

CUST Human Resource (HR) Policy



Capital University of Science and Technology

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Abbreviations

CUST	Capital University of Science and Technology
FAC	Faculty Affairs Committee
EOBI	Employees Old Age Benefits
FAC	Faculty Affairs Committee
HoD	Head of Department
HEC	Higher Education Commission of Pakistan
HIV	Harassment Investigation Cell
GPA	Grade Point Average
HR	Human Resources

Introduction

1. The HR Department shall be responsible for the implementation of service statutes and other employment related rules and regulations in various departments of the University.
2. The HR Department shall finalize pre-requisite qualification and experience required for various employment posts of the University prior to advertisement.
3. The HR Department shall assess the induction needs both for faculty and support staff for each department to initiate the induction process.
4. The HR Department shall advertise, short list and arrange interviews and the Head of HR shall act as Secretary Selection Board.
5. The HR Department, on annual basis, shall invite applications for promotion and shall prepare dossiers for consideration of Selection/Promotion Board.
6. The HR Department shall issue appointment/promotion letters and shall be responsible to complete joining process of new inductees.
7. The HR Department shall also be responsible to provide a complete job description and other employment details at the time fresh induction.
8. The HR Department shall maintain a Faculty Handbook and shall ensure its updation from time to time. The same shall be provided to fresh faculty members at the time of their induction.
9. The HR Department shall ensure the genuineness of the employee's credentials by checking their original documents before joining.

10. The HR Department shall be responsible to receive HEC attested copies of employee's degrees/testimonials before their confirmation.
11. The HR Department shall be responsible to maintain personal files of employees of the University.
12. The HR Department shall receive self-appraisal /annual evaluation form on behalf of each employee of the university through their respective Heads and their last year performance against predefined KPI.
13. The HR Department shall be responsible for portal registration and updation of data on monthly basis for timely disbursement of salaries.
14. The HR Department, on the recommendation of concerned Dean and with the approval of Vice Chancellor, shall issue semester/visiting contract and shall process remuneration for visiting and contract faculty members.
15. The HR Department shall deal with external agencies such as EOBI, Social Security and Health Insurance to facilitate the employees.
16. The HR Department shall process, in coordination with Accounts Department, the request for the withdrawal of provident fund of an employee of the University as per prescribed rules.
17. The HR Department shall maintain the record of an employee professional development and shall work with other departments to assess the training related needs to launch appropriate training for employee's grooming.
18. The HR Department shall make necessary arrangements to receive feedback, on prescribed form, from Ex-employees of the University at the time of their clearance.
19. The HR Department shall process cases for the final dues including provident fund of a leaving employee on the receipt of formal clearance.
20. The HR Department shall perform such other duties as may be prescribed by the Vice Chancellor of the University from time to time.

Chapter 1

Faculty Appointment and Responsibilities

At CUST, faculty is appointed by evaluating their academic and research credentials. Faculty induction is usually carried out by adopting an exhaustive process, which includes assessment of the following factors:

- (a) previous academic profile of the applicant.
- (b) teaching competency.
- (c) research potential.
- (d) compatibility of the prospective faculty member with the existing team.

There are different categories of faculty induction, and the details are elaborated in the following section.

1.1 Types of Employment

CUST categorizes its faculty members into following three types, on the basis of their term of employment:

1.1.1 Regular Faculty Members

The term Regular Faculty Member is used for those who are employed through a formal induction process, which requires a personal appearance before the selection board of the University, and subsequent approval of the section board recommendations by the BoG of the University. Regular faculty members shall be full-time employees of the University whose assignments include teaching, research, and/or service to the University, and who hold academic ranks such as professor, associate professor, assistant professor, lecturer or junior lecturer.

1.1.2 Contractual Faculty Members

Contractual Faculty Members are appointed for a specific purpose and period. The assignments pertaining to the contract, its detailed terms and conditions, and the procedure to terminate the contract are defined in the body of the contract, signed by the parties. Terms and Conditions of the contract are clearly defined, and have no long term benefits associated. The maximum duration of a contract cannot be more than five years.

1.1.3 Visiting Faculty Members

A visiting faculty member will normally be appointed for a semester on need basis, and only in exceptional circumstances such an appointment be made for a period exceeding one semester.

1.2 Specific Guidelines for Regular Faculty Members

- (a) Regular Faculty Members shall perform, observe, and conform to such duties and instructions as may from time to time be assigned by the Dean of the Faculty/ HoD of the respective department or communicated by the university, and shall

discharge his/her duties efficiently and diligently to the satisfaction of the university's authorities, and shall not act in any manner contrary to the interest of the university.

- (b) Regular Faculty Members must strictly adhere to the class timings and specify office hours for students' consultation.
- (c) Regular Faculty Members shall not indulge in any political, sectarian, ethnic or unlawful activity.
- (d) Regular Faculty Member's designation, responsibilities or duties may be changed according to the requirements of the university.
- (e) usually, the first one year of the employment shall be a period of probation, during which the Notice Period for termination shall be only one month. In case a Regular Faculty Member omits to give one month's notice, one month's salary will be forfeited. The probation period may be extended, under special circumstances, on the recommendations of the HoD/Dean of the faculty.
- (f) unless the Probation Period is extended, or the employment terminated during the Probation Period, Regular Faculty Member's employment shall be confirmed precisely one year after the date of appointment.
- (g) Regular Faculty Members shall not be entitled to resign and leave during on-going semester as it would adversely affect the studies/research at the University. Therefore, Regular Faculty Members shall ensure that they opt for a date of resignation which shall be effective after the date of termination of the academic semester.
- (h) for any breach of discipline/code of conduct/contractual obligations etc., the concerned Regular Faculty Member shall be issued an explanation by the respective HoD, or in his absence by the next superior officer. Copy of such explanation shall be sent to the Dean and the Vice Chancellor for information. For minor breaches the HoD may issue a letter of Advice or a Letter of Warning to the individual concerned. In case the offence is of a serious nature, or the Regular Faculty Member ignored an earlier warning by the HoD, his case shall be referred to the Faculty Affairs Committee (FAC).

- (i) After the completion of the probationary period, Regular Faculty Members may be dismissed from service on the grounds of violating rules, inefficiency, moral turpitude, physical or mental incapacity, or gross misconduct, by the Vice Chancellor as per the recommendations of the FAC, on a notice of two months, or in lieu thereof, payment of two month's basic salary.
- (j) Regular Faculty Member's employment shall be subject to unilateral termination by either party, with a notice of two months or whatever is mentioned in the employment letter, or in lieu thereof, payment of two months' basic pay.
- (k) in case of leaving the university, he/she is required to get Clearance from the University on prescribed proforma provided by the HR Department.

1.3 General Guidelines

The faculty members will:

- (a) observe the University working hours issued by the University from time to time, which usually are 9:00 a.m to 5:00 p.m (Monday through Friday). Sundays are weekly holidays. Saturdays are also weekly holidays unless notified otherwise. In case, one has a class before 9:00 a.m. or after 5:00 p.m. he/she needs to adjust the working hours (40 hours a week), according to his/her timetable for the concerned semester.
- (b) be part of the organizing committees formed to conduct the University functions, admission tests, convocations, conduct of examinations, meetings, etc.
- (c) not take part time jobs outside the university (Regular and Contractual), without prior approval of the Vice Chancellor. There is, however, no such restriction after the scheduled working hours.
- (d) follow the chain of command through respective HoD / Dean, the Vice Chancellor and the Board of Governors.

- (e) observe punctuality and regularity in taking classes, except in case of emergency, whereby the HoD should be informed well in time so that alternative arrangements can be made.
- (f) mark the attendance of the students in each period/class.
- (g) coordinate with the department to acquire the approved course outline before the Semester starts, and upload at the web/portal within the notified deadline.
- (h) prepare and grade question papers, assess assignments, quizzes, tests and examinations and submit the result by or before the prescribed dates. Be particular in submitting the results of the mid-term and final examinations as well as those of internal evaluation (quizzes/projects/assignments) before deadline, so that the same are available to the Controller Examinations for announcing the results in time.
- (i) assist the HoD/Dean in developing the academic courses and implementing the Teaching Plan.
- (j) maintain discipline in the class and ensure students' conformity to the University Dress Code and class decorum.
- (k) act as a role-model for the students through exemplary display of own behavior, dress and conduct, on and off the Campus.
- (l) act as student counselor as per the guidelines given by the HoD.
- (m) submit the course file as per guideline provided by the department.
- (n) cooperate with other team members/employees.
- (o) initiate fine slips to students, if given the charge for minor breach of discipline, and write report for an action on a more severe offence. The fine slips or reports are to be sent to the Students' Affairs Department, or the HoD Office, the same day for counter signatures and further disciplinary action.
- (p) inform HR office about any change in personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), educational qualifications, honorary appointment etc., so that employee records can be updated.

- (q) comply with the local laws in which we operate. Each employee is expected to be familiar with the law as it applies to his/her job, and management shall be responsible for the provision of necessary instruction and advice as appropriate.
- (r) respect the personal dignity, privacy, and personal rights of every individual. Management will not tolerate any discrimination, harassment or offense. Faculty is expected to be honest, ethical and responsible. These principles shall apply to both internal cooperation and conduct towards external partners.

1.4 Specific Disciplinary Guidelines

- (a) University has stringent rules for students regarding plagiarism when writing their papers, which are available in the form of a booklet on the university Portal. The same rules apply to faculty members in their research/publications.
- (b) no employee of the University may directly or indirectly offer or accept gifts, services or entertainment intended for the personal use of an individual or employee or an agent of another corporation, organization or government in return for specific favorable business decisions or treatment, neither in monetary form nor as some other advantage.
- (c) faculty/staff members should, as far as possible, politely decline the offer of gifts and communicate that they are not permitted to do so as an institutional policy. However, if the presenter is insistent, the faculty/staff member should inform him/her that the gift will not be retained but will be handed over to the University.
- (d) gifts will not refer to flowers and eatables like sweetmeats (mithai), chocolates etc, often given by students to faculty and staff members in the department as a whole.
- (e) no employee may use his/her job title to demand, accept, obtain, or be promised advantages.
- (f) assets of the University such as vehicles, equipment, furniture & fixtures, machinery, spares, etc., are to be used exclusively for university business, unless specifically authorized.

- (g) in no case may any information be retrieved or transmitted which incites racial hatred, glorification of violence, or other criminal acts. No employee shall be permitted without the consent of his/her superior to make records, databases, recordings or reproductions unless this is done for the University's business.
- (h) confidentiality must be maintained with regard to internal matters, which have not been made known to the public. The obligation to maintain confidentiality shall extend beyond the termination of the employment relationship.
- (i) the University provides access to and use of electronic mail, the intranet and the internet for business purposes. We do this to make it easier for the University employees to communicate with each other, and with appropriate outside parties - including contractors, suppliers, and government agencies, and other academic institutions.
- (j) no one is authorized to use University's electronic media for any purposes that violate applicable laws, rules and regulations or university standards, policies or procedures. This includes transmission of threatening, obscene or harassing materials.
- (k) incidental personal use of electronic media that does not interfere with University's business or an employee's performance of his or her responsibilities is acceptable, as long as such use does not include illegal, unethical or otherwise offensive subject matter.
- (l) except as otherwise provided by applicable law, no employee has any right to privacy regarding use of or access to any electronic media provided by or through the University. CUST may monitor or access officer or employee use of its electronic media at any time in accordance with applicable law.

1.5 Guidelines for the Visiting Faculty

- (a) the Visiting Faculty Member (VFM) is hired on a contract for a period of one semester on the basis of the actual contact hours undertaken. Duties like setting

and marking of the papers, etc. are not paid for. The Visiting Faculty Member (VFM) is to adhere to the following Working Rules:-

- (i) it is the moral obligation of the Visiting Faculty Member to complete the term of contract in order to avoid administrative difficulties for the University and academic loss to the students.
- (ii) VFM are to be punctual in reaching the classroom for taking the class on time, as well as in leaving the class on time. They must reach the University campus at least ten minutes before the class starting time.
- (b) they are to specify a time period that is convenient to them as well as to the students, at least once a week, in which the students could discuss their individual academic problems with them outside the class.
- (c) they are to follow the course outline as well as other instructions issued by the University.
- (d) they are not to miss any assigned class without prior notice of at least one day in writing to concerned HoD. In emergencies too, the HoD/Dean must be informed. The missed classes are to be made up with consultation of the department.
- (e) they have to mark the attendance of the students in each period/class.
- (f) university shall make Visiting Faculty Member's payment twice in a semester through cross cheque but this mode of payment may change subject to University's account rules.
- (g) they are responsible to submit the course file as per guidelines provided by the department.

1.6 Teaching and Other Workload

The academic load of teaching faculty is normally determined by the Head of Department in consultation with the respective Dean, keeping in view the following components:-

- (a) research activities.
- (b) any administrative assignment given by the university.
- (c) involvement of the faculty member in Industrial research.

Typically, a junior faculty member (Lecturer/Assistant Professor) is required to teach 12 Credit Hours whereas a senior faculty member 9 Credit Hours.

1.7 Remuneration and Benefits

- (a) **Salary:** Salary package of the Faculty Members will commensurate with their qualification and experience. However, it will be inclusive of House Rent, Conveyance Allowance, Utility Allowance and Additional Increments. Other benefits include contributory provident fund and medical insurance.
- (b) **EObI:** Regular Faculty Member's previous rights, if any, will remain intact.
- (c) **Medical Cover:** Regular Faculty Members and their dependents (spouse, children and parents) are covered by a medical health insurance plan under the Umbrella of Punjab Group of Colleges. The amount of medical coverage is limited and details of medical cover are available with the University HR department.
- (d) **Contributory Provident Fund:** Contributory Provident Fund scheme is applicable to Regular Faculty Members. The objective of the Fund is to provide financial benefit/relief as welfare measure. Employees contribute at the rate of 05% of their basic salary which is matched by the university. Further details of the scheme are available with account office.
- (e) **Improvement in Qualification:** Opportunities would be there to enable the faculty members to obtain higher qualifications, through split or other collaborative programs within the university and abroad, subject to performance of the faculty and recommendations of HoD/Dean of the Faculty, and rendering of bond by him/her to serve the university for a specified period after attaining the higher qualification.

- (f) **TA/DA:** TA/DA for official duty is admissible under the university rules.
- (g) **Faculty Member Consultancy:** Consultancy/joint research of the faculty is allowed, as long as the university obligations are met.
- (h) **Fee Rebate for Family:** Subject to availability of funds, faculty members' spouse and children may be provided with the benefit of full or partial tuition fee waiver to obtain their undergraduate/graduate degree at the university. Such family member shall not enjoy any special admission status, and must meet the eligibility criteria.

1.7.1 Retirement/Termination

All university employees shall retire at the age of 60 years, provided that the university may, in public interest with the prior consent of the Vice Chancellor and subject to physical fitness, re-employ a person, on contract, beyond the age of 60 years for a period not exceeding 2 years at a time, on the salary not exceeding the one he/she drew when he/she attained the age of 60 years. During post-retirement employment, a faculty/staff member will be entitled to all benefits as elaborated in the contract. A faculty/staff member will be informed of his/her retirement date one year in advance of the effective date through the HR Department.

1.7.2 Employees Old Age Benefits Institution (EOBI)

All regular employees of the University will progressively be registered with EOBI and will be entitled to the benefits, and governed by the terms and conditions as laid down in the EOBI Act-1976, as amended from time to time.

1.7.3 Death Coverage to Regular Faculty Members

In the event of the death of an employee, the dependent family members or legal beneficiaries of the employee shall receive from University the salary for the month during

which the death occurred. The family will, in addition, receive two months basic salary of the deceased to meet the immediate expenses.

- (a) additionally, the University will cover reasonable expenses associated with transportation of the deceased to his/her home town.
- (b) the VC may waive off any amount owed to the University or clearance requirements.

1.7.4 Research/Publication/Supervision

The details of other benefits associated with research publication/supervision are available in the Account office of the university. For the time being these are as follows:

(a) Undergrad Project

- (i) supervisor shall be paid Rs. 12,000/- per project upto maximum 05 projects per semester
- (ii) for a group less than 03 students, Rs. 3,000/- shall be paid
- (iii) In case of Psychology, a payment of Rs.6,000/- per project/thesis shall be paid.

(b) MS Thesis/Project

- (i) Supervisor shall be paid on the completion of thesis/project as per following:-
- (ii) MS Thesis Rs. 20,000/-
- (iii) MS Project Rs. 8,000/-

MS Thesis Examiner shall be paid as:-

- (i) External (01) Rs. 10,000/-
- (ii) Internal (01) Rs. 5,000/-

(c) PhD Thesis

- (i) On the successful completion of PhD dissertation, supervisor shall be paid Rs.100,000/-

- (ii) PhD Synopsis Examiner shall be paid as:-
- i. BASR nominee (01) Rs. 5000/-
 - ii. Internal (01) Rs. 5000/-
- (iii) Internal (01) and External (02) examiners of the PhD dissertation shall be paid Rs. 10,000/- and Rs. 25,000/- each, respectively.
- (iv) Foreign evaluator/reviewer (02) shall be paid USD 350/- each.

1.7.5 Employee's Laptop Provision Policy

The purpose of this document is to implement a standard official laptop allocation, purchase, usage and cost sharing mechanism for the Capital University of Science and Technology (the University).

- (i) **Objective:** To devise a policy of laptop purchase, allocation to employees, usage of laptops, cost sharing and replacement of laptops (notebook) computers by the University.
- (ii) **Process Owner:** Information Technology department of the University will be responsible for the implementation of this policy.
- (iii) **Eligibility:** All teaching staff will be eligible to avail laptop policy. The following table will be used to establish eligibility criteria for the employees:

S.No.	Designation	Specifications
1	Dean	HP/Dell Core i7 , 8GB RAM, 1TB HDD
2	Professor	
3	Associate Professor	HP/Dell Core i5 , 4GB RAM, 500GB HDD
4	Assistant Professor	
5	Senior Lecturer	
6	Lecturer	
7	Associate Lecturer	
8	Director	
9	Manager IT	

- (iv) **Purchase of Equipment:** The University will purchase employees recommended/selected brand laptop from its vendors to provide its employees.

- (v) **Maintenance of Equipment:** Employees will be responsible for the maintenance of the equipment provided to them. The equipment means Laptop, Optical Mouse, Laptop Charger and Laptop Bag. Laptop comes with one-year warranty period. In-case any of the provided equipment fails while in their possession, employee(s) will be responsible to fix the issue.
- (vi) **Useful Life:** The useful life of the laptops purchased will be four (4) years. After completion of four (4) year period the University will provide new laptops.
- (vii) **Stolen/Theft:** In case of laptop stolen or theft during the four (4) years tenure replacement laptop will not be issued whereas depreciated amount will be recovered from the employee in case of resignation/termination within four (4) year of service. After completion of four (4) year period the University will provide new laptop.
- (viii) **Replacement of Existing Laptops:** All laptop given to employees will be changed with a new laptop as per table 1 after 4-year laptop assignment.
- (ix) **Ownership of the Equipment:** Since the purchase of the equipment, ownership of the equipment remains with the employee. Therefore, in case an employee leaves the University within four (4) years of the laptop purchase, equivalent amount mentioned in the following table will be deducted from his/her salary or provident fund. Employee will sign an undertaking attached as Appendix-D.

Age of Equipment	Percentage of Cost to be deducted
Up to one year	80%
More than 1 year, but less 2 years	60%
More than 2 years, but less 3 years	40%
More than 3 years, but less 4 years	20%
More than 4 years	0%

After 4 years of service, used laptop will be given to the employee.

- (x) **Effective Date:** This Policy will be effective from the date of approval by the University Management.

1.8 Faculty Hiring and Evaluation

The requirement of the new faculty is justified by the Head of the Department according to department's goals and program objectives. The hiring decision is made by the Selection Board of the University. The new faculty hiring procedure is initiated once hiring proposal is approved. The faculty hiring procedure follows the guidelines defined in the Statutes of the University.

1.8.1 Annual Faculty Evaluation

All faculty members have to fill a Self Appraisal Form and submit to concerned HoD on an annual basis (Appendix-A). The HoD then appraises the faculty member based on the submitted Self Appraisal Form and his/her own assessment of performance during the year. The HoD then reports his findings through an Annual Evaluation Form for each faculty member (Appendix-B). The HoD's appraisal of the faculty is then countersigned by the Dean and submitted to HR office.

All promotions, renewal and extension of contracts, annual increment in faculty salary, etc., shall be based on these Annual Evaluation Forms.

1.8.2 Faculty Appointment/Promotion Policies

The appointment/promotion rules for faculty are provided below:

- (i) **Lecturer/Research Associate:** First Class MS/MPhil/equivalent degree awarded after 18 Years of education in the relevant field from an HEC recognized University/Institution.
- (ii) **Assistant Professor:** PhD in relevant field from HEC recognized University/Institution.
No experience required.

- (iii) **Associate Professor:** PhD in the relevant field from an HEC recognized University/Institution.

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

OR

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

The applicant must have 10 research publications with at least 4 publications in the last 5 years in the HEC recognized Journals.

- (iv) **Professor:** PhD from an HEC recognized Institution in the relevant field.

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

OR

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

The applicant must have 15 research publications with at least 5 publications in the last 5 years in HEC recognized journals.

The faculty member can apply to HoD for promotion, if he/she fulfills the criteria of the next faculty position. The HoD will forward his/her request to FAC after the evaluation along with his/her opinion of recommendation/regret. The FAC after evaluating the credentials of the faculty member will forward their recommendations to the VC.

1.9 Leave Policy

Employees of the University shall be entitled for the following kind of leaves as prescribed by the University from time to time:

- i. **Annual leave** – a University employee shall be entitled to avail 14 earned leaves per annum.
- ii. **Casual leave** – a University employee shall be entitled to avail 10 casual leaves per annum.
- iii. **Maternity leave** – Maternity leave may be granted to a female employee of the University on full pay, outside the leave account, to the extent of 30 days in all.
- iv. **Special leave** – An academic employee may be granted a special leave without pay for the improvement of qualification, if needed by his department, for a period required for that degree.
- v. **Research Leave** – An academic employee may be granted a research leave during the summer semesters for research projects with those organizations or Universities having memorandum of understanding with the University.

1.9.1 Penalties

Following penalties are to act as deterrent against a Faculty Member going on leave without prior permission:

- (a) any faculty member proceeding on leave without obtaining the approval of the concerned authority shall be considered absent from duty, and asked by the HoD/Dean to render a written explanation. If the explanation is found unsatisfactory, the faculty member can be fined 05% of his/her basic salary for every day of absence. In cases of prolonged or repeated absence, the faculty member will be subjected to disciplinary action that may lead to dismissal from service on the evaluation and recommendation by FAC.

- (b) a copy of the faculty member's explanation, and the action taken thereon, shall be retained in his/her dossier, kept in the HR office, for record.
- (c) the instructor availing the leave will have to take missed classes with consultation of the HoD.
- (d) any leave exceeding the prescribed annual leave and casual leave, if granted, will be considered as leave without pay.

1.10 Harassment Policy

Harassment is defined as an unwelcomed behavior from a person who holds some kind of power or authority over the person being harassed. These advances may include, but may not be limited to verbal or physical communication with some sort of overtones, that make the victim uncomfortable and affect his/her performance. This becomes particularly problematic for students or employees, when:

- (a) submission to such conduct is made a term or condition for employment or participation in an educational program.
- (b) submission to or rejection of such conduct is used as a basis for employment or academic decision directly affecting the individual.
- (c) such conduct has the purpose or effect of unreasonably interfering with an employee's work performance or student's academic performance, creating an intimidating, hostile, or offensive work or learning environment.

University upholds zero tolerance for any form of harassment that interferes with the work performance of a student or faculty member/staff. In order to prevent sexual and all other types of harassment on its campus, the University has developed a policy, whose aim is to make the campus harassment free. This policy is being followed in the letter and spirit. The University has an established "Harassment Investigation Cell" (HIV Cell) on campus. If anyone (be it a student or faculty/staff) in the university feels that they are

being harassed, they can either approach their class advisor, HoD/Dean or send an email to hiv.cell@cust.edu.pk. All cases are handled and resolved in a professional manner so that the confidentiality of all parties is maintained.

1.11 Harassment Investigation Cell (HIV Cell)

The harassment cases shall be dealt by the HIV Cell on behalf of the Vice Chancellor. The HIV Cell comprises of the following members:

- (a) Dean of Faculty, Convener
- (b) Registrar, Member
- (c) HoD, Member
- (d) Director Student Affairs

1.11.1 Appeal Against HIV Cell Decision

The faculty member/staff /student may make an appeal to the Vice Chancellor against any decision within six days. The decision of the VC will be final.

1.12 Grievance Handling and Code of Conduct Violations

It is the policy of the University to provide every employee the right to an internal review of a condition, decision, or treatment unsatisfactory to the employee and affecting his or her employment. Open communications between supervisors and employees are strongly encouraged to assist in effective and timely resolution of employee issues. Human Resource staff is also available to discuss any matter brought forward and assist in informal

problem resolution. Retaliation in any form against an employee initiating a grievance is discouraged and penalized.

The purpose of the grievance procedure is to provide a system for addressing Code of Conduct violations or other work-related issues. Matters related the University policy cannot be questioned.

Definition:

A grievance is defined as any dissatisfaction, complaint, irritation or any misunderstanding of an employee, or group of employees, concerning a matter or situation related to work or management. Some examples of grievances are listed below:

- (a) grievances relating to the terms and conditions of employment;
- (b) grievances relating to the work relationship between an employee and colleagues;
- (c) grievances relating to various types of harassment, including sexual harassment;
- (d) grievances resulting on account of victimization of an employee.

The university strongly encourages all employees to try and resolve issues before they become grievances by discussing them informally with their supervisor/department head and/or Dean.

1.12.1 Processing of Grievance Cases

When informal approaches have been exhausted and the issue has not been resolved, the employee has the option of resorting to a formal grievance procedure, which can be lodged as a formal written grievance to FAC. In case the applicant identifies conflict of interest with any member of FAC, he/she can give a written application to the Vice Chancellor for reconstitution of FAC committee for that specific case.

Disciplinary actions owing to Code of Conduct Violation can be:

- (a) verbal Warning(s) / reprimand(s);
- (b) written Warning(s) / reprimand(s);
- (c) transfer to another position;
- (d) restitution in whole or in part any pecuniary loss caused to the organization due to the negligence, dishonesty or any other act of omission;
- (e) termination.

The Employee Grievance Procedure is not a legal proceeding and no legal representative will participate.

Chapter 2

Faculty Development

CUST recognizes the importance of faculty development and thus, follows a comprehensive policy towards training, grooming and development of its faculty, including both senior as well as junior faculty members.

2.1 Objectives of Faculty Development Program

The main objectives of Faculty Development Program at CUST are to:

- (a) facilitate the faculty members in improving and updating their content knowledge by providing sufficient learning opportunities to them.
- (b) assist the faculty members, both seniors and juniors, to constantly update and improve their knowledge, instruction methodology, and adapt new innovative techniques towards teaching.
- (c) promote research activities of the faculty members by providing conducive environment and maximum possible assistance.
- (d) provide ample facilities and encouragement to faculty members for industrial liaison, in order to include a healthy flavor of industrial practices along with course work.

- (e) ensure targeted approach for development skills of individual faculty members by analyzing their strengths and weaknesses on annual basis.
- (f) assess the performance of the faculty members against the targets defined through mutual consent at the start of the year.
- (g) support the development of each faculty member by using the faculty assessment outputs to set goals for the ensuing year.

Various modules of the Faculty Development cycle are described individually in the subsequent paragraphs. The complete flow chart of the Faculty Development and Assessment Cycle is given in Fig. 4.1.

2.2 Higher Education Opportunities

Faculty members are always encouraged to enhance their qualifications by providing ample opportunities of higher education. Since, the University has its own credible and mature graduate programs, the junior faculty is encouraged to take admission in these programs. The faculty members are awarded scholarships if they are enrolled in these MS or PhD programs. Any faculty member interested in PhD abroad is granted an unpaid leave from the University.

2.2.1 Enrolment in PhD Program (within the University)

Faculty members can register for a PhD program in the University and can avail scholarships as mentioned in Table 2.1.

2.2.2 Enrolment in PhD Program (Indigenous)

Faculty members can register for PhD program (Indigenous), subject to the following conditions:-

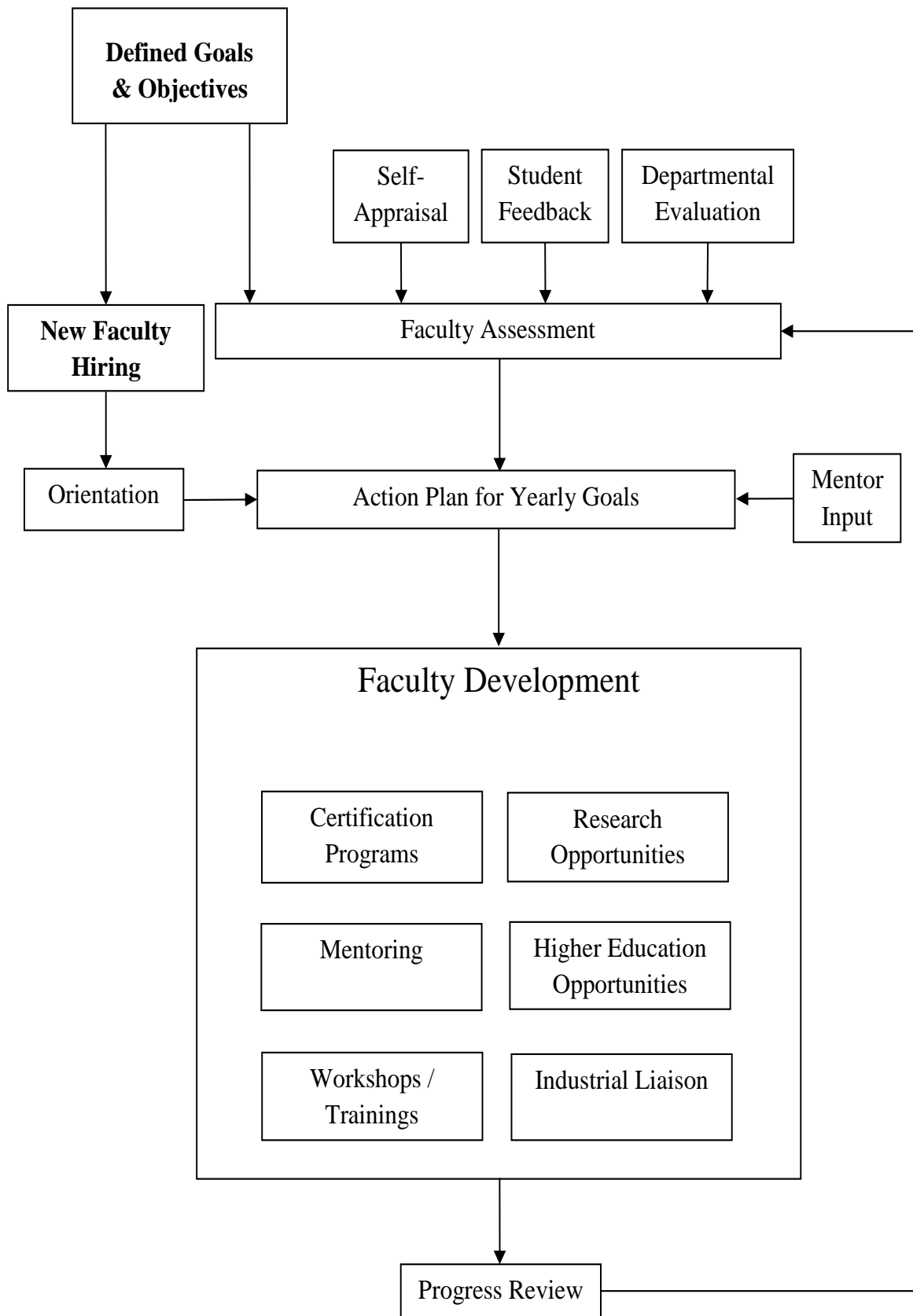


FIGURE 2.1: Faculty development and assessment cycle.

TABLE 2.1: Faculty scholarship.

S. No.	Service Length at the University	Scholarship	Continuation GPA
1	Faculty with at least 3-year service	50% Tuition Fee Waiver	GPA \geq 3.0
2	Faculty with at least 4-year service	75% Tuition Fee Waiver	GPA \geq 3.0
3	Faculty with at least 5-year service	100% Tuition Fee Waiver	GPA \geq 3.0

- (a) he/she needs MS/MPhil degree from a recognized institution.
- (b) the faculty members shall be recommended by the department for admission only in an area related and relevant to existing or planned University programs. Each department may recommend a suitable number of faculty members, which would, in the judgment of HoD, not affect functioning of the department.
- (c) the faculty member shall be less than 35 years of age.
- (d) the HoD may recommend faculty member for financial sponsorships upto 75% of the tuition fee.
- (e) in case the University sponsors faculty member for a PhD program, he/she may apply for, and be granted, a study leave of maximum one semester, with pay.
- (f) Faculty member will continue to observe the regular office hours of the University, and shall obey all other rules and regulations.
- (g) after at least two years of enrolling in the PhD program, the faculty member may apply for, and be granted, a study leave of maximum one semester with pay.
- (h) in case sponsorship is not approved, University may grant leave without pay for specific time.
- (i) maximum period for PhD will be 4 years.

2.3 Short Courses/Conferences/Workshops

The University is keenly interested in developing the abilities and teaching skills of its faculty members. For this reason, it encourages their participation in all such programs, on and off the campus, which may contribute towards their professional development (see Table 5.1).

Duration of such short courses/workshops may vary depending upon the approval of the competent authority. A faculty member can avail such opportunities, which will enhance his subject development or pedagogy of that particular subject. The university may sponsor such opportunities as per the recommendation of respective HoD.

2.4 Mentoring

Mentoring is an essential part of the faculty development plan as it makes the development more target oriented. Mentoring is not only essential for junior faculty but also for senior faculty and helps them to have an independent critical review of their own progress. For junior faculty members, mentoring will be beneficial as they will be provided with constant guidance. With each faculty member, a mentor will be assigned to support the faculty member on his progress review, self-assessment, planning or any official issue, which may arise. Any senior faculty member (Assistant Professors, Associate Professors and Professors) is eligible and can be assigned as a mentor.

2.5 Action Plan for Yearly Goals

Planning for the next year provides a targeted approach to faculty development. At the start of each year, the progress of each faculty member in the last year is reviewed thoroughly in an individual research meeting, and a development plan for next year is made. This plan is developed by mutual consultation of faculty member, his/her mentor and HoD. The targets are set for the next year, and avenues like specific trainings,

certifications, higher education courses, etc. are identified to further enhance the skills of the faculty member. These plans are important because for each year's assessment, the progress is gauged against the plans set for that year.

2.6 Industry Liaison

The industrial exposure of faculty contributes a lot in preparing students for the industry. CUST encourages its faculty members to have collaborations with the industry. Industry liaison of faculty members is considered a big positive during the assessment of his/her performance. Due to this encouragement, a number of its faculty members are actively pursuing joint projects or consultancy arrangements with industry. The revenue earned by the faculty through consultancy is shared in the ratio of 70:30 between faculty and university, respectively. As an outcome of these collaborations, a number of students are also involved in the industrial projects, which will boost their chances for jobs.



Capital University of Science and Technology

SELF APPRAISAL FORM FOR THE YEAR _____ (_____ to _____)

NAME:

DEPARTMENT:

DESIGNATION:

DATE OF JOINING:

1. TEACHING: [Do not enter courses for which you have been paid as visiting]

Semester	Course Code	Course Title	No. of Students	Student Average Grad	Student Feedback

2. COURSE FILES DEVELOPED:

Course Title	Course Details

3. NEW COURSES INTRODUCED:

Course Code	Course Title

4. INTRODUCTION OF INNOVATIVE METHODS IN TEACHING:

5. UNDERGRADUATE PROJECT SUPERVISED:

S #	Title of the Project
1.	
2.	
3.	
4.	
5.	

6. GRADUATE PROJECT SUPERVISED:

S #	Title of the Project
1.	
2.	
3.	
4.	
5.	

7. FUNDED RESEARCH PROJECTS:

Project Title	Funding Agency	Start Date	End Date	Role
1.				
2.				
3.				
4.				
5.				

8. THESIS AND DESSERTATION SUPERVISED:

Student's Name	Thesis Title	Degree

9. PUBLICATIONS FOR THE LAST TWO YEARS:

Class:			
CP:	Conference Publication	PM:	Publication in a Magazine
JP:	Journal Publication	OP:	Other Publication
TRP:	Technical Reports & Proposals		
Status:			
A	Accepted/Published	S	Submitted
NO	CLASS	TITLE	STATUS
1.			
2.			
3.			
4.			
5.			
6.			

10. SEMINARS / WORKSHOPS / TRAINING

S #	TITLE	PLACE	DATE

11. INDUSTRIAL VISITS ORGANIZED:

S #	Details

12. COLLABORATION AND MOUs:

S #	Details

13. COURSE COORDINATION:

S #	Details

14. OTHERS

S #	Details

Signature

Date:



Capital University of Science and Technology

ANNUAL PERFORMANCE EVALUATION **BY THE HEAD OF DEPARTMENT**

For the Period from 01-07-20 to 30-06-20

NAME:

DEPARTMENT:

DESIGNATION:

DATE OF JOINING

1. TEACHING

Student Evaluation	Course Material	Other Teaching Activities	
<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Marginal <input type="checkbox"/> Poor	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Marginal <input type="checkbox"/> Poor	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Marginal <input type="checkbox"/> Poor	
Overall Teaching Evaluation:	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Marginal <input type="checkbox"/> Poor

2. RESEARCH AND DEVELOPMENT

No. of Journal Publications in Last Two Years (ISI Listed)			
No. of Conference Publications (Archived)			
Conferences Attended	a- Local	b- Abroad	
Overall Research Evaluation:	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Marginal <input type="checkbox"/> Poor

3. PERSONAL TRAITS

Dependability	Co-operation	Initiative:
<input type="checkbox"/> Highly dependable <input type="checkbox"/> Dependable <input type="checkbox"/> Not dependable	<input type="checkbox"/> Highly Cooperative <input type="checkbox"/> Cooperative <input type="checkbox"/> Non Cooperative	<input type="checkbox"/> High Degree <input type="checkbox"/> Medium <input type="checkbox"/> Lacking

4. ANNUAL INCREMENT

<input type="checkbox"/> Routine Increment	<input type="checkbox"/> ½ Increment	<input type="checkbox"/> Special Increment
In case of Special OR ½ Increment give quantifiable reasons:		
Note: Only 2 persons can be recommended from a faculty for special increment.		

5. PEN PICTURE (In case of negative remarks it will be shown to the concerned individual)

6. OVERALL EVALUATION

- Excellent
- Very Good
- Marginal

7. RETENTION

- Indispensible
- Suitable
- Not suitable

Signature: _____

Date: _____

8. COUNTERSIGNED BY THE DEAN

- | | | |
|--|---|------------------------------------|
| <input type="checkbox"/> Agreed with the HoD | <input type="checkbox"/> Partially Agreed | <input type="checkbox"/> Disagreed |
|--|---|------------------------------------|

Remarks:

Signature:

Date:



Capital University of Science & Technology

Islamabad

Expressway, Kahuta Road, Zone-V, Islamabad

Phone: 92-51-111-555-666 Fax:92-51-4486705

Email: info@cust.edu.pk Website: http://www.cust.edu.pk

LEAVE APPLICATION FORM

<input type="checkbox"/> Name			
<input type="checkbox"/> Designation			
<input type="checkbox"/> Department / Office			
<input type="checkbox"/> Nature of Leave			
<input type="checkbox"/> Reason for Leave			
<input type="checkbox"/> Leave Required	From:	To:	No. of days:
<input type="checkbox"/> Contact No (during leave)	Land Line:	Mobile:	

Date _____

Signature _____

RECOMMENDATIONS OF THE DEPARTMENT/SECTION INCHARGE

Signature _____

Leave Record:

Leave Availed: _____

Leave Balance: _____

Signature: (HR Dept.) _____

Approval by VC:

Signature: _____



Capital University of Science & Technology Islamabad

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: 92-51-111-555-666 Fax: 92-51-4486705
Email: info@cust.edu.pk Website: <https://www.cust.edu.pk>

UNDERTAKING

I, Mr. / Ms. _____ son/daughter/wife of
_____ bearing CNIC No. _____ do
hereby declare:

1. That I have been appointed in Capital University of Science and Technology as
_____ on _____.
2. That I have applied to the university for the laptop required for my job.
3. That I will keep the laptop and associated accessories in safe and sound
condition and will avoid damaging the same.
4. That in case of resignation/termination, the university will deduct the amount
mentioned in laptop policy from my salary or provident fund.
5. That the use and provision of the equipment is governed by the "Employees
Laptop Provision Policy" which I have carefully read and have fully agreed with,
the conditions laid in it.

Executant:

Mr. / Ms. _____ Signature: _____

Date: _____



Capital University of Science & Technology Islamabad

Expressway, Kahuta Road, Zone-V, Islamabad
Phone: 92-51-111-555-666 Fax: 92-51-4486705
Email: info@cust.edu.pk Website: <https://www.cust.edu.pk>

Name:	Employee Code:
Department:	Designation:
Contact number:	Email:
Brand:	Serial Number:
Laptop Purchase Date:	Laptop Issue Date:
Laptop Price:	
<u>Laptop Detail:</u> Processor: RAM: HDD: Display: Power Adapter: Warranty: Other Accessories included:	

Further Details:

Note:

Receiver's Signature

Issuer's Signature:
