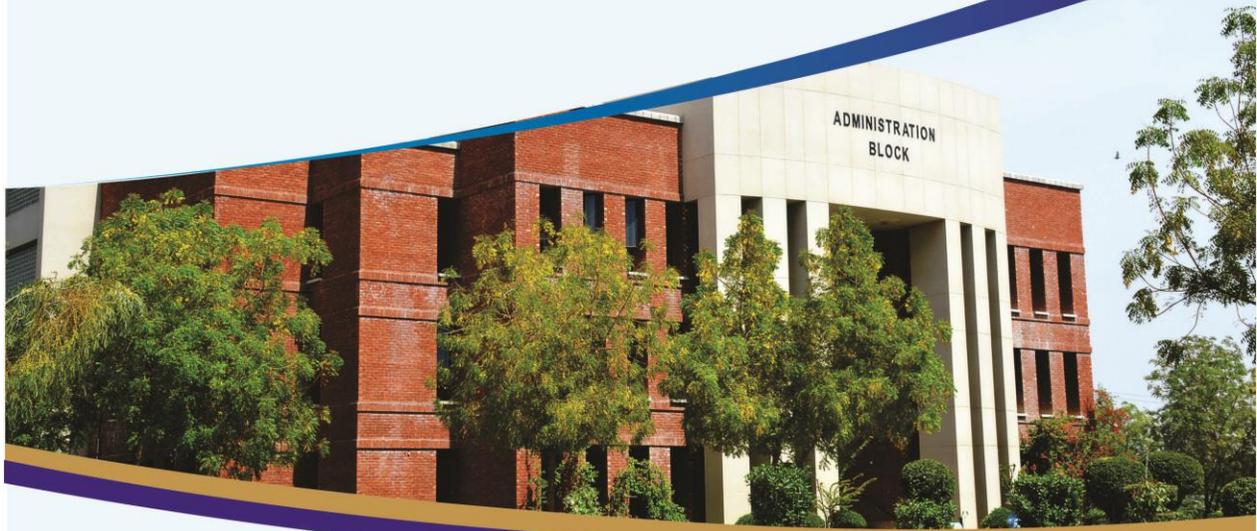


MERIT | QUALITY | EXCELLENCE



Employees Handbook - 2018



SUKKUR IBA UNIVERSITY

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Dear Employee,

Greetings!

We are delighted to take you onboard at Sukkur IBA University. We encourage you to direct your efforts and talents towards helping us realize our vision of becoming a World Class university in higher education.

The Sukkur IBA University (SIBAU) focuses on the development and education of the whole person. SIBAU is a special place where you shall be challenged to develop your own ideas, and learn about your individual talents and determine how to use these gifts to serve others and cherish the lives of our students.

This shall be an exciting and changing times for you at the SIBAU. All of life is about change, and one of the most challenging areas of change is adapting to a new working environment. We hope to make your transition easier by providing this employee handbook to help you understand the policies and procedures of the University.

We are a close and caring community where faculty, staff, and students make friends for life. They learn that the offices and classrooms are quiet places to extend into the world beyond the boundaries of SIBAU's campus.

Again, welcome to SIBAU! We hope that you shall find that the people you meet and the work you do here shall be rewarding and enriching.

Sincerely,

Vice Chancellor
Sukkur IBA University
Sukkur, Pakistan.

Preface

Orientation to workplace policies and procedures is very significant in its nature for any existing and a new employee. In order to keep an employee abreast of information related to, organization as a whole and human resources in particular, manual and handbook are designed and presented to all stakeholders. With this connection, this Employee Handbook has been prepared to provide key information regarding Sukkur IBA University's policies, and procedures, for employees. It entails Sukkur IBA University code of conduct and also provides information regarding Human Resource policies and procedure. The Handbook also serves the purpose of general information related to general administration policies and procedure.

Being a part of Sukkur IBA University community, each of us makes special contribution to the University. We hope that this shall be a positive, productive, and rewarding experience for you. We believe in spirit of teamwork – individuals working together to attain common goals. We believe that we could not advance University's mission without your support. We serve as mentors, advisors, friends and colleagues to students, parents, alumni, faculty and staff members.

The policies stated herein are subject to change at any time at the sole discretion of the University. Moreover, if you have any questions, concerns, complains, suggestions or would like more information, your immediate Supervisor is your most immediate resource.

However, in case of any question related to these and other policies and standards, please feel free to contact Human Resource Department/Registrar Office.

Best regards,

Registrar
Sukkur IBA University
January 01, 2018

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SECTION No#01 INTRODUCTION

1.1 Introduction:

The Sukkur IBA University (SIBAU) is a public sector degree awarding University approved by Higher Education Commission (HEC) and chartered by the Government of Sindh. The Sukkur IBA University is a general university in Sukkur, Pakistan. In 1994, it was established as Sukkur Institute of Business Administration for business education, in hired building of Public School, Sukkur. Initially, it was affiliated to IBA Karachi. It got charter as degree awarding University through SINDH ACT NO: XVIII OF 2006. Later on, it was given the status of a university on 15th May, 2017 by Sindh Assembly through SINDH ACT NO. XXI OF 2017. The Senate is the governing body of the University and Governor of Sindh is the chancellor of the University. However, Vice Chancellor is the administrative head of the University.

1.2 Vision and Mission Statement of the University:

(1) Vision

To become a world class university in the field of management science, social sciences, IT, Engineering and Education.

(2) Mission Statement

The mission of Sukkur IBA University is to contribute and serve community by imparting knowledge through innovative teaching and applied research at the global levels of excellence. We aim to establish and sustain a competitive meritorious environment by strengthening faculty and using state of the art technology to produce graduates with analytical and creative thinking, leadership skills and entrepreneurial spirit, who possess global outlook and are conscious of ethical values.

(3) Aims and Objectives:

- (a) To produce world-class graduates who possess not only knowledge but also equipped with practical skills, research capabilities and critical thinking.
- (b) To inculcate ethical thinking in graduates.
- (c) To prepare them to work for the betterment of society.

SECTION No#02.

SUKKUR IBA UNIVERSITY CODE OF CONDUCT

2.1 Sukkur IBA University Code of Conduct Policy

Purpose & Policy:

- (a) The management requires all faculty and staff members to abide by the Sukkur IBA University Code of Conduct by maintaining the highest standards of work performance, and established rules and regulations and contributing effectively towards accomplishment of Sukkur IBA University's goals. All employees are required to familiarize themselves with these codes.
- (b) The management of Sukkur IBA University shall actively foster the widespread distribution of the Code of Conduct and ensure that they are implemented permanently.
- (c) Compliance with the law and observance of the Code of Conduct shall be monitored on a regular basis.
- (d) In none of these areas, code can serve as an exhaustive statement of policy and practice. Reference should be made, where applicable, to the detailed policies, guidelines and rules referred to below. No Policy or code can anticipate every situation that may arise.
- (e) The standards set out in the Code are general and do not address each and every situation which may confront employees at University.
- (f) Guidance on the application of the Code to particular situations should therefore be sought from management.
- (g) This policy is to bring to peoples' attention the high legal and ethical standards expected from all the employees of Sukkur IBA University.

(1) Employee Behavior

(a) Compliance with Laws:

- (i). Compliance with the local and international laws in which we operate is an absolute requirement for Sukkur IBA University and its employees. 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 instructions and advice as appropriate.
- (ii). Regardless of the sanctions foreseen by the law, any employee guilty of a violation shall be liable to disciplinary consequences because of

the violation of his/her employment duties and may entail dismissal from service.

(b) Responsibility for the Image of the University:

To a large extent, the image of the University is determined by our actions and by the way each and every one of us presents and conducts himself/herself. Inappropriate behavior on the part of even a single employee can cause the University a considerable damage.

- (i). Every employee should be concerned with the good reputation of the University in all aspects of performing his/her job. Every employee shall focus on maintaining the good reputation of, and respect for, the University.
- (ii). Any damage or loss to image of University may cause disciplinary action and case may be referred to management/committee.

(C) Respect for People:

- (i). Each employee is entitled to fair, courteous and respectful treatment by his or her supervisors, subordinates, peers, students, and other customers/clients.
- (ii). Sukkur IBA University shall not tolerate discrimination or harassment based on race, sex, religion, creed, regional/national origin, disability, age, family status or any other factor.
- (iii). All employees shall conduct themselves in accordance with the letter and the spirit of these policies and procedures of University.
- (iv). Any person who believes that he or she has been discriminated against or personally harassed should report the incident and circumstances to his or her immediate supervisor/next level supervisor/Head of Department/HR Department/ Registrar Office.
- (v). Whosoever receives detail as per (IV) for any incident thereof shall report to HR Department/Registrar Office and they shall arrange for the incident to be investigated impartially and confidentially.
- (vi). University values the individuality, diversity and creative potential that employees bring to its business, and support the continuous development of their skills and abilities.
- (vii). Judgments about people for the purpose of recruitment, development or promotion should be made on the basis of a person's ability and potential in relation to the needs of the job. Only those elements

relevant to the performance of that job should be taken into account. Overall, success and advancement within the group shall depend on personal ability and work performance.

(d) Honesty and Integrity

- (i). Sukkur IBA University respects the personal dignity, privacy, and personal rights of every individual. It tolerates no discrimination and no harassment or offence. We are honest and ethical and stand by our responsibility. These principles shall apply to both internal cooperation and conduct towards external partners.
- (ii). Matters of dishonesty, fraudulence, treachery etc, shall be referred to management secretly.

(2) Avoiding Plagiarism

- (a) University has strict rules for faculty members regarding plagiarism when writing their research/publications.
- (b) Cases of plagiarism may be reported to concerned unit/department/section or higher authority secretly. However, such cases shall be handled as per HEC plagiarism policy/rules.
- (c) Secrecy for name shall be ensured for such cases.

(3) Offering and Accepting Advantages

- (a) No University employee 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.
- (b) Gifts to guests shall be selected so as to avoid any appearance of bad faith or indecency in the mind of the recipient.
- (c) Employees concluding contracts with consultants, intermediaries, agents, or comparable third parties shall see to it that these also offer or grant no unjustified advantages.
- (d) No employee may use his/her job title to demand, accept, obtain, or be promised advantages. 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 shall not be retained but shall be forwarded to the University's "Gift Bank"

- (e) Gifts received by a faculty/staff member shall immediately be reported to the department head in writing, and then forwarded to the "Gift Bank" maintained by the Internal Audit Department.
- (f) Annual report/stock record on Gift Bank shall be issued by Internal Auditor/Officer at department and shall be submitted to Competent Authority for further decision.

(4) Donation Management:

- (a) A donation is a gift given typically for charitable purposes and/or to benefit a cause. The following rules apply to giving donations on behalf of SIBAU:
 - (i) Donations to political or religious parties shall not be made.
 - (ii) Payments to private accounts are inadmissible.
 - (iii) In no case may the grant be made to any person or organization that may damage our reputation.
 - (iv) The donation shall be transparent and shall be approved by the Vice Chancellor, Sukkur IBA University. The recipient of the donation and the recipient's actual use thereof shall be known.

(5) Handling of University Property & Assets

- (a) Assets of the University such as vehicles, equipment, furniture & fixtures, machinery, spares etc are to be used exclusively for Sukkur IBA University business, unless specifically authorized, as in the case of Company-assigned cars, laptops, mobile phones, etc.
- (b) Any evidence of personal use of property & assets shall be dealt with disciplinary action by management.

(6) Information Handling

- (a) In any case may any information be retrieved or transmitted which incites racial hatred, glorification of violence or other criminal acts.
- (b) No employee shall be permitted without the consent of his/her superior to make records, databases, recordings or reproductions unless this is done for University, failing to compliance shall lead to disciplinary action.

(7) Confidentiality

- (a) Confidentiality shall be maintained with regard to internal matters, which have not been made known to the public.
- (b) The obligation to maintain confidentiality shall extend beyond the termination of the employment relationship and may lead to legal proceedings against such unauthorized revealed matters/information etc.

(8) Data Protection and Security

- (a) Personal data may only be collected, processed, or used insofar as that may be necessary for pre-determined, clear, and legitimate purposes. High standards shall be ensured with regard to data quality and in technical protection against unauthorized access.
- (b) The use of the data shall be transparent for those concerned; and the rights of the latter shall be safeguarded with regards to information and correction and, if applicable, to objection, blocking and deletion.

(9) Electronic Media Usage

- (a) University provides access to and use of electronic mail on domain of Sukkur IBA University and the Internet for business purposes only. We do this to make it easier for University employees to communicate with each other and with appropriate outside parties – including contractors, suppliers, government agencies and other academic institutions.
- (b) The use of University official emails for any purposes that violate applicable laws, rules and regulations or University standards, policies or procedures including transmission of threatening, obscene or harassing materials is strictly prohibited
- (c) Incidental personal use of email that does not interfere with University 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.
- (d) Except as otherwise provided by applicable laws, no employee has any right to privacy regarding use of or access to any email provided by or through Sukkur IBA University.

2.2 Conflict of Interest Policy (COI)

- (a) The University considers it important to prevent its employees from succumbing to conflicts of interest or of loyalty in their professional activities. Such conflicts

can come about if an employee is active on behalf of, or has interests in, another company.

- (b) Any employee wishing to know whether an outside business interest represents a conflict of interest shall ask the designated senior manager in advance.

(1) Examples of COI:

The following examples of conflict that shall be declared and resolved include:

- (a) having a family interest in a transaction with Sukkur IBA University or any supplier of Sukkur IBA, including through a family member acting as an officer of the counterparty company;
- (b) being an employee or consultant or advisor to, or being a shareholder of any counterparty in a transaction with Sukkur IBA University or of any supplier of Sukkur IBA University;
- (c) hiring or encouraging others in the University to hire a family member in any capacity who doesn't otherwise qualify on merit;
- (d) having an interest in a competitor or supplier of Sukkur IBA University including acting as an officer, Vice Chancellor, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner;
- (e) having an interest in an organization that has, or seeks to do business with Sukkur IBA University, including acting as an officer, Vice Chancellor, employee or consultant or advisor to or being a shareholder of any competitor, supplier or joint venture partner;
- (f) acting as an elected or appointed official of any branch of government or any government agency or as an advisor or consultant to any government agency, which has any regulatory or supervisory power over Sukkur IBA University;
- (g) making unauthorized use of the Sukkur IBA University name or letterhead or otherwise representing oneself as a representative of Sukkur IBA University to the public, any governmental agency or public interest group regarding policies or positions;
- (h) Having any other business interest or relationship in which it might appear to third parties that an employee has the ability to influence Sukkur IBA University's decision-making so as to obtain a monetary or other benefit for the employee, his or her spouse, and child or close family member.
- (i) Intending to begin paid sideline activities; he/she shall inform his/her immediate superior beforehand in writing in such an instance. Permission for such activities may be denied if it leads to a decrease in work performance, contradicts the employee's duties within the University, or threatens to present a conflict of

interest. Exceptions are occasional writing activities, lectures, and comparable occasional activities.

(2) Special Rules for Awarding Contracts:

- (a) Any bidder for a contract expects us to examine his/her bid fairly and without prejudice. Employees whose work involves the awarding of contracts shall particularly abide by the rules:
- (b) The employee shall inform his/her supervisor of any personal interest he/she could possibly have in connection with the execution of his/her professional duties.
- (c) There shall be no unfair discrimination for or against any suppliers in their competition for contracts.
- (d) No employee may have private contracts fulfilled by companies with which he/she has business dealings. This is particularly applicable if the employee exercises or is capable of exercising a direct or indirect influence upon that company.

(3) Outside Employment or Business:

- (a) Full-time faculty/staff members of Sukkur IBA University are not permitted to be engaged in employment with another organization or have any financial/business interest with any other organization/entity even on a part-time basis.
- (b) A faculty/staff member may take up a teaching activity in his/her free time (non-work hours) at any professional institution pertaining to his/her professional expertise for the purpose of professional development, societal contribution, networking etc, but is not permitted to retain any form of remuneration for the services rendered to avoid any conflict of interest.

(4) Employment of Relatives

Standards for hiring, promotion, reappointment, and evaluation, working conditions, responsibilities, salary and termination for all employees at University are based on ability, qualifications for the position, and performance.

- (c) Relationship (meaning connection between persons, hereinafter referred to as "relatives," by blood, marriage, adoption, or other personal relationship in which

- objectivity might be impaired) to another individual employed by the University shall not constitute a bar to hiring, promotion or reappointment; provided,
- (d) No employee shall be under the direct supervision or control of a "relative." Employment of "relatives" in the same unit or department or under the same supervisor is authorized only with the prior written approval of the head of the unit or department or the Vice Chancellor, as appropriate.
 - (e) In addition, "relatives" should not participate in roles that have the potential for influencing employment decisions, e.g. peer review.
 - (f) To avoid possible conflicts of interest, any Vice Chancellor, HoD/supervisor or participant in peer or administrative review procedures who is a "relative" of an employee or job applicant shall not participate either formally or informally in decisions (including rendering advice on decisions) on personnel matters affecting the "relative," including but not limited to, decisions to hire, retain, promote or determine the salary.
 - (g) In the cases where a HoD/supervisor has primary responsibility for evaluation or for assignment of duties (e.g., a department HoD's supervision of faculty in the department), no employee may supervise a "relative." An appropriate individual shall be designated by a higher level of authority to perform the functions of HoD's/supervisor in decisions to hire, retain, promote, assign duties or set the salary of the individual "related" to the HoD/supervisor.
 - (h) Within the limitations set forth above (a, b, c, d, e, f), individuals "related" to other University employees have all general rights extended to employees in comparable positions. For example, a faculty member has the right to serve on a departmental peer review committee however; he/she would not participate in the review of the "relative." Supervision and evaluation procedures, even when altered, should ensure comparable treatment of employees.
 - (i) In circumstances which have the potential for the conflicts of interest referenced in item (a), individuals have the responsibility for disclosing that a conflict of interest may exist to the department chairperson, Vice Chancellor or other relevant supervisor; the specifics of the potential conflict do not have to be provided.
 - (j) Decisions about individual cases should be made on the basis of these principles. In cases where the application of a principle is disputed, the administrator/supervisor at the next level may be asked to assist in resolution.

2.3 SIBAU Smoke-Free Policy

Sukkur IBA University promotes a smoke-free campus environment and therefore, does not allow smoking or tobacco use in campus and adjunct building(s). Smoking is prohibited in campus, grounds; etc at Sukkur IBA University. The goal of this policy is creating a healthful and comfortable environment for all members of its community.

(1) Definition:

Smoking is defined as inhaling, exhaling, burning, or carrying a lighted or vapor-producing tobacco product. Tobacco is defined as all tobacco-derived or containing products, including, but not limited to, cigarettes (clove, bidis, kreteks), electronic cigarettes, cigars and cigarillos, hookah smoked products, and oral tobacco (spit and spit less, smokeless, chew, snuff).

(2) Purpose:

To provide a healthy environment that promotes the health, well-being, and safety of students, faculty, staff, and visitors at Sukkur IBA University by minimizing the negative effects of secondhand smoke; to improve fire safety; and to encourage a more sustainable environment.

(3) Scope:

This policy applies to any individual on campus property, including but not limited to students, faculty, staff, other employees, contractors, subcontractors, volunteers, visitors and members of the public, and is applicable twenty-four (24) hours a day, seven (7) days a week.

(4) General Rules:

Smoking shall be prohibited by Sukkur IBA University as follows:

- (i). In buildings owned and occupied by or leased and occupied by SIBAU and in vehicles,
- (ii). In SIBAU outdoor areas including parking lots,
- (iii). In outdoor SIBAU owned or leased areas/building where people are likely to congregate.
- (iv). The designated officials in charge of receiving complaints about employees shall be Registrar Office/Human Resources Management Officials.
- (v). The designated officials in charge of receiving complaints about students shall be Career Development Center.

2.4 Sexual Harassment-Policy Guidelines of HEC

Sukkur IBA University recognizes its legal and moral responsibility to protect all of its members from sexual harassment and to take action if such harassment does occur. It involves establishing an educational program to prevent incidents of sexual harassment from taking place, and where necessary to act upon complaints of sexual harassment promptly, fairly, judiciously and with due regard to confidentiality for all parties concerned.

Sukkur IBA University is an organization of higher learning and promotes environment free from intimidating, offensive, and hostile behaviors. Therefore, Sukkur IBA University follows Policy Guidelines by Higher Education Commission of Pakistan against sexual harassment; the policy guidelines provide a mechanism with opportunity to develop intellectually, professionally, personally, ethically, morally and socially in a fair and humane environment. All the cases pertaining to sexual harassment or harassment at institutions shall be dealt as per HEC “Policy Guidelines against sexual harassment in institutions of higher learning”. (Please refer to below link for detail policy document)
<http://www.hec.gov.pk/Pages/HECMain.aspx>

SECTION No#03

HUMAN RESOURCE POLICIES and PROCEDURES

3.1 Recruitment and Selection Policy

(1) Appointment Rules

- (a) Sukkur IBA University offers equal employment opportunity to all employees and job seekers. No person shall be discriminated against on the basis of sex, religion, race, caste, creed, color or domicile.
- (b) Selection is made purely on the basis of merit, where merit indicates the extent to which a person has the relevant abilities, aptitude, skills, qualifications, knowledge, experience and achievements (including community experience), characteristics and personal qualities; and where applicable, the manner in which the person carried out the duties or functions of any previous position or previous educational or other learning experiences.
- (c) The minimum age for employment at Sukkur IBA University is eighteen years. Applicants shall have a Computerized National Identity Card, without which an employment offer shall not be made.
- (d) Sukkur IBA University employees shall retire at the age of 60 years, provided that the Sukkur IBA University may, in public interest with the prior consent of the Vice Chancellor and subject to physical fitness, re-employ a person beyond the age of 60 years for the period not exceeding 2 years at a time, on the salary not exceeding the one he drew when he attained the age of 60 years and further provided that prior sanction of the Senate shall not be necessary.
- (e) In case of BPS-1 to a BPS-16 employee if he/she is in sound health and capable of performing his duty for which a certificate from the Medical Officer shall be necessary.
- (f) No employee of Sukkur IBA University including those on LPR shall be permitted to accept a salaried appointment or undertake professional work except with the permission of the Vice Chancellor.

For purposes of services at Sukkur IBA University, employees shall be divided into the following main heads namely:

(2) Faculty Appointment: (Regular/Probationary/Temporary)

The faculty shall be divided into the following categories subject to their definition in Act.

- (a) Professors
 - (b) Associate Professors
 - (c) Assistant Professors
 - (d) Lecturers
 - (e) Lab Engineers
- (a) Teachers shall be appointed on probation for 2 years on the expiry of which they shall be due for confirmation on the report of the Vice Chancellor: Provided that the Vice Chancellor may extend the period of probation for another year, if he deems fit so.
- (b) On confirmation, the service shall count from the date of appointment.
- (c) In case of temporary appointment for fixed period or on contract basis, The Senate shall lay down such conditions as to pay, etc; as the circumstances of the case warrant, provided that the Vice Chancellor shall be competent to make an appointment for a period not exceeding 6 months.
- (d) Annual increment shall be linked with satisfactory work and may be withheld or deferred by the Vice Chancellor or not allowed for that year.

(3) Professional Staff Appointment (Regular / Probationary / Temporary)

The Professional staff shall be divided into the following categories subject to their definition in Act.

- (A). Statutory officers namely;
- (1) Vice Chancellor
 - (2) Pro-Vice Chancellor
 - (3) Deans
 - (4) Directors
 - (5) Registrar
 - (6) Treasurer/Director Finance
 - (7) Controller of Examinations
 - (8) The Internal Auditor
 - (9) The Chief Librarian
- (b). Other officers / employees (Regular / Probationary / Temporary)
- (1) BPS – 17 and above
 - (2) BPS – 16 and below
- (c). Employees except those already confirmed in the service of Sukkur IBA University, shall, unless exempted by the Senate, be appointed on probation for two years. On the expiry of probation period they shall be due to confirmation on

the report of the Vice Chancellor. However, the period of probation may be extended by the Vice Chancellor.

- (d). On confirmation, the service shall be counted from the initial date of appointment.
- (e). Annual increment shall be earned by satisfactory work and may be withheld or deferred by the Vice Chancellor on the recommendation of Head of Department/Section
- (f). Professional supplement to teaching and non-teaching staff may also be given on the recommendation of the Vice Chancellor through Finance Committee.
- (g). In case of temporary appointment or appointment for a fixed period or on contract basis not exceeding one year, the Vice Chancellor shall be competent to make the appointment and also lay down the scale of pay and allowances. The contract may be renewable for another period on the basis of satisfactory performance and need.
- (h). Employees in BPS 1 to 16 (on regular or probationary or temporary basis) shall be appointed by the Vice Chancellor, who shall exercise the same powers and authority in this respect as the Senate does in the case of Officers BPS 17 and above.

(4) Selection Board: -

- (a) The appointment of Faculty and Officers shall be made on a special pay package as recommended by the Selection Board from time to time, which shall consist of the following members. The Selection Board may however be divided into sub-Boards to make it more focused / subject oriented.

1	Vice Chancellor	Chairman
2	The Chairman or Nominee of Sindh Public Service Commission	Member
3	Secretary Education or his nominee	Member
4	One nominated member of the Senate (For 3 Years)	Member
5	Two businessmen / Educationist nominated by the Senate For 3 Years)	Member
6	Three eminent businessman / industrialist to be nominated by the Vice Chancellor	Member
7	Two experts in Business Administration / EIT related field to be nominated by the Board / Senate for three years	Member

8	Deans /Associate Deans of the concerned Faculties	Member
9	Registrar	Member/Secretary
10	The Vice Chancellor, Sukkur IBA University may call subject experts for the selection of the candidates as and when essential.	

(5) Selection Committee:

(a) The appointments for BPS-1 to 16 shall be made as recommended by the Selection Committee, which shall consist of the following members:

1	Vice Chancellor	Chairman
2	Registrar	Member
3	One Senior Professor,	Member
4	One Senior Associate Professor,	Member
5	One Senior Assistant Professor,	Member
6	One Senior Lecturer,	Member
7	Department Head/ EDC/CDC/ORIC/QEC,	Member
8	Treasurer,	Member
9	Director Planning / Project Director	Member
10	Deputy Registrar	Member/Secretary
11	The Vice Chancellor, Sukkur IBA University may call any other officer / faculty member / Experts for the selection of the candidates as and when essential.	

(6) Appointment on contract (Faculty & professional Staff):-

- (a) All those employees on contract who satisfactorily complete their initial contract period shall be granted extension in tenure as deemed fit.
- (b) The contract period of interns shall not be extended after completion of one year service.
- (c) Fixed term contract (FTC) for new joiners (faculty & Staff) shall begin from date of joining and may end at November 30th of current year; so that all new joiners

in the period (**December 01st, to November 30th**) may have same contract end date in order to ease the administrative procedure and evaluate performance for further extension with increment or as may be deemed fit.

(7) Probation:-

- (d) A staff (non-teaching) appointed to a post by initial appointment shall be on probation for a period of two years if employed on government pay scales/market based salaries.
- (e) faculty employed on contract on special pay package for the period as envisaged in the contract which may be curtailed or extended as deemed necessary by the competent authority shall be on probation for a period of two years.
- (f) Removal from probation shall be done by the competent authority based on performance (feedback, Performance Evaluation (etc) and recommendation from the concerned Head of Department.

(8) Confirmation:-

- (a) Confirmation of University's employees (excluding faculty) shall be made in order of seniority, on a permanent post on which no other employee of the University holds any lien.
- (b) On confirmation of an employee on a post, his lien, on any other post shall stand terminated.
- (c) There shall be no confirmation against a temporary post or in case an employee is proceeded against under Efficiency and Disciplinary Statutes till the inquiry is completed and the employee concerned is exonerated.
- (d) An employee who, during the period of his service, is eligible to be confirmed but retires from service, before being confirmed shall not, merely by reason of such retirement, be refused confirmation or any financial benefit accruing there from.
- (e) Confirmation of an employee shall take effect from the date of occurrence of permanent vacancy in the post or from the date of continuous officiating in such post, whichever is later.
- (f) On confirmation, the service shall count from the date of appointment.

(9) Engagement of visiting Faculty

The following policy and procedure shall be followed for engaging visiting faculty in various departments of Sukkur IBA University.

- (a) (i) Concerned HoD/ Coordinator shall submit the need for visiting faculty supported with full justification for approval to Vice Chancellor Sukkur IBA University.
 - (ii) Concerned HoD / Coordinator shall submit the CV of any distinguished Professor or person in the required subject from industries not less than the Position of manager/ Head of department/ Section supported with his/her consent for approval to Vice Chancellor, Sukkur IBA University.
 - (b) For the section a (ii), the Registrar/ HR office shall issue offer letter on prescribed format.
 - (c) After the approval of competent authority, the Registrar / HR department shall launch an advertisement for engaging the visiting faculty for a (i) or call for submission of CVs through emails.
 - (d) The shortlisted candidates shall be called to appear in test / interview and deliver a demo before the Selection Committee prior to their final selection.
 - (e) In special cases, the CVs of proposed candidates shall be submitted by the concerned HoD for approval of Competent Authority. After such approval, the candidate(s) shall be called directly for class demo before Selection Committee.
 - (f) After being recommended by the Selection Committee, the candidate(s) shall be issued an Offer Letter from Registrar / HR office with all the terms and conditions in prescribed manner.
 - (g) Consequent upon the acceptance of terms and conditions motioned in Offer Letter, a formal Office Order shall be issued in favor of the engaged visiting faculty.
 - (h) The visiting faculty shall be required to get clearance / No Dues certificate from HoD Office, Library, Controller Examinations, Finance/Accounts and HR sections on prescribed form before settlement of final payment at the end of semester. In case a (i), the HoD, Assistant shall get the No Dues from different sections and submit the same to Registrar / HR office.
- (10). Appointment Rules for Fixed Cadre Employees**
- (a) All staff members on fixed-term employment cadre shall be issued contract till November 30 of the same or next year and it shall be revised with annual increment based on performance and need w.e.f. December 01 of the year.
 - (b) All fixed employees shall receive a fixed salary with annual increment based on performance and budget provision w.e.f. December 01 of each year.

- (c) The allowance (e.g. over time allowance, late sitting allowance or as shall be admissible in future) shall not be reckoned with (initial/increased) Fixed salary of lower staff.
- (d) The staff shall receive annual increment (as may be deemed fit) on fixed salary on every 01st December of the year based on overall performance and approval of the Competent Authority. However, newly appointed and existing staff must be appointed before 1st July of the year i.e. render a minimum 6 months service to be eligible for the increment during their year of appointment.

3.2 Placement Procedure

(1) Offer of Appointment/Contract of Appointment

- (a) Offer of Appointment/Contract Agreement shall be issued by the Registrar office/HR Department mentioning all the terms and conditions of the appointment/agreement.

(2) Acceptance of Offer/Contract:

- (a) The candidate shall send in written to Registrar office/HRM Section that he/she accepts the terms and conditions mentioned in the offer letter and join the duty within time mentioned in the offer letter.
- (b) She/he may request for extension in joining date mentioning reasons for that extension.

(3) Joining Date:

- (a) After acceptance of the offer employee may join the duty in written that he/she is joining the job w.e.f _____.
- (b) The joining date shall be considered as first date of employment at Sukkur IBA University.
- (c) New Employee shall be required to submit No Dues/Clearance Form/Relieving Letter from previous organization.
- (d) The candidate shall be required to submit attested copies of all the documents/testimonials mentioned in the offer letter along with medical certificate.
- (e) Any evidence for dual employment or false documents shall lead to disciplinary action resulting suspension/termination as deemed fit.

(4) Medical Fitness Certificate:

- (a) The candidates are required to undergo a pre-employment physical examination before commencing employment. The HRM Section shall provide a letter

addressed to Senior Civil Surgeon requesting for medical fitness of the candidate. The medical board shall issue the medical certificate to the candidate.

(5) Office Order:

- (a) The Registrar Office/HRM Section shall issue Appointment Order/ Office Order after receiving satisfactory results of the pre-employment physical examination and submission of all other documents mentioned in the offer letter
- (b) Officer Order shall be sent to candidate and all concerned.

(6) Pay Fixations:

- (a) Pay fixation shall be prepared by the Payroll section keeping in view the offer order and office order of the employee and Pay fixation slip shall be provided to concerned sections/departments.

(7) Personnel File of Employee:

- (a) Every employee's personnel file shall be maintained by the HR Department from the first day of joining at Sukkur IBA University. Personnel file updated by the HR Department and all the documents related to employment are maintained in the personnel file of the employee.
- (b) Employee shall be responsible to submit any additional document to update his/her personnel file
- (c) Personnel file shall only be accessible to authorized persons.

(8) Attendances ID:

- (a) The employee shall be asked to receive attendance machine ID for attendance mark. First time, the employee has to create Fingers biometric identification on the attendance terminal. The employee is required to mark his/her in and out on attendance machine regularly.
- (b) The employee shall also receive Fingers biometric identification to gain entrance to certain areas/offices.
- (c) The employee shall receive photo identification (I.D) card which he/she can use to show his/her identification as Sukkur IBA University employee.

(9) Email Id:

- (a) The employee shall receive email Id xyz@iba-suk.edu.pk and he/she shall be part of concerned email groups for receiving emails.

- (b) It is required that he/she shall use this email Id for all official communications. The employee shall not forward spam emails on the groups. This email portal shall be used only for official purpose.

(10) Job Descriptions:

- (a) All positions shall be documented through a Job Description (JD) which accurately and clearly describes the essential functions and job-related qualifications.
- (b) Job Description shall include tasks to be performed by the employee, Key Performance Indicators (KPI), reporting mechanism/ hierarchy, Salary grade, benefits, training and development, and performance planning and feedback.
- (c) HR Department along with immediate supervisor shall prepare JD and submit with authority for further approval. Once approved, JD shall be shared with employee and shall be maintained in his/her personnel file.
- (d) If you have questions about your job description, you are required to first contact your supervisor or HR Department.

(11) New Employee Orientation (NEO):

- (a) To help the employees become familiar with your new job surroundings, Registrar Office/HR Department shall arrange new Employee Orientation (NEO) program designed to provide essential information about the Sukkur IBA University and its employee benefits, policies, and procedures.
- (b) The employees shall be notified of their orientation schedule shortly after they join Sukkur IBA University.
- (c) Additional information is available at their department/section. Whereas, an orientation booklet shall also be available at website or with HR Department.

(12) Work Week:

- (a) The work week at Sukkur IBA University for full time employees is forty-eight (48) hours, eight (8) hours each day, Monday through Saturday. The usual workday starts at 9:00 A.M. and ends at 5:00 P.M. This includes a thirty (30) minute break during the day for Zohar prayer and lunch and two hours break for Juma prayer and lunch on every Friday.
- (b) Specified work hours and work week may differ for certain employees depending as per needs of their department. Supervisors shall inform employees of the hours they are expected to work.

- (c) The Employee with essential duty may frequently work beyond the confines of a 48-hour workweek, depending on the needs of their position.

(13) Standard Office Timings:

Monday to Saturdays: 9:00 a.m. to 5:00 p.m.
Fridays: (Juma Prayer and Lunch Break 12:30 to 2:30 p.m)

(14) Flexible Office Timings:

- (a) Flexi-time can only be defined with the approval of the respective supervisor/ Department Head and Registrar Office/HR Department.
- (b) The agreed timing shall be recorded by Leave In-charge and the approval shall be placed in the Personnel File of the employee, so as to avoid being marked 'late'.
- (c) Once a flexi-time schedule has been opted for by the employee, he/she shall not have the option of deviating from this selected band of work-time, and his/her 'late' timings shall be marked according to this time slot.
 - i. Monday to Saturdays:
 - Start: between 7:30am and 8:00 am
 - End: between 3:30pm and 4:00 pm

(15) Change in Personal Information

- a) Faculty/staff members are required to inform Human Resources/Registrar Office about any change in their personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), educational qualifications, honorary appointment etc, so that the employee records can be updated.

3.3 Attendance Policy

(1) General rules:

- (a) In order to encourage employees to report for work on time every day and to take leaves of absence only when absolutely necessary, all the employees are required to mark the attendance on the attendance machine installed at designated places.
- (b) 15-minute permission for late arrival shall be provided to all employees to accommodate an occasional delay in reporting to work. However, an employee who arrives later than that shall be recorded as 'late' by the attendance machine.

- (c) An employee arriving later than the grace period of 15 minutes from his/her selected work timings (i.e., normal or flexi-time), but within 2 hours of the start of the work timings, shall have one-fourth day of casual leave deducted; if no casual leave balance remains, then the deduction shall be made from the employee's earned leave, and if no earned leave balance remains, then one-fourth day's salary shall be deducted. On arriving late by 2-4 hours, half a day of casual or earned leave shall be deducted, or half day salary deducted if no earned leave balance is available.
- (d) One who arrives later than 4 hours after his/her work time, or doesn't come to work at all, without notifying the supervisor shall have one day of his / her casual leave deducted and he/she shall be marked 'absent' for that day. If no casual leave balance remains, then earned leave shall be adjusted for the absence, or shall be treated as leave without pay if no earned leave balance remains.
- (e) Employees, who foresee themselves availing casual or sick leaves or being unable to report to work on time on a certain day due to unforeseen delays or emergencies, shall need to obtain permission from Functional / Departmental Heads in order to avoid being marked as having availed an unauthorized absence.
- (f) Late comings shall be marked in the attendance system.
- (g) The maximum limit of late comings each month shall not be more than seven (07) days. Anyone becoming late beyond seven (07) days shall be served with an Explanation call.
- (h) Any leave before and after Sundays and Gazetted/announced holidays shall be treated as absence, and casual leave shall be deducted on account of it. If no casual leave balance remains, then annual leave shall be adjusted for the absence. If no annual leave balance remains, then the leave shall be considered 'without pay'.
- (i) All staff members (Regular / Contract) are required to intimate their respective In-charge / Supervisor, the time of departure and return, in case they have to proceed on any duty during the working hours. A movement register may also be maintained by each function for this purpose or record shall be maintained in attendance system.

(2) Good Attendance Reward:

- (a) Grades 1-15 (or contractual equivalent) employees who have no absence or have not availed any leave in a month, shall be given 1 point, where 1 point is

worth a reward of Rs.150. Employees in grade 16 and above shall be rewarded Rs.300 for the same.

- (b) Points shall be totaled at the end of a quarter and employees shall be rewarded according to the number of points they have earned. An employee who has 3 points shall be awarded an additional Rs.450 (for employees in grades 1-15) and Rs.900 (for those in grades 16 and above).
- (c) This amount shall be over and above the monthly reward amount.

3.4 Separation of Employee Procedure

(1) Resignation:-

- (a) A faculty member (regular/contract, full-time and part-time), or staff member (regular/contract), who has successfully completed the probation period and is intending to leave Sukkur IBA University shall give a written notice of intention to resign at least one month before he/she intends to leave or forfeit one month salary in lieu of that.
- (b) Subject to the provisions in Efficiency and Disciplinary Rules mentioned in statutes of Sukkur IBA University, a confirmed employee may resign after giving one month's notice in writing or on surrendering one month's pay in advance in lieu thereof.
- (c) The faculty/staff member intending to resign shall inform his/her department head of this formally in writing, indicating the last day of work, and preferably also stating the reason(s) that have led to this decision.
- (d) An employee can utilize his/her earned leave balance to count towards notice period prior to separation from employment.
- (e) If there is no Earned leave balance, and the faculty/staff member is unable to serve the required notice period or a portion thereof, he/she shall be required to pay the Sukkur IBA, in lieu thereof, an amount equivalent to his/her salary for the requisite notice period not served.
- (f) On termination/Resignation/ retirement the employee shall hand over a proper charge to the person nominated for this purpose, of all documents, records or other papers under his charge or in his custody and shall also return all money or Sukkur IBA University's articles in his possession.
- (g) Proper handing over notes shall be submitted with next supervisor/Human Resource Department

- (h) The Registrar Office/HR Department shall issue Approval Order of resignation and he/she shall obtain final clearance from all relevant departments in accordance with the separation checklist.
- (i) Once No Dues are signed, an Exit Interview Questionnaire shall be obtained from HR Department, Employee shall submit both documents with HR Department.
- (j) Registrar Office/HR Department shall issue the Relieving Order along with experience letter. The former document is then forwarded to the Finance department (Payroll section) for the settlement of dues provided that the employee has submitted No Dues and Exit Interview with HR Department.

(2) Termination:

- (a) As per the terms of employment, during the probation period, an employee's services may be terminated at any time with/without any prior notice, or any remuneration in lieu thereof. In that case, the employee shall only be entitled to receive salary up to and including the day of termination of services.
- (b) In the event that an employee is terminated for any cause, the separation from the Sukkur IBA University shall be with immediate effect and no deductions shall be made from employee's salary in lieu of notice period, nor shall Sukkur IBA University owe the employee any notice pay.
- (c) On the termination of his / her service or on his / her retirement, an employee shall return to an account of Sukkur IBA University all money or property (such as Laptop computers, books, records, furniture or other articles) in his/charge or possession.
- (d) On termination/dismissal based on Efficiency & Disciplinary rules & Departmental inquiry, Experience Letter shall not be provided to employee.

3.5 Lien Policy

(1) Acquisition of lien:-

- a. A regular and confirmed employee having five (5) years of regular and satisfactory service at Sukkur IBA University, may apply for a lien initially for a period of one year (01) extendable to maximum three (03) years on that post.

- b. Provided that employee has completed probation period on the post. In case, probation is not completed on existing post, lien shall be granted on the last grade/scale.
- c. Provided that a major penalty or punishment has not been imposed during his/her service at University.
- d. Provided that employee has submitted his job application through proper channel
- e. An approval from competent authority shall be required to apply through proper channel for higher position/post in public sector on which a lien may be availed. Failing to act in accordance with process may not be granted lien and may face disciplinary action against the violation of procedure of through proper channel.

(2) Retention of Lien:

An University employee holding substantively a permanent post shall retain his lien on that post as under:

- a. While performing the duties of that post
- c. . While holding another temporary or tenure post or officiating in another post.
- d. While serving in another organization including Government organization, with the prior permission of the competent authority having kept his lien in the University.
- e. Subject to a maximum of three years.
- f. While on leave.
- g. While under suspension.

(3) Suspension of Lien:

- a. A competent authority may suspend the lien of University employee holding a permanent post substantively whenever he is appointed in a substantive capacity to tenure post or to a permanent post outside the cadre or if he is appointed provisionally against a post on which another University employee holds a lien.
- b. The competent authority may also, at his option in urgency, suspend the lien of University employee holding a permanent post substantively if University employee is deputed out of Pakistan or goes on Foreign Service, or is transferred in a substantive or officiating capacity to a post in another

cadre/post in another entity. In such cases, employee at lien will be required to join back with prior one month notice to current organization.

- c. Competent Authority as and when required in the interest of University may direct employee to report back parent organization with immediate notice or as deemed fit and In such case, his/her lien shall stand terminated as directed by the Competent Authority.
- d. Competent Authority may order temporary suspension of lien for short period to meet the organizational requirement. In such case, employee shall report at University and shall retain lien after completion of short suspension. However, such suspension period shall not be counted for lien period already granted.

(4) Revival of Lien:

The Suspended lien will be revived as soon as the University employee ceases to hold a lien against any of the posts in 2.3 (b), 2.3(c) and 2.3(d).

(5) Termination of Lien:

On expiry of initial or extended period of lien, University employee, for further extension, will process and seek approval from competent authority to continue up to maximum extended period:

- a) Provided that University employee has completed initial period for lien.
- b) Provided that University employee has not completed 3 years of total lien on particular post.
- c) When appointed to a permanent post outside the cadre on which he is borne, his lien or suspended lien on his previous post can be tenanted on written request of the University employee concerned and not otherwise.
- d) Lien shall terminated after completion of initial or extended period and employee shall be required to report back. Failure to comply, a disciplinary action may be initiated.

- e) When a University employee is going to be confirmed in a certain post in other organization, he should exercise option that he agrees to the termination of his lien on any other permanent post held by him in a substantive capacity.
- f) Having being appointed on any regular post outside the organization other than the post against which the lien was granted, his/her lien on existing on current post shall stand terminated. In such case, employee may apply for lien and may continue till further expiry as per rules.

(6) General Principles:

- a) A lien will only be granted to University employee:
- b) Provided that offered position in another organization in public entity is higher or same in cadre/position.
- c) On completion of lien, employee will have to report back before one month prior to completion of period. Failure to comply the rule, a disciplinary processing may be initiated which may result in termination of service with or without notice under disciplinary rules.
- d) Suspension period shall not be counted for lien period already granted.
- e) A lien on any position/post will be considered leave without pay for specified period and all benefits will ceased till termination/revival of lien.
- f) Once lien period is completed as employee holds a lien against the former post in such cadre, but he shall be reverted to his former post/cadre.
- g) Having received lien, employee shall cease to hold any lien previously acquired on any other post in organization.
- h) A temporary/contractual employee at University will not be entitled for any lien at any stage of his/her employment with University.
- i) A substantive holder of a permanent post acquires a lien on that post and ceases to hold any lien previously acquired on any other post.
- j) A deputation list will not be considered for lien for any position/post at third organization.
- k) A University employee shall not be appointed substantively, except as a temporary measure, to two or more permanent posts at the same time.

- l) If a University employee holds a lien on a certain posts, no other University regular employee shall be appointed substantively to that post on regular basis.
- m) If employee is appointed to another permanent post, his lien on regular post must be tenanted.
- n) When University employee takes leave immediately on vacating his office or post, he shall be left without lien on any other permanent post.
- o) Service of Employee during lien shall be considered at University in same grade/scale on which he/she has been relieved:
- p) Provided that he/she has continuously deposited Provident Fund Contribution in the University Account for the period. Any disruption in payment or lum-sum deposit during the period/end of lien shall not be permitted for entitlement of service during the lien.
- q) Employee on lien shall not be entitled for Gratuity during the period on lien and that period shall not be counted in calculation of gratuity.
- r) Failure to comply any rule under the policy, a disciplinary processing may be initiated which may result in termination of service with or without notice under disciplinary rules.
- s) The Competent Authority of Sukkur IBA University under the prevailing rules may reserve the right to prescribe any changes or amendment made thereof from time to time or as deemed fit.

3.6 Leave Policy

(1) Earned Leave (Annual Leave)

(a) Eligibility:

- (i) Earned leave can normally be availed after successful completion of one year regular service at Sukkur IBA University, up to the maximum accrued entitlement.
- (ii) Whereas, if circumstances so require, the Department Head/Vice Chancellor may permit earned Leave for the year even earlier in some circumstances subject to approval.

(b) Entitlement:

- (i). There are 30 days per year,
- (ii). Earned leave shall accrue from the date of appointment on a monthly basis, i.e. 2.5 days of leave per month of employment.

(c) Accumulation:

- (i) The earned Leave(s) of non-teaching and teaching staff (regular) shall accumulate without limit and shall not lapse except on retirement or resignation from service of an employee.

(d) Encashment:

(1) Non-Teaching Staff:

- (i) A regular non-teaching employee shall be entitled to have encashment from his/her accumulated leave balance at the end of employment i.e resignation, retirement.
- (ii) An employee who leaves service on account of, resignation or retirement) shall be permitted to encash up to a maximum of 345 days of accumulated leave any accumulated balance over and above this shall lapse.

(2) Teaching Staff:

- (i) A regular teaching staff shall not be entitled to encash their leave or obtain any benefit in place thereof, unless the Sukkur IBA University engages them in some mandatory activity during the semester break.

(e) General Rules:

- (i) Earned Leave entitlement for the each year commences on January 01 of that year.
- (ii) A full-time employee (both teaching and non-teaching) joining during the course of the year shall have his/her Earned Leave entitlement for that year computed on a pro-rata basis.
- (iii) Holidays (i.e. weekends and holidays as notified by the Federal or Provincial Government) falling within the period of any kind of leave shall be counted as leave, with the exception of major religious celebrations like Eid (both Eid-ul-Fitr and Eid-ul-Azha), Christmas, Diwali and Nauroz.
- (iv) Such specified holidays shall be added either to the beginning or to the end of the leave period with the permission of the sanctioning authority.

- (v) Employees are not allowed to accept employment, part time or under any other arrangement, in any other trade or organization while on leave from the Sukkur IBA University.
- (vi) Department/Functional Heads should ask their subordinates to submit a monthly/weekly leave plan in advance, so that leave of each department can be appropriately managed.
- (vii) Faculty can only avail their leave during the semester break, as no leave shall be allowed to them during the semester other than in case of medical emergency.
- (viii) An Employee may be advanced leave not yet earned at the discretion of the Competent Authority of Sukkur IBA University, up to the maximum of an annual entitlement of 30 days.
- (ix) An employee can utilize his/her earned leave balance to count towards notice period prior to separation from employment.

(2) SICK LEAVE

(a) Eligibility:

Faculty/staff members (Regular/Contractual) are eligible to avail paid sick leave from the date of appointment at Sukkur IBA University

(b) Entitlement:

Up to 10 working days paid sick leaves, per annum. I.e. leaves for medical emergencies,

(c) General/Other Rules:

- (i). Sick Leave entitlement for the each year commences on January 01 of that year.
- (ii). An employee joining during the course of the year shall have his/her Sick Leave entitlement for that year computed on a pro-rated basis.
- (iii). Sick Leave and Earned Leave shall be subjoined if required, but Casual Leave cannot immediately follow Sick Leave.
- (iv). Sick leave can neither be encashed nor accumulated.
- (v). If more than two days sick leaves have been availed, Employee shall be required to submit a medical certificate from a PMDC-registered

Medical Practitioner along with the Leave Application on the 3rd day of absence.

- (vi). Failure to submit the certificate, leaves shall be converted into Earned Leaves or leaves without pay in case of exhausted balance of Earned Leaves.

(3) CASUAL LEAVE

(a) Eligibility:

- (i) Casual Leave entitlement is effective from the date of appointment at SIBAU, up to the maximum accrued entitlement.

(b) Entitlement:

- (i). Up to 10 working days casual leaves per annum. Casual leave accrues on a monthly basis, i.e. 0.8 days of casual leave per month of employment.
- (ii). Casual Leave entitlement for each year commences on January 01 of that year.
- (iii). Those employees joining during the course of the year shall have a pro-rated Casual Leave entitlement for that year.

(c) General/Other Rules:

- (i) Casual Leave shall be permitted, at management's discretion, to meet urgent personal responsibilities which may be sudden in nature, e.g. a domestic emergency, or are known in advance or can be planned e.g. marriage in the immediate family, license renewal, a visit to children's school, etc. depending on the nature of the situation.
- (ii) Casual leave may also be granted in case of absence due to situations beyond the employee's control, inclement weather conditions (e.g. heavy rains), a transport strike, a or similar situations which prevent an employee from reaching work on that day.
- (iii) An employee may request casual Leave for a full day or half the day depending on the circumstances. Accordingly, the supervisor may sanction casual leave for a full day or half the day depending on operational circumstances in the department.
- (iv) Casual Leave cannot be subjoined with Earned Leave, nor can it be subjoined at the end of a Sick Leave period.
- (v) There is no accumulation of casual leave. Any un-availed casual leave automatically lapses at the end of each year.

- (vi) There is no encashment of casual leave.
- (vii) Any casual leave taken above three consecutive days shall be treated as annual leave and adjusted against the same.
- (viii) If a public holiday or weekend comes between two casual leaves, it shall be counted as three consecutive days of casual leave.

(4) MATERNITY LEAVE

(a) Eligibility:

- (i) All Regular & Contractual faculty and staff members (Female) who have completed at least one year of service with SIBAU shall be eligible for Maternity Leave.
- (ii) Employees on contractual appointment of less than 1 year shall not be entitled to any salary during the period of maternity leave.

(b) Entitlement;

- (i). A female employee of the University is entitled to maternity leave, leave in regard to childbearing responsibilities, for a maximum period of 90 days with full pay without debiting the Annual Leave account.
- (ii). The 90 days of maternity leave will be distributed as 45 prenatal and 45 postnatal days counted exactly from the date of delivery event.
- (iii). Maternity leave can be sanctioned for a maximum of three times in the entire service of the female employee.
- (iv). Provided that Employee has availed three times leave, any further application shall be approved against accumulated annual leaves account.

(c) General/Other rules:

- (i) A doctor's certificate shall be required to be submitted when requesting maternity leave.
- (ii) Maternity leave can neither be encashed nor accumulated.
- (iii) Other accrued Leaves may not be used to extend Maternity Leave beyond 12 weeks.

(5) CONFERENCE LEAVE:

(a) Definition: Conference Leave” refers to leave granted to:

- (i) Deliver lectures, as invited speakers.

- (ii) Present papers at conferences and other professional forums.
- (iii) Attend conferences, seminars.

(b) Eligibility:

- (i) Full-time faculty members of Sukkur IBA University.

(c) Entitlement:

- (i) Employee shall be entitled to a maximum of 15 working days in a year. Leave days shall also include travel time.

(d) General rules:

- (i). Employees on conference leave shall not have their leave accounts debited for the period of conference. They shall be paid the same remuneration during their absence they would otherwise have earned

(6) COMPENSATORY LEAVE

(a) Definition:

- (i). Compensatory Leave” refers to leave granted in lieu of work done on a public holiday, on being scheduled or formally and specifically asked to do so by the department head/ supervisor.
- (ii). "Public holiday" is a holiday declared by the Federal/Provincial Government, and announced by the Institution.

(b) Eligibility:

- (i). Sukkur IBA University staff that are not entitled to overtime.

(3) General rules:

- (i). Compensatory leave shall be availed within the next two months of the public holiday(s) worked on.
- (ii). Compensatory Leave cannot be accumulated or encashed, nor can it be subjoined with any other leave - Sick, Casual, or Earned Leave.

(7) SABBATICAL LEAVE

(a) Definition:

- (i) Sabbatical leave is defined as a time period in which an employee does not report to his regular job but who remain engaged/employed with some scholarly activity/assignment/research.

E.g. an example of sabbatical leave is when a Business professor takes a semester off to go on research studies/case studies research.

Sukkur IBA University encourages its faculty members (including administrative officers who hold faculty rank) to engage in scholarly research or other activities that shall increase their scholarly achievement or their capacity for service to the Sukkur IBA University.

(b) Eligibility:

- (i) All full-time faculty members (regular and contract, tenured, non-tenured) at Assistant Professor level and above, having continuing appointments who have completed at least six consecutive years of full-time service at Sukkur IBA are eligible for sabbatical leave.
- (ii) In computing consecutive years of service, periods of vacation leave and periods of sick leave with salary shall be included; periods of leaves of absence, other than vacation and sick leave with salary.
- (iii) Periods of part-time service shall not be included but shall not be deemed an interruption of otherwise consecutive service.

(c) General Rules:

- (i) A sabbatical leave shall not be granted for the purpose of taking regular academic or other employment of pecuniary advantage elsewhere.
- (ii) Sabbatical Leave cannot be subjoined with any other leave like Earned Leave.
- (iii) There shall be no leave accrual in the period during which the faculty member is on Sabbatical leave. This includes earned leave, sick leave and casual leave.
- (iv) A faculty member becomes eligible for a subsequent sabbatical leave provided that the minimum required contract years, i.e. 6 years, of full-time service has elapsed since the end of the previous sabbatical leave.

(d) Terms and Compensation of the Sabbatical Leave:

- (i) Sabbatical leave shall be granted to the eligible faculty/staff member for a maximum of one academic year (spring, summer and fall semesters), inclusive of travel time if they are going out of the country for research.
- (ii) Percentage of salary paid while on Sabbatical shall be 75%
- (iii) Leave start dates are fixed as follows:
 - (1) First day of the Spring Semester
 - (2) First day of the Summer Semester
 - (3) First day of the Fall Semester

A year's leave starts and finishes on one of the above dates.

(9) LEAVE PREPARATORY TO RETIRMENT (LPR):

(a) Eligibility:

- (i) Regular employees at Sukkur IBA University are eligible for LPR.

(a) Entitlement:

- (i) The maximum period, up to which an employee may be granted leave preparatory to retirement, shall be three hundred and sixty five days. This is applicable to those employees who have accumulated leaves prior to any subsequent change that may occur in the earned leave policy.

(b) General Rules:

- (i) Such leave shall be taken, subject to availability of leave balance, either on full pay, or partly on full pay and partly on half pay, or entirely on half pay, at the discretion of an employee. The pay shall be the last drawn gross salary on the day the employee goes on leave.
- (ii) An employee shall be allowed on fifteen months before the date of superannuating or thirty years of qualifying service, at his/her option to encash his/her leave preparatory to retirement if he/she undertakes in writing to perform duty in lieu of the whole period of three hundred and sixty-five days or lesser period which is due and admissible.
- (iii) In lieu of such leave, leave pay shall be claimed for the actual period of such leave subject to a maximum of one hundred and eighty days of accumulated leave.

(iv) If at any time during such period leave is granted on account of ill health, supported by medical certificate, or for performance of any religious obligations (e.g. Hajj, ziarah, etc.), the amount of cash compensation on account of leave pay shall be reduced by an amount equal to the leave pay for half the period of leave so granted.

3.7 House Allotment Policy

(1) Eligibility:

Regular Employees of Sukkur IBA University (faculty/official) are eligible

(1) Entitlement:

- (a) In case a house of higher grade falls vacant and there is no applicant of the same Grade the house may be allotted to the employees of immediate lower Grade
- (b) The policy for allotment of bungalows in Sukkur IBA University residential Colony as under:

Table: 3.1 Allotments of Bungalows & Quarters

S.No	Grade	Type
1	Grade 1 and above	“D” Type Quarter
2	Grade 5 and above	“C” Type Quarter
3	Grade 11 and Above	“B” Type Quarter
4	Grade 15 and above	“A” Type Quarter
5	Grade 17	“D” Type/Category-IV Bungalow
6	Grade 18/19	“C” Type/Category-III Bungalow
7	Grade 20/21 and above	“A” Type Category-I Bungalow

(2) Merit Formula:

- (a). The merit for allotment shall be determined according to following formula:-
 - (i). One point shall be counted towards the Grade.
 - (ii). One point shall be counted for each year of service.
 - (iii). One point for each year of residence in the Colony. OR for each year from the date of application in case of non-resident.

(3) Rent of Houses:

(a) Those faculty members/officials who are allotted accommodation by Sukkur IBA University shall not be paid House Rent Allowance by Sukkur IBA University till the official allotment.

(b) No extra maintenance charges shall be deducted.

(4) Utility Charges:

(a) For Gas Charges, a sub meter shall be installed by Sukkur IBA University, the Gas shall be charged at actual domestic rates.

(b) For Electricity, a sub- meter shall be installed by Sukkur IBA University, the actual units shall be charged at the domestic rate of WAPDA.

(c) Any other charges for utility shall be managed by resident.

3.8 Hostels Allotment Policy

(1) Eligibility:

An employee (faculty/official) not belonging to Sukkur or its suburbs shall be eligible for hostels of Sukkur IBA University.

(1) Entitlement:

(a). The employees BPS-17 and above shall be considered for Faculty/Staff and Family hostel –subject to availability

(b). The employees below BPS-17 shall be considered for Staff hostel-subject to availability

(2) Procedure:

(a) An employee (faculty/official) not belonging to Sukkur or its suburbs shall submit an application in the office of Registrar , Sukkur IBA University for hostel allotment recommended by concerned HoD/ Sectional Head

(b) Duly recommended and approved applications shall be forwarded to office of the Provost, hostels, Sukkur IBA University for merit calculation and allotment of room(s).

(c) The Provost Office shall prepare merit-wise list on the basis of following merit criteria.

Merit Formula:

- (i). One point shall be counted towards the Grade.
- (ii). One point shall be counted for each year of service at Sukkur IBA University.
- (iii). One point shall be counted for each year of residence at hostel.

- (d) In case of two or more employees earning equal points as per above criteria, the employees with native city/town farther from Sukkur shall be given preference.
- (e) In case of two or more employees earning equal points as per above criteria and belonging to the same city, the employee who applied earlier for accommodation shall be given preference.
- (f) The accommodation in hostels shall only be allowed subject to availability of room(s).
- (g) All the bachelor (Single) employees shall be accommodated jointly with another employee. Separate room/ single accommodation shall be allowed only in special cases.
- (h) Bachelor/ single residents shall be first considered for faculty/ Staff hostel then boys hostel (in case of vacancy) and in last for family hostel.
- (i) The Provost shall submit the merit list to the Vice Chancellor, Sukkur IBA University for final approval.

3.9 Vehicle Loan Policy

The Syndicate of Sukkur IBA University gave its assent to introduce vehicle loan facility for the employees of the Institution. The scheme has been made applicable from 1st July, 2010.

(1) The Scheme:

- (a) This scheme shall be called “EMPLOYEES VEHICLE LOAN SCHEME” and shall be in force w.e.f. 1st July, 2010.

(2) Eligibility:

- (a) All academic and non academic employees (Grade 17 and above) of the University shall be eligible to obtain the loan with the following conditions, namely:

(3) General Rules:

- (a) The scheme is for New Vehicles only.
- (b) At the time of application, 3 continuous years good services record with Sukkur IBA University is maintained by the applicant.
- (c) Applicant's present gross salary per months is not less than Rs. 30,000/- (Rupees thirty thousand only).
- (d) Preference shall be given to faculty members/Officers of the Sukkur IBA University on the basis of the seniority.

- (e) The Senate is empowered to relax or make any pre-condition further strict on record on representation made to it for special reasons placed on record
- (f) In addition to above mentioned eligibility criteria, following points shall be adopted as **Merit Criteria:**
 - (i). One point shall be counted towards the Grade.
 - (ii). One point shall be counted for each year of service after confirmation of appointment.
 - (iii). One point shall be counted for each year since date of application of vehicle loan.

(4) Vehicle Loan Management Committee

- (a) The Head of the committee shall be Vice Chancellor, Sukkur IBA University and two other members shall be Registrar and Vice Chancellor Finance / Treasurer.
- (b) A three member Vehicle loan Management Committee shall be constituted, which shall look after the management and other affairs of this Vehicle Loan Scheme.
- (c) The committee shall evaluate and decide upon the vehicle loan application as per senate’s approved eligibility criteria mentioned above.
- (d) The committee can recommend enhancement in fund / pool of vehicle loan scheme on yearly basis.

(5) Fund of Scheme

- (a) A separate fund / pool shall to be kept for this scheme out of which the Vehicle loans applications shall be entertained.
- (b) Initially, in first year of establishment of this fund / pool, a provision of 5.0 million is kept reserved. The fund / pool can be enhanced every year with recommendation of Vehicle Loan Management Committee.
- (c) The fund / pool shall be appropriated as per following grade wise appropriation:

Table: 3.2 Grade wise Appropriation

Grade	Funds Reserved
17 & 18 Grade	1.0 Million
19 Grade	2.0 Million

20 Grade and above	2.0 Million
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(6) Repayment Terms

The vehicle loan is subject to the following repayment terms:-

- (a) The principal amount of car loan, along with service charges of 5% compounded annually, shall be recoverable in 48 equal monthly installments by deduction from monthly take home package of employees.
- (b) If any of the example whose remaining periods of service is less than 48 months, the installments amounts shall be worked out, so as to recover the principal balance before the retirement.
- (c) The amount of each installment shall not be more than 25% of monthly pay package of employee.
- (d) The first installment of a car loan shall become due on 61st day from the date of disbursement of loan.

(7) Security

- (a) The ownership of the vehicle purchased under vehicle loan scheme shall be of employee who shall execute a mortgage deed by way of pledge of vehicle in favor of Sukkur IBA University and the arrangement shall subsist till the time loan is fully repaid.
- (b) The Senate before or during the currency of loan, may require further collateral security from any applicant, which may include mortgage of property, promissory note, lien or pledge of any valuables etc, with any bonafide third party etc.
- (c) The employee shall furnish an undertaking that he/she shall keep the vehicle under loan in good working order and keep it harmless and fully insured with a leading insured (as approved by Sukkur IBA University) on the basis of comprehensive insurance policy and shall make prompt premium payments.
- (d) The annual registration fees insurance and all taxes including any tax levied during the currency of Vehicle loan shall be borne by the employee.

(8) Right of purchase

- (a) The Sukkur IBA University shall always have its pr-emptive right of first refusal, if the employee wishes to dispose / upgrade / charge the vehicle.

(9) Releasing the security.

- (a) After the Vehicle loan is fully adjusted by the employee, all security documents shall be released within two weeks from the date of request by the employee.

(10) Subsequent car loans

- (a) Nothing contained in these rules or any directives or instructions shall prevent any employee to seek subsequent vehicle loans, however the same shall be governed by these rules subject to following:-
- (i). Previous Vehicle loans are paid within stipulated period without any hindrance.
 - (ii). Not less than a period of three months have passed in settlement of previous loan.
 - (iii). Presently no request for first vehicle loan is pending with the Sukkur IBA University.
 - (iv). The Senate may relax any condition in this regard for special reasons placed on record.

3.10 Laptop Loan Policy

(1) Eligibility:

- (a) All the regular and full time faculty members are eligible for Laptop loan.

(2) Entitlement:

- (a) A laptop loan of Rs. 60,000 Sixty thousands (or as may be) may be given to a full time faculty member of Sukkur IBA University on account of performing his/her roles.

(3) General Rules:

- (a) The Loan shall be payable in 12 equal installments.
- (b) The facility is provided one-time to faculty members during his/her service.
- (c) The faculty members shall submit the application to the Vice Chancellor for laptop loan; the application shall be processed by the Registrar office/HRM Section for approval.
- (d) Approved case shall be submitted with Finance Department.
- (e) The amount shall be transferred in the name of faculty member by the Finance department.
- (f) Faculty member shall be facilitated for the purchase of laptop by the purchase department of Sukkur IBA University.
- (g) In order to ensure fairness, faculty member shall submit invoice copy with HR Department for authenticity of usage of loan for said purpose.

3.11 Provident Fund Policy and Procedure

(1) Application:

These Statutes shall apply to all persons in the service of the University, except:

- (a) A person appointed on less than one year contract.
- (b) A person on deputation to the University from another organization.
- (c) The staff paid from contingencies, or serving on work-charged or part-time basis, or persons employed occasionally, whose appointments are governed by the letters of their appointment.
- (d) A person appointed on fixed salary.
- (e) All other employees not paid from University's funds.

(2) Fund:

- (a) Subject to the provisions of these Statutes, the Fund shall consist of all contributions related to the Fund collected from subscribers and the contributions made by the University under these Statutes, the profits in respect of such contributions, and the investments made there from.

(3) Administration:

- (a) The administration and management of the fund shall vest in the Foundation nominated by the Senate.
- (b) The Treasurer/Vice Chancellor Finance shall manage the investment of the Fund, disbursement of loans and advances, and final payment to the subscribers/families, on behalf of the Foundation.

(4) Rate of Subscription and Contribution:

- (a) A sum equal to 10% of the running basic pay shall be deducted from the salary of each subscriber every month and credited into the fund and the University shall contribute an equal amount in respect of each subscriber every month provided that the contribution by the University shall not be payable in respect of any period during which the subscription has not been paid by the subscriber.

(5) Profit on Provident Fund:

- (a) After the close of each financial year, the Foundation shall as soon as possible, cause a balance sheet and revenue account prepared showing the amount available on the last day of the financial year for division among the subscribers, arising out of the profits/mark-up received and accrued on the investments, any donations, or monies, if any, that are available in the Fund Account(s).

- (b) The foundation having regard to the amount of such net income of the Fund shall determine the percentage rate per annum for crediting into each subscriber's account, on the basis of average balance product of the subscriber's contribution, the University's contribution, less outstanding advance during the year; if any.
- (c) In the event of any subscriber ceasing to be a member before income for the year in which he/she ceases to be a member, has been ascertained, the Treasurer shall determine the amount which shall be credited in such subscriber's account as profit for such period, and the amount so credited shall be accepted as credited for all the purposes of these Statutes.
- (d) On written request by subscriber, the profit may not be given to him / her on the balance in his / her Contributory Provident Fund. Such profit shall be credited to the Benevolent and Group Insurance Fund Account.

(6) Yearly Fund Statements to Subscribers:

- (a) Each subscriber shall receive from the Treasurer not later than 31st August each year statement of his / her account with opening and closing balances after the addition of profit, if any.

(7) Payment to subscribers:

- a) The member of the Contributory Provident Fund shall be entitled to the University's contribution,
Provided that (i) he/she has completed one year service with University; (ii) No disciplinary action (removal of service) has been taken.

(8) Payment to Deceased Subscriber's Nominee(s) or Legal Heirs

- a) Every subscriber shall be required to nominate person(s), on the prescribed nomination form as annexed, to who shall be paid the balance at his / her credit, in the event of his / her death. A subscriber may submit revised nomination not more than once a year.
- b) Whereas, on subscriber's death the amount at the credit of the subscriber shall be paid to the person(s) nominated by the subscriber on nomination form,
- c) Whereas, when no such nomination exists, credit of the subscriber shall be paid to his / her spouse(s), other legal heirs and successors upon presentation of succession certificate from court of law.

(9) Advances:

- (a) Advances may be granted out of the amount of deposits standing at the credit of a subscriber for any of the following purposes, as per the procedure prescribed by the Foundation from time to time.
- (i). To defray expenses for treatment of the subscriber himself / herself or his / her dependents.
 - (ii). To defray the expenses on education of children.
 - (iii). To pay expenses on marriage, funeral or religious ceremonies or performance of pilgrimage; and
 - (iv). To meet expenses for construction or purchase of a house or a plot in the name of the subscriber or any family member of the subscriber.
- (b) The subscriber shall be allowed to draw advance from his / her balance as under:
- (i) For reasons mentioned at (9) (i), (ii) and (iii) Up to 50% of his / her personal contribution plus profit accrued, recoverable in up to 24 equal installments plus one additional installment of profit to be credited to the account of the subscriber.
 - (ii) For reasons mentioned at (9) (iv) Up to 80% of the balance including his / her personal contribution plus employer's contribution and profit accrued, thereon, recoverable in up to 36 equal installments plus two additional installments of profit to be credited to the account of the subscriber

Provided that:

- (1) No advance shall be admissible unless previous advance is fully repaid along with profit installment (s), and before lapse of six months after the full settlement of the previous advance.
- (2) Lesser number of installments shall be fixed and the amount of installment accordingly adjusted, either on subscriber's request or in view of the remaining length of service contract of the subscriber.
- (3) With prior approval of the Treasurer/Vice Chancellor Finance, the subscriber may repay the outstanding advance plus profit installment(s) in lump sum.
- (4) No profit installment shall be deducted in respect of a subscriber who is not paid profit as per section 5(b).

3.12 Travelling and Accommodation Policy

Consequent upon the resolution# 7.8 of the Senate, Sukkur IBA University meeting held on March 18, 2013, and the Competent Authority was pleased to notify the Revised TA/DA rates of Sukkur IBA University w.e.f March 18, 2013 via Notification No: SUK-IBA/Rgr/13/525 dated 12-04-2013.

(1) Eligibility:

All employees (Regular and Contractual) of the Sukkur IBA shall be eligible for the following travel and accommodation entitlements depending on their position/ grade as stated in Travelling & Accommodation Policy of the Sukkur IBA University (Table:3.3):

(2) Entitlement for Officers in BPS-17 and above:

The travelling entitlements, daily allowance and lodging allowance entitlements of faculty and staff are applicable only when the employee travels for official work within or outside of Pakistan outside of Sukkur. The allowances are as follows:

Table: 3.3

No.	Grade (equivalent in contract hiring)	Designation	Air Travel		Accommodation		Per Diem
			Domestic	Int'l	Domestic	Int'l	
1	22	Dean & Vice Chancellor IBA	Economy Plus	Business Class	5 Star	5 Star	Actual* including Mini Bar OR Rs.3500/- DA
2	21	Professors / Officers	Economy Plus	Economy Plus	5 Star	4 Star	Actual* OR Rs. 3500/- DA
3	20	Associate Professor / Officers	Economy Plus	Economy	4 Star	3 Star	Actual* OR Rs.3100/- DA
4	19	Assistant Professor / Officers	Economy	Economy	4 Star	3 Star	Actual* OR Rs.3100/- DA

5	18	Lecturer / Officers	Economy	Economy	4Star	3 Star	Actual* OR Rs.2500/- DA
6	17	Lab Engineer/ Officers	Economy	Economy	4 Star	3 Star	Actual* OR Rs.2500/- DA

*Per Diem at actual is restricted to breakfast (if complimentary breakfast is not provided), plus two meals a day for self,

(3) General Rules for 17 and Above:

- (a) Reimbursement of rent-a-car (1300 cc maximum) shall be actual for official purposes only subject to approval of Competent Authority.
- (b) The reimbursement of per diem at actual bill shall be subject to production of proper bills.
- (c) Reimbursement of bills for mini-bar and personal telephone calls is not allowed. Either Actual **or** Daily Allowance shall be availed, not both.
- (d) The Officer In charge of Sukkur IBA University shall make all air travel and hotel arrangements. However, if the approved hotel/ room in the approved hotel are not available, the incumbent shall arrange the accommodation by him/ her and claim reimbursement as per his/her entitlement.
- (e) Persons desiring to travel by upper class not allowed in the policy may do so. However, they shall have to pay the difference on their own.
- (f) Employees going on HEC funded program shall be governed by the HEC T.A. /D.A. rules.
- (g) The employees who use personal accommodation instead of hotel will be paid amount equivalent to one Daily allowance or as per government rules.

(4) Entitlement for below 17 Grades:

- (a) For employees below grade 17 or equivalent, Daily Allowance, Lodging Allowance and Lodging Reimbursement are proposed as under.

Table 3.4:

Grade in BPS or equivalent	Daily Allowance (Rs.)	Lodging Allowance (Rs.)(for those persons who use private accommodation and do not claim lodging reimbursement)	Lodging Reimbursement (Rs.) *(maximum allowed for hotel room charges)
12 – 16	1400	1400	2800
7 – 11	1000	1000	2000
5 – 6	780	780	1560
Below 5	620	620	1240

* The above is the maximum reimbursement (subject to production of original bills), inclusive of additional facilities used at the hotels, e.g. laundry, telephone, etc.

(6) General Rules for below 17 Grades or Equivalent:

- (a) The Travel In charge shall make all travel arrangements other than by train or by road.
- (b) Accommodation for female employees travelling within Pakistan could be at hotels other than those specified or as per their entitlement levels, if so required in view of safety and security considerations, if applicable.
- (c) Employees in BPS – 17 & above or equivalent are allowed to travel by train in Air Conditioned Sleeper and employees of BPS – 16 & below or equivalent are allowed to travel by train in Lower Air Conditioned.
- (d) Rent-a-Car is allowed for travelling by Road to BPS – 17 & above or equivalent and for BPS – 16 & below or equivalent Air Conditioned Bus/Daewoo service is allowed. The concerned departments shall make these arrangements directly.
- (e) If employees of different grades/ positions are travelling in groups, their respective travel and accommodation entitlements shall apply.
- (f) If an employee opts for a lower grade of travel or accommodation, this would be permitted; however, he/she would not be entitled to receive any payment in lieu of the difference in cost.
- (g) In exceptional cases the Vice Chancellor can give the approval for travelling by air to grade-16 & below or equivalent.
- (h) An employee travelling abroad for official purposes is required to have the validity of passport for at least six months from the intended date of travel. Passport renewal fee or any other related fee shall have to be borne by the employee.

- (i) Non-management staff required to travel in relation to their work assignments would not be eligible for overtime payments for the travel / commuting duration, if the same is after normal work hours or on weekly / public holidays.
- (j) All admissible travel expenses shall be reimbursed in accordance with the Sukkur IBA University Travel and Accommodation Policy. The travel expenses claim shall be made on a completed TA/DA form duly supported by original vouchers / bills.

(6) Cash Advances:

- (a) To help ensure accurate and timely expense report preparation and reduce the additional paperwork required to process and track advances, the Sukkur IBA University generally discourages cash advances other than for TA and DA unless special circumstances apply.
- (b) Employees are encouraged to use credit cards with a grace period to provide float time between incurring the expense and receiving reimbursement from the company.
- (c) If an employee requires cash advance for TA/DA, or other reason the amount should be requested on advance request form with a supporting declaration for the advance for other reason. After approval from Vice Chancellor, advance request shall then be forwarded to Finance Department for processing.
- (d) In case a cash advance is received, the employee shall subtract their expense reimbursement by the amount of the cash received in advance. In the case where the cash advance exceeds the expense for the report submitted, the remaining cash shall be returned into the finance department with the expense report and approval as per policy where necessary.
- (e) Amounts owed to the Sukkur IBA University cannot be carried forward to future expense reports.
- (f) Any advance outstanding for more than 90 days shall be deducted from the employee's salary.

(7) Use of Rental Car(s):

- (a) If a car is required at the destination, the Travel In-charge/Transport Officer shall make an effort to make advance arrangements.
- (b) Vehicle selection shall be based upon the most cost-effective class that satisfies requirements for the employee(s) and any equipment.

- (c) If Sukkur IBA University vehicle is used then no travel allowance shall be paid to the employee. However, in other cases travel allowance shall be reimbursed according to the lesser rate of expense or per diem rate pre-approved by the management.
- (d) Actual taxi fare shall be reimbursed as per receipts submitted by employee. However, reasonableness shall be ensured by Finance Department.
- (e) Airport/train station/bus stand pickup and drop in Sukkur shall be provided by Sukkur IBA University.
- (f) In above all cases, consent of Support Head (Registrar, Sukkur IBA University) and approval of Competent Authority shall be sought.

3.13 Salary and Benefits Procedure

(1) Salary Payment

- (a) Salary payment of all regular and contractual full-time faculty and staff members is done through a bank transfer or by cheque (if a faculty/staff member so requests), before the last working day of the month or as may be possible.
- (b) Competent Authority may revise the overall salary structure on need, demand, market practices, however such revision shall come into force once for all and shall not referred back for any entitlement in future.

(2) Annual Salary Increase

- (a) Faculty and staff members are eligible for an annual salary increment effective from December 01 every year, subject to their employment with Sukkur IBA University as of June 01 or before of the same year, i.e. a minimum of 6 months of service as at the last day of the increment cycle is required, in order for an employee to be eligible for a pro-rated salary increment.
 - (i) For staff, annual salary increase is based on his/her performance during the past year, which is formally assessed by the supervisor in writing and shared with him/her (through the performance management process).
 - (ii) Faculty members are given a general annual salary increase, and an additional merit increase to those eligible for this, based on their performance during the preceding year.

- (iii) Annual salary increase percentages are based on the salary increase budget for the year.
- (b). All fixed term employee shall receive maximum 10% annual increment or as may be deemed fit on current fixed salary on every 01st December of the year subject to budget provision, satisfactory performance and approval by the Competent Authority; Provided that newly appointee is appointed before 31st May of the year i.e. Minimum 6 month service to be entitled for annual increment.
- (c). All contractual employees on being regularized on scale/grade shall be paid minimum salary package of new scale/grade plus annual increment as per policy of the University. Moreover, on account of his/her previous rendered service on contract basis at University, he/she shall also be allowed year of service increment as per existing scale/grade.
- (d). Annual increment shall be linked with satisfactory work and shall be withheld or deferred by the Competent Authority or not allowed for the year.

(3) Overtime work Allowance

- (a) Employees up to grade 16 who are formally asked to perform work beyond their regular scheduled hours in order to meet operational needs as “overtime work” shall be compensated for this within the limits of the Sukkur BA’s policy for the same.
- (b) Only the relevant Head of Section/Department Head shall authorize overtime work.
- (c) The nature and need for overtime work, and the number of overtime hours of work required shall be described in detail on an Overtime Request Form/Register.
- (d) Recourse to overtime as a means for supplementing emoluments is not permissible.
- (e) Overtime up to 2 hours a day and 48 hours a month can be worked with prior approval of the Vice Chancellor. Approval of the Vice Chancellor for further extra hours shall be required for overtime work exceeding the limits as mentioned above, in addition to the Head of Department.
- (f) Overtime shall be paid along with salary through payroll
- (g) If an employee above grade 16 works beyond four office hours in any given work day, he/she should be provided dinner and transport or taxi fare.

(h) Overtime is paid for each hour in accordance with the following formula for calculating hourly rates:

Regular staff:	2 x Basic Salary/150 hours
Contract staff:	Monthly Gross Salary/150 hours

(4) Fee Concession Program

- (a) A full-time Sukkur IBA University faculty or staff member, his/her spouse or one child, having obtained admission into the Sukkur IBA University shall be given a 100% fee concession/waiver.
- (b) This benefit shall be available after at least one year of service at the Sukkur IBA University. If the employee decides to leave the Sukkur IBA University, the benefit shall be immediately cancelled.
- (c) The above benefit is not provided to part-time teachers.

(4) Allowance(s)

- (a) A full-time Sukkur IBA University faculty or staff member who has been given charge which requires additional work hours to perform that job shall be allowed with additional allowance but not limited to coordinator allowance, warden ship allowance, HoD Allowance subject to prior recommendation of Head of Department and approval of Competent Authority.
- (b) Such allowance(s) shall be provided separately and shall not stand as part of basic salary
- (c) Initially such allowance(s) shall be provided with specified initial period and shall further be allowed subject to satisfactory performance, recommendation by Head of Department and extension of additional role duly approved by Competent Authority.
- (d) Rate of increase in such allowance shall be determined on the basis of market practices and benefits committee with the approval of Competent Authority.

3.14 Pay Protection Policy:

1. All **regular employee** of Sukkur IBA University having been appointed, upgraded or moved up to higher grade/scale on regular basis may be allowed pay protection on existing basic salary protection and one advance increment on new grade/scale.

- (a). Provided that current basic salary in grade/scale is greater than the new basic salary in higher grade
 - (b). Provided that current gross salary is greater than the new gross salary in higher grade
 - (c). Provided that employee has completed probationary period of service at University.
 - (d). Provided that there may be no break / interruption between regular service at University
 - (e). Provided that appointment/promotion has been made on standard terms and conditions circulated by Competent Authority or as amended from time to time.
 - (f). Provided that upgradation/moved up has been allowed under prevailing upgradation policies of University or as amended from time to time.
2. On account of previous rendered service on regular service, **regular employee** being appointed or upgraded on higher grade/scale may be allowed same allowance e.g. teaching allowance, qualification allowance, or as may be prescribed time to time Provided that employee shall meet basic eligibility with respect to each allowance.

3.15 Training and Development

The following policy and procedure for employee training and development programmes of Sukkur IBA University has been approved and shall be followed as under:

(1) Training Needs Assessment (TNA):

- (a) Training Needs Assessment (TNA) of all the employees shall be conducted on yearly basis by HR department.
- (b) TNA may also be conducted for a group of employees for any special purpose / training at any time during the year in order to facilitate the training nominations.

(2) Training Resource Analysis (TRA):

- (a) The HR department shall coordinate with different Training Universities, obtain their annual training calendars and contact freelance trainers in order to plan and schedule the training programmes for employees of Sukkur IBA University throughout the year.

(3) Training Nominations:

- (a) For any planned training programme, HR department through Registrar Sukkur IBA University shall obtain the nominations from concerned HOD/ sectional head for the employees of their respective departments.
- (b) If any employee finds any training opportunity which is matching with his/ her job responsibilities and he/she wants to attend it, the employee shall apply for nomination to Competent Authority through concerned HOD.
- (c) After approval of nominations by Competent Authority in both the cases i.e (a) and (b), the approval shall be submitted in HR department.

(4) Payment / Settlement/of TA/DA Advances:

- (a) HR department shall facilitate the departure of the employee to training (in case of external trainings) and process the cases of TA/DA advance on prescribed proforma.
- (b) Before departure, the proper relieving order of employee shall be forwarded to HR department by the concerned HOD through email.
- (c) After return from training, the employee shall forward his/ her duty resumption report to concerned department and inform to HR department and shall also forward the case for settlement of TA/DA advance and payments within one week after return from training.

(5) Submission of Training Report / Replica Training/ Presentation:

- (a) It is mandatory for each employee going through training to submit a detailed training report mentioning the learning areas and deliver a replica training / presentation to Management and other employees of Sukkur IBA University. Within 03 days of return from training program, the employee shall intimate the HR department regarding his/her convenient dates for submission of Training Report and replica training/ presentation.
- (b) HR department shall finalize the date and time through consultation with management and make necessary arrangements for the replica training/ presentation.

(6) Submission of Training Certificate:

- (a) The employee going through any training shall submit a copy of Training Certificate to HR department so that his/her training record shall be updated accordingly in his/her personnel file.

3.16 House Acquisition Policy:

Consequent upon the resolution # 10.3(i) of the Senate, Sukkur IBA University meeting held on October 01, 2016, the Competent Authority was pleased to notify the House Acquisition Policy for the Employees of Sukkur IBA University w.e.f November 01, 2016 via No. SUK-IBA/Rgr/16/2532 dated: 17-12-2016

(1) Eligibility:

Regular Employee of Sukkur IBA University shall be eligible for house acquisition benefit as per Table 3.5 with approval of the competent authority.

Table: 3.5

BPS	Existing Rental Ceiling	Revised Rental Ceiling
1-2	2410	3254
3-6	3765	5083
7-10	5625	7594
11-13	8485	11455
14-16	10660	14391
17-18	14110	19049
19	18760	25326
20	23560	31806
21	28210	38084
22	33760	45576

3.17 Grievance Handling Procedure

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 Resources/ Registrar staff is also available to discuss any matters brought forward and assist in informal problem resolution. The purpose of the grievance procedure is to provide a system for addressing Code of Conduct violations or other work-related issues.

(1) Definition:

(a) 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 or any other employee. Some examples of grievances are listed below.

- (i) Grievances relating to the terms and conditions of employment;
- (ii) Grievances relating to the work relationship between an employee and colleagues, supervisor and/or Head of Department/Section Head.
- (iii) Grievances relating to various types of harassment, including sexual harassment;
- (iv) Grievances resulting on account of victimization of an employee.
- (v) Grievances related to unethical words used or allegation leveled in person or through email or letter

(2) Grievance Committee:

Consequent upon the approval of Competent Authority Sukkur IBA University, a Grievance Committee for Employees was constituted via Notification No: SUK-IBA/Rgr/495/14 Dated: March, 06, 2014

(a) Composition of Committee:

(1) Registrar	Convener
(2) Vice Chancellor QEC	Member
(3) HoD Electrical Engineering	Member
(4) HoD Business Administration	Member

(b) Scope of the Committee:

- (i). The Grievance Committee shall consider only individual grievances of the specific nature of members of the Faculty Association and rose individually by the concerned aggrieved employee.
- (ii). The Grievance Committee shall not consider any grievance of general applicability or of collective nature of raised collectively more than one employee.

(c) Terms of Reference:

- (i). The Grievance Committee shall consider all grievances submitted by an individual member regarding employment, working conditions and any other alleged injustice done to an employee while discharging his/her duties at the University.
- (ii). The Grievance Committee Shall has access to all the files confidential or otherwise relevant to the individual's grievance.
- (iii). The Committee shall study the petition and after looking to the relevant documents discuss with those concerned and submit its recommendations and report to the Vice Chancellor, expeditiously as possible, but in any case within three months of the date of petition.
- (iv). In case of any difficulties, the Grievance Committee shall have discussion with the Vice Chancellor before a decision is taken.
- (v). The Vice Chancellor, as far as possible, shall be guided by the advice of the Grievance Committee unless the recommendations of the Committee violate basic rules and norms of the University.
- (vi). Any dead-lock shall be resolved by the joint meeting of the Vice Chancellor and the Executive Committee of the Faculty Association.
- (vii). The final settlement of any grievance shall be made within a reasonable period (normally not exceeding one month) after the recommendations are submitted to the Vice Chancellor by the Grievance Committee.

(3) General rules:

- (a) Retaliation in any form against an employee initiating a grievance is prohibited.
- (b) Matters of Sukkur IBA University policy cannot be grieved.
- (c) 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 Registrar /Vice Chancellor.
- (d) 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 range from lodging a formal written grievance with the Department Head all the way up to the Vice Chancellor Sukkur IBA University.
- (e) The detailed Grievance Procedure Rules and Regulations available with Code book along with a suggested list of misconduct which shall be considered a Code of Conduct's Violation, and resulting disciplinary actions, which can be:
 - (i) Verbal Warning(s) / Reprimand(s).

- (ii) Written Warning(s) / Reprimand(s).
- (iii) Transfer to another position.
- (iv) Demotion.
- (v) Restitution in whole or in part any pecuniary loss caused to the organization due to the negligence, dishonesty or any other act of omission.
- (vi) Withholding of promotion or increment not extending one year.
- (vii) Instant Dismissal.

3.18 Earned Leave Encashment Policy

Consequent upon the resolution# 7.6 of the Senate, Sukkur IBA University meeting held on March 18, 2013, and Competent Authority was pleased to notify the Earned Leave Encashment Policy of Sukkur IBA University via Notification No: SUK-IBA/RGR/453/13 dated 12-04-2013.

(1) Effective Date:

The Leave Encashment Policy shall become effective from 1st day of January 2013.

(2) Eligibility:

- (a) Regular employees of the University in BPS-01 to 22 having at least 10 years continuous service.
- (b) Employees applying for leave encashment shall have balance of 90 days earned leave to their credit.
- (c) Employees are allowed leave encashment of one month (30 days) once in a calendar year.
- (d) Leave encashment salary includes all allowances (less conveyance allowance and teaching allowance). The leave encashment salary shall not include any conditional allowances payable to the employee e.g. overtime, Sunday allowance, driver allowance or other position related allowances.
- (e) The payment of leave encashment shall be made subject to availability of funds.

(3) Period of Service:

- (a) For the purpose of calculation of the leave encashment an employee's eligible service shall be counted from date of appointment including the period of

probation but it does not include the period served as a trainee, internee and contractual period.

(5) Exclusion:

- (a) Employees not completing the minimum qualifying service period for leave encashment i.e. 10 years of continuous service, shall not be entitled for leave encashment benefit.
- (b) Employees who are dismissed from the service of Sukkur IBA University for causes including but not limited to misconduct, dishonesty, or gross negligence resulting in loss to the Sukkur IBA University shall not be entitled for leave encashment upon their leaving job from the University.

3.19 Employees Gratuity Policy

Consequent upon the resolution# 7.5 of the Senate, Sukkur IBA University meeting held on March 18, 2013, and the Competent Authority was pleased to notify the Gratuity Policy for the Employees of Sukkur IBA University via Notification No: SUK-IBA/Rgr/455/13 dated 12-04-2013.

(1) Title:

These Statutes, which have been framed in pursuance of Section 26 (1) (c) SUKKUR IBA UNIVERSITY ACT 2006, shall be called the “SUKKUR IBA UNIVERSITY Employees Gratuity Scheme, Statutes 2006”

(2) Purpose:

The purpose of the Gratuity Scheme is to accumulate certain sums for benefit of the employees of the University and their families in the event of employees leaving service of the University, due to, but not limited to, termination of service, resignation, retirement, or death.

(3) Effective Date

The Gratuity Rules shall become effective from 1st day of January 2013.

(4) Definitions:

For the purpose of these Rules, unless there is anything repugnant in the subject or context, the term:

All other expressions and terms used in these statutes shall have the same meanings as are assigned to them under section 2 of SUKKUR IBA ACT 2006.

Throughout in these Rules wherever the context admits words implying the masculine gender include the feminine gender and singular shall include plural.

“University or employer” shall mean Sukkur University of Business Administration;

“Employees” shall mean all employees of the University whether regular or on contract (provided the contract is not for less than 12 months);

“Family” shall mean Member’s lawfully wedded spouse and parents, but shall not include a divorced spouse and his children.

“Normal retirement date” shall mean the date on which the employee reaches the age of 60 years; or the date of superannuation as approved by the Senate;

“Retirement” shall mean in relation to a member ceasing to be in the University’s service at the normal retirement age or thereafter or earlier;

“Rules” mean these Rules as in force for the time being;

“Gross Salary” shall include the fixed and unconditional salary components including Basic Pay, House Rent & Utilities. The standard gross salary shall not include any conditional allowances payable to the employee e.g. overtime, Sunday allowance, driver allowance or other position related allowances.

(5) Gratuity Payable:

- (a) An employee who has completed a minimum of two years continuous service with the University shall be entitled to Gratuity.
- (b) The condition of two years’ continuous service shall not apply when an employee dies or has to leave service on medical grounds, redundancy or in case of Female Employees’ marriage.

- (c) An employee shall be entitled to Gratuity at the rate of one Gross salary for each completed year of service.
- (d) Gross salary shall be deemed to be the salary for the last month immediately preceding the month in which Gratuity becomes payable.
- (e) Last Drawn Standard Gross salary shall be the salary for the last month immediately preceding the month in which Gratuity becomes payable; and shall include the fixed and unconditional salary components including Basic Pay, House Rent & Utilities. The standard gross salary shall not include any conditional allowances payable to the employee e.g. overtime, Sunday allowance, driver allowance or other position related allowances.
- (f) For calculation and payment of Gratuity, all period shall be taken on monthly pro-rata basis.

(6) Period of Service:

- (a) For the purpose of calculation of the gratuity, an employee's eligible service shall be counted from date of appointment and employees who join after 1st July, 2012, from the date of his joining in the University (including the period of probation) but does not include the period served as a trainee, or internee.

(7) Eligible Service:

A member's eligible service means all periods of service with the employer and shall include:

- (a) All periods of leave of absence with pay;
- (b) All periods of leave of absence without pay:
 - (i) Up to a maximum of one year on account of illness or disability;
 - (ii) For educational purposes with the express approval of the employer;
 - (iii) For any other purpose for such time as the employer may expressly approve and certify to the Foundation Committee...
- (c) All periods of leave of absence due to any national emergency as the employer may expressly approve by the competent authority; subject to employer's express approval any period of service with the employer on probation provided that at the end of the period of probation, the employee was authorized in the employer's service; subject to employer's consent, all service with the employer prior to the commencement date including such service as defined in (a) to (c) above.
- (d) In the event of a former employee of the Employer re-entering the Employer's service, his eligible service shall not for any purpose include any service prior to

such re-entry. Unless specifically provided to the contrary elsewhere in these present, eligible service shall be calculated and expressed in years and fractions of a year and in term of months (more than 14 days of a month shall be counted complete month and up to 14 days, ignored), and any reference to the number of year of eligible service shall mean the period of eligible service so expressed.

- (g) The gratuity shall be granted to an employee on his ceasing to be in the University's service, or in the event of his death before grant of the Gratuity, to his legal heirs.

(8) Exclusions:

- (a) Employees not completing the minimum qualifying service period for gratuity i.e. 2 years of continuous service, shall not be entitled for gratuity.
- (b) Employees who are dismissed from the service of Sukkur IBA University for causes including but not limited to misconduct, dishonesty, or gross negligence resulting in loss to the Sukkur IBA University shall not be entitled for gratuity upon their ceasing services from the University.

(9) Procedure:

- (a) All employees at the time of joining shall be required to fill a "Gratuity Nomination Form" in order to nominate beneficiaries of the gratuity, in case of employee's death.
- (b) The Registrar Office/HRM Section shall ensure that duly signed office Gratuity Nomination Forms are placed in employee's personal file.
- (c) In case an eligible employee fails to submit the nomination form, his/her legal heirs shall be required to submit a "Succession Certificate" from the "Competent Court of Law" for release of sum of amount of gratuity.
- (d) At the time of employee's separation, HR Department/Registrar Office shall calculate the total period of employee's service in terms of years, months and days and shall communicate this to Finance Department for calculation and payment of gratuity amount along-with the final settlement.
- (e) The Finance Department shall pay the gratuity along with the other dues accrued to the employee, after deducting any amount due by the employee, including the tax payable on gratuity as per the prevailing rate announced by the government.
- (f) In the event of death of an employee while in service, gratuity shall be paid to his / her nominated beneficiaries as per the "Gratuity Nomination Form" or upon

submission of succession certificate from the “Competent Court of Law”, in the absence of a Gratuity Nomination Form.

(10) Accounts:

- (a) The accounts of the Gratuity shall be maintained by the Treasurer in such form and for such period and shall contain such particulars as may be prescribed from time to time.

3.20 Health Insurance Policy

Sukkur IBA University offers its employees the facility of optional, non-mandatory group health coverage through a third party (Insurance/Takaful Company). It covers the whole the family of an employee i.e. his/her parents, spouse and children. Policy and benefits for health Insurance may vary as per need and requirement duly considered by management.

(1). Eligibility:

- (a) Regular Employee shall be eligible after 1 year of regular service.
- (b) Contractual Employee shall be eligible after 2 years of regular service.

(2). Health Insurance Service:

- (a) The employees are covered under three different plans; A, B, C with different hospitalization, maternity and room limits. Details of each shall be available with HR Department of Sukkur IBA University.
- (b) Rates and sum total of annual/monthly contribution is determined by rates as applicable on different age groups as per agreement with service providing Insurance/Takaful company for any current year. 50% of premium is paid by employee from his monthly salary and 50% is contributed by Sukkur IBA University.
- (c) In case of availing planned hospitalization services from a panel hospital, an employee shall be required to coordinate with HR Department for preauthorization letter from service provider Takaful company and then avail treatment without being billed/charged by the hospital.
- (d) In case of availing treatment from a non panel hospital in any of above mentioned cases, the employee shall himself pay for treatment and get the amount reimbursed by submitting the relevant medical documents.

- (e) In case of emergency, panel hospitals shall provide treatment without charging any expenses to a health card holder employee.

(3). General Rules:

- a) Employee shall get registration at the start of the service for the year subject to fulfillment of clauses 3.19 (1)(a) & (b) and cannot withdraw during the policy period provided that any type of separation is occurred e.g. resignation, termination or end of contract.
- b) The age of entry of any dependent of an employee is from date of birth as in case of children and age of exit from the policy is 75 years for Parents and 25 years for children.

3.21 Promotion Policy for Non-Teaching Staff

(A) Promotion Policy for Non-Teaching Staff in BPS-17 and Above

(1) Title:

These Statutes, which have been framed in pursuance of Section 26 (1) (d) Sukkur IBA University ACT 2006, shall be called the “**Sukkur IBA University Employees Promotion (Non-Teaching BPS-16 and above) Statutes, 2013**”

(2) Commencement:

These Statues shall come into force with immediate effect.

(3) Purpose:

To outline the conditions, in which Sukkur IBA University employees may be provided the opportunity for career growth and development on the basis of their qualification, experience/seniority, performance and ability to carry out higher responsibilities. The processes proposed in this policy document are aimed to encourage open competition among employees for promotions, and to create more opportunities for career growth and development.

(4) Application:

All confirmed (i.e. those employees of the non-teaching cadre in BPS-16 and above who have successfully completed their probationary period

and their appointment cases have been approved by the Senate of Sukkur IBA University) shall be covered under this policy.

(5) Definitions:

In these Statutes, unless the context otherwise requires, the following expressions shall have the meanings, hereby, respectively assigned to them as under:

“Promotion” refers to promoting an employee to the next higher post. For the purpose of this policy statement, a promotion is defined as advancing to a different position which is higher in responsibilities and level.

“Pay scale” refers to staff cadre and salary levels. There are 07 officer pay scales (i.e. BPS-16 to BPS-22) for management/ non-teaching cadre employees.

“BPS” or Basic Pay Scale refers to the staff cadre and salary levels under the government rules. These rules are applicable to Sukkur IBA University’s regular employees only; therefore, wherever the term “BPS” is used in this policy document it should be read in the context of Regular employees only.

“Regular” refers to those Sukkur IBA University employees who have been appointed against regular and budgeted posts through Selection Board and their appointment cases have been approved by the Senate of Sukkur IBA University and notified accordingly.

Selection Committee” refers to the committee comprising departmental heads and Registrar is chaired by the Vice Chancellor, Sukkur IBA University.

“Promotion Committee (PC)” refers to the committee constituted by the Vice Chancellor, Sukkur IBA University.

“Appellant” refers to an employee who disagrees with the decision

of the Promotion Committee (PC) which was not given in his/her favor. The employee appealing against the PC decision shall meet the basic qualification, experience and competency criteria of the position and shall have been interviewed by the Promotion Committee for the position s/he applied for.

(6) Promotions Types:

Promotions at Sukkur IBA University can be through:

(a) Selection against an upgraded position advertised through internal job posting system:

Depending on the departmental need, an increase in the scope and responsibilities of a position; the concerned departmental head shall recommend up-gradation of a position in the next higher Pay Scale. In case the up-gradation recommendation is found to be justified, the position shall be advertised internally. Sukkur IBA University employees working in the Pay Scale just below the Pay Scale of the advertised position shall be eligible to apply, including the incumbent of the position being upgraded. For example, for a position up-graded to Manager Level (BPS- 18), only those staff members who are working at Assistant Manager Level (BPS-17) shall be eligible to apply.

(b) Movement onto the next BPS:

Promotion through movement onto next BPS shall only apply in case of non-teaching employees working in pay scales 16 and above. Such promotions shall be primarily based on the seniority cum performance of the incumbent and number of years of service in a particular BPS and meeting other eligibility criteria. In this type of promotion, the pay scale and designation of employee changes to the next higher position and can be granted only in case of availability of the vacancy.

(c) Promotion/Upgradation against ex-cadre post and where employee is stuck-up due to want of vacancy.

In order to retain experienced, qualified and skillful human resources,

the employees of Sukkur IBA University who are not promoted for want of vacancy or do not have a channel of promotion and have remained in the same pay scale in which they had joined/were promoted for 7 years would be promoted/upgraded to next higher pay scale, provided that they qualify other criteria for promotion. Before promotion/upgradation of an employee, the provision shall be made for same in the budget. Promotion/upgradation under this rule shall be allowed once in a post. On promotion, the post shall automatically be up-graded with the same job description. On retirement or leaving service of the University, the upgraded post shall be automatically reverted to post in the original pay scale.

(7) General Guidelines for Promotions:

Sukkur IBA University encourages intra and interdepartmental promotions of its employees whenever possible. The criteria used when considering employees' qualifications for promotion shall be fair and unbiased. Employees are to be considered for promotion regardless of their age, sex, race, color, ethnicity, national origin or physical impairment.

All Sukkur IBA University employees who have successfully completed the probationary period specified by conditions of employment are eligible to be considered for promotion.

(a) Internal Job Posting and/or Advertisement:

- (i) The Registrar Office shall ensure that all vacancies are advertised internally to make employees aware of internal job opportunities they might want to consider to further their career growth.
- (ii) Line Supervisors should encourage and guide all staff members within their areas of responsibility in the pursuit of career advancement, and should ensure that all qualified internal applicants are duly considered for vacancies in their unit and other units within Sukkur IBA University.
- (iii) Employees are also encouraged to review all job vacancies circulated to each department and posted on the Notice Boards and web portal on a regular basis.

(b) General Criteria for Promotion:

- (i) Merit and performance shall form the major part of the assessment for

all cases of promotion at Sukkur IBA University; In addition the following parameters shall be used to evaluate a candidate's suitability for promotion:

- (1) **Potential, Skills and Qualification:** Employee has demonstrated his/her ability to undertake higher and increased responsibilities in his/her current job; and possesses the required academic and technical qualification and relevant experience in the area of the next higher vacant post. The employee has also made successful efforts to enhance professional skills by acquiring formal and informal training and advanced qualifications. Team building, interpersonal and communication skills shall also be given due consideration.
 - (2) **Performance Record:** Employee has consistently good performance record in his/her career with Sukkur IBA University. In addition to the current job, employee's previous performance while working with any other departments / sections within Sukkur IBA University shall also be kept in view. Different initiatives and challenging tasks (if any) undertaken while his/ her job at the University shall also be given consideration.
 - (3) **Seniority/ Service Length:** For promoting an employee to the next higher pay scale, he/ she shall possess the minimum length of service (years of experience) required for the vacant post to which the employee may be promoted as mentioned in the schedule - II. It is a mandatory requirement to be eligible for promotion.
- (ii) The Vice Chancellor Sukkur IBA University shall constitute Promotion Committee (s) to consider all promotion cases.

The PC(s) shall use the following distributed weight ages assigned to each of the promotion parameters for assessing the promotion cases. The relevant details

would be collected by the Registrar Office for review of the Promotion Committee:

Table: 3.8

S#	Parameter	Weightage	Remarks
1	Potential, Skills	20%	Shall be assessed on the basis of comparison of employee's old and new responsibilities and his/her performance on the new responsibilities.
2	Qualification	20%	Shall be assessed on the basis of employee's advanced level of relevant qualification, trainings and skills acquired (as in schedule-I)
3	Performance Record	60%	Shall be assessed through quantification of annual performance appraisal ratings of the employee in the current job as well as in other assignments undertaken in any other department(s) of Sukkur IBA University or at institutional level.

(c) Transparency:

- (i) To ensure transparency and fairness in promotion decisions, a Promotion Committees (PC) would be constituted by the Vice Chancellor Sukkur IBA University, which shall be a sub-committee of the Selection Board of Sukkur IBA University and shall include the Vice Chancellor, Sukkur IBA University, the Registrar and two other members of the Selection Board; in addition an eminent Sukkur IBA University alumni from outside can also be invited as a member of the PC for managerial staff.
- (ii) The committee would consider promotions of non-teaching Staff in BPS-16 and above. The departmental head of the employee whose promotion case is under consideration may be invited by PC to give his/her input; however, s/he shall not be able to vote as in the

case of the other members of the Promotion Committee.

- (iii) Appeals against the decision of the Promotion Committee can be made within one month of the announcement of the promotion decisions to the Selection Board. It shall give a personal hearing to the appellant, scrutinize the decision of the Promotion Committee and the decision of the Selection Board shall be final.

(8) Explanation of Various Promotion Types:

Following are the detailed explanations of the various types of promotions at Sukkur IBA University. These explanations cover separate details about each type of promotion and include the following:

- (1) Description of Promotion Type
- (2) Eligibility Criteria
- (3) General Guidelines (about the conditions in which the promotion type shall be applied)
- (4) Promotion Procedure

(1) Selection against an upgraded position advertised through internal job posting system:

(a) Description of the Promotion Type:

- (i) Due to increase in size, scope and responsibilities and enhancement of the required job competencies of a position, it may be considered for up-gradation to the next higher BPS, on the recommendation of the concerned departmental head. The department shall have to justify the up-gradation of the position to the Selection Committee. Such positions shall be filled through internal advertisement. Sukkur IBA University employees working in the pay scale just below the pay scale of the advertised position shall be eligible to apply, including the incumbent of the position being upgraded.
- (ii) The objective of advertising such upgraded positions internally in spite of the fact that it is occupied by an employee, is to encourage open competition among staff for promotion, and to create more

opportunities for career growth as well as to motivate employees to gain exposure and experience in different functional units.

(b) Eligibility Criteria:

- (i) The interested employee shall be a confirmed full time employee of Sukkur IBA University, having completed at least one year service with Sukkur IBA University; and
- (ii) The employee's current pay scale shall be the next lower of the advertised position e.g. for Manager (BPS-18) level position, only Assistant Managers (BPS-17) working in the University shall be eligible to apply.
- (iii) Employee's rating in annual performance appraisal should not be less than "3" (i.e. "Satisfactory") and ideally should have a rating of "4" (Above Expectations) in the last three years.
- (iv) No disciplinary action has been taken against the applicant employee whereby he/she has been awarded the major penalty as per E and D rules of 1973.
- (v) Employees promoted within six months prior to the advertisement of the vacant position shall not be eligible to apply for the advertised position.
- (vi) No case or inquiry should be in pending against him/her at any court of law.
- (vii) Profile of applicant employee shall also be assessed in the context of the advertised position keeping in view the following things in particular:
 - (1) Qualification
 - (2) Overall experience in the present position.
 - (3) Know-how and ability to carry out responsibilities at a higher level
 - (4) Employee's performance and specific accomplishments on additionally assigned role (if any).

(c) General Guidelines about the conditions for Selection against an Upgraded Position Advertised through the Internal Job Posting System:

- (i) The departmental head shall recommend up-gradation of a position in his/her department, which has increased in terms of its size, scope and responsibilities.
- (ii) The recommendation should be accompanied with the new Job Description of the position.
- (iii) This type of promotion shall apply only when the position is occupied by an incumbent. If the position is vacant, it shall be filled through open competition (internal and external advertisement).
- (iv) The Registrar /HR section shall coordinate an independent Job Evaluation to ascertain if the up-gradation of the position in the next higher job pay scale is justified
- (v) The Registrar /HR section shall present its findings along-with the recommendations of the department to the Vice Chancellor, Sukkur IBA University which shall decide whether the up-gradation is justified.
- (vi) It is imperative that the departmental head should not commit selection of the incumbent on the up-graded position.
- (vii) A position cannot be up-graded above the pay scale of the approved senior most positions in the department (it may vary according to the respective departmental structure)
- (viii) Employee's scale, designation and salary shall change according to the new classification of the position.
- (ix) Up-gradation of the position to a higher pay scale shall be permanent and any new hiring of this position shall be in the position's re-evaluated scale unless the scope and responsibilities are diluted by redistribution of the work.
- (x) The post shall be created in the budget before the case of promotion/ up-gradation
- (xi) The selected employee shall be placed in the higher pay scale. Consequently, there shall be no requirement of his/her replacement.
- (xii) Promotions under this type shall take place once a year i.e. at the time of annual performance review and increments.

(d) Promotion Procedure:

- (i). The departmental heads shall formally request the Registrar Office/HR section for up-gradation of a position and shall submit the new detailed job description of the position subject to the availability of post in the budget.
- (ii). The Registrar Office/HR section shall coordinate independent job evaluation of the position in the context of its increased responsibilities, in order to ensure that there is justification for the position to be up-graded onto a higher pay scale. The Vice Chancellor shall decide on the up- gradation.
- (iii). If the position is up-graded, the Registrar Office/HR section shall advertise the position along-with detailed specifications of the position, including required academic qualification, experience and other job related competencies; in addition pay scale of the position shall also be specifically mentioned.
- (iv). The applications of the interested employees shall be scrutinized by the Registrar Office/HR section and shall be discussed before the Promotion Committee (PC) for their review and recommendations.
- (v). The recommendations of the PC shall be forwarded to the Selection Board for approval / interview.

(2) Movement onto the Next BPS:

(a) Description of the Promotion Type:

- (i) Promotion through movement onto next BPS shall only apply in case of non-teaching employees working in various pay scales. Such promotions shall be primarily based on the seniority cum performance of the incumbent in a particular BPS and meeting the following eligibility criteria:

(b) Eligibility Criteria:

- (i). **Seniority/ Length of service:** An employee shall be considered for promotion in order of seniority of the respective post. However, no employee shall have a claim to be promoted to any particular post or scale by virtue of seniority only.

- (ii). **Completion of minimum service length of a step:** The minimum length of service for promotion to the posts in the next higher pay scale shall be as per schedule II.
- (iii). **No Disciplinary action:** No any disciplinary action taken against the employee whereby he/she has been awarded the major penalty as per E&D Rules of 1973.

(c) General Guidelines:

- (i). The employee's pay scale shall change upon promotion to the next higher pay scale.
- (ii). The designation of the employee shall change with promotion
- (iii). The employee's salary shall be adjusted to the nearest higher step of the next BPS (in which employee has been promoted).
- (iv). In case a disciplinary action is taken against an employee (as mentioned above), he/she would not be eligible for promotion to the next BPS.
- (v). Promotion to the next higher post shall only be considered in case of availability of a vacant post against which an employee may be under consideration for promotion.
- (vi). The employee shall have to earn minimum one full year's satisfactory performance appraisal before his/her case may be considered for promotion.
- (vii). An employee of Sukkur IBA University on deputation to Federal or Provincial Government, institution, foreign government, international agency, private agency abroad, on study leave or on FDP programme etc shall be considered for promotion only on his/her return to Sukkur IBA University and earning at least one good performance evaluation report for one full year before he or she is considered for promotion.
- (viii). The promotion of an employee shall be deferred or he/she may be superseded due to any of the following reasons:
 - (1) Non submission of any part of the PER by the concerned officer to his reporting officer in respect of his service in the present scale and the preceding scale.
 - (2) When the Selection Board/Promotion Committee considers the record is incomplete, or wants to further watch the

performance of the officer or for any other reason to be recorded in writing.

- (3) Pendency of criminal case, involving moral turpitude.
 - (4) Disciplinary or departmental proceedings are pending against the officer.
 - (5) The officer's inter se seniority is subjudice.
- (ix). An officer superseded earlier (due to any valid reason e.g. adverse performance report etc.) shall be considered after earning Performance Evaluation Report (PER) for one full year. For example an officer superseded on the basis of his/her PER up to 2012 shall be eligible for consideration after earning PER for 2013.
 - (x). A superseded officer shall not lose eligibility for consideration; no matter how many times officer is superseded.
 - (xi). The post shall be created in the budget before the case of promotion or upgradation.
 - (xii). If no suitable employee is available within the channel of promotion relevant to a particular vacancy, the vacancy shall be filled in through open advertisement.

(d) Promotion Procedure:

- (i). Registrar Office/ HR department shall declare the number of vacancies in each cadre to be filled in by promotion.
- (ii). The HR department shall send a note to concerned departmental heads, identifying the employees completing the qualifying length of service for the next BPS provided that no disciplinary action has been taken against the concerned employee.
- (iii). Based on the recommendations of the department head, the Registrar Office/ HR department shall forward such cases for review and recommendation of the concerned PC.
- (iv). A meeting of the PC shall be held as per specified date. After going through personal record, seniority list, Performance Evaluation Reports etc. of the employee concerned, the committee shall finalize its recommendations.
- (v). The meeting of PC shall be held twice a year in the months of March and September.

- (vi). The promotion cases recommended by the PC shall be placed before the Selection Board of Sukkur IBA University.
- (vii). The Senate, Sukkur IBA University shall finally give the approval of the appointment recommended by the Selection Board.
- (viii). Registrar Office/ HR department shall notify the promotions.
- (ix). The Promotion Committee shall consider the cases of eligible employees for promotion to higher posts in the order of their performance cum seniority and either:
 - (1) Recommend employee for promotion to the next higher post ;
or
 - (2) Recommend an employee for supersession on the ground of his being in the time unfit for such promotion; or
 - (3) Defer consideration of the case of an employee for good and sufficient reasons.
 - (4) An employee whose case is deferred shall be considered as soon as the reasons on the basis for which deferment took place cease to exist.
 - (5) If an employee is superseded for promotion, he shall not be considered for promotion unless he has earned Performance Evaluation Report (PER) for one full year.
- (x). An employee shall be promoted to a post within his/her own cadre.

(9) Increase in salary:

Increase in salary is one of the main motivational factors for employees to look for career growth opportunities and promotions in an organization. Following guidelines would be followed while considering a salary increase of employee in case of promotions:

- (a) In case the current salary of the promoted employee is less than the minimum salary of his/her new pay scale, s/he would be given a raise equal to the difference between the current salary and the minimum salary of the new pay scale, or a promotional increment @5% of the current gross salary, whichever is higher.
- (c) The promotional increment of regular employees shall be given on the basis of

number of increments based on their current BPS grade (subject to approval of the Senate, Sukkur IBA University) and they shall be accordingly placed at the nearest higher stage of their new BPS grade.

SCHEDULE-I

Method of Appointment

S.No.	Designation/ Position	BPS	Minimum Qualification required for appointment/Promotion	Method of appointment
1	Registrar	20	First Class Masters/ bachelor's degree (16 years education) from an HEC recognized University/ University	100% by initial appointment
2	Director, SFAUA	20	First Class Masters/ bachelor's degree (16 years education) from an HEC recognized University/ University PhD holders shall be given preference	100% by initial appointment OR By transfer
3	Director, QEC	20	First Class Masters/ bachelor's degree (16 years education) from an HEC recognized University/ University PhD holders shall be given preference	100% by initial appointment OR By transfer
4	Director, ORIC	20	First Class Masters/ Bachelors degree (16 years education) from an HEC recognized university/ University PhD holders shall be given preference	100% by initial appointment OR By transfer
5	Director, CELInc	19/20	First Class Masters/ Bachelors degree (16 years education) in Business/ Commerece from an HEC recognized university/ University PhD holders shall be given preference	100% by initial appointment OR By transfer
6	Director Finance	19/20	First Class Masters/ Bachelors degree (16 years education) in Finance or CA or CMA from an HEC recognized university/ University in relevant field	100% by initial appointment OR By transfer

7	Controller, Examinations	19/20	First Class Masters/ Bachelors degree (16 years education) from an HEC recognized university/ University	100% by initial appointment, preference shall be given to serving employees of Sukkur IBA University who fulfill the criteria
8	Chief Librarian	19	First Class Masters/ Bachelors degree (16 years education) in Library Science from an HEC recognized university/ University	100% by initial appointment
9	Project Director	19	First Class M.E/ B.E in Civil Engineering from an HEC recognized university/ University	100% by initial appointment OR By transfer
10	Deputy Registrar (Admin)	18	First Class Masters/ Bachelors degree (16 years education) from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Registrars (Admin, HR and Statutes)
11	Deputy Registrar (HRM)	18	First Class MBA/4 years BBA in HRM from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Registrars (Admin, HR and Statutes)
12	Web Manager	18	First Class Masters/ Bachelors degree (16 years education) Computer Science/IT from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Web Managers, Software Engineers and Programmers in BPS-17
13	System Administrator	18	First Class Masters/ Bachelors degree (16 years education) Computer Science/IT from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant System Administrators, Functional Leads and Assistant System Administrators and Assistant Database Administrators in BPS-17.
14	Network Administrator	18	First Class Masters/ Bachelors degree (16 years education) Computer Science/IT from an HEC	50% by initial appointment 50% by promotion among from Assistant System Administrators, Functional

			recognized university/ University	Leads and Assistant System Administrators and Assistant Database Administrators in BPS-17.
15	Manager Procurement	18	First Class MBA/ 4 years BBA preferably in Finance from an HEC recognized university/ University	100% by initial appointment OR By transfer
16	Executive Engineer	18	First Class B.E in Civil Engineering from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Engineers
17	Internal Auditor	18	First Class Masters/ Bachelors degree (16 years education) in Finance or CA or CMA from an HEC recognized university/ University in relevant field	50% by initial appointment 50% by promotion among from Assistant Managers (Audit) in BPS-17, Assistant Managers (Fin/Accounts) in BPS-17 and Accounts Officer
18	Deputy Director, QEC	18	First Class Masters/ Bachelors degree (16 years education) from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from data analysts and Assistant Director (QEC) in BPS-17
19	Manager, SFAUA	18	First Class MBA/ 4 years BBA from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Manager, SFAUA and Assistant Manager Alumni and Corporate Linkages
20	Assistant Manager, SFAUA	17	First Class MBA/ 4 years BBA from an HEC recognized university/ University	100% by initial appointment OR By transfer
21	Assistant Manager, Alumni and Corporate Affairs	17	First Class MBA/ 4 years BBA from an HEC recognized university/ University	100% by initial appointment OR By transfer

22	Assistant Registrar (HRM)	17	First Class MBA/4 years BBA in HRM from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Office Superintendents, Office Assistant and Admin/HR Officers
23	Assistant Registrar (Statutes)	17	First Class MBA/4 years BBA in HRM/ LLB from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Office Superintendents, Office Assistant (BPS-16) and Admin/HR Officers
24	PS to Registrar	17	First Class Masters/ Bachelors degree (16 years education)from an HEC recognized university/ University	100% by initial appointment OR By transfer
25	PS to Vice Chancellor	17	First Class Masters/ Bachelors degree (16 years education)from an HEC recognized university/ University	100% by initial appointment OR By transfer
26	Secretary to Vice Chancellor	17	First Class Masters/ Bachelors degree (16 years education)from an HEC recognized university/ University	100% by initial appointment OR By transfer
27	Assistant Controller, Examination	17	First Class MBA/ 4 years BBA from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Controller, Examination (BPS-16)
28	Accounts Officer	17	First Class Masters/ Bachelors degree (16 years education) in Finance or CA or CMA from an HEC recognized university/ University in relevant field	50% by initial appointment 50% by promotion among from Assistant Accounts Officers/ Audit Officers in BPS-16
29	Manager Marketing	17	First Class MBA/ 4 years BBA (Marketing) from an HEC recognized university/ University	100% by initial appointment OR By transfer
30	Assistant Engineer	17	First Class M.E/ B.E in Civil Engineering from an HEC recognized university/ University	100% by initial appointment, preference shall be given to Sub-Engineers of Sukkur IBA University who fulfill the

				criteria
31	Librarian	17	First Class Masters/ Bachelors degree (16 years education) in Library Science from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Librarian (BPS-16) and Library Assistants in BPS-16
32	Administrative Officer, Hostels	17	First Class Masters/ Bachelors degree (16 years education) from an HEC recognized university/ University	50% by initial appointment 50% by promotion among form Hostel Assistants, Office Superintendents and Office Assistants in BPS-16
33	Programme Officer	17	First Class Masters/ Bachelors degree (16 years education) preferably in Management Sciences from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Assistant Programme Officers, Research Assistant and Office Assistants in BPS-16
34	Data Analyst	17	First Class Masters/ Bachelors degree (16 years education) preferably in Statistics/ Mathematics from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Office Superintendents, Office Assistant in BPS-16
35	Assistant Accounts Officer	16	First Class BBA/B.com (Finance)/ CA/ACCA/CMA from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from, Accounts Assistants and Office Assistants
36	Assistant Audit Officer	16	First Class BBA/B.com (Finance)/ CA/ACCA/CMA from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Accounts Assistants, Audit Assistants and Office Assistants
37	Assistant Controller, Examination	16	First Class Masters/ Bachelors degree (16 years education) preferably in Management Sciences/ Computer/IT from an HEC recognized university/ University	50% by initial appointment 50% by promotion among from Office Superintendents, Office Assistant in BPS-16

38	Librarian	16	First Class Masters/ Bachelors degree (16 years education) in Library Science from an HEC recognized university/ University	100% by promotion
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SCHEDULE-II

Minimum Seniority/Service Length/Experience required for promotion to next higher BPS

S. No.	Existing (BPS)	Promotion to (BPS)	Service at Sukkur IBA University	Minimum length of Service
01	16	17	Probation Completed	05 years continuous service in BPS-16
02	17	18	Probation Completed	05 years continuous service in BPS-17
03	18	19	Probation Completed	12 years continuous service in BPS-17 or above or 07 years of continuous service in BPS-18
04	19	20	Probation Completed	17 years continuous service in BPS-17 or above or 05years of continuous service in BPS-19
05	20	21	Probation Completed	22 years continuous service in BPS-17 or above or 05years of continuous service in BPS-20

06	21	22	Probation Completed	25 years continuous service in BPS-17 or above or 05years of continuous service in BPS-21
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(2) Promotion Policy for Staff in BPS-01 to 16

Table: 3.7

Promotional Formula BPS-01 To 16 Grade				
Experience	Next Grade Promotion-I			
	Experience at IBA	Qualification	Performance	Next Grade
N/A	05 Years	Matriculation /Middle	Good	BPS-07
Preference shall be given to Experienced person	05 Years	Matriculation +Diploma	Good	BPS-07
Experience required	05 Years	Read/Write Sindhi /Matriculation	Good	BPS-07
Experienced	05 Years	Master Degree / Computer	Good	BPS-16
Experience Preferred	05 Years	Master Degree and Computer Short Course	Good	BPS-14
Experience Preferred 02-03 years	05 Years	Graduate and Computer Diploma/Course	Good	BPS-11
02 to 03 Years	05 Years	B.Sc + Two Year Diploma / BCS/B.E + CCNA+MCSE	Good	BPS-14
02 to 03 Years	05 Years	B.Sc + Two Year Diploma / BCS/B.E + CCNA+MCSE	Good	BPS-11

Promotional Formula BPS-01 To 16 Grade				
Next Grade Promotion-II	Next Grade Promotion-III			
Next Grade	Experience at IBA	Qualification	Performance	Next Grade
BPS-09	15 Years	Matric/Intermediate/Graduate	Good	BPS-11
BPS-09	15 Years	Matriculation/Middle/Certificate/Training	Good	BPS-11
BPS-09	15 Years	Matriculation/Training	Good	BPS-11
-	-	-	-	-
BPS-16	-	-	-	-
BPS-14	15 Years	Master Degree + Training	Good	BPS-16
BPS-16	15 Years	-	-	-
BPS-14	15 Years	B.E/BCS/B.Sc+C CNA	Good	BPS-16

S#	Name of Post	Initial Grade of Appointment	Qualification
1	Peon/Malhi/Chowkidar/Helper/Daroga	BPS-05	Matriculation/Middle
2	Electrician/Carpenter/AC Technician/Pump Operator	BPS-05	Matriculation/Middle
3	Driver / Cook	BPS-05	Read/Write Sindhi
4	Store Keeper/Computer Operator/Accountant/Senior Clerk/Sub-Engineer/Gardner/Library Clerk	BPS-14	Master Degree / Bachelor (04 Years) with 03 to 05 Years of experience
		BPS-11	Master/Bachelor/Computer Diploma/Course
		BPS-09	Bachelor and Computer Diploma /Course
5	Lab Assistant	BPS-11	B.Sc + Two Year Technical Diploma/BCS/B.E
		BPS-09	Intermediate and Two Year Diploma

S#	Experience at IBA	Qualification	Performance
1	10 Years	Matriculation/Preference to Intermediate	Good
2	10 Years	Matriculation/Middle/Certificate/Training	Good
3	10 Years	Matriculation/Middle	Good
4	10 Years	Master Degree and Skilled Courses	Good
5	10 Years	Master Degree + Computer Course	Good
	10 Years	BCS/B.E+CCNA and MCSE	Good
	10 Years	B.Sc + Two Year Technical Diploma Certificate/MCSE	Good

3.22 Study Leave Policy:

(1) Eligibility:

- (i) Full time regular faculty / professional staff of Sukkur IBA University.

(2) Entitlement:

- (i). Leave for foreign or local training or study leave may be allowed up to a maximum of four years with the prior approval of the Vice Chancellor Sukkur IBA University.
- (ii). The University shall support foreign training of its employees only if the training / study are in an area of interest to the Sukkur IBA University.

(3) Salary Payment:

(a) Faculty

- (i) Any faculty member having completed minimum three years of full time regular service with Sukkur IBA University shall be allowed study leave with full pay up to maximum of 4 years.

- (ii) A faculty member having less than three years full time and regular service with Sukkur IBA University shall be allowed study leave without pay.
- (iii) Study leave without pay shall be converted into leave with pay after completion of three years service at Sukkur IBA University

(b)- Professional / Non-teaching staff.

- (i) Professional / Non teaching staff having completed minimum five years of full time regular service with Sukkur IBA University shall be allowed study leave with full pay up to maximum of 4 years.
- (ii) Professional / Non teaching staff having less than five years full time and regular service with Sukkur IBA University shall be allowed study leave without pay.
- (iii) Study leave without pay shall be converted into leave with pay after completion of five years service at Sukkur IBA University

(4) General Rules:

- (i) The employee on study leave is not allowed to avail any other leave, nor shall earn leave accumulate during this period of absence.
- (ii) For the employees proceeding on study leave with pay it would be necessary to sign a Surety bond as per the following schedule, and provide any other documents required by the IBA:

Table: 3.7 Study Leave and Security Bond Detail

S.No.	Period of Study Leave	Bond to serve at Sukkur IBA
1	1-year study leave	01 years and 06 months bond
2	2-year study leave	02 years and 06 months bond
3	3-year study leave	04 years bond
4	4-year study leave	05 years bond

- (iii) The employees proceeding on study leave without pay shall not be required to execute a bond. However their services during the period of leave shall be counted.

- (iv) A change/extension in the study leave shall result in the corresponding change in the required bond period.
- (v) The employee allowed study leave with pay and all other expenses for pursuing higher degree locally or abroad shall also be paid admissible stipend for the period of study, for economy class return air ticket for visa purpose and once for departure / arrival.
- (vi) The employees who are awarded any scholarship / fellowship (fully or partially funded) shall only be paid for remaining expenses. No double payment shall be allowed in any head of expense. e.g. If an employee is awarded a fully funded scholarship the benefits of that scholarship shall be thoroughly assessed and all such benefits like air ticket, visa processing fees, stipend and health insurance etc which are covered by the grant of scholarship shall not be paid to employee by Sukkur IBA University.
- (vii) The employees of Sukkur IBA University requesting for permission to pursue any higher degree during the hours which do not disturb / affect his / her regular duties shall be allowed to pursue such qualifications.
- (viii) The employees of Sukkur IBA University requesting Sukkur IBA University to bear his / her educational costs against such a program for which leave was not obtained shall also be required to execute a service bond as per policy like those on study leave do.
- (ix) The employees proceeding on leave without pay due to being short of service period required for study leave with pay may opt for converting their remaining study leave into study leave with pay once they complete the required service period and execute a surety bond for that period of leave with pay. e.g. if a faculty member having two years of service proceeds on leave without pay for two years, after completion of a year of study leave without pay, he shall be allowed to get his/her remaining one year's leave converted into leave with pay and execute a service bond for the period of 01 year and three months.
- (x) Any employee requesting for relaxation from official duties or 01 to 02 days a week leave to pursue his/ her higher studies during weekends shall be granted such a relaxation/ leave without signing any bond if

the competent authority of Sukkur IBA University agrees to allow such a leave.

- (xi) Breach of the service bond shall necessitate the employee to refund the salary paid, Tuition fee and stipend and all such expenses paid to him/her during the study leave period, as well as cost of the return air ticket(s).
- (xii) A faculty member/ professional staff are eligible to go on another study leave after fulfilling the relevant service bond.
- (xiii) Salary shall only be transferred in Pakistan rupees to the employee's bank account/any other account as specified by employee anywhere in Pakistan. Foreign currency remittance facility shall only be available for the payment of tuition fees and stipend

(5) Additional Criteria/Considerations for grant of study leave and funding by Sukkur IBA University

5.1. Priority Areas of study:

All future cases of study leave may be decided keeping in view the need of Sukkur IBA University relating to the discipline, subject and topic of study. This must be endorsed by the concerned HoD on Study Leave Form (as under) showing his/her agreement that the proposed study is in the favour of the University.

5.2. Priority destinations:

All future scholars of SIBAU may be encouraged to join US universities for their higher education. For this, top 100 universities of world as per QS/Times ranking may be preferred for sponsorship purpose. The list of universities for 2016-17 is attached herein as.

5.3. Funding/Sponsorship from Sukkur IBA University

In future, Sukkur IBA University may encourage only partial funding/ sponsorship subject to the availability of funds. The scholars may be encouraged to secure waiver of tuition fees and other expenses as well (if possible). Employees securing scholarships in reputable universities preferably of US may be partially sponsored/ allowed for study leave with pay. Such applicants will be preferred over those requesting for full sponsorship.

5.4. Emphasis on US-Pakistan Economic Corridor and Full bright schemes

In future, all of the employees of Sukkur IBA University may be encouraged to take maximum advantage of above mentioned schemes currently going on. SIBAU, however may help employees in preparation for GRE and TOEFLS exams.

Executive Development Center, Sukkur IBA University will arrange training programmes for the faculty and staff preparing them for GRE/GMAT etc.

3.23 Teaching Allowance Policy:

As per Notification No: SUK-IBA/Rgr/1290/15 the Competent Authority of Sukkur IBA University was pleased to notify that Teaching Allowance of Rs.10,000/- for the post of Lab Engineer (BPS-17) w.e.f July 01, 2015 was approved as other teaching staff has been availing the teaching allowance

(1) Eligibility:

Regular Lab Engineer of Sukkur IBA University shall be eligible for allowance after having at least one year continuous service at Sukkur IBA University.

(2) General Procedure:

- (a) Eligible employee shall be required to submit an application with HRM Section/Registrar Office
- (b) HRM Section/Registrar Office shall process such application for further approval.
- (c) Duly approved by Competent Authority, the case shall be submitted with Finance/Accounts Department to disburse allowance as per detail.
- (d) Those who are on study leave; however they shall be eligible once, they are returned and meet the requirement of continuous service.

3.24 Qualification Allowances:

In order to create a knowledge based workplace and encourage more and more acquisition of knowledge and scholarship, SIBAU management has approved following qualification allowances for its faculty and professional staff.

1. PhD Allowance

Every employee holding a recognized PhD degree will be allowed to draw an allowance of Rs 10000/- per month as PhD allowance.

2. MS/MPhil/M.E Allowance

Professional Staff of Sukkur IBA University holding a recognized MS/MPhil/M.E degree obtained after 16 years of education in the same field of specialization (18 years of education) will be allowed to draw an allowance of Rs 2500/- per month as MS/MPhil/M.E allowance.

Note:

- a. PhD holders will receive only the PhD allowance not the MS/MPhil/ allowance.
- b. Both of above allowances are admissible only for just one higher degree (MS/MPhil/PhD). If someone earns more than one PhD or MS/MPhil will not get the respective allowance for each degree separately.
- c. The above allowances will not be admissible to employees on higher study leave.

3.25. Employee Loan Policy

(1) Title:

Consequent upon approval of Competent Authority of Sukkur IBA University it was notified for the employees (Faculty, Officials, Staff) of Sukkur IBA University that the Loan Policy of three Gross Salary was framed via Notification No: SUK-IBA/Rgr/165/15 dated 20-01-2015.

(2) Effective:

The policy has been effective from January 01, 2015

(3) Eligibility:

- (a) Regular Employee (Faculty, Official, Staff) of Sukkur IBA University
- (b) Contractual Employee with Two years continuous service”

(4) Entitlement:

- (a) She/he shall be entitled to avail the loan of (3) Three Gross Salary

(5) Procedure:

- (a) An application addressing to Vice Chancellor Sukkur IBA University shall be initiated by Employee
- (b) She/he shall get application endorsed/recommended by immediate supervisor/Head of Department.

- (c) She/he shall submit such application with HRM Section/Registrar Office to process for the further approval.
- (d) If approved, case shall be submitted with Finance/Accounts Department to disburse the approved loan amount.
- (e) Loan shall be recoverable into (24) twenty four equal installments

3.26. Tuition Fee Policy

This policy delineates rules and regulations regarding payment of tuition fees by Sukkur IBA University (SIBAU) employees studying in any programme/course offered by Sukkur IBA University at its main campus or sub-campuses including Schools and colleges managed by SIBAU.

1. Purpose

This policy has two pronged purpose. First, to reward our loyal employees with a financial benefit and second, to foster a culture of learning and development among university employees.

2. Eligibility

All full time regular employees of Sukkur IBA University/its campuses and constituent colleges enrolling in any programme/course (with prior approval of competent authority) are eligible for tuition fees waiver as outlined in this policy.

3. Entitlement/Benefit

- 3.1. Employees who have completed their **probation period** as full time regular employees at Sukkur IBA University, its campuses and constituent colleges are entitled to avail **50%** waiver in their tuition fees.
- 3.2. Employees who have completed **03 years** full time regular employment with Sukkur IBA University, its campuses and constituent colleges are entitled to avail **100%** waiver in tuition fees.
- 3.3. Any employee availing 50% waiver, if, has completed 03 years' service length with SIBAU as mentioned above during the course of study, will be entitled to get his/her benefit converted to 100% waiver w.e.f. the academic session falling after the completion of required service length.

For example: An employee appointed on April 15, 2016 has obtained admission in the Fall Semester -2017, will be allowed 50% waiver in tuition fees. If the study programme of the incumbent continues till Fall Semester – 2019 or beyond, he/she will be allowed to avail 100% waiver w.e.f. Fall Semester 2019 as the employee will be completing 03 years of service with SIBAU by then.

4. Other rules:

- i. The employees joining any Master's programme as part time students will be allowed to enroll in maximum 02 courses per semester if the class timings fall in their work timings.
- ii. The employees joining any programme as full time students will have to apply for full time study leave. Such an application will be treated in light of the existing study leave policy of Sukkur IBA University for the purpose of study leave (with pay), service bond, any stipend (if applicable) and other related matters. The policy is available in Employee Handbook 2018, page No. 85.
- iii. The employees obtaining admission in any programme of SIBAU as full time students and want to avail 100% waiver and leave will rout their applications via concerned HoD/Principal who will recommend employees on the basis of their suitability for the programme selected and need of SIBAU as well availability of an alternate in the department/college.
- iv. This policy will come in effect from Spring Semester-2018.

Tuition Fee Policy for Sukkur IBA Employee's Siblings:

In order to honor the services of our employees (both teaching and non-teaching), Sukkur IBA University warmly extend 50% waiver in semester tuition fee of their siblings. This only applies on regular programs. Short term programs including THP, Foundation and crash would not be covered under this policy.

SECTION No#04 GENERAL POLICIES & PROCEDURES

4.1 Procedure for Advances Acquisition & its Settlement

(1) Procedure:

The process for acquisition of advances for office activities and their settlement is as under.

- (a) The prescribed proforma for acquisition of advances shall be filled in.
- (b) Advance for any office activity shall be taken as per requirement duly recommended by the Heads of Departments and approved by the Competent Authority.
- (c) Maximum Advance Amount shall not exceed Rs: 100,000/- for any activity (special cases shall be considered if fully justified).
- (d) Advance Requisition (AR) filled by the requester with complete rationale shall be submitted to the finance department with prior approval of Competent Authority.
- (e) Advance shall be settled within two weeks after completion of activity on the designed format of Settlement of Advance (SoA).
- (f) Next Advance shall not be issued until previous advance is settled.
- (g) It shall be mandatory to settle the advance at the end of Financial Year (30th June), otherwise salary of concerned person shall be withheld.
- (h) Amount shall be issued up to one week after approval of the Competent Authority, therefore time factor for the payment should be kept in mind for proper handling of any activity (only special cases shall be considered for urgent payment on the instructions of Competent Authority).

4.2 Procedure for Reimbursement of Expenses

(1) Procedure:

The procedure for reimbursement of expenses to the employees of Sukkur IBA for official activities is as under:

- (a) The employee fills the Request for Reimbursement (RR) Form.
- (b) Concerned HoD recommends the case by countersigning the RR Form.
- (c) Any expenses exceeding the issued advance shall be reimbursed only with the approval of competent authority with full justification.

- (d) Reimbursements can be claimed within only one week after the completion of any activity, no case of reimbursement shall be entertained after the lapse of one month or more than that.
- (e) The amount shall be reimbursed after one week of Audit check and approval of competent authority.

4.3 Procedure for Procurement and Payment of Purchase/expenses

(1) Purchase Requisitions

All purchase requisitions involving value greater than **Rs 25,000** shall be moved through Procurement Department.

- (a) All approved Purchase Requisitions value above **Rs 25,000** for Consumables, Equipments, Vehicles & Works (Civil, Electrical, and Mechanical etc.) and all other development and non development works and goods shall be forwarded to Procurement Department for processing.
- (b) The Procurement department shall process purchase requisitions as per PPRA & Sukkur IBA University rules/ SOPs.
- (c) All requisitions shall be completed in respect of detailed specifications.
- (d) Procurement department may forward vendors' technical queries to the concerned person for the clarification of the vendor to understand product requirement.
- (e) Procurement Department shall process and follow up from Procure to Pay (P2P) including but not limited to calling quotations/Notice Inviting, Tenders issuing, Tender Documents, Replying to the vendor queries, Tender Openings, Financial Evaluation, Comparative Statement preparation and ensuring sign off by purchase committee members and competent authority, placement of order, follow up of delivery and payment from vendor and finance department respectively.
- (f) Technical Evaluation for technical products shall be done by concerned department experts.
- (g) Any 4-5 purchasing committee members' signed off comparative statement and competent authority's approval shall suffice the need for placement of order.

(2) Quotations and Comparative Statements:

- (a) Quotations shall be obtained only for the approved estimates/ requisitioned items.
- (b) Quotations dates shall not be before the approval of estimates.
- (c) Only valid quotations shall be entertained which shall show the details of vendor i.e Name, Address and Phone number.
- (d) The vendor should preferably be registered with Income Tax authorities.
- (e) Computer printed quotations shall be stamped.
- (f) The date of comparative shall be after the quotations date or at least same date as on quotation.
- (g) Overwriting on quoted rates shall cause the rejection of quotation.
- (h) Comparative statement should contain the signatures of all the committee members.
- (i) Complete case along with comparative statements shall be approved by the competent authority.

(4) Purchase or Supply order:

- (a) Purchase/Supply/Work Order shall be issued only after the approval of comparative statement.
- (b) Purchase/Supply/Work order shall not exceed the items approved in Requisition/ Comparative statement.

(5) Invoice submission:

- (a) Invoiced items shall not exceed the items contained in Purchase/Supply/Work Order.
- (b) The invoice date shall be after the date of purchase/supply/work order.
- (c) Invoices shall be processed only after the supply of items/completion of work.
- (d) No invoice with date before supply of items/ completion of work shall be accepted.

(6) Procedure for Store Entry:

- (a) Purchased items shall be properly entered/ recorded in books of store/inventory immediately after delivery of the items at Sukkur IBA University/ desired place.
- (b) Date of store entry shall come after the date of invoice.

(7) Approval for Payment:

- (a) Note sheet for payment shall be put up to the competent authority through concerned HoD after delivery of item / receipt of invoice.

(8) Civil works Payment:

- (a) Copies of Tenders/Approved Comparative Statements/BOQs/Approved PC-1/Revised Estimates/Work Orders/ Supply Orders/Contracts/Contract Extensions shall be sent to Finance & Audit Departments for information.
- (b) Tender Advertisement dates shall not come after approved comparative dates,
- (c) Work Order dates shall not come before comparative dates and after contact dates.
- (d) MBs shall not be copied from Contractor's Running Bills, rather the same shall be made on actual work done basis.
- (e) Before putting for approval, MBs shall be checked by the Project Accountant.
- (f) MBs shall be approved by the Competent Authority verified by the concerned departmental head.
- (g) RAs shall be accompanied with approved MBs.
- (h) Work done Certificate dates shall come after RAs and approved MB dates.
- (i) Expired Contracts or Contract Extensions shall not be entertained for further release of payments therefore contracts or extensions shall always necessarily be updated and signed by the Competent Authority.

(9) Procedure for Payment:

The policy and procedure for payments under different heads of accounts at Sukkur IBA University is as under:

- (a) For purchasing any item/service, the employee shall fill the requisition form and get it approved by competent authority through concerned HoD.
- (b) Separate requisitions shall be submitted for different departments.
- (c) Over writings on Requisition form shall not be allowed.
- (d) If work estimate is over 500,000/- and the work is urgent, the estimate may be broken into parts to avoid unnecessary delays
- (e) The competent authority approves the estimates.

(10) POL Payment:

- (a) POL agreements shall be kept updated and any change in terms and conditions shall be conveyed to all concerned accordingly.
- (b) Payment shall be made only against the POL drawn through reference slip issued by authorities of Sukkur IBA University.
- (c) POL bills received should necessarily accompany the fuel slips and fuel consumption report on the prescribed formats.
- (d) Vehicle Log Books shall be maintained properly copy of which shall be attached with fuel consumption report.
- (e) POL payment note sheets shall be put up for approval of payment through concerned HoDs only after the receipt of POL bills.

(10) Procurement Committee:

- (a) Following Procurement Committee shall exercise the power and look after the function and roles at University.

- | | | |
|----|---|---|
| 1. | Vice Chancellor, Sukkur IBA University | Chairman |
| 2. | Registrar, Sukkur IBA University, | Member |
| 3. | Project Vice Chancellor, Sukkur IBA University, | Member, |
| 4. | Vice Chancellor Finance, Sukkur IBA University, | Member |
| 5. | External Expert, | Member (Recommended by Vice Chancellor) |
| 6. | External Expert, | Member (Recommended by Vice Chancellor) |
| 7. | Procurement Manager, Sukkur IBA University | Member/Secretary |

4.4 Procedure for Petty Cash Payments

- (a) Full efforts shall be made to make payments through Cross Cheque rather than from Petty Cash.
- (b) Payments up to Rs. 5,000/- shall be made through Petty Cash.
- (c) All payments shall be made against proper Cash memos with addresses and phone numbers.
- (d) Payments against “Kacha Bills” shall be avoided to the maximum level.
- (e) “Kacha Bills” up to Rs. 500/- shall be considered for payment only on the recommendations / approval of concerned HoD.
- (f) More than a month back dated bills shall be avoided for payments.

- (g) Petty Cash note sheets shall be put up for approval of competent authority through concerned HoD for further replenishment.

4.5 Procedure for Security Service Payments

- (a) Security Service agreements shall always be kept updated.
- (b) In case of renewal/ amendment in terms and conditions of the agreement, all of the concerned sections/ units shall be apprised accordingly.
- (c) The invoice for Security Service Charges shall be routed through concerned HoD for approval from Competent Authority.
- (d) Properly checked and verified attendance of Security Guards by the concerned officer/ HoD shall be attached with invoice for payment.

4.6 Procedure for Advance Payments:

- (a) Advance payment cases in lieu of any item or hiring of services shall be put up for prior approval of Competent Authority through concerned HoD.
- (b) Proforma/Pre Receipt Invoice shall be accompanied with the approved note sheet for the payment.
- (c) In case, the company does not provide Proforma/ Pre Receipt Invoice, advance request by the company for the payment shall be accompanied with the Note Sheet or at least Advance Request shall necessarily be mentioned on the Quotation.
- (d) Bank guaranty shall be obtained from the vendor company if the advance amount is more than Rs. 500,000/-
- (e) In case, the company is unable to provide Bank Guaranty, a formal agreement shall be signed for the security of cash as a last resort.

4.7 SOPs for Transport

The policy and procedure for availing the vehicles of Sukkur IBA University for private/ emergent usage is as under.

t) Official Duty:

- (a) During working hours (9:00 AM to 5:00 PM), if any one needs vehicle for official duty, he/she shall inform the Transport In charge at least 24 hours in advance in case of pre-planned/ already known tasks.

- (b) In case of suddenly arising need of vehicle for official duty during duty hours, the needy official shall inform the Transport In charge reasonably as before as possible.

u) Emergent Situations

- (a) In case of any emergency after working hour or at night, the students/ employees can avail the facility of Carry Bolan.
- (b) Two drivers shall be available to respond the emergency situations throughout the night (from 07:00 pm to 07:00 am).
- (c) The students in case of emergency shall request their concerned wardens who in turn shall contact the above named persons for arranging the vehicle.
- (d) To avail the facility, following concerned persons (as nominated time to time) may be called for issuance of directions to the drivers for providing services to the needy employee/ student.
 - (i). Transport Officer
 - (ii). Transport In charge

v) Non Emergent Situations:

- (a) Employees and students can avail the facility of point buses for their personal/ private works at city as per following schedule:
 - (i). Point Bus for Employees**
(Wednesday and Sunday 6:00pm to 9:00pm every week)
 - (ii). Point Bus for Girl Students**
(Thursday 6:00pm to 9:00pm every week)

w) For Private/ Personnel Use:

- (a) Requisition of vehicle for private/ personal use by Sukkur IBA University employees in non emergent cases shall be discouraged up to maximum level. However, only justified cases shall be entertained subject to availability of vehicle and driver.
- (b) The requesting official shall intimate the above named persons at least 24 hours in advance (in pre-planned cases) regarding the requirement of vehicle with full justification.

- (c) The concerned Transport In charge, keeping in view the nature of need and availability of vehicle/driver shall provide the vehicle.

(5) Compliance

- (a) Unnecessary private use of vehicles may be avoided.
- (b) Maximum usage of regular point buses may be ensured.
- (c) Private/ personal use of vehicles in all situations may be time bound/ reasonable/ purposeful and frugal.

4.8 Research Policy

(1). Title & Introduction

“Sukkur IBA University Research Policy”

SUKKUR IBA UNIVERSITY received guidelines from HEC for forming Office of Research, Innovation and Commercialization (ORIC). With the reorganization of the research setup, a need was felt to reformulate and further enhance SUKKUR IBA UNIVERSITY Research & Development Policy to cater for current needs and requirements so as to better coordinate the functioning. A new policy document named “Research Policy” has therefore been formulated.

(2). Mission

Office of Research, Innovation and Commercialization (ORIC), at Sukkur IBA University aims at supporting the university’s strategic research directions and policies, increasing and diversifying external research funding, improving integration of research and education at all levels of the university, improving translation of research into the public benefit, strengthening university-industry relationships, promoting entrepreneurship, technology-transfer and commercialization activities that energize and support the local and national economy promoting and enhancing crosscutting and multi-disciplinary research initiatives.

(3). Goals of ORIC

- (a) Creating an attractive and motivating environment for conducting research to produce high quality, relevant and innovative products and processes.

- (b) Ensure the availability of excellent physical infrastructure such as library, labs, training workshops, computers etc.
- (c) Identify sources of funding from different quarters
- (d) Establish a strong bridge between Sukkur IBA University and the industry to solve the industry problems by conducting relevant research for the industry as part of commercialization
- (e) To conduct a need-analysis study of industry to find their requirements
- (f) Gain trust of the industry and prove to them that we do have the capability and knowledge to solve their problems

(4). Experts Panel

- (a) A research panel/pool of experts/committee shall be established.
- (b) The expert panel can be comprised of internal faculty members of Sukkur IBA University, and external from other universities/R&D organizations as well.
- (c) The criteria for being a member of this panel are as follows:
 - (i). PhD degree from HEC recognized National University/Degree Awarding Universitys (DAI's) or reputed International University/Institution.
 - (ii). Faculty Member or Researcher at Public / Private University / DAI's and researcher/Scientist of the R&D Organizations.
 - (iii). At least two research publications in ISI (University of Scientific Information, USA) indexed journals in the past five years.
- (d) The Experts Panel shall perform the following activities:
 - (i). Guide in compiling list of national and international journals & conferences of high repute in all the disciplines currently being offered at Sukkur IBA University and rank them, i.e., A, B, & C category on the basis of their quality, i.e., impact factor & international reputation.
 - (ii). Review the papers submitted by the faculty members/students of Sukkur IBA University for travel grant or publication fees and make recommendations to the ORIC for acceptance/rejection of the request along with detailed feedback/comments for the applicants/submitters.
 - (iii). Oversee and guide the faculty members and students who are actively involved in research and provide them necessary facilities,

i.e., proof reading facilities, clear, constructive, continuous, and timely feedback on their research projects/papers, etc.

- (iv). Monitor the research activities taking place at Sukkur IBA University and promote inter & intra departmental research collaboration by building teams of researchers on the selected themes.
- (v). Guide in planning and organizing national and international research conferences on the various themes related to the disciplines currently being offered at Sukkur IBA University.
- (vi). Help in selecting editor(s), associate editor(s), and reviewer(s) for the editorial board of the journals, being published or likely to be published by the Sukkur IBA University in near future.

(5). Research Groups

- (a) To further augment the scope and momentum of R&D activities at Sukkur IBA University, each department shall set up research group in the areas of their expertise who shall be responsible to ORIC to co-ordinate, observe and document all R&D related activities of the department.
- (b) The Research group shall perform the following activities:
 - (i). Ensuring smooth functioning and effective Management of R&D activities at the department level.
 - (ii). Providing a central place in the department to co-ordinate R&D related activities with other departments of Sukkur IBA University, faculty members and students.
 - (iii). Identifying possible projects/sources of funding, and to convey the same to ORIC Sukkur IBA University.

(6). Raising Research Project Proposal

(a) Definition:

- (i). **Research Project** – A proposed activity to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support theorems, or develop new theories. A research project may also be an expansion on past work in the field.
- (ii). To test the validity of instruments, procedures, or experiments, research may replicate elements of prior projects, or the project as a whole.
- (iii). Following are not included in this policy:
 - (1) Quantitative/Qualitative Surveys
 - (2) Web-site/ports development

- (3) Creation of Data Banks/Information Repositories
- (4) Honoraria to senior management

(b) Procedure

- (i). A research project can be initiated by any member(s) of SUKKUR IBA UNIVERSITY.
- (ii). The person initiating the project shall be called Principal Investigator (PI). It is preferable to have a Co-PI in each project who shall assist the PI.
- (iii). In case of a team or group of members initiating a project, there shall be a PI and others would be members of his team. The team members can be from other Universities/R&D organizations.
- (iv). Such projects involving a group or team shall be preferred especially so if these are multidisciplinary involving more than one SUKKUR IBA UNIVERSITY department as this arrangement ensures continuity in progress and reduces dependency on an individual.
- (v). For projects whose sponsorship is solicited from external agencies a predetermined percentage (from public sector the desirable amount is 15-20% and for private sector 30-40%) of the total cost of the project be charged as "University Overheads" to cover the cost incurred by the University.
- (vi). The major steps that should be mentioned (written) in submitted research proposal are:
 - (1) Identification of research problem
 - (2) Literature review
 - (3) Specifying the purpose of research
 - (4) Determine specific research questions or hypotheses
 - (5) Data collection
 - (6) Analyzing and interpreting the data
 - (7) Reporting and evaluating research

(c) General Rules

Following are the important considerations as part of Research project proposals:

- (i). Each faculty member (Professor, Associate Professor and Assistant Professor) shall submit at least one research proposal for research funding in a year, to ORIC i.e. from January 1 to December 31, after the enforcement of this policy.

- (ii). If after the enforcement of this policy, any faculty member is not successful to get research proposal approval by ORIC through Experts Panel, in the first year then an advisory note shall be issued to him, and shall be marked in his ACR.
- (iii). If he/she still did not get a single research proposal approval in the second year as well, then a warning letter shall be issued against him/her that shall be placed in his ACR. Moreover, his/her annual increment shall be stopped. The Procedure and the final decision are made to approval of the competent authority.
- (iv). If even in case the Ph.D faculty member still did not get a single research proposal approval in the third year, then ORIC shall send a recommendation to the Vice Chancellor Sukkur IBA University, for taking necessary action against him/her, for possible termination of the services.

(d) Project Evaluation

- (i). The project proposal shall be analyzed/inspected by the Experts Panel, at ORIC SUKKUR IBA UNIVERSITY keeping its demand/effectiveness towards the intellectual achievement, HR development, and permanent equipment's to be inducted, commercialization prospects and largely the degree of contribution towards socioeconomic development of Pakistan.
- (ii). The meticulousness with which the proposal is developed with respect to expenditure, cash plan and timelines with deliverables shall also be taken into account.

(e) Incentives for getting sponsored R&D Projects/Consultancy service

- (i). Disbursement of cash reward to the PI shall depend on the degree of his/her contribution, overall expenditure and net savings of those activities
- (ii). . The division of the earnings earned after completion of the project/consultancy, after deducting all operating expense and on approval by Vice Chancellor Sukkur IBA University shall be as follows:
 - (1) PI& his team 80%

(2) Sukkur IBA University R&D Fund 20% (for promotion of R&D)

(7). Publication in Journals

(a) Procedure:

- (i). It is compulsory for faculty members including Professor, Associate Professor and Assistant Professor, to publish technical research articles in journals and conferences identified by the Experts Panel, on regular basis under the name of “Sukkur University of Business Administration – Sukkur IBA University”.
- (ii). Each faculty member is expected to produce research publication(s) (at least one) annually in a refereed journal identified by the Experts Panel.
- (iii). Likewise, each PhD student shall produce research publication(s) (at least two) and each MS student is expected to produce research publication (at least one) in a refereed journal listed by the Sukkur IBA University Experts Panel.
- (iv). Order of the authors in a publication to be arranged as per their research contribution and students shall be given preference when publication is based on their hard work. They shall also be encouraged to present their research at national/international forums.
- (v). Highest credit shall be given to publications in journals with high Impact Factor.
- (vi). To encourage faculty for publishing the research finding/paper in an ISI Indexed/Impact Factor journal, publication/registration fee can be provided.
- (vii). Likewise, sponsorship for publication of book and chapter in a book shall be made available after evaluating the research work, publishing agency and standing of the publication.

(b). General Rules:

Following are the important considerations as part of Research Publications:

- (i). Faculty members (both PhDs and non-PhDs) including Professor, Associate Professor and Assistant Professor shall publish at least one research article in a referred international journal identified by the

Experts Panel, in a year, i.e. from January 1 to December 31, after the enforcement of this policy.

- (ii). If after the enforcement of this policy, any faculty member is not successful to publish a research article in the first year, then an advisory note shall initially be issued to him, and shall be marked in his ACR.
- (iii). If he/she still did not get a single research article published in the second year as well, then a warning letter shall be issued against him/her that shall be placed in his ACR. Moreover, his/her annual increment shall be stopped.
- (iv). If even in case the faculty member still is not successful to publish a single research article in referred international journal in the third year, then ORIC shall send a recommendation to the Vice Chancellor Sukkur IBA University, for taking necessary action against him/her, for possible termination of the services or as deemed fit by Competent Authority.

(8). Financial Support for Presenting research Paper in Reputed National /International Conference

(a) Eligibility:

- (i). Any faculty member/Postgraduate student whose research work has been accepted in a national/international conference identified by the Sukkur IBA University Pool of Expert's, shall be sponsored by Sukkur IBA University to present his/her work in that conference.
- (ii). The Experts Panel may use the guidelines such as, acceptance rate i.e acceptance of full length paper and peer review etc.

(b) Eligibility:

Following are the important considerations as part of Sponsorship of research work presentation:

- (i). All the travel grant applications shall be submitted to ORIC at least eight weeks before conference dates and should meet HEC Conference Travel Grant Criteria for recommendation of approval.

- (ii). If the acceptance of papers is without a peer review and/or on submission of abstract only and acceptance is for poster presentation, the request for sponsorship may not be entertained.
- (iii). In case of multi-authored papers the travel request to present paper shall only be applicable for the first author unless the first author is unable to present due to exceptional circumstances beyond his/her control.
- (iv). All such requests shall be forwarded to ORIC Sukkur IBA University soon after the author receives the acceptance notification email, for processing and approval.
- (v). All faculty members are required to submit the conference proceedings back to ORIC, to be placed in ORIC central repository.
- (vi). Request for second time sponsored visit to a conference would only be entertained if subsequent to the conference the research is published in a journal identified by the Sukkur IBA University Experts Panel. However, any faculty member/Postgraduate scholar may request for sponsoring the registration fee only for subsequent paper(s) to be published in the proceedings of refereed international conference(s).
- (vii). The award of travel grant is subject to availability of funds and approval of Competent Authority.

(9). Financial Reward for Publication:

(a) Eligibility:

A Full time faculty or student shall be eligible for financial reward

(b). Entitlement:

- (i). The cash reward shall be paid to all those publication(s) that has been accepted for publication in the journal(s), identified by the Sukkur IBA University Experts Panel, in the following manner:

(1) For publication(s) in category 'A' journals, a cash reward of Rs. 150,000 shall be paid.

(2) For publication(s) in category 'B' journals, a cash reward of Rs. 100,000 shall be paid.

- (3) For publication(s) in category 'C' journals, a cash reward of Rs. 30,000 shall be paid.

(c). General Rules:

- (i). Category 'A' journals shall only include Impact Factor (IF) journal indexed by University of Scientific Information (ISI) and are listed in Journal Citation Report (JCR) of the respective year.
- (ii). Category 'B' journals shall include all the journals that are not impact factor journals but are listed in Journal Citation Report (JCR) and are recognized by Higher Education Commission (HEC).
- (iii). Category 'C' journals shall include all the journals recognized by Higher Education Commission (HEC) in X & Y categories, Scopus Indexed, and Case Studies.

“It is a well-known fact that the quality of research publications is judged by the Impact Factor of the journal in which these are published, therefore, in order to further improve the quality of our research publications and align the policy with the latest trends, the following are necessary”:-

- (iv). Research publication under the name of “Sukkur University of Business Administration – Sukkur IBA University, Sukkur, Pakistan” shall only be considered for the award under the policy.
- (v). Only authors who are SUKKUR IBA UNIVERSITY faculty members or students shall be considered for the award.
- (vi). In case of co-authorship, if more than one author is from Sukkur IBA University then the prize money/award shall be paid to the first author (in sequence) from Sukkur IBA University.
- (vii). In case an article is published with the co-authorship of researchers from other Pakistani universities/Universitys, the author(s) from Sukkur IBA University shall not get the full reward. The amount of reward shall depend upon the number of authors and universities/Universitys involved. For example, if article is written with two authors from University of Punjab and one author from Sukkur IBA University then Sukkur IBA University's researcher shall get one third of the reward as per policy.

- (viii). Impact Factor (IF) journal indexed by University of Scientific Information (ISI) shall be given much higher weight age for the financial award. The ISI official website has several subject categories.
- (ix). PhD thesis published in the form of a book shall not be considered under the policy.
- (x). Writing & publishing a case study in a refereed international journal identified by the Experts Panel shall be treated as equal to a paper publication.
- (xi). A book or chapter published in a book shall be processed under this policy, if it is published by the following international publishers:
 - (1) Shalliam Collins
 - (2) Macmillan
 - (3) Oliver & Boyd
 - (4) McGraw Hill
 - (5) Academic Press
 - (6) Prentice Hall
 - (7) Penguin Books
 - (8) Oxford University Press
 - (9) Addison-Wesley
 - (10) Taylor & Francis
 - (11) Asia Publishing House
 - (12) MIT Press
 - (13) Cambridge University Press
 - (14) O'Reilly
 - (15) Blackwell Scientific
 - (16) Elsevier
 - (17) Springer
 - (18) Any other HEC recognized Publisher

(10). University Best Researcher Award:

(a) Eligibility:

A Full time faculty member shall be eligible for the reward

(b) Entitlement:

- (i). In order to encourage faculty members and to motivate them to perform better in future, University Best Researcher of the year Award shall be given to faculty members in each individual department.
- (ii). The award shall consist of a cash prize of Rs200, 000 (Rupees Two Hundred Thousand only) with a certificate of Recognition/Appreciation signed by Vice Chancellor Sukkur IBA University.

(c) Procedure:

- (i). The nomination of two faculty member(s) from each department for the award in their respective department(s), duly recommended by Vice Chancellor ORIC and Registrar Sukkur IBA University shall be forwarded to Vice Chancellor Sukkur IBA University for approval.
- (ii). The guidelines for nominations for the award are as follows:
 - (1) Only data for the year under consideration shall be applicable.
 - (2) Minimum 3 years' service as a regular teacher at Sukkur IBA University.
 - (3) Minimum 2 courses for teaching in the concerned year/duration.
 - (4) A faculty member, who has already received Best Researcher Award, shall be re-considered for this award after 3 years intervening period.
 - (5) A claim with insufficient documentary proof shall not be considered for point's calculation.
 - (6) Publications, projects, research grants, patents, student supervision etc. related to Sukkur IBA University shall only be considered.
 - (7) Points shall be calculated based on the Faculty Performance Appraisal Form.

4.9. Case Study/ Research Policy

1. Introduction

Sukkur IBA has been keenly involved in the promotion of new initiatives and developing research culture. Due to which Sukkur IBA has been ranked amongst the

most prestigious universities/institute in Pakistan and the institute has enjoyed a tremendous improvement. In those initiatives one of most prominent initiative has been Sukkur IBA's approach on investing in the learning, development and growth of its faculty members. From offering scholarships for PhDs and Masters to sending faculty in international and national workshops, conferences and trainings, Sukkur IBA has been investing to improve quality of teaching, learning and research. Similarly, Sukkur IBA has also been paying utmost attention towards the most famous and effective teaching pedagogies that can add value in the vision and mission statement of the institute.

One of these initiatives, has been the attention towards teaching through case method and case research. Sukkur IBA has invested millions of rupees on the faculty trainings for case teaching and writing workshops. As a result Sukkur IBA has also successfully established a comprehensive MBA program which is now taught through the case method only, making Sukkur IBA as second most important contributor after LUMS in this method.

The interest of the top management of Sukkur IBA has been adding value in case teaching and case research. But this beginning of the case programs requires, case teaching in individual courses and case research further close attention.

The case method is important aspect of learning as it addresses to uncover hidden human potential, it helps students to improve their analytical skills, problem solving skills, decision making skills and above all communication as well as improved confident to interact with groups in a business scenario. The results of this method are to produce graduates with effective leadership skill not only managerial skill.

It would be quite hard to reach to the stated mission statement of Sukkur IBA without incorporating case method of teaching. As this method clearly compliments into the mission statements body where Sukkur IBA aims "to produce graduates with analytical and creative thinking, leadership skills and entrepreneurial spirit, possessing global outlook and being conscious of ethical values".

Apart from its technical nature in handling case classes, one of the current challenges that Sukkur IBA is experiencing is about use of local cases in the courses. Unfortunately the local cases that could represent management and business related issues are unavailable at large.

Looking at these challenges, Sukkur IBA Case Research Center aims at promoting development and teaching of local cases in our MBA courses.

2. Mission of Sukkur IBA Case Research Center

The mission of Sukkur IBA Case Research Center is 'to become center of excellence and market leader in Asia with respect to case based research, learning and teaching'.

3. Incentives for Winning Sponsored Case related R&D Projects / Consultancy Services

At Sukkur IBA the faculty is highly encouraged to involve themselves into winning sponsored cases related research and development projects. There are in fact many international and national funding options available.

The Sukkur IBA Case Research Center will be helping and guiding faculty that is interested in applying for such projects.

Distribution of cash reward to the Principal Case Researcher (Principal Investigator) will depend on the degree of his/her contribution, overall expenditure and net savings of those activities.

The division of the earnings earned after completion of the project/consultancy, after deducting all operating expense and on approval by worthy Director Sukkur IBA will be as follows:

- PI & his team 60%
- Sukkur IBA R&D Fund 40% (for promotion of R&D)

4. Case Development (Writing) Process

Following will be the process of case development (writing).

Step 1: Issue and Company Identification: The faculty member will identify the company and submit a short proposal for arranging the interview.

Step 2: Approaching Company: The Case Research Center will initiate to arrange a meeting at earliest possible with relevant company's authorities.

Step 3: Seeking Approval: The Case Research Center will then initiate on behalf of author(s) to seek approval of travel and accommodation from Director Sukkur IBA.

Step 4: First Draft Submission to Case Research Center.

Step 5 Buddy review: After first draft of the case is ready; the case will be sent to at-least two colleague from Sukkur IBA with expertise in the same domain to get instant review and feedback.

Step 6: Case test class: The Case Research Center will arrange a mock class session to experience the class-run. One of the authors is supposed to teach the case in a relevant class while other authors or colleagues (as nominated by Case Research Center) will also attend the class to present their observations.

Step 7: Review the case (by authors): On the basis of class feedback the authors will review the case before submission.

Step 8: Submit for publication: Authors will submit for a publication, however, the Case Research Center can facilitate faculty if any assistance will be required.

Step 9: Reward Claim: The Case Research Center will facilitate the process.

Step 10: Promotion: The published cases will be made available on Sukkur IBA's website and other possible online platforms for their promotions by Sukkur IBA Case Research Center.

5. Reward on Publication

The reward breakup for case publication is as under:

- (i). Tier-I Case Journals Rs. 100,000/-
Impact factor and ISI reward as per ORIC policy
- (ii). Tier-II Case Journals Rs. 70,000/-
- (iii). Tier-III Journals Rs. 30,000/-

1) Tier-I Journals:

Case studies published in any ISI or Impact Factor Journal besides above journals.

1. North American Case Research Association (NACRA)
2. Thompson Center for Business Case Studies
3. Journal of Case Research and Inquiry (JCRI) by Western Case writers Association (WCA),
4. The Asian Case Research Journal
5. Journal of Case Research in Business and Economics
6. Emerging Markets Case Studies
7. The Case Journal by Emerald
8. NIDA Case Research Journal,
9. Asian Case Research Journal (NUS-Singapore)

10. Asian Journal of Management Cases (LUMS)

2) Tier-II Journals

These are the peer-reviewed Research Journals from following publishers
Taylor & Francis, Sage, Emerald, Wiley, JSTOR, Elsevier etc.

NOTE: The Sukkur IBA Case Research Center will assess the quality of journal and seek proper approval through advisory board meeting before processing any claim.

3) Tier-III Journals

HEC recognized journals from Pakistani Universities.

NOTE:

Only first author (from Sukkur IBA) will claim for reward.

In case if the first author is from outside Sukkur IBA, in that case Sukkur IBA faculty member (being second, third or even fourth author) can claim for the reward.

6. Financial Assistance for Data Collection:

The travel and accommodation related costs (as per pay scale) for the reason of data collection (conduct of Interviews) will be provided by Sukkur IBA. However, the faculty members will have to submit a “statement of purpose” that will be documented by Sukkur IBA Case Research Center and an advance note will be forwarded through Sukkur IBA Case Research Center.

The advances obtained in the name of ‘data collection’ for writing a case will have to be closed by the authors by providing related bills and a copy of ‘first draft of the case or published case’.

7. Acceptance for Promotion Purpose at Sukkur IBA

Sukkur IBA considers publication of case studies as of regular research articles. The cases published in any of the three (Tier-I, II, & III) categories (as mentioned above) will be accepted for promotional purpose (for the positions against Assistant Professor, Associate Professor and Professors) at Sukkur IBA as of regular research articles.