant positions to be filled without initiating the formal competitive process and select employee through the referral approach instead.

### **12.8 Reference Checks and Background Screens**

It is the policy of FCCU to conduct reference checks and background screens (if required) on every candidate the organization is considering for a final offer, regardless of the position for which they are applying. This process is conducted to verify the accuracy of the information provided by the applicant and to evaluate the applicant's suitability for the position.

### **12.9 Selection Board**

The Selection Board will conduct interviews of all proposed positions under the direction of Rector and Concerned Vice Rector for faculty positions. The Selection Board will comprise of the following members:

- a. Registrar (for faculty appointments)

- b. CHRO/HR Manager
- c. Chairperson/HOD
- d. Dean (for faculty appointments)
- e. Subject specialist
- f. Concerned Vice Rector (for faculty positions)
- g. Wherever feasible, the committee should be gender balanced. Second interview with the Rector may be recommended if required.

#### 12.10 Recruitment Procedure

- a. The recruitment process starts by completing the Personnel Requisition Form.
- b. CHRO ensures that the recruitment is as per budgeted position and it is duly approved by all authorized signatories; and where this is outside the approved budget, approval from Rector will be required.
- c. CHRO ensures that a job description of the said position is available.
- d. The position should be advertised on the FCCU website.
- e. Advertisement in the newspaper is made for faculty and senior administrative positions or other positions where it is felt necessary and subject to budget availability.
- f. The HR Office in consultation with the recruiting department's HOD shall screen and shortlist CVs according to the criteria given in the job description. HR Office shall then prepare a list of suitable candidates to initiate interview process ensuring equal opportunities and affirmative action where required. For faculty positions, shortlisting is done by the respective Search Committee.
- g. For some positions, a technical exam or an assessment may be required. English language test will be required for all faculty appointment unless it is exempted.
- h. The HR Office will arrange interviews time and accessible locations for them to take place once the short-listing process has been satisfactorily completed.
- i. After completion of interviews of all short listed candidates, selection board will select the best candidate for the position and get an approval from the Rector.
- j. Reference checks and background screening will be done for the selected candidate.
- k. HR Office will require successful candidate to provide the entire academic record and experience certificates. HR Office should check the copies of the certificates by reviewing the original copies. On acceptance of offer, HR Office will proceed with the preparation of the appropriate contract containing details of the candidate's starting date, the position title and the job description.
- l. **The Process for Hiring New Members of the Faculty:** The process for hiring new members of the faculty, as defined in the Statute, is as follows:
  - i. Whenever there is a vacancy on the faculty, the Rector, upon the recommendation of the Vice Rector and Dean of the concerned Faculty, shall appoint a Search Committee consisting of five members with at least two of them being from the Academic Department in which there is a vacancy. The Search Committee shall be responsible for identifying candidates, screening the candidates, checking references for the candidates, and establishing an interview process for the finalists in the search. The results of this process will be sent to the Selection Board. In selection of candidates the Search Committee shall co-opt or consult at least two experts in the subject concerned, to be nominated by the Rector from a standing list of experts for each subject approved by the Board on the



- recommendation of the Selection Board and revised from time to time.
- ii. The Selection Board shall consist of the Vice Rector, the Dean of the Faculty concerned, the Head of the Academic Department concerned, the Registrar and CHRO. The Selection Board shall reduce the pool of candidates to the three top candidates and recommend them to the Rector with an evaluation of the strengths and weaknesses of each candidate.
  - iii. The Rector shall make the final selection of members of the faculty subject to the approval of the Board of Governors. He shall make his recommendations based upon the findings of the Selection Board. When the recommendations of the Rector for new faculty members are presented to the Board of Governors, there shall be a review of the recommendations by the Academic Affairs Committee of the Board of Governors which shall present its recommendations to the Board of Governors.
  - iv. Headhunting for senior faculty positions will be a prerogative of the Rector. The candidate(s) identified by the Rector will be invited to deliver a seminar to the department with search committee members evaluating the seminar. Students should also be invited to the seminar. The search committee will be required to present its evaluation and recommendation to the selection board.
  - v. The selection board members will be required to meet the candidate over tea, coffee or lunch in an informal setting without giving the impression that the candidate is being interviewed. The selection board will be required to present its evaluation and recommendation to the Rector.
  - vi. Job advertisement for faculty positions have to be made in consultation with the HOD's giving them adequate time to respond with comments and suggestions, human resources office to ensure.
  - vii. Human resources office will prepare a table of all job applicants with their names, education and qualifications, work experience, and publications. This table will be shared along with the applications received with the search committee members for their review and evaluation.
  - viii. Faculty job offers will be made from the vice rector's office.
  - ix. Visiting/adjunct appointments: Chair reviews, selects and recommends candidates to the dean. The chair may ask for evaluation by the department search committee. Visiting candidates should be interviewed by the dean.
- m. **Criteria for Selection of New Faculty Members:** At Forman Christian College we seek to hire faculty members who meet the following criteria:
- i. Belief in and support for the stated mission of the College.
  - ii. A thorough knowledge of the subject matter in their academic discipline, and evidence that they are sufficiently up-to-date in the field to teach it well.
  - iii. Evidence of effectiveness as a teacher. We seek good teachers who like to teach, who truly like working with students, and who take a personal interest in student learning.
  - iv. Evidence that they reflect the values that we should teach in a liberal arts college, and are worthy examples for student to follow as they determine their values and behaviors for the future. Integrity is an especially important value in the academic community, as is modeling a passion for lifelong learning.
  - v. Evidence that they have good work habits. We seek teachers who are well prepared

- for each meeting of their class, who meet their classes regularly, who are punctual in beginning their classes on time, and who provide quality instruction throughout the scheduled class period.
- vi. Evidence that they are well respected by their students for the quality of their teaching.
  - vii. Proficiency in English and the ability to operate effectively in a setting where English is the medium of instruction. English language test will be required for all faculty appointment unless it is exempted, as per existing policy.
  - viii. Willingness to cooperate with the management of the College in building an environment for student learning that is peaceful, safe and comfortable for students.
  - ix. A desire to continue to improve their effectiveness as teachers and willingness to:
    - Uphold high standards for students,
    - Develop courses with assignments that promote active student involvement in the learning experience (e.g. frequent written assignments, oral presentations), and
    - Provide prompt feedback to students so they know how well they are doing and can determine what needs to be improved.

### **12.11 Employee Induction & Orientation**

FCCU welcomes and orients new employees in a timely and consistent manner in order to ensure full understanding and compliance with FCCU's mission, objective, policies and procedures.

- a. New employees should be introduced to the staff working in the same office within a week time.
- b. The employee's supervisor is responsible for ensuring that Orientation occurs before the end of the employee's second week of work.
- c. The employee's supervisor should review work performance expectations/objectives and responsibilities of the employee at this time.
- d. Organizational orientation is composed of two components: Orientation to the FCCU mission and familiarization with FCCU documentation.
- e. Orientation on general FCCU policies should be given by HR for compliance.
- f. Combined detailed orientations of faculty and staff will be organised by HR at least twice every year.

### **12.12 Recruitment of Foreign Nationals**

- a. The appointment of foreign nationals may invoke security issues, The Rector has the authority to take appropriate decisions in this regard in the best interest of FCCU. Rector Office will be responsible for ensuring compliance with Pakistani laws of all appointed foreign nationals, including but not limited to the following prerequisites:
- b. Security clearance from concerned government agencies and valid working visa. The Rector Office shall therefore require these foreign nationals to provide evidence of the abovementioned prerequisites and shall not issue an employment contract unless they have been fulfilled.
- c. Before appointing a foreign national, the Rector Office will work out details of the terms and conditions with the foreign national which will include: a) Responsibility of Foreign

- National for his/her security; b) Responsibility of Foreign National for accommodation and travel
- d. Verification and Special Clauses in the Employment Contract with Foreign Nationals: Before issuing a contract, the Rector Office will carry out necessary due diligence (reference check, independent verification where possible) to prevent a possible security risk of any nature. The Rector Office will ensure, by including specific provisions in contracts signed with foreign nationals, the responsibility of the foreign nationals to comply with Pakistani laws and requirements of different authorities in Pakistan. The employment contract shall include special clauses for the indemnification of FCCU against any acts of foreign nationals that may damage FCCU reputation or may cause any loss to FCCU.
  - e. Rector office will be supported by CHRO in the recruitment of Foreign Nationals.
  - f. Orientation of Foreign Nationals: The FCCU's HR Office in consultation with Rector Office will arrange an orientation of foreign nationals at the time of appointment which will cover the requirements of Pakistani laws applicable to foreign nationals' regarding security, travel arrangements, and essential cultural issues to make their stay in Pakistan comfortable.

### **13. COMPENSTION, ENTITLEMENT, BENEFITS, PRIVILEGES AND LEAVES**

#### **13.1 Salary Package**

This includes gross salary, all other benefits and allowances etc.as per applicable policies.

#### **13.2 Gross Salary**

Gross salary is the amount which FCCU shall commit (on per month basis) with an employee at the time of recruitment and mentioned in the appointment letter. This will include benefits and allowances as decided by the management from time to time. Tax is deducted at source i.e. from gross salary per month as per applicable tax rates given in Income Tax Ordinance.

#### **13.3 Salary Increase**

Salary increases are decided annually effective July each year on the basis of performance appraisals and inflation in the country, subject to budget availability. New staff hires will be entitled to full annual increment if they have joined by 15th January of the same year. New staff joining after 15<sup>th</sup> January, may still get an increment prorated to the number of months completed in that financial year subject to satisfactory completion of the probationary period. For faculty, the increment will be applicable if they have joined by the start of the spring semester.

#### **13.4 Salary Disbursement**

All employees are paid on a monthly basis on the 25th of each month, either by cheque or bank deposit, depending on the employee classification. Advances against monthly salaries are possible

only with approval of the CFO on recommendation of HOD. The amount advanced is then deducted from the monthly salary at the end of the month in which the advance was granted.

### **13.5 Monthly Reconciliations**

Monthly reconciliation is prepared using the following procedure.

- a. Last month's amount paid to the employees.
- b. Deduct the amount for employees who left employment during the month.
- c. Add the amount for new employees hired during the month.
- d. Monthly, reconcile pay advances and loans secured by the Provident Fund
- e. Employees earning less than Rs. 10,000 per month are paid in cash.

### **13.6 Loans and Advances**

- a. Loans are given to college employees up to 50% of their provident fund balances, which is to be recovered in up to thirty six (36) equal monthly installments from their salary.
- b. Salary advance of up to 50% of the monthly salary may be given.
- c. Approvals from HOD, CHRO and CFO shall be required.
- d. Requests for provident fund loans and salary advances shall be sent to the Accounts by HR for processing once on 5<sup>th</sup> of each month.
- e. In case of any emergency faced by an employee, application for provident fund loan or salary advance shall be recommended by HOD as "Urgent". In this case, HR shall send the application recommended by the relevant HOD to CFO for approval.

### **13.7 Provident Fund Scheme**

- a. There shall be a Provident Fund set up for each employee, except temporary employees. The Provident Fund of a university employee will be deducted with an equal contribution by the FCCU as per each individual contract.
- b. All Provident Fund contributions made by an individual employee remain his/her property. The contributions made by the FCCU on behalf of an individual employee are subject to the following vesting rules:
- c. Any contributions made to an individual Provident Fund account will vest after one year of continuous employment and service with FCCU, retroactive to the date the employee began service with FCCU. Should an employee leave his/her position with FCCU prior to the conclusion of the one year vesting period, he/she will only be entitled to receive the contributions he/she has personally made to the Provident Fund and any earnings those funds have collected at that point in time.
- d. At the time of retirement, an FCCU employee will receive a lump sum distribution of his/her Provident Fund including all of his/her personal contributions, those contributions made on his/her behalf by the FCCU, and any and all accumulated earnings those funds have earned in the period that individual has been employed at FCCU.

- e. In case of termination of contract, the employee will receive his/her Provident Fund after all FCCU's belongings in his/her possession or charge are returned to the FCCU and all personal belongings are removed from the FCCU premises.
- f. Each employee must nominate at the time of contract, his/her beneficiary for receiving the Provident Fund in case of his/her death or inability to receive Provident Fund in person.
- g. In the case of death, the employee's beneficiaries will receive his/her Provident Fund proceeds after all university belongings in his/her possession at time of death are returned to the FCCU and all personal belongings are removed from the FCCU premises.
- h. In all cases (retirement, resignation, termination, or death) no proceeds from the employee's Provident Fund will be paid until such time as the employee and his/her family have vacated any FCCU-owned housing.
- i. When the provident fund proceeds are due to a beneficiary, it shall be the duty of the CFO to make payment to the individuals nominated by the employee or as directed by the relevant inheritance laws in the absence of any nomination. The CFO can require a Succession Certificate from an appropriate court of law before releasing any Provident Fund holdings.

### **13.8 Group Life Insurance**

All employees, except temporary employees, are eligible for group life insurance as per the policy approved by the Rector.

### **13.9 Group Health Insurance**

All employees, except temporary employees, are eligible for group health insurance as per the policy approved by the Rector. Support staff are eligible for cover through PESSI (Punjab Employees Social Security Institution).

### **13.10 Extra Duty Allowance**

- a. For staff working outside of the normal work timings in excess of agreed upon work hours will be compensated in the form of compensatory time off, negotiated with the individual employee's supervisor.
- b. Where for work reasons compensatory time off cannot be given, support staff and assistants may be paid for the work in excess of the agreed upon hours subject to budget availability and approvals of CFO and CHRO. Extra duty allowance will be paid along with the monthly salary and rates to be approved on an annual basis by the Rector.

### **13.11 Privileges and Amenities**

#### **a. Admission and scholarship for Faculty, Staff and Dependent Children**

FCCU reserves a specific number of admissions for faculty and staff dependent children and siblings each year. While these slots are reserved, the same admission criteria applies to faculty and staff dependent children as applies to any other application to the FCCU. Upon admission,

the faculty and staff member is entitled to 100% fee concession (based on the baccalaureate program tuition) for their dependent children who attend FCCU. A faculty or staff member with a dependent child or sibling attending FCCU may avail him/herself of this benefit for the duration of the normal duration of the programme. Financial aid will be provided for Intermediate, Baccalaureate and D Pharmacy. No benefit will be given for MPhil or postgraduate programmes, however, they may apply for scholarships or financial assistance through the financial aid office. This benefit applies to dependent children only and siblings on a case-by-case basis. Employees are only eligible to apply for the benefit after one full year of employment with FCCU. The benefit is not available under any circumstances when an employee leaves his/her employment with FCCU. This benefit may be extended to the sibling on approval of the Rector.

### **13.11b Housing**

The FCCU has a limited number of housing units available for faculty and staff. The privilege of having a home on the FCCU Campus is guided by the following conditions:

- i. FCCU housing is a privilege for the members of the FCCU and not their right.
- ii. Only fulltime regular employees, faculty and administrative FCCU employees are eligible for housing. Part time and short-term contract employees are not eligible for this facility.
- iii. The relationship between the FCCU (Employer) and the employee in regards of the housing is that of licensor and licensee.
- iv. The following criteria will be observed for allotment of campus houses:
  - First preference will be given to expatriates, whether long term or short term.
  - Those members of the faculty or staff whose special assignments or duties make it especially important for them to be on campus.
  - Other things being equal, those with senior status will be given preference.
  - The size and quality of the house allotted will generally be based upon rank of the employee.
  - There are new semi-detached houses constructed by FC College as an investment and are available at a higher rent. These are primarily for faculty and secondarily for senior administrative staff. They can be allotted on a first come first served basis. Requests should be made to the Rector.
- v. Generally, employees who own a house in Lahore are not eligible for allotment of a house on the campus. However, for specific reasons, the Rector may waive this condition.
- vi. The Rector or a special committee appointed by the Rector will make the allotments and respond to any concerns of the members of the FCCU.

- vii. The licensee of accommodation shall pay the rent as determined by Rector.
- viii. All utilities bills shall be borne by the licensee, along with the utility bills of a servant quarter allotted to them.
- ix. The immediate family of the employee, i.e., spouse, dependent children and dependent parents, grandparents may reside in the allotted house with the employee.
- x. Married children, brothers and sisters and other relatives are not allowed to stay on a permanent basis in the allotted house.
- xi. Guests are not allowed to live in the house when the licensee is not in residence for whatever reason without the permission of the Rector.
- xii. Licensees are not allowed to make any structural changes in the building and compound.
- xiii. Keeping pets that may be nuisance to neighbors or campus community and are harmful to the environment are not allowed.
- xiv. Any employee in the FCCU housing intending to have overnight guests for more than seven nights will have to get prior permission from the Rector or his nominee.
- xv. Licensees are required to cooperate with the administration of FCCU to maintain cleanliness and an attractive healthy environment of the compound.
- xvi. If both of the spouses or a parent and an unmarried child are employees of FCCU, and one of them is allotted a house, then the other employee shall not be entitled to a separate house.
- xvii. All of those assigned housing will be required to sign a legal contract that spells out the terms and conditions of the housing.
- xviii. Some houses have attached servant quarters. For those that do, one servant quarter attached to the house is at the disposal of the licensee, and the licensee must register the occupant of the servant quarter with the Administrative Officer of FCCU. All other servant quarters attached to the house are at the disposal of the college management. The University is not responsible for providing a servant quarter to those houses that do not have one assigned.
- xix. The licensee is allowed to live in the house only while an active employee of the FCCU. When the employee ceases to be an employee of the college for any reason (e.g. retirement, resignation or termination) the licensee must vacate the house within one month of the last working day of his/her employment by the FCCU. When the licensee ceases to be an employee of the FCCU, the servant quarter allotted to the licensee must also be vacated before the licensee's departure.
- xx. The Rector, in consultation with the BOD, has the right to terminate the licensee agreement with a licensee at any time by giving the licensee a notice one month in advance of the termination date.
- xxi. Any major maintenance is to be done by FCCU's Administration, however minor repairs/ maintenance is the job of licensee.

- xxii. Additions or changes to a residence are not allowed. In the event special permission is given for a change, it is to be paid for by the licensee and done at a standard approved by the Chief Engineer or his designee. It becomes the property of the University.
- xxiii. The rules may be changed at any time by the Rector in consultation with Executive Staff Committee.

**c. Use of Swimming Pool**

- i. This facility shall be provided to all employees. The following rules and regulations have been established for the benefit of all users of the swimming facilities to assure the safe operation of the pools and to provide enjoyable recreational opportunities for all.
- ii. All employees entering the pool area must pay the appropriate admission fee or present proof of a valid membership. For obtaining pool membership employee must fill in and submit a membership form along with two passport-sized pictures and a verification of a physical exam from college medical doctor will be required.
- iii. Food and drinks (other than water in an appropriate plastic container) are not permitted on the pool decks except in designated seating areas.
- iv. Members may bring one guest with the permission of the secretary sports/ President of the Swimming Club. The guest will pay for swimming as per approved rates.
- v. The card holder can enter the pool entirely at his own risk and responsibility. The FCCU administration shall in no way, whatsoever, be responsible for injury or the loss of life, or property.
- vi. No one will be allowed to swim without the proper swimming costume
- vii. Every swimmer/member must take shower before entering into the pool.
- viii. In case of loss or damage to the swimming pool infrastructure, gadgets or equipment, the cost of the material and labor charges shall be charged from the person responsible for it.
- ix. The FCCU swimming pool will open in the month of March till October every year. Watch for signs stating the exact date and timings to be followed.
- x. The following behaviors will constitute grounds for suspension of membership immediately.
  - Pushing or shoving others into the pool
  - Quarrelling and use of abusive language
  - Molestation and teasing of other swimmers
  - Violating of the swimming rules & instructions
  - Misbehaving with pool staff/officials
  - Running, boisterous or rough play, pushing, acrobatics, dunking, wrestling, offensive or disruptive splashing or yelling, diving or jumping without care and caution, snapping of towels, improper conduct causing undue disturbances on or about the pool area or any acts which would endanger any other person are prohibited.
  - Spitting, spouting water, blowing nose, urinating or defecating in the pool is prohibited.
  - No prolonged underwater swimming for time and/or distance. Competitive or repetitive breath holding can be deadly and is not permitted. Hyperventilation is absolutely not permitted.

**d. Use of Gym**



Following rules and regulation needs to be followed by employee while using this facility:

- i. Only employees with a valid FCCU ID have facility access. ID cards are non-transferable and may only be used by their owner.
- ii. Employee should consult a physician prior to engaging in physical activity. FCCU is not responsible for accidents or injuries that occur. Participants exercise at their own risk and are responsible for their own health and safety.
- iii. Use of tobacco, alcohol, and/or drugs is strictly prohibited.
- iv. No food or chewing gum is permitted.
- v. Appropriate athletic attire must be worn at all times. Clothing must be free of zippers and metal studs that can puncture upholstered pieces of equipment. Jeans are not allowed, shirts must be worn and shorts must be an appropriate length.
- vi. Athletic shoes must be worn at all times. Sandals, open toed shoes, or non-athletic shoes may not be worn. Muddy or dirty shoes are not permitted.
- vii. Profanity or excessively loud/suggestive language is prohibited.
- viii. FCCU is not responsible for lost or stolen items.
- ix. Injuries, accidents, or equipment failures must be reported to the gym staff/gym trainer
- x. Inappropriate use of equipment and horseplay is not permitted.
- xi. Bags, books, and personal items are not allowed in the gym
- xii. FCCU facilities are not to be used for private gain. This includes any private, coaching, training, lessons, etc. that are not allowed by FCCU.
- xiii. The use of the facility is considered a privilege. Participants are asked to respect the rights of other participants and display good sportsmanship and manners. Those who do not follow established rules may be removed from the facility and have their privileges revoked.
- xiv. The Department of Physical Education has the right to change and modify facility hours, equipment, policies, and procedures at any time.

**e. Use of Library**

The same rules and regulations are applied to employee which are for students.

**f. Use of Mercy Health Center**

The FCCU provides medical services to faculty, staff, and students through the MHC. The MHC is open from 9 a.m. to 4 p.m., Monday through Friday. Faculty and staff members employed by the College are allowed to use the services of the MHC during these hours. The MHC services are not available to employees' families or dependents, other than families' resident on campus and registered as such with MHC.

**g. Use of College Transport**

- i. The Staff can make use of College Transport as a privilege not as a right. This facility is available only, when the Bus is not in use for College business.
- ii. The use of this facility is subject to the approval of the Rector or his designated person.
- iii. All employees of the FCCU and their immediate family can make use of this facility. Immediate family means spouse, parents and dependent children.
- iv. All College related Associations and Societies.
- v. Non-profit organizations, associations and societies approved by the Rector.

- vi. The FCCU will charge Rupees 20 per kilometer subject to the minimum of charges Rs.1,500/- and in addition to that Rs. 300/- for Driver and Rs.200/- for Conductor, provided usage period does not exceed 8 hours. If time exceeds 8 hours, an additional Rs.30/- for Driver and Rs. 20/- for Conductor, per hour will be charged.
  - vii. The FCCU shall not be liable in respect of death, injury or damage caused to any passenger. A disclaimer form must be signed by the user in this respect before the use of FCCU transport.
  - viii. The booking should be made at least 10 days in advance for the use of this facility.
  - ix. User is responsible for any damage to the transport. A separate form must be signed by the user to accept this responsibility.
  - x. Taxes, if any will be paid by the users.
  - xi. The number of passengers must not exceed the seating capacity of the vehicle.
  - xii. The FCCU Buses can only be used on medaled roads.
  - xiii. The FCCU Buses should not be used for unsafe areas, which are to be determined by the Rector.
  - xiv. For those trips that are required as part of the syllabus for a particular class, the cost of the trip will be paid for from the budget of the academic department involved. Approval for the trip must come from the department chair and the appropriate dean. For trips sponsored by student societies or other organizations, the director of co-curricular activities must grant approval and provide necessary budget information to support the cost of the trip.
  - xv. Overnight Remuneration for Drivers: Drivers will be paid Rs. 1000 per day for food expenses for each overnight stay. The vehicle user should cover reasonable accommodation for the driver if it is not provided.
- h. Office Equipment**
- i. Employee shall be responsible for any electronic item under his/her possession like digital camera, USB drive, Mobile Device, laptop, GPS equipment etc. which is related to FCCU.
  - ii. If equipment becomes lost/damaged due to the negligence of employee, HOD shall determine it after the consultation with the concerned stakeholders, cost of the equipment shall be charged to the employee at remaining book value of equipment after depreciation plus 20% of the original purchase value
  - iii. If equipment becomes lost due to any accident (snatching, natural disaster etc.) then it will be written off from the FCCU account, subject to the acceptable justification.

### 13.12 Yearly Holidays

Forman Christian College observes all holidays listed below, including those gazetted by the Government of Pakistan:

- a. New Year's Day, January 1, included in winter holidays (see below)
- b. Eid-ul-Azha, determined each year
- c. Kashmir Solidarity Day, February 5
- d. Pakistan Day, March 23
- e. Good Friday, Easter Monday determined each year
- f. May Day, May 1
- g. Independence Day, August 14
- h. Eid-ul-Fitr, determined each year

- j. Christmas/ Birthday of Quaid-e-Azam/Winter holidays: December 24 through January 1, as determined each year

### **13.13 Leaves**

- a. The year will be reckoned from 1st July to 30th June for the purpose of leave calculations.
- b. Failure to return to work within 3 days upon completion of a leave of absence, without approval, will constitute employee's voluntary resignation from employment with FCCU.
- c. In the case of a foreseeable intermittent leave of absence for planned medical treatment, during a period of recovery from a serious health condition or pregnancy, FCCU will make a reasonable effort to transfer the employee to a suitable temporary position if available.
- d. Leave of absence must be requested at least ten (10) days in advance using a Leave Application Form.
- e. Other leaves will not accrue during an Unpaid Leave of Absence.
- f. Leave will not be claimed by any employee as a matter of right. The submission of any application (Written/Electronic) will not be deemed valid until formal sanction by the Competent/Sanctioning Authority and a Leave Application Form has been filled out. The Competent/Sanctioning Authority can allow extension of leave in special circumstances; otherwise it will be treated as leave without pay.
- g. Submission of an approved Leave Application is the sole responsibility of the employee. Leave Application Form has to be submitted either in written form or electronically, duly approved prior to availing leave, in case of emergency/sickness the employee should inform his/her supervisor/HOD as soon as possible. Leave Application Form will then be submitted on the day the employee returns to the office.
- h. Annual Leaves may be planned with supervisors, ensuring that leaves are staggered in such a way that they do not interfere with key tasks.
- i. FCCU reserves the right at all times to suspend or refuse leave if the needs of organization so demand. FCCU may, at its discretion, require the employee to make such reasonable adjustment in the proposed period of leave as may be mutually convenient.
- j. If an employee has to obtain a short leave, this will only be applied in case of urgency.

### **13.14 Annual Leave**

Employees shall be entitled to earned/privileged leave in a year, subject to the following conditions:

- a. The Deans and Chairpersons/HoDs are entitled to 22 working days annual leave. They shall be encouraged to avail their annual leave in rotation during the summer vacation.
- b. The administrative and support staff is entitled to 22 working days annual leave. They shall be encouraged to avail their annual leave. Leaves should be obtained after planning and with the consent of immediate supervisor and HoD.
- c. Normally, the academic staff is entitled to the full vacation period (which, for them in summer, begins at least one week after the start of the summer vacation and ends at least one week before college/university reopens). However the Rector can require members to devote at least part of their vacation for some specific work or assignment; in such cases,

the academic staff member will be compensated for the time worked during his/her leave period.

- d. Other staff: All other staff is entitled to 22 working days annual leave.
- e. Un-availed annual leave may be carried forward to the maximum of 22 working days leave to the following year but expires after that and it cannot be encashed.
- f. At the time of separation from service, encashment of unutilized annual leaves for the current year may be approved by the CFO and CHRO for Deans, Chairperson/HODs, administrative and support staff.
- g. Excess annual leave taken will be deducted from the final settlement.

Note: Annual leave accrues on the basis of period served but may be availed in advance during the year.

### **13.15 Casual Leaves**

- a. An employee will be entitled to casual leaves of up to 10 working days in a year on a pro rata basis
- b. This leave will be granted only for urgent and important engagement/reasons.
- c. Casual leave will be allowed only up to 3 working days at a time.
- d. Any un-availed casual leave on 30 June of each year will be considered to have lapsed.
- e. Casual leave cannot be combined with any other leave.
- f. Un-availed Casual leave is not en-cashable.
- g. If attached to a weekend the casual leave can be availed only in prefix or suffix otherwise the days of weekend will be included in the casual leave
- h. The casual leave requested for in excess of prescribed period shall be treated as leave without pay

### **13.16 Sick Leave**

- a. An employee will be allowed one (1) sick/medical leave day for each month of service
- b. A Medical certificate from a Registered Medical Practitioner, shall be submitted with the sick leave of more than 3 days
- c. Un-availed sick leave is not cashable.
- d. FCCU reserves the right to nominate its own doctors or have a medical board to determine the severity of an illness.
- e. If an employee requires more sick leave than he/she has earned at the time of illness, that employee shall then use his/her available casual leave. If no casual leave is left in the employee's account, the leave shall be counted as leave without pay.
- f. An employee must provide a doctor's statement when using three (3) or more paid consecutive sick days at a time. If an employee depletes his/her accrued sick days during an illness, they may use annual leave and/or request unpaid leave. Un-availed sick leave can be carried forward each year, however, not more than 60 days sick leave balance can be maintained, any sick leave over and above the 60 days are lapsed.

### **13.17 Maternity Leave**

All female employees are entitled to ninety days (90) days maternity leave. This leave is to be taken six (6) weeks preceding the expected day of delivery and six weeks succeeding that day. A female employee becomes entitled to maternity leave if she has been employed for a period of not less than four months immediately preceding the day of delivery. Maternity leave is granted subject to doctor's certificate/advice and submission of child's birth certificate copy is required on returning from the leave.

### **13.18 Study Leave**

- a. The University will continue to support some one-year post-doctorate placements, only when proper notice has been provided and the faculty member has served the University for at least three years of service.
- b. The University will support Fulbright and Government leave awards which are scheduled and given proper notice in a reasonable time period, and require the participant to return to Forman Christian College. All leaves are granted at the discretion and expediency of the University.
- c. Note: Proper notice for leave opportunities are formal notices to the HOD, Dean and Vice Rector that application has been made for an opportunity and has been encouraged by Dean and Vice Rector.
  - i. Applicants will include a projected starting date for the opportunity.
  - ii. To avoid disruption of classes and unexpected load increases on faculty colleagues, the faculty member is expected to either complete the semester started, or start leave without pay before the semester starts while awaiting acceptance into the program.
  - iii. Post-doc leaves are expected to be leave without pay from the University. Faculty who have previously been approved for other long-term leaves will not be eligible for Post-doc leaves until completion of at least three uninterrupted years of service after any previous leave.

### **13.19 Sabbatical Leave**

FCCU recognizes the importance of occasional periods of leave from normal university duties when faculty members may benefit from new experiences designed both to advance their professional standing and, upon their return to college commitments, to enrich their teaching and research.

The following points describe the general conditions under which a faculty member can take sabbatical leave from the FCCU:

- a. Sabbatical proposals must be submitted by December 1st of the academic year preceding the proposed sabbatical. All proposals will be reviewed by the Sabbatical Committee which will then be forwarded with a recommendation to the Rector. A faculty member may not begin his sabbatical until this process has been completed.
- b. Any faculty member seeking sabbatical leave must prepare a proposal for that leave describing the academic (or other) pursuit he/she will undertake during the leave. The following list describes the activities a faculty member may pursue during a sabbatical leave:
  - i. Full or part time study at an accredited college/university, the accreditation to be defined by the standards of the Sabbatical Committee. The purpose of this study

should be to enhance or improve teaching competence in his/her current area of responsibility and/or in an adjunct area important to the faculty member's function within the University and/or in a new area or relevance to the College's academic growth.

- ii. Academic, scientific or professional research.
  - iii. Occupational or professional development experiences to renew or establish credentials in an area directly related to a faculty member's area of interest and/or function within University e.g. consulting or an institutional attachment.
  - iv. Preparation of manuscripts for publication of research already completed or books related to the faculty members' function at the university.
- c. Sabbatical leave will be either of one or two semesters in duration following completion of six years continuous service (i.e. without study leave or leave without pay) by the faculty member. A faculty member may take one semester sabbatical leave at full pay or two semesters at half pay. Leave will begin at the beginning of the Semester. This relates to regular semesters. Faculty are not required to take sabbatical leave for the Summer Semester since Summer Semester is considered to be "faculty time". Undertaking to serve the institution for minimum one year will be required for paid sabbatical leave.
  - d. Faculty is entitled to receive research grants, consulting income, or income from academic related activities, such as teaching, during their sabbatical leave.
  - e. Sabbatical leave is distinct from study leave and from leave without pay. Faculty members are entitled to apply for study leave or leave without pay only after serving three years following sabbatical leave. Additionally, sabbatical leave cannot be combined with any other kind of leave to extend the total leave period. If the faculty member extends the leave period, then the rules for study leave will apply, including annual performance review and the signing of a bond.
  - f. Upon returning from sabbatical leave, the faculty member must provide evidence of the academic or professional work conducted during the period of his/her leave.

### **13.20 Duty Leave**

Duty leave is permissible for the following functions. Any duty leave can be availed only with prior permission of the Rector or Vice Rector.

- a. Meetings of Boards/Universities or Government agencies
- b. Board/University Examinations
- c. Professional seminars, conferences or professional development
- d. As team managers for Sports/Co-curricular contests

Procedure for duty leave approvals will be as follows:

- Faculty member to seek approval from their HOD/Chairperson
- HOD/Chairperson to seek approval from their Dean
- Dean to seek approval from the Vice Rector
- Duty leave for Vice Rector may be approved by the Rector
- Duty leave for staff may be approved by the Rector or Vice Rector
- Duty leave approvals must be shared with the HR Office

### **13.21 Disability Leave or Death during Service**

In case an employee dies or is determined to be permanently disabled and unable to perform his/her duties, a lump-sum payment equal to full pay for the number of days of leave remaining to him/her in that fiscal year shall be paid to the disabled employee or his/her heirs at the time of disability or death.

### **13.22. Extraordinary Leave**

As a general rule extraordinary leave without pay is not granted. Exceptions may be made by the Rector on a case-by-case basis, provided an application is put up six weeks before the start of the academic year of the College/semester of the University.

### **13.23 Education Improvement Increment**

FCCU encourages employees to improve education in their relevant fields/area of work and agrees to award an increment subject to budget availability on completion of PhD, MPhil or BS (Hons), amounts to be approved on an annual basis by the Rector.

1. The increment will begin in the fiscal year (July 1<sup>st</sup>) following when the degree is awarded, except for a PhD completion which may be awarded during the year subject to budget availability.
2. For employees whose education has been funded by/through FCCU (whether by scholarship/financial aid or fee remission) they will not get the increment until after their bond period which is one year for every year of study.
3. Private study degrees do not qualify for the increment.
4. An employee is entitled to have only one Master's degree increment. Multiple Master's degrees will not result in multiple increments.
5. Advance Degrees should be relevant to the employee's position and qualification approved by the HOD.

### **13.24 Gratuity Fund**

There shall be a Gratuity Fund set up for employees, except temporary employees. Gratuity will be payable at the time of separation provided the employee has completed 3 years of continuous service beginning 1st July 2017, as follows:

- i. Base pay of two months for three years of service.
- ii. Base pay of three months for five years of service.
- iii. No additional benefit after five years.
- iv. Unpaid leave to be considered in continuous service provided the employee returns on schedule

### **13.25 Employees' Old-Age Benefits**

The University pays contributions to EOBI (Employees' Old-Age Benefits Institution) in respect of employees. Employees are entitled to pension on retirement as per EOBI Act 1976, available at <http://www.eobi.gov.pk>

## **14. PERFORMANCE APPRAISALS AND EMPLOYEE DEVELOPMENT**

14.1 Each employee's performance shall be periodically rated, not less than annually, by his/her Head of the Department. The appraisal process is meant to encourage dialogue between faculty or staff members and their supervisors, to enhance the professional development of all staff, to clarify goals and expectations, to assure that job performance and accomplishment information is recorded in each staff member's employment file, and to provide a basis for decisions on compensation.

14.2 The performance appraisal is conducted once a year usually by the staff member's immediate supervisor. After the appraisal is completed by the supervisor, the appraisal is discussed with the staff member and signed by the reviewer(s) and the staff member. The staff member's signature only indicates that the performance appraisal has been discussed with the staff member, not necessarily indicating the staff member's agreement with the assessment of performance. Performance appraisals become part of the staff member's personnel record and are afforded confidential treatment.

14.3 The individual employee's performance will be used in determining changes in compensation. All salary increases will be calculated on an annual basis and determined by the Rector.

### **14.4 Process for Evaluation of the Effectiveness of Faculty Members**

- a. The most important key to the quality of any college or university is the quality of its faculty. The process for the selection of the faculty and the criteria for choosing among the candidates is the first important step. Closely related thereto is the process for evaluating faculty performance. The Criteria upon which faculty members are evaluated and the nature of the process are essential ingredients in the strength of a college or university.
- b. We seek to implement a rigorous process for the evaluation of the performance of the members of the teaching faculty so as to maintain and improve the quality of teaching at the College. The process for the evaluation of faculty members will be based on the following criteria and process:
- c. Faculty members will be evaluated on the following criteria:
  - i. The quality of their teaching;
  - ii. Evidence that they continue to remain current in their knowledge of their discipline;
  - iii. The quality of their advising and other interactions with students outside of the classroom;
  - iv. Their service to the college community.
  - v. Evidence that shows professional development efforts to improve as a teacher and/or advisor
  - vi. Their English proficiency
  - vii. The results of these evaluations will influence administrative decisions concerning salary and promotions.
- d. The process for Evaluation will include the following activities:



- i. Each year, every member of the faculty will be required to submit a Faculty Self-Evaluation that includes a self-assessment of his/her performance during the past year, and a statement of professional goals for the coming year. This statement will address the above noted criteria for faculty evaluations, and it will be reviewed by the Head, the Dean, and the Vice Rector.
  - ii. Each year every Head of an Academic Department will submit an evaluation of each faculty member in his/her department to the Dean of Faculty. This report will be prepared after a meeting with the individual faculty members. The faculty member will sign the department head's form to indicate that he/she has read it. The Dean of that Faculty will submit his/her own evaluation of every faculty member plus that of the Department Head to the Vice Rector.
  - iii. If a faculty member disagrees with the evaluation of the Dept. Head and/or Dean, he/she can use the comments section on the form or write a separate letter to the Vice Rector with their reasons for disagreement. If faculty wish to see their performance review, they should consult with the Vice Rector.
  - iv. A Student Feedback Form will be administered in each course each year, and the results will be used to help improve the performance of teachers where this is necessary. This will insure a process for evaluating the quality of classroom teaching.
  - v. The Vice Rector will prepare a report of the results of this process which will be reviewed by the Academic Standards Committee.
- e. The results of those deliberations, along with the data, will be presented to the Rector who will make the determination of faculty salaries and promotions and recommend appropriate action to the Board of Governors. The performance appraisal for Faculty is undertaken by the Academic Standards Committee. This includes evaluating effectiveness of the person in teaching, evidence of scholarly activity, quality of their advising and other interactions with students outside of the classroom, and service to the college and the community.

#### **14.5 Professional Expectations of Faculty**

**Professional Behavior and Ethical Conduct:** The faculty is expected to be fully engaged in the department and University academic activities including graduation, Academic Council, committee meetings and departmental meetings. They are expected to be committed to high standards of professional behavior and ethical conduct at all times. The faculty is expected to be committed as a community of scholars, to the mission, and core values of integrity, excellence, accountability, fairness, and respect for the dignity of each person. The faculty of Forman Christian College adhere to high standards of professional behavior in:

- a. Course Preparation and Classroom Conduct
  - i. Maintain up-to-date knowledge in their subject area.
  - ii. Come to class well prepared for the lesson.
  - iii. Present course material in an organized, clear manner.
  - iv. Begin classes on time.
  - v. Provide high quality instruction over the span of an entire class period.
  - vi. Avoid canceling classes unnecessarily.
  - vii. Treat students with dignity and respect and avoid humiliating them.

- viii. Encourage feedback and opinions from all students and when appropriate, institute changes in response to feedback.
- ix. Keep attendance records consistently and truthfully.
  
- b. Out of class work, projects and papers
  - i. Develop meaningful out of class assignments, papers, and research projects that relate to the objectives of the course.
  - ii. Use clear, specific criteria for evaluating papers and projects.
  - iii. Grade all written assignments objectively. For example, some instructors ask students to place their name on the backs of papers so that the grading is completed before the instructor knows the author of the paper.
  - iv. Provide written or verbal feedback promptly.
  
- c. Examination and course grades
  - i. Compose exams that fairly and accurately measure course content and objectives.
  - ii. Grade exams objectively.
  - iii. Return exams to students promptly with written and/or verbal feedback.
  - iv. Explain specifically in the syllabus how the final grade will be calculated.
  - v. Assign final grades with care, fairness, and with absolute honesty.
  - vi. Set and enforce procedures to prevent cheating and plagiarism so that students who behave honestly are not disadvantaged.
  - vii. Retain for a period of three years all grade books with a record of all variables that entered into the assignment of the final grade.
  
- d. Professional Performance
  - i. Post office hours on their office door and are available to students during those hours. At least three hours per week of office hours should be provided. Additional hours should be provided for advisees.
  - ii. Be present on campus during the work day, remembering that an eight hour work day is expected.
  - iii. Provide remedial help to students and modify teaching methods to meet the needs of students.
  - iv. Continue to learn methods to promote higher order thinking skills.
  - v. Seek out opportunities for professional growth and development.
  - vi. Safeguard confidential information. Post grades with minimal identifiers.
  - vii. Cite contributions of others in lectures and scholarly writings. Accurately report all findings in scholarly publications. Maintain high standards of research integrity.
  - viii. Carry out objective evaluations of all administrators, faculty, staff, and students.
  - ix. Participate in other university activities (e.g. advising, sponsoring student organizations, serving on committees such as admissions or testing).
  - x. Manage time effectively in order to be productive.
  - xi. Meet all university deadlines (e.g. grading, attendance reports, requests for information).
  
- e. Professional behavior and integrity
  - i. Treat students, faculty members, staff, and administrators with courtesy and impartiality. Criticism should be handled privately and discretely.

- ii. Set an example for all by behaving ethically and honestly.
  - iii. Dress professionally.
  - iv. Refrain from smoking on campus to reduce health risks and to model healthy behavior to students.
  - v. Assist university proctors in maintaining positive student behavior on campus.
  - vi. Refrain from sexual and religious harassment. Work to prevent discrimination and harassment by others.
  - vii. Conduct their lives in accordance with the core values of FCCU
- f. Intellectual Property
- i. The FCCU has an interest in the work of employees that generates new knowledge and that generates property of an intellectual nature. Some of this knowledge and property may have commercial value and may need protection. Some property may traditionally belong to faculty as the result of scholarly activity.
  - ii. Traditional products of scholarly activity are the individual property of faculty. Such traditional products include publications (e.g., journal articles; textbooks; reviews), works of art (e.g., paintings, sculpture, and musical compositions), and course materials (e.g., syllabi, workbooks, and laboratory manuals). The FCCU may require faculty to provide copies of this property for review, evaluation, and curriculum needs.
  - iii. Definitions: Intellectual property, for the purpose of this policy, is defined as the tangible or intangible results of research, development, teaching, or other intellectual activity by FCCU employees. Intellectual property may include the following categories:
    - Inventions, discoveries, or other new developments which are appropriate items of patent applications.
    - Written materials, sound recordings, videotapes, films, computer programs, computer-assisted instruction materials, distance learning materials and curricula, works of art including paintings, sculpture, and musical compositions, and all other material which may be copyrightable.
    - Tangible research property such as biological materials including cell lines, plasmids, hybridomas, monoclonal antibodies, and plant varieties; computer software, data bases, integrated circuit chips, prototype devices and equipment, circuit diagrams, etc.; and analytical procedures, laboratory methods, etc. All such tangible research property may or may not be patentable or copyrightable.
  - iv. Where the FCCU provides funding, background information, product samples, or confidential proprietary data for a project, the rights to intellectual property resulting from the project shall be owned and controlled by the FCCU.
  - v. In some instances, projects supported by an external source may create a situation in which the sponsor may claim partial or complete ownership of intellectual property resulting from the project. In such cases, final disposition of the property must be negotiated as a part of the initial project agreement and approved by the Rector. This negotiation and approval must occur before the commencement of a project. Absent such approved stipulations before beginning the project, the FCCU will retain exclusive ownership and control of all intellectual property resulting from the project.
  - vi. Any FCCU employee engaged in private consulting work or in business is responsible for ensuring that any contractual agreements that may involve FCCU owned intellectual property are not in conflict with this policy; and that FCCU's rights and the employee's

- obligations to the organization are in no way abrogated or limited by the terms of such agreements.
- vii. Employees shall make clear to those with whom they make such agreements their obligations to the FCCU regarding ownership of intellectual property.
  - viii. Copyrighted Material: FCCU follows international guidelines on copyright. Intellectual property (e.g. books) is protected by copyright for the life of the author plus 70 years. Under “fair use rules,” materials may be photocopied if the section is short, not going to be sold, and the copying will not reduce the author’s/publisher’s sales income. Copying of an entire book (whether all at one time or in parts) infringes on copyright laws even if the photocopied material is not sold. Use of any part of an author’s work in an assignment or exam must give credit to the author by using correct reference techniques.
- g. Faculty and Students Research Policies:
- i. Integrity and accountability serve as the core values for research conducted by faculty, staff, and students at (FCC). All members of the university community have a responsibility to foster an environment with high standards. Essential to this environment are open discussion, uncensored publication of findings, careful avoidance of bias stemming from conflicts of interest and discrimination (defacto or intended) based on religion, race, gender, sexual orientation, national origin, or age.
  - ii. *Definitions:*
    - Research** - A systematic effort to produce new knowledge, integrate knowledge in new ways, and develop new applications of knowledge. Ordinary educational assessment performed as part of instruction is not defined as research.
    - Research ethics/integrity** - Adherence to the highest standards of ethical behavior including the hallmarks of good scholarship: Rigor, carefulness, and accountability.
    - Misconduct** - Fabricating data, falsifying data, plagiarism, failure to disclose and to avoid conflict of interest, violation of university procedures for IRB review, serious deviation from commonly accepted standards for proposing, conducting, or reporting research. Does not include honest error or honest differences in the interpretation of results.
    - Institutional Review Board** - A committee of FCC faculty with the responsibility of reviewing proposed research for the protection of human participants, animal participants, and the environment. Quality of design and need for the research are also part of this review.
    - Salary savings** - The portion of a project budget intended to reimburse FCC for faculty or staff time devoted to contracted work.
  - iii. Faculty at Forman Christian College are expected to participate in the development of new knowledge and in the active practice of scholarship.
  - iv. Research conducted by students, faculty, staff, and contractors at Forman Christian College must be designed to respect and protect human and animal participants. Stewardship of the environment must include safe disposal of wastes.

- v. Research contracts involving funds provided by FCC or by outside sources must be approved using the Internal Approval Form (see sample form in Appendix).
- vi. Where governmental laws or contractor policy contradicts FCC research or institutional policy, researchers must seek approval from appropriate authorities at FCC before proceeding with any research proposal affected by such conflicts.
- vii. Researchers work to protect the interests of society. They do not obligate themselves to withhold research findings that may jeopardize the health and wellbeing of others.
- viii. Researchers work within the scope of their own training and knowledge base.
- ix. Researchers are responsible for seeking assistance when stress or impairment interferes with their ability to conduct professional responsibilities.
- x. Researchers take active steps to minimize bias, flawed judgment, harm, and exploitation brought about by multiple relationships. They establish clear boundaries in their relationships with students, employees, and colleagues.
- xi. Researchers take active steps to minimize potential risks and to maximize benefits to research participants.
- xii. Researchers take active steps to minimize pain and distress experienced by animal participants.
- xiii. Researchers respect the rights and protect the interests of identifiable populations within a dominant culture.
- xiv. Researchers are cognizant of the increasing concern about the ethics of research (e.g., genetics). Staying informed of developing guidelines is a valued professional activity.
- xv. Credit for authorship is based on actual writing contributed to a report and typically the ranking of authors is based on the amount of that contribution. Supervisors of student work may not claim authorship of work they merely supervise. Faculty must be invited by students to contribute as authors on student publications.
- xvi. FCC shall own all intellectual property produced by research funded by FCC, as specified in the Intellectual Property Policy. Unless otherwise agreed to in writing before commencing the work, the same ownership provision shall apply to all property produced by externally funded research. All or a portion of FCC owned intellectual property may be assigned to the researcher (see Intellectual Property Policy).
- xvii. Salary savings generated through research contracts funded from sources outside FCC must either be deposited in the general account or used to fund replacements for faculty working on the contract. Ordinarily, faculty will receive release time from teaching to work on research contracts.
- xviii. Faculty with research contracts may not earn more than their full-time salary during the salary contract period. Faculty are free to pursue private research contracts so long as none of the work is carried out during normal working hours or uses FCC facilities. The only exception to this policy is during off contract periods such as in the summer months when faculty may use their offices for private contract work.
- xix. Any breach of these guidelines may result in disciplinary action. Violations are to be reported to the Rector of Forman Christian College. In case of Plagiarism, HEC Plagiarism Policy will be followed.  
<http://hec.gov.pk/english/services/faculty/Documents/Plagiarism/Plagiarism%20Policy.pdf>

#### **14.6 Performance Appraisal for Staff**

For Staff members, the performance appraisal process and reports will include the following:

- a. A self-assessment report where the employee evaluates his/her own performance and offers comments and suggestions for future professional development or approaches to his/her assigned duties. The self-assessment will be submitted to the employee's immediate supervisor prior to the performance appraisal discussion.
- b. The employee's immediate supervisor will prepare a performance appraisal report using feedback from the self-appraisal and specific examples of the employee's work performance and its appropriateness for the position.
- c. The supervisor will discuss the report with the employee and note any areas of improvement needed and a plan for evaluating those areas needed improvement with a timeline for additional review and an expected date for a follow-up appraisal. Normally, this would occur within three to six months following the annual appraisal.
- d. If adverse comments are included in the performance appraisal report, specific evidence of employee behavior warranting those comments should be included with the report.
- e. Only the staff member being appraised will be permitted to attend meetings with supervisors regarding Performance Plans.

#### **14.7 Responsibilities during Performance Appraisal**

- a. Each supervisor is responsible to set and communicate clear performance standards for his/her supervisee and to observe and discuss employee performance at the beginning of and throughout the review period. Evaluations are based on job-related performance during the review period. Supervisors may use, as the basis for performance evaluation, all information believed to be relevant to foster an understanding of work performance and the employee that is consistent with the scope of the job description.
- b. The employee is responsible for understanding the duties and responsibilities required of the position, their respective work plans, goals, measures, core competencies and for asking any questions concerning those expectations and/or the evaluation process.
- c. Employees are responsible for contributing to the development of performance objectives and for providing performance input throughout the evaluation period along with providing an explanation of actions occurring during the rating period.
- d. Employees are encouraged to record their perceptions of their working environment as well as their performance, accomplishments, training requests, future goals and objectives. Supervisors should review and incorporate these into the evaluation as appropriate.
- e. The employee shall receive a copy of their performance evaluation delineating goals, objectives and core competencies to be evaluated and the year-end evaluation delineating performance. The employee's refusal to sign the performance evaluation form does not make the performance evaluation unofficial.
- f. At the end of the performance evaluation cycle, the supervisor will meet with each employee under his/her supervision and evaluate performance, discuss training needs and establish goals and objectives for the next evaluation cycle.

**14.8 Periods of Review**

- a. At the completion of the probationary period;
- b. Once a year for all staff and faculty.
- c. Interim evaluation, if any.

**14.9 Staff Career Planning**

- a. Staff assessed to be particularly outstanding over 3 successive yearly reviews may, at the recommendation of the HOD and CHRO, be considered for promotion to the next highest level immediately upon a position becoming available.
- b. The Rector, on a case-by-case basis, will consider waiving the process outlined above. However, promotions cannot be granted unless a position falls vacant at the higher level.

**14.10 Managing Poor Performance(s)**

- a. When an employee's performance is found below expectations at any time during the performance review period, the relevant appraiser discusses, counsels, and if necessary, documents the performance deficiencies and suggests a Performance Improvement Plan, yet giving a reasonable time to the employee in improving his/her performance.
- b. The Appraiser reiterates to the Appraisee, time and again, his/her expected performance level, the needed performance improvements, a time frame for further development, and the consequences of failure to improve or appreciates the improved performance.
- c. HR Office follows-up on essential performance improvement cases as suggested by the relevant Appraiser.
- d. If an employee's performance is persistently found 'un-satisfactory' even after providing the needed; support, tools and resources, Learning and Development opportunities, and/or supervision, he/she then may either be subjected to another Performance Improvement Plan, or subjected to disciplinary action(s) accordingly; leading to end of service.

**14.11 Faculty and Staff Professional Development****a. Eligibility**

- i. An employee is eligible for the benefits provided by this policy and procedures for position or job related programs and activities if the employee has completed minimum of two years of service and the job performance is rated as satisfactory or better in each year.
- ii. Staff members should meet minimum qualifications and eligibility requirements for Undergraduate or Graduate Programs.
- iii. Requires approval and recommendation of the supervisor.
- iv. The workload at the job has to be met.
- v. Executive Master's program may be approved for a head of department on a case-by-case basis.
- vi. Sponsoring PhD from FCCU for faculty/staff will not be possible. The faculty is encouraged to take PhD degrees from another Universities rather taking from FCCU where they are already working.

**b. Scope**

For purposes of this policy, professional development Programs and activities may include, but not limited to, opportunities on-the-job training, cross-training, coaching, internships, attendance at courses, seminars, conferences, institutes, lectures, meetings, workshops and participation in professional and technical associations. Where faculty/staff are required to attend professional development program due to job requirement as determined by the HOD/Dean, endorsed by CHRO and approved by Vice Rector/Rector, the minimum service requirement of two years may not be necessary, however, the faculty/staff should have successfully completed probationary period.

**c. Definitions**

Programs shall be classified as position or job related, career-related, or educational enrichment based on the judgment of the HOD in consultation with the supervisor.

- i. Position- or job-related programs are directly related to the work assignments or conditions of the employee's current position. For example, training in quality service skills is a position-related program for an employee whose current position includes customer service responsibilities.
- ii. Career-related programs are related to the development of skills, knowledge, and other qualifications which prepare an employee for additional assignments or positions within the FCCU for which the employee, in the judgment of the department head, has some reasonable chance of attainment. For example, training in quality service skills is a career-related program for an employee whose current position does not include customer service responsibilities but who is interested in competing for future University job openings, which require customer service skills and knowledge.
- iii. Educational enrichment programs are related to an employee's avocation or career talents outside the University and are not related to University positions for which an employee might, in the judgment of the department head, be an effective competitor.

**c. Guidelines for time spent on professional development**

The amount of time spent on professional development programs will vary with the individual employee. The amount of leave to be granted depends upon the specific developmental activity.

**d. General Provisions**

- i. **Criteria for Determining Departmental Support:** The HOD, in consultation with the supervisor shall determine whether, and the degree to which, an employee's participation in a professional development activity shall be supported by the department. In making this determination, the HOD shall consider: the employee's need for development as reflected in the employee's career goals; needs and resources of the department; advantages one type of development activity has over the other types available; professional development needs of other department employees; and the effect of the determination on workload and other employees. When participation in a professional development activity requires attendance during the employee's normal work schedule, prior approval by the HOD is required.
- ii. **Time Worked:** When time in attendance is not approved as time worked and the activity is unavailable outside normal working hours, the HOD is encouraged to provide the employee the opportunity to participate by arranging an alternate work schedule to make up the time in attendance.



- iii. The HOD may approve an employee's attendance at position-related or career-related programs as time worked. When a HOD requires an employee to attend a position-related activity, the time spent in attendance shall be counted as time worked. However, when an individual is hired with the understanding that specific additional training is to be obtained or completed, that individual may be required to participate in such training on off-duty time. An employee's participation in educational enrichment programs shall not be counted as time worked.

**e. Fee structure**

- i. Proposal A: The liability of the staff will be 33% of the total fees, and for Faculty should be 50% of the fees. This is to be paid in installments over a period that should not be twice the duration of the program, i.e. for MPhil, the fee should be paid in less than a four year period.
- ii. Proposal B: The liability of the staff will be 33% of the total fees or 20% of salary, whichever is less and for Faculty should be 50% of the fees. This is to be paid in installments over a period that should not be twice the duration of the program, i.e. for MPhil, the fee should be paid in less than a four year period.
- iii. Proposal C: The liability of the staff will be 33% and for Faculty should be 50% of the fees. For staff this liability is monetized at the rate of 33% for every year served afterwards, i.e. for a 3 years course if the person serves for 3 years later this liability be adjusted to zero.

**f. Responsibilities**

Both Faculty and staff are bound, at the time of enrollment to serve the institution for the same number of years afterwards. If not they will have to pay 100% of charges prorated for the bond period not completed.

**i. Employees**

Have the primary responsibility for their own professional development.

- Make professional development interests known to their supervisors.
- Initiate requests to participate in programs relevant to the development goals identified jointly with their supervisors.
- Attend and participate in development activities as approved or required by their supervisors/department heads.

**ii. Department Management**

- In consultation with Human Resources as appropriate, assess employee professional development needs.
- Approve/deny development requests of employees in consultation with supervisors.
- Consider employee development in budgetary planning.
- Ensure performance appraisals of employees include a discussion of educational and development objectives as appropriate.

**iii. Human Resources**

Assess campus-wide development needs and based on availability of resources, sponsor appropriate development programs.

### **14.12 Teacher Award**

One faculty member to receive the Outstanding Teacher award.

This award recognizes teaching excellence in an individual faculty member and the pursuit of teaching excellence by the faculty as a whole. Graduating seniors and members of the faculty can nominate a faculty member. The award is based on:

- a. The instructor's knowledge of the subject matter.
- b. The ability of the instructor to communicate and inspire student enthusiasm for the subject.
- c. The ability of the instructor to develop student skills relevant to the subject.
- d. The ability of the instructor to stimulate independent thinking and creative approaches in students.
- e. The ability of the instructor to evaluate student progress and achievement in a manner that is considered fair, transparent and consistent by all students.
- f. The ability of the instructor to respond to both individual and group needs and levels of preparation.
- g. The ability of the instructor to model consistently the core values of the college.
- h. The instructor's involvement with students outside of classes
- i. The instructor's ability to teach and interact with students in English at all times.
- j. Brief supporting evidence for each nominated teacher must be submitted to the (Vice Rector's office.
- k. A committee (Vice Rector and 4 faculty members) will make the recommendation to the Rector. Such citations can also be sent either in a hard copy or via e-mail to the Vice Rector (vicerector@FCCUollege.edu.pk) from your official FCCU e-mail address.

### **14.13 Best Customer Service Award**

One staff member will receive the Best Customer Service Award. This staff member would have demonstrated Customer Orientation, service that exceeds expectation, and shown willingness to learn from the customer.

- a. The staff member will be from any of the non-faculty departments which include Academics, Accounts, Admissions, College Advancement, Business (HR, Purchasing, Security, Services), Financial Aid, Information Office (IT), Library, Registrar, Students Affairs (Internship and Career Placement) and Sports.
- b. Members of faculty, staff, and students can send in their recommendation along with the supporting evidence to the Vice Rector.
- c. A committee (Vice Rector, Vice Rector Intermediate, Registrar and Chief Advancement Officer) will make the recommendation to the Rector.
- d. The Award is based on:
  - i. First Impressions presented by the staff member: for example, cleanliness grooming and appropriate dress including wearing the employee ID card and overall demeanour.
  - ii. Customer awareness - Acknowledgement of customers, courteous and prompt welcome, making oneself readily available to the customer.
  - iii. Service – Listen to and assess the customer requirements, make the service readily accessible to the customer and present a comfortable environment for the customer.

- iv. Customer CARE - Job knowledge, efficiency, customer service, customer interaction, information giving and selling skills, friendliness and willingness to help. Find time to get the answers for the customer and guide the customer to the right person.
- v. Overall Experience - The positive customer experience and the lasting good impressions

## **15. HEALTH AND SAFETY**

In order to ensure the application of the health and safety policies, all employees will be educated to act, think and work safely. In order to educate all employees with such policies, the following measures shall be taken.

- a. Emphasis on safety during orientation of new employees.
- b. Emphasis of safety points during training sessions, particularly during on-the-job training.
- c. Special efforts made by the supervisor to ensure safety measures within his/her jurisdiction.
- d. Establishment of employee safety committees.
- e. Charts, posters, and displays on the premises emphasizing the need to act safely.

### **15.1 General Safety**

Application of general safety rules shall be the responsibility of both FCCU and the employees and their responsibilities in this respect are enlisted as under. FCCU will take all reasonable and practicable steps to provide and maintain:

- a. Buildings, equipment and systems of work in safe order and without risk to the health of all members.
- b. Sufficient information concerning equipment used at work: detailing the conditions and precautions necessary so that proper use will ensure safety and no health hazard.
- c. A healthy working environment for all employees /consultants/contractors and adequate welfare facilities where possible.

### **15.2 Employees**

Every employee of FCCU has a responsibility to:

- a. Ensure the health and safety of herself/himself and of any other person who may be affected by her/his acts and /or omission at work.
- b. Comply with any instructions regarding health or safety issues.
- c. Not misuse anything that has been provided for health or safety purpose.
- d. Follow the requirements of the health and safety policy, failure to do so may lead to disciplinary action in line with the disciplinary procedure.

### **15.3 Safe Working Environment**

HODs will undertake regular checks to identify any article or process in the workplace which has the potential to cause an accident or injury and report the matter to the concerned department for corrective measures. These checks will pay particular attention to:

- a. Areas or items that could cause someone to slip or trip (e.g. spill, trailing cables)

- b. Electrical appliances and equipment (e.g. plugs not wired safely, split or frayed wires, poorly maintained equipment), ensuring all electrical systems are correctly earthed
- c. Routes of entry and exit, passages and walkways (e.g. blocked or restricted)

#### **15.4 First Aid Training and Facilities**

The Mercy Health Center shall assess the workplace, the people and the tasks undertaken, together with any records of accidents in order to identify.

- a. The type of injuries or emergencies which are most likely to occur.
- b. The treatment that may be required.
- c. Train sufficient team members to provide first aid treatment. Ensure that they have an understanding of:
  - The priorities of first aid
  - Resuscitation
  - Blood Loss
  - The treatment of shock, heart attack and any unconscious casualty.
  - General information on treating work place injuries.
- d. Ensure that adequate supplies for first aid are available at all times, in an identifiable “First Aid Box”, stored in a recognized place.

#### **15.5 Personal and Fire Safety**

Employees shall follow all fire and personal safety regulations including wearing protective apparel such as gloves or safety goggles, etc., or employs precautionary measures such as sterilization barriers or isolation when engaged in work that increases risk of accident, injury or disease. Employees shall immediately report accidents or injuries to their supervisor who shall conduct remedial measures as appropriate. FCCU will implement a Fire Safety Plan, with duly trained employees and regular drills consistent with current workplace-related law.

### **16. SEPARATION FROM SERVICE**

#### **16.1 Staff Resignation**

An administrative or support staff of FCCU may terminate his/her employment without giving any reason at any time during the period of employment by serving 30 days advance written notice of resignation or as per their employment contract.

#### **16.2 Faculty Resignation**

Faculty are expected to serve out the full term specified in their contracts; only under extraordinary circumstances will a faculty member be released from his/her teaching duties during any given academic term. When a faculty member does not intend to renew his/her contract at its expiration/end of academic term, he/she is expected to give notice 30 days prior to the expiration of that contract/end of academic term. In case a faculty member intends to resign during summer holidays, he/she must tender 30 days' notice. Failure to provide such timely notice could subject

faculty member to pay the university an amount equal to one month's salary. When a faculty member intends to resign during the academic term, he/she must give 120 days' notice or pay to the university an amount equal to four months' salary. The balance of the vested amount in the faculty members' Provident Fund account may be used for partial or full payment of this obligation of the faculty member. Upon resignation, the College is obligated to pay the resigning employee the pro-rated salary for the month in which the employee leaves his/her employment and any proceeds from the employee's Provident Fund that have accumulated as of the date of resignation.

16.3 The foregoing resignation notice period shall not apply in case of dismissal from service of an employee of the FCCU, suspension without pay, temporary employees having a contract term of 6 months or less, employees on daily wages or work charged employees who shall be governed by the terms of their respective employment contracts.

#### **16.4 Retirement**

The retirement age at FC College is 65 years of age. In special circumstances, an individual faculty member or administrator may be asked to continue working beyond that age.

#### **16.5 Termination**

Notwithstanding anything contained in the Regulations, the University may terminate an employment agreement, without issuing any notice or payment of salary in lieu thereof, if the Employee is found guilty of or there are reasonable and prima facie grounds of assumption that the Employee has done one of the following, however, this is not exhaustive list:

- a. Committed a criminal offence or an offence of moral turpitude. For the purposes of these Regulations Offence has the same meaning as defined in the Pakistan Penal Code, 1860.
- b. Intentionally submitted incorrect information about his academic/professional qualifications and experience.
- c. Taken up second employment after College working hours without prior written permission of the Rector.
- d. Disclosed any official or confidential information relating to the activities, operations, financial exigency, and/or affairs of the FCCU to any person who is not entitled to receive such information.
- e. Committed any act or omission outside the scope of the Employment Contract which resulted in damage or loss to property, monetary loss and/or damage to reputation of the FCCU.
- f. Gross incompetence where the employee fails to discharge his/her job duties and responsibilities
- g. In cases of serious misconduct or unprofessional conduct including excessive tardiness, excessive absence, sexual harassment, or harassment of any other kind.
- h. Any refusal to fulfill a specific job requirement if not falling in the definition of illegal, unethical, immoral or that may place him/her in imminent danger of death or serious injury. Such insubordination can lead to disciplinary action up to and including termination.
- i. Insubordination or refusal to perform duties in due course.

**16.5A Termination under unusual circumstances**

Under unusual circumstances, FCCU reserves the right to discontinue a contract on the notice period mentioned in the contract or paying an amount equal to the notice period mentioned in the contract.

**16.6 Terminations Due to Economy or Reorganization:** In cases where an employee's services are no longer required by the FCCU or the FCCU does not have sufficient funds to continue supporting the position, the FCCU will give 30 days' notice to the employee that his/her position is being discontinued. In these situations, employees whose positions are being discontinued will receive all leave time accrued as of the date of termination. Sick leave benefits are intended for use in times of illness and no payment for unused sick leave will be paid at the time of termination.

**16.6A Non-renewal of Contract for Faculty**

- a. Each faculty member receives a review at the end of their contract period to determine if the contract should be renewed or extended. Faculty receives contracts for 1, 2, 3 or 5 years. The Academic Standards Committee reviews the faculty evaluation, conditions of previous contracts and recommendations from the HOD and Deans. A contract may be renewed with a stipulated condition. Failure to fulfill the condition in the subsequent review could result in a recommendation from the Academic Standards Committee for non-renewal of contract. Faculty who fail to meet the regular expectations of their responsibilities during the contract period may be recommended for non-renewal by the Academic Standards Committee.
- b. Any faculty on a visiting contract should not expect a contract renewal review. A one-year temporary contract is ordinarily not reviewed by Academic Standards Committee.
- c. All recommendations for non-renewal of full-time regular faculty are forwarded to the Rector for final disposition.
- d. All members of the Academic Standards Committee that need to be reviewed for contract renewal are forwarded for the Rector's resolution.
- e. All faculty who are at or above retirement age are referred for the Rector's review and decision. Except in exceptional cases, contracts are normally given for a year but are renewable. The University will give one year's notice if retirement is to be implemented for a faculty member.
- f. Any regular full-time contracted faculty will be given a notice of retirement or non-renewal of contract from the Human Resources Office. Prior to receiving the official notice of non-renewal, the recipient will receive notice for an appointment with the Dean or Vice Rector and Chief Human Resources Officer.

## 16.7 Misconduct

- a. Without prejudice to the general meaning of the term “misconduct or gross misbehavior” as stated in the definitions, the following are some illustrative acts of misconduct and omissions on which disciplinary action may be initiated:
  - i. Wilful insubordination or disobedience whether alone or in combination with others, to any lawful and reasonable order of supervisor or HOD.
  - ii. Theft, fraud or dishonesty in connection with FCCU’s work and property.
  - iii. Wilful damage or loss of FCCU’s property.
  - iv. Taking or giving bribes or illegal gratification.
  - v. Continual breach of policies/procedures as defined in this manual or any Law applicable to FCCU.
  - vi. Drunkenness, Discourteous, riotous, violent or disorderly behaviour during working hours at the premises of FCCU or any act subversive of discipline.
  - vii. Chronic negligence.
  - viii. Making commitments beyond the scope of authority delegated by FCCU.
  - ix. Making commitments known to be detrimental to the interests of FCCU.
  - x. Whilst in the services of FCCU and without FCCU’s permission, engaging directly or indirectly in any other business or paid occupation.
  - xi. Joining FCCU on the basis of any deception or false pretence.
  - xii. Violation of FCCU’s policies and procedures regarding use of communication and MIS technology and privacy.
  - xiii. Refusing to receive any official memorandum or communication addressed to the employee by competent authority.
  - xiv. Taking part in political activities while on duty.
  - xv. Gambling within FCCU’s office premises.
  - xvi. Disclosing to any unauthorized person any confidential information — including proprietary information, in regard to processes, dealing and affairs of FCCU that may come into the possession of the employee in the course of the employment.
  - xvii. Conviction by a court of law on any criminal offence involving moral turpitude.
  - xviii. Discrimination and harassment on the grounds of sex, race, religion, beliefs or other factors
  - xix. The use of unfair and discriminatory practices in the hiring of new employees for FCCU.
  - xx. Unfair or discriminatory practices in the procurement of outside contracts or services for FCCU.
  - xxi. Providing false or misleading information in applications for employment or other official FCCU documents.

## 16.8 Disciplinary Procedure

Unsatisfactory job performance or violations of College rules and regulations can result in disciplinary action. Supervisors are expected to deal with such situations in a timely and fair manner. In cases where unsatisfactory job performance or inappropriate workplace behavior have occurred, employees will be informed of the nature of the problem(s), and expectations and time frame for correcting the situation. However, if the employee fails to show expected improvement in the areas identified within the established period, the staff member may be suspended without pay or separated from College employment. Serious breaches of rules and regulations or gross negligence in the performance of work, may result in immediate suspension without pay or

dismissal from employment, depending on the severity of the offense. Below are the steps managers, academic chairs and supervisors are expected to follow in progressively disciplining an employee for poor performance or bad behavior. They are intended to be fair, and allow the employee opportunity for improvement where possible. It is important to note that the College retains the right to determine the sequence of discipline in any case.

- a. **Oral Warning:** The supervisor should inform the employee of the nature of the unsatisfactory performance and indicate the improvement expected in a face-to-face meeting. The supervisor will make a written notation of the discussion for his or her own records to document that the oral warning was given.
- b. **Written Warning(s):** If the unsatisfactory performance continues or reoccurs, the supervisor will again discuss the problem with the employee and the employee will be given a written warning that will state the nature of the unsatisfactory performance, the improvement expected, and the time frame in which the improvement should occur. A copy of the letter will be sent to the Vice Rector and CHRO and placed in the employee's file.
- c. The employee will be allowed a reasonable period of time to correct the problem as specified in the written warning. If the problem is one that can be easily corrected, the improvement may be expected immediately. If the problem is more complex, a longer period may be appropriate. In the event the behavior is not corrected or improved it may be necessary to send a more forceful message in the form of a second written warning. Following the completion of the period of time specified in the first written warning, a second written warning may occur if the supervisor feels that further improvement is necessary. Again, a copy of the letter should be sent to the Vice Rector and CHRO and placed in the employee's file.
- d. **Reference to Inquiry Committee:** If the expected improvement is not achieved by the date specified or if the problem reoccurs, the case will be referred to the Inquiry Committee.
- e. **Establishment of an Inquiry Committee**
  - i. Depending on the nature of the offence, HR Office in consultation with Rector and respective HOD, may constitute an Inquiry Committee to investigate the offence and report its findings and recommendations to the Rector. The Inquiry Committee shall constitute at least three impartial members.
  - ii. The Inquiry Committee can place the concerned employee under suspension during the process of the inquiry. No salary increases or promotions will be considered unless the inquiry is complete and the decision announced in writing.
- f. The decision reached after the inquiry will be conveyed to the concerned employee in writing and will be filed in the employee's personal file.
- g. The policies set forth herein above are intended to provide employees with fair notice of what is expected of them. Inevitably, however, such policies cannot envisage and address every possible variety of conduct and performance. Therefore employees should be aware that conduct not specifically listed above, but which adversely affects or is otherwise



detrimental to the interests of FCCU, other employees, may also result in disciplinary action.

- h. At its own discretion, FCCU reserves the right to proceed directly to a written warning or to terminate for misconduct or performance deficiency without resorting to prior disciplinary steps, when FCCU deems such action appropriate in the circumstances.
- i. Any employee dismissed for misconduct will not be entitled to any benefit or privileges under these policies and procedures, or any other benefit or privilege by FCCU.
- j. Dismissal from service will disqualify a person for future employment with FCCU.

### **16.9 Layoff**

- a. Layoff is defined as severance of an employee from the work force due to lack of work. Layoff is made without prejudice and is no fault of the affected employee.
- b. Selection for Layoff: When more than one employee is in a position which has been scheduled to be discontinued, the following criteria may be considered to identify which person is to be laid off:
  - i. Versatility and/or value to the department.
  - ii. Overall job performance as compared to others within the department.
  - iii. Duration of service within the department.
  - iv. Duration of service with the FCCU.

### **16.10 Suspension and other Disciplinary Actions**

An employee who is found to be guilty of breach of regulations/policies and procedures of the FCCU, or of indiscipline, or contravention of instructions / orders issued to him in connection with official work, or who displays negligence, inefficiency, or indolence, or who knowingly does anything detrimental to the interest of the FCCU, or is guilty of any other act of misconduct, may be subjected to one or more of the following penalties to be decided by the Rector based on recommendations of the Inquiry Committee and depending on the gravity of the offence:

- a. Reprimand.
- b. Stoppage of increment or withholding of promotion for a specified period.
- c. Forfeiture of pay for any period of unauthorized absence from duty.
- d. Recovery from pay of the whole or part of any pecuniary loss caused to FCCU by the employee.
- e. Reduction to a lower scale of pay in his grade, or to a lower grade or post.
- f. Termination of service as if resignation of the employee has been accepted without severance pay and other benefits.
- g. Dismissal from service.

**16.11 Authority to take Disciplinary Action**

Rector or his designated committee shall have the authority to take disciplinary actions deemed necessary in accordance with this Manual.

**16.12 Grievance Policy and Process**

- a. In general, it is desirable that grievance procedures should be kept as informal as possible and based on principles of mediation and conciliation. Problems involving employer-employee relations will arise from time to time. This policy is meant to address individual employee concerns about the application of a specific policy from this document or the handling of a personnel matter. It is in the best interest of both the College and the administrator, staff, or faculty member to resolve these matters as quickly and as close to the source as possible.
- b. Stated below is the review process for administrators and faculty to follow to resolve issues. It is intended to provide additional guidance, but it should not circumvent the typical informal means of resolving disputes that are available in each department. The review process should not be read as establishing a formal step-by-step process with prerequisites; rather, the supervisor or department chair may avail himself/herself of any of the steps recommended in whatever order desired. Time is generally of the essence in these matters. Administrators, department chairs, and supervisors should strive to deal promptly with issues. No one may be subject to retaliation for use of the Problem Resolution Process in good faith.
- c. The usual method for addressing such problems is to bring them to the attention of the employee's supervisor and to attempt to resolve the matter by discussing it. Those issues that should not be addressed through the grievance process include the following: those that relate to faculty contracts or which involve faculty academic conduct.
- d. If the matter is not resolved to the employee's satisfaction, the employee may proceed to the supervisor's supervisor. In some cases, the employee may be asked by the supervisor's supervisor to present the problem in writing with all relevant details and the remedy or corrective action sought.
- e. If the employee is not satisfied with the response from the supervisor(s), the employee may take the problem to the Vice Rector who will attempt to facilitate a mutually satisfactory agreement involving CHRO in the process.
- f. If the employee is not satisfied with the response from the Vice Rector, the employee may take the problem to the FCCU Grievance Committee. The Grievance Committee will have five members, including two faculty, two staff members and one convener. These individuals will be appointed annually by the Rector. Any resolution developed by the Grievance Committee, acceptable to the employee bringing the complaint, will be approved by the Rector before implementation.
- g. If the responses from the relevant supervisor(s), the Vice Rector, and the Grievance Committee are not satisfactory, the employee may take the matter to the Rector, who will provide a decision that will be final and binding on all parties.
- h. If an employee's immediate supervisor is the Vice Rector, the higher level of review will be performed by the Rector.
- i. In cases involving separation from the College, the employee's use of the review process does not postpone the scheduled date for separation.

**16.13 Sexual Harassment**

- a. Sexual Harassment is unacceptable behavior at Forman Christian College and such behavior will be subject to disciplinary action. Harassment refers to behaviors that are intended to be offensive, threatening or disturbing to the recipient. To harass is to persistently annoy, attack, or bother someone. Sexual Harassment is defined as any unwelcome sexual advance, request for sexual favors, or other verbal or physical conduct of a sexual nature that is offensive, embarrassing, intimidating or humiliating. This includes:
  - i. Instances when the harassment has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive environment.
  - ii. Instances when submission to the harassment is made either explicitly or implicitly a term or condition of fair treatment.
- b. Specific examples include, but are not limited to:
  - i. Touching in an inappropriate way
  - ii. Staring or leering
  - iii. Requests for sex
  - iv. Subtle pressure for sexual activity or sexual innuendoes
  - v. Display of sexually explicit pictures
  - vi. Repeated references to various parts of the body at inappropriate times
  - vii. Requests for dates when the other person has made it clear that she or he is not interested
  - viii. "Hooting", whistles, or other suggestive noises or gestures
  - ix. Suggestive comments or jokes
  - x. Insults, name-calling or taunts based on a person's gender
  - xi. Derogatory graffiti referring to a person's character or making sexual implications
  - xii. Sexually explicit e-mails, text messages, etc.
  - xiii. Spreading rumors about another person's sexual behavior
  - xiv. Intrusive questions about a person's private life or body
  - xv. Any romantic or sexual behavior that you would consider to be inappropriate if directed at a member of your family.
- c. Sexual harassment does not refer to compliments or other behaviors that are considered to be socially appropriate. As we are a coeducational academic institution that serves students from a wide variety of backgrounds and experiences, it is incumbent upon the faculty and staff to take extra precautions in their interactions with the young adults in our care.
- d. There should be no relationships of a romantic or sexual nature between any faculty or staff member and a student. There is no exception to this. Due to the position of authority held by the faculty/staff member, this cannot be seen as consensual regardless of the behavior of the student.
- e. A student should not attempt to initiate such a relationship for any reason. There should be no attempt by a student to gain better grades or access to exams or assignments by

encouraging or offering such relationships. If a student attempts to initiate such a relationship, it is the responsibility of the faculty/staff member to clearly and immediately put an end to that situation. If the student persists, the faculty or staff member should report to their supervisor and refuse to meet with or be in contact with the student from that point forward unless his or her supervisor is present. Any pursuit of such relationships by a faculty or staff member should be immediately reported to the counselor or the Chief Student Affairs Officer.

- f. All faculty and staff members are required to report instances of harassment if they are aware. Any faculty or staff member encouraging a student not to report such instances will be subject to disciplinary action.
- a. If any person is informed of a case of harassment, he or she is expected to report the allegation to the appropriate person immediately. In no case shall a victim of harassment be told not to tell or report such an instance. Anyone encouraging a victim to remain silent or failing to report an instance of harassment will result in disciplinary action. In the case of a student victim, it should be reported to the Student Affairs Officer.
- b. For details on prohibited conduct, policy and procedures for protection against sexual harassment, please refer to the HEC Policy on Protection Against Sexual Harassment that we have implemented. The policy is posted on our website: <https://www.fccollege.edu.pk/hec-policy-on-protection-against-sexual-harassment/>
- c. The following employees are nominated to facilitate implementation of the policy. They will hold this office for a period of two years.

**Focal Persons:**

1. Ms. Aisha Ateeq (University Psychology Department)
2. Dr. Ivan Suneel (University Psychology Department/V.R. College)

**Academic Inquiry Committee (for hearing complaints against faculty & students):**

1. Ms. Mussarat Shahid, Chair (University Writing and Communication Center)
2. Ms. Maryyam Khan (University Business Department)
3. Dr. Aneel Samuel (College Urdu Department)

**Administration Inquiry Committee (for hearing complaints against staff, vendors/contractors & visitors):**

1. Ms. Eileen Dass, Chair (Rector's Office)
2. Ms. Sameen McAuley (Human Resources)
3. Mr. Asif Anwar (Purchase & Fixed Assets)

**The Appellate Committee:**

1. Mr. Douglas David, Chair (Human Resources)
2. Dr. Mehwish Raza (University Education Department)
3. Dr. Naila Sehar (University English Department)

- d. Rector is the competent authority for implementation of this code.
- e. The HEC Policy on Protection Against Sexual Harassment has been made in light of the provisions of the Protection Against Sexual Harassment of Women at Workplace Act 2010, details of which are available on [www.aasha.org.pk](http://www.aasha.org.pk).

#### **16.14 Workplace Violence**

- a. Anyone who believes that he or she is a victim of threatening or violent conduct in the workplace, or who observes such behavior or believes a credible threat of such behavior exists, should immediately report the conduct to his/her supervisor/HOD. Those who make such reports in good faith will be protected from any retaliatory employment actions.
- b. **Prohibited Conduct**  
Prohibited conduct in the FCCU workplace includes violent behavior, physical attacks, verbal or physical threats of violence, physical intimidation, stalking, and property damage committed by or against any faculty or staff, or any graduate, or undergraduate student employed at the FCCU. Prohibited conduct does not encompass lawful acts of self-defense or the defense of others. Most personal situations need not be reported to competent authority unless they pose a risk of violence in the workplace. Examples of personal situations that could pose a risk of violence in the workplace and should be reported to the appropriate authority at FCCU include, but are not limited to:
  - i. Incidents or threats of domestic violence against an employee where it is possible that the threatening party could seek out the employee at work;
  - ii. Receipt of threatening or harassing telephone calls, emails, or other communications;
  - iii. Unwanted pursuit or threats by an outside party who has been observed at or near the workplace; and
  - iv. Any situation in which an employee has obtained a protective or restraining order naming his or her workplace as a prohibited area of contact.
- d. The prevention of workplace violence is a shared responsibility. Specific responsibilities are described below.
  - i. An Employee at FCCU should:
    - Report violent incidents or threats of imminent violence to his/her supervisor/HOD
    - Report warning signs of actual or potential violent or hostile behavior that may affect the workplace as soon as possible to his/her supervisor/HOD or HR Office
    - Be alert to behaviors or attitudes that may be indicators of disruptive, threatening, or violent behaviors such as: recent changes in behavior, appearance, or demeanor; work or personal crisis; withdrawal from normal activities or contacts; substance abuse; threats or references to violence or self-harm; possession of or fascination with weapons; and expressions of being wronged, humiliated, or degraded.
  - ii. HODs and Supervisors:
    - Ensure awareness of this policy by faculty and staff, as well as by graduate, and undergraduate student employees within areas of supervision.

- Forward the concerned employee's complaint to HR-Dept. or Director of Safety & Security
- Take appropriate steps to protect those who report threatening behavior from retaliation.
- Participate in planning and response efforts to mitigate the risk of workplace violence.

iii. FCCU's HR Office:

- Respond to reports of workplace violence and emergency situations and coordinate with other law enforcement agencies.
- Advise and coordinate with the Office of the Rector and other affected departments on appropriate responses to threats of workplace violence.
- Take appropriate steps to protect those who report threatening behavior from retaliation.
- Ensure the effective implementation of this policy by collaborating with hiring units/departments.
- Review reports of potential workplace violence or hostility affecting employees, consult other campus units as appropriate, and recommend appropriate responses.
- Oversee disciplinary action against employees who have violated the policy.
- Coordinate preventive measures to encourage a safe and secure workplace.

### **16.15 Appeal**

Any employee who has been dismissed from service can appeal to the Rector who shall refer the case to the Grievance Committee for an impartial investigation and recommendation to the Rector whether the case needs to be reviewed. The decision taken by the Rector will be final.