



I Q R A
UNIVERSITY

IU

HUMAN RESOURCE
MANUAL 2025

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IU VISION STATEMENT

To transform the lives of youth through world-class education at an affordable price.

IU MISSION STATEMENT

To be a world-class institution of higher education and research, promoting technical skills, critical thinking and public duty, to help develop a prosperous and progressive society.

IU VALUES

RESPECT	MERIT	DEDICATION	COURTESY
EQUALITY	HONESTY	INNOVATION	EXCELLENCE

Keeping IU's values at the core of our HR vision, we are committed to fostering a workplace that exemplifies excellence, where each individual is empowered and valued, contributing to a thriving, inclusive, and innovative educational environment."

HR VISION

To build an inclusive and supportive work environment that attracts, nurtures, and retains talented individuals, empowering them to contribute to Iqra University's mission of delivering quality education and research.

We aim to foster a culture of collaboration, continuous learning, and accountability to help drive the university's growth and societal impact.

CHAPTER 1 - INTRODUCTION

This document is produced by the Human Resource Department of Iqra University, keeping in view all applicable Federal / Provincial Laws and Statutes of the University. The Human Resource Department reserves the right to change this document, without notice, in order to maintain compliance with Federal / Provincial laws and Statutes of the University, - in line with approved decisions of the statutory bodies of Iqra University.

This document in no way constitutes or represents a contractual agreement between Iqra University and its employees. Revisions to this document shall be in the form of additions, and deletions to the document, which will usually be initiated by the Director - Human Resource Department and approved by the President / Vice-Chancellor / relevant statutory body.

This policy document supersedes all previous policy documents regarding Human Resource Management. These policies will be administered by the Human Resource Department after approval of President / Vice Chancellor.

1.1. PURPOSE OF DOCUMENT

This document is designed to guide IQRA University's employees in fulfilling their responsibilities and interpreting all guidelines and procedures related to Human Resource Management. The Guidelines & Procedures outlined in this document have been developed, keeping in view the internal and external influencing factors. The purpose is to provide employees at all levels within the university with a clear and comprehensive understanding of the existing policies and procedures.

1.2. CLARIFICATION

Request for clarification or explanation of the material present in this document shall be addressed to the Director of the Human Resource Department.

1.3. RESPONSIBILITY FOR IMPLEMENTATION

The Human Resource Department shall have the overall responsibility for the implementation of the policies in this document at the university level. However, department-level execution and compliance of these policies will be overseen by the respective Heads of the Departments.

1.4. COMPLIANCE

Campuses and departments of Iqra University shall ensure compliance with the provisions contained in this document. Any anomalies or violations shall be immediately brought into notice of Human Resource Department by the respective Head of Department for remedial actions. In addition, the HR Department staff, during their routine audits, shall also note any serious violations of HR policies contained in this document and report these to the Vice Chancellor / President and if required, to the Chancellor.

For the sake of effective compliance at all times, in the event of a temporary absence of the incumbent in any position specified in this document, authorities associated with that position may either escalate to the next higher authority-in-line or assign an acting charge to another qualified individual. In such cases, the acting authority will also be responsible for ensuring compliance with the provisions outlined in this document unless a temporary authority has been specifically granted and authorized by the respective campuses and departments of Iqra University.

1.5. SCOPE & APPLICATION

This “HR Manual - 2025” shall apply to all employees of Iqra University, including contractual staff (to the extent applicable).

All employees of Iqra University shall conform to and abide by these procedures with such amendments as may be affected from time to time.

1.6. AUTHORITY OF BOARD OF GOVERNORS TO MODIFY REGULATIONS

The Chancellor of Iqra University holds the authority to revise or amend these regulations as required. Any changes made will be presented at the subsequent Board of Governors (BOG) meetings for approval.

CHAPTER 2 - CODE OF CONDUCT

The Code of Conduct at Iqra University sets the foundation for maintaining a professional, respectful, and ethical work environment. It outlines the standards expected from employees in their interactions, decision-making, and adherence to university policies. This chapter highlights key principles, including confidentiality, compliance with rules, workplace discipline, ethical behaviour, and professionalism.

2.1. MAINTENANCE OF SECRECY / CONFIDENTIAL INFORMATION

An employee shall serve the University honestly, faithfully, and diligently and shall maintain confidentiality regarding the affairs of the University; He/she shall show courtesy and attention to all persons having dealings with Iqra University.

2.2. OBSERVANCE OF RULES

An employee shall conform to and abide by these Rules and shall observe, comply and obey all lawful orders and directions which may, from time to time be given by any person under whose jurisdiction or control he may, be placed.

2.3 ZERO-TOLERANCE POLICY

Iqra University upholds a strict zero-tolerance policy regarding violations of integrity and compliance. Any breaches in these areas, including but not limited to dishonesty, unethical behaviour, or failure to adhere to university policies and legal regulations, will result in immediate and severe disciplinary action. This may include termination of employment, academic penalties, or legal consequences, depending on the severity of the violation. The University is committed to maintaining the highest standards of ethical conduct and compliance with all applicable laws and internal policies.

2.4. PLACE OF SERVICE/ TRANSFERS

Employees of the University are expected to be flexible in their assignments and may be required to serve at any campus of the University located within the territory of Pakistan. This policy supports the operational needs of the University.

Employees may also submit a request for a transfer to another campus. Such requests will be considered based on institutional requirements, employee performance, and available opportunities for professional development. The final decision regarding transfers will rest with the relevant authorities.

2.5. ABSENCE FROM DUTY

An employee shall not be absent from duty; not extend or overstay the period of any leave sanctioned to him without having obtained prior permission from the competent authority.

2.6. DRESS CODE POLICY

Employees are expected to present a clean and neat appearance and to dress up appropriately according to the requirements of their positions and in line with the social norms.

Standards of proper dress, grooming, and personal cleanliness play a vital role in maintaining employee morale and shaping the university's business and institutional image. The university strives to project an image of professionalism, competence, and exceptional customer service—one that sets a standard of excellence among institutions of higher education and leaves a positive impression on students, parents, and the public.

Outfits should be clean, well-pressed, and presentable, with shoes polished and neat. Revealing clothing, short tops, fitted t-shirts, and torn jeans are not permitted, nor are shirts or t-shirts displaying inappropriate or offensive messages on university premises.

2.7. PARTICIPATION IN POLITICAL ACTIVITIES

Employees are expected to refrain from participating in or promoting political activities during work hours or on university premises as such actions could potentially harm the reputation of Iqra University.

2.8. ACCEPTANCE OF GIFT

Employees shall avoid accepting gifts, favors, or personal benefits that could influence their professional decisions. Modest, token gifts may be accepted if they are not intended to influence and are reported to HR for transparency. Any gifts that fall outside these parameters should be disclosed, and further guidance will be provided.

2.9. BORROWING

An employee shall not borrow money or any articles from employees, co-worker, and students who likely to have dealings with Iqra University

2.10. SOCIAL MEDIA POLICY

This policy aims to guide employees in differentiating between personal and official social media use, discouraging actions that could harm the University's reputation. Social media activity must comply with religious and societal norms, FIA regulations, and the Constitution of Pakistan.

Employees are responsible for content posted on their social media accounts, including but not limited to:

- a. Posting defamatory or false statements about Iqra University or its stakeholders.
- b. Sharing unauthorized or sensitive information (e.g., official documents, circulars).
- c. Supporting defamatory groups or content.
- d. Spreading false or inappropriate content, including harassment or religious comments.
- e. Misusing the University's logo or intellectual property to promote political, social, personal or religious causes.
- f. Engaging in unauthorized media statements.
- g. Violating confidentiality by sharing trade secrets or internal information.
- h. Participating in external negotiations that could create obligations for Iqra University.
- i. Engaging in after-hours online activity that breaches University policies.
- j. University email addresses should not be used for personal matters.

Only the Head of Corporate Communications is authorized to speak on behalf of Iqra University. Violations of this policy may result in disciplinary actions. In severe cases, employee may face termination, and legal action may be pursued in accordance with clause 2.12. and 2.13. of the HR Manual. Employees should report any offensive or harmful online behaviour by colleagues to the relevant authorities.

2.11. OTHER MISCONDUCT

Without limiting the broader definition mentioned earlier, the term 'Misconduct' includes for these Rules, the following acts, omissions, and commissions:

- a. Insubordination or disobedience to superior.
- b. Fraud and dishonesty in connection with University business or property.
- c. Cause damage or loss of the University's goods or property.
- d. Sleeping on Duty
- e. Drunkenness, gambling, disorderly or indecent behaviour while on duty.
- f. Collection or canvassing for collection of money, within office premises for any purpose not approved by the University.

- g. Striking, inciting others to abstain from work or agitation in any from and manner within or outside the University premises or at a place where it is lawfully prohibited.
- h. Illegal strike, whether singly or jointly with others in contravention of any existing law or rule for the time being in force or inciting others to go on an illegal strike.
- i. Distribution or exhibition within office premises of any paper, handbills, pamphlets, or posters without prior approval of the competent authority.
- j. Holding of meetings within the University premises without prior permission of the competent authority.
- k. Refusal to comply with an order to transfer or directly or indirectly trying to influence the management to cancel an order of transfer.
- l. Habitual indiscipline and leaving duty without permission, and absence from the seat or place of work without permission during working hours.
- m. Unauthorized use of the University property.
- n. Lingered, slowing down work, undue delay in execution of work, or refusal or negligence to carry out reasonable orders of a superior.
- o. Habitual negligence of duty or neglect of work.
- p. Breach of Rules, Regulations, standing orders, or the instructions of the University.
- q. Improper attire or failure to use uniform while on duty.
- r. criticism of the superiors (verbal, writing, electronic) and misbehaving with the superior or colleague, subordinates or students of the University.
- s. Threatening or intimidating an employee of the University within or outside the office.
- t. Any other act or behaviour, which in the opinion of the management constitutes misconduct.

2.12. PUNITIVE ACTIONS FOR NON-COMPLIANCE

Without prejudice to other provisions contained in these Rules, an employee who commits a breach of any of these Rules, or who displays negligence or insolence or who knowingly does anything detrimental; contravenes instructions issued to him in connection with his/her official work or commits a breach of discipline or is guilty of any other act of misconduct or has been convicted of any offense involving moral turpitude, shall be liable to one or more punitive actions as per 2.12.1 and 2.12.2 clauses of the HR manual.

2.12.1. WARNING LETTERS

In case of unsatisfactory performance or discipline, an employee will be issued a warning letter that clearly outlines the specific areas of concern and expectations for improvement. The employee will be given 7 days from the receipt of the warning letter to submit a written response or explanation to the HR department. HR will review the response within the 7-day period. If the response is satisfactory, the matter may be resolved without further action. If the response is unsatisfactory or if the employee fails to respond within the given period, the warning will remain in effect, and the employee will be expected to show improvement.

If the employee does not improve or further issues occur, a subsequent warning will be issued, with a minimum gap of one month between the first and second warnings. This timeframe allows the employee sufficient time to correct their behaviour. The same procedure applies for the third warning, with another one-month gap between the second and third warnings.

After the third warning, if no significant improvement is observed, Iqra University reserves the right to terminate the services of the employee.

However, in case of serious indiscipline/misconduct, Iqra University may terminate the services of an employee with immediate effect, without any warning/notice. Termination will be with prior approval of the appointing authority.

2.12.2. PENALTIES

An employee found guilty under any rule, offense or misconduct shall be liable to one or more of the following penalties:

- a. A written expression of disapproval, serving as a caution to the employee regarding their behaviour or actions.
- b. Withholding of confirmation, promotion, or increment for a specified period
- c. Recovery from the salary of the whole or part of any pecuniary loss caused to the University by the employee
- d. Removal from the service

2.13. DISCIPLINARY PROCESS

Before imposing any penalty under these rules, the employee concerned shall be informed in writing about the charges and shall be given a reasonable opportunity to answer the charges in writing.

Where the employee admits the charges or where he fails to address the charges within the specified period, the competent authority shall pass the order in writing awarding him one or more penalties as referred in the above- mentioned rules.

If the employee denies the charges, an Inquiry Committee will conduct a thorough investigation before the final decision.

The Inquiry Committee is responsible for conducting an impartial investigation, gathering facts, and preparing a report with recommendations for the final decision.

Composition of the Inquiry Committee:

- a. Registrar - Chair
- b. A Professor/ Associate Professor from a different department.
- c. A representative from the HR Department.
- d. A psychologist
- e. Any other appointed member by the Vice Chancellor.

Inquiry Timeline:

1. The committee will initiate and complete the inquiry within 3 to 5 working days of receiving the case.
2. The committee will review evidence, conduct interviews with the employee, witnesses, and supervisors, and assess relevant documentation.
3. A formal inquiry report, including findings and recommendations, will be submitted within this 3 to 5-day period.
4. Any extension will require approval from the VC.
5. Based on the inquiry report, the Director HR in consultation with competent authority will issue a decision on whether to impose penalties or exonerate the employee.

2.14. APPEAL

2.14.1. Employees who have received disciplinary actions (e.g., warning letters, penalties) under the misconduct clauses have the right to appeal before the appellate committee.

2.14.2. Appeals must be submitted within 15 working days from the date of receiving the disciplinary action notification.

2.14.3. The appeal must be submitted in writing and include:

- a. Employee's name, position, and department.
- b. A clear statement of the grounds for the appeal, referencing specific allegations and any supporting evidence.
- c. Any witnesses or documentation that may support the employee's case.

2.14.4. The appeal should be addressed to the Appellate Committee through the HR Department and submitted via email or in person.

2.14.5. The Appellate Committee should be impartial and free of conflicts of interest related to the case. It should consist of the following:

- a. Dean Law (Chair)
- b. Director QEC (Member)
- c. Director HR (Member)
- d. An Academic HOD (nominated by the VC)

2.14.6. Upon receipt of the appeal, the Director of HR will acknowledge the submission in writing within 1 working day. The Appellate Committee will begin its review, which may involve interviewing the employee, supervisor, and witnesses, and examining relevant documents and evidence.

2.13.7. The Appellate Committee will complete the review and make its recommendation to the Vice Chancellor within 3 to 5 working days from the acknowledgment of the appeal. Any extension beyond this period will require approval from the Vice Chancellor.

2.13.8. The Vice Chancellor's decision will be communicated within 1 working day following the receipt of the Appellate Committee's recommendation.

2.13.9. The decision made by the Vice Chancellor would be final, with no further appeal within the university regarding the matter. All appeal processes will be conducted confidentially to respect the privacy of the employee.

2.15. SEXUAL HARASSMENT POLICY

Iqra University (IU) is committed to providing a safe and respectful environment for all members of its community. In accordance with the directives of the Higher Education Commission (HEC) and the Protection Against Harassment of Women at the Workplace Act, 2010 (Act No. IV of 2010), this policy aims to prevent and address any incidents of sexual harassment. Our goal is to ensure that complaints are handled promptly, fairly, and confidentially, protecting the rights of all parties involved.

At IU, equality is a core value we uphold. As an equal opportunity employer and academic institution, we do not tolerate any form of discrimination or harassment.

We strictly comply with the law enacted on March 11, 2010, and take all necessary steps to foster a harassment-free workplace.

2.15.1. Policy Availability

The Sexual Harassment Policy is available to all employees and can be accessed on the IU website at the following link: <https://iqra.edu.pk/iu-policies/>. The official complaint form can be collected from the Anti-harassment focal persons.

2.15.2. Anti-Harassment Committee

To ensure immediate assistance and support for individuals who experience sexual harassment, IU has designated two Focal Persons, one of whom is female. These individuals are responsible for providing guidance and facilitating the initial steps for filing a complaint. The contact information for the Focal Persons is readily available on the IU website.

In line with the HEC Policy on Protection Against Sexual Harassment in Higher Education Institutions (2020), IU has established both an Inquiry Committee and an Appellate Committee to address and resolve cases of sexual harassment. These committees are responsible for investigating complaints and ensuring that fair and impartial action is taken in accordance with the law.

2.16. EMPLOYMENT PRACTICE - UNIONS

Iqra University recognizes and respects the right of all employees to freedom of association in accordance with the Constitution of the Islamic Republic of Pakistan (Article 17) and the Industrial Relations Act, 2012.

The University supports the principle that employees may, without fear of discrimination, intimidation, or retaliation:

- a. Form or join labour unions or employee associations of their own choice;
- b. Participate in union activities or representative functions; and
- c. Engage in collective dialogue on matters concerning employment conditions, benefits, and workplace welfare.

While Iqra University, as an academic institution, maintains a non-industrial organizational structure, it ensures that employees who wish to form or join representative bodies may do so in accordance with national labour regulations, provided such activities do not disrupt academic or administrative operations.

The University also encourages open communication between employees and management through established Grievance Redressal Mechanisms, Staff Councils, and HR Liaison Committees, thereby promoting a collaborative and respectful working environment.

2.16.1 EMPLOYMENT PRACTICE : LABOUR RIGHTS

Iqra University upholds and enforces all fundamental labour rights as defined under the Employment Ordinances of Pakistan, the Factories Act, 1934, and the Shops and Establishments Ordinance, 1969.

The University is committed to ensuring:

- a. Equal Employment Opportunity – No employee or applicant shall face discrimination based on gender, religion, ethnicity, age, disability, or marital status.
- b. Fair Wages and Working Conditions – All employees shall receive at least the minimum or living wage, as defined under Section 7.3 of this manual.
- c. Safe and Healthy Work Environment – The University shall maintain occupational safety and health standards consistent with national laws.
- d. Freedom from Forced or Child Labour – No employee shall be subjected to coercion, servitude, or employment below the legal age limit.
- e. Right to Appeal and Representation – Employees have the right to raise workplace concerns or appeal decisions related to employment, discipline, or pay through the University's formal Grievance and Appeal Procedures.
- f. Compliance Monitoring – The HR Department shall ensure continuous compliance with all applicable labour laws and report annually on adherence to employment rights standards.

Iqra University remains committed to fostering a workplace grounded in fairness, transparency, and respect for human dignity, consistent with both Pakistani legislation and international labour conventions (ILO standards).

2.16.2. Recognition of Labour Rights – Freedom of Association and Collective Bargaining

Iqra University recognizes and respects the fundamental labour rights of all employees, including the freedom of association and the right to collective bargaining, in accordance with Article 17 of the Constitution of the Islamic Republic of Pakistan, the Industrial Relations Act, 2012, and relevant ILO Conventions (Nos. 87 and 98) ratified by Pakistan. The University ensures that all employees—irrespective of gender, designation, contractual status, or nationality—have the right to form or join representative associations, participate in lawful collective activities, and engage in constructive dialogue with management on employment-related matters without fear of discrimination, intimidation, or retaliation. Through open communication channels, such as grievance mechanisms and consultative meetings, Iqra University promotes a collaborative and inclusive work environment that upholds fairness, mutual respect, and compliance with national labour standards.

2.17 POLICY AGAINST FORCED LABOUR, MODERN SLAVERY, HUMAN TRAFFICKING, AND CHILD LABOUR

Iqra University is firmly committed to upholding the highest standards of ethical employment practices and ensuring that all work performed within the University or through its contractors, suppliers, and affiliates is conducted freely, fairly, and in compliance with applicable laws of Pakistan and international labour standards.

The University strictly prohibits forced labour, modern slavery, human trafficking, and child labour in any form. This policy is implemented in accordance with:

- The Constitution of the Islamic Republic of Pakistan (Article 11), which prohibits all forms of slavery, forced labour, and child labour;
- The Bonded Labour System (Abolition) Act, 1992;
- The Employment of Children Act, 1991; and
- Relevant International Labour Organization (ILO) Conventions ratified by Pakistan.

POLICY COMMITMENTS

a. Voluntary Employment – All employees of Iqra University work on a voluntary basis. No individual shall be forced to work through coercion, threat, debt bondage, or any other form of compulsion.

b. Prohibition of Child Labour – The University does not employ any person under the legal working age as defined under Pakistani law (currently 15 years). For hazardous work or campus-related operational activities, the minimum age shall be 18 years in compliance with the Employment of Children Act.

c. Prevention of Human Trafficking and Modern Slavery – IU prohibits the recruitment, movement, or employment of individuals through deception, coercion, or abuse of power for exploitative purposes.

d. Fair Recruitment and Employment Practices – All hiring, contracting, and outsourcing arrangements must ensure workers' rights to freedom, fair treatment, and lawful working conditions.

e. Monitoring and Compliance – The HR Department shall verify compliance with this policy through employment record audits, supplier checks (where applicable), and staff awareness programs.

f. Reporting Violations – Any employee or stakeholder who becomes aware of a potential violation of this policy may confidentially report it to the Human Resources Department or through the established Whistleblowing and Grievance Channels without fear of retaliation.

Iqra University reaffirms its commitment to maintaining a workplace built on human dignity, lawful employment, and zero tolerance for any form of exploitation or abuse.

CHAPTER 3 - EMPLOYEE SUPPORT AND ENGAGEMENT

Employee Support and Engagement at Iqra University involves managing and fostering positive interactions between the university and its employees. This includes addressing concerns, resolving conflicts, ensuring adherence to policies and legal standards, and recognizing and rewarding employees for their contributions. These efforts collectively support a productive and positive work environment while enhancing employee morale.

3.1. GRIEVANCE HANDLING

Iqra University is committed to fostering a collaborative, respectful, and professional work environment where every employee is treated with dignity and fairness. A grievance at Iqra University refers to any dissatisfaction, complaint, or misunderstanding expressed by an employee or a group of employees regarding work-related issues. While every grievance is taken seriously, employees are encouraged to avoid making baseless allegations, as filing false reports may result in disciplinary actions, including termination.

3.1.1 Grievance Handling Committee

The committee is composed of the following members:

- a. Registrar (Chair)
- b. Director HR (Member)
- c. Head(s) of the Relevant Department (Member)
- d. Faculty member from law department (Member)
- e. HoD Psychology or Senior Faculty member from Psychology Dept (Member)
- f. Campus Director (if required)

For the committee to proceed, a quorum of at least four members is required.

3.1.2. Types of Grievances

- a. Workplace Discrimination
- b. Employment Terms and Conditions (salary, benefits, promotions, etc.
- c. Work Relationships (conflicts with colleagues or supervisors)
- d. Work Environment (physical or emotional)
- e. Workload and Work-Life Balance
- f. Lack of Career Development
- g. Unfair Disciplinary Actions
- h. Miscommunication or Lack of Communication
- i. Favouritism and Nepotism

3.1.3. Grievance Handling Procedure

Iqra University encourages the resolution of grievances through a structured and transparent process, which prioritizes resolving issues at the lowest possible level while ensuring that the principles of natural justice are upheld. The grievance handling procedure involves the following steps:

3.1.3.1. Informal Resolution

Employees are encouraged to resolve grievances directly with the individual(s) involved through open communication. Often, misunderstandings can be cleared up by addressing the issue promptly and respectfully.

3.1.3.2. Escalation to HR or Supervisor

If the grievance cannot be resolved informally, or if the employee is uncomfortable addressing the issue directly, they may approach the HR department or their immediate supervisor. The supervisor or HR will investigate the matter and attempt to resolve it within two working days. The employee should ensure that all relevant information is provided to facilitate a thorough investigation.

3.1.3.3. Formal Grievance Process with the Committee

If the issue remains unresolved, the employee may escalate the matter to the Grievance Handling Committee by submitting a formal written complaint. The HR Representative will schedule a committee meeting, and the grievance will be thoroughly reviewed and investigated by the committee. The committee will:

- a. Investigate the details of the grievance, gathering relevant evidence.
- b. Conduct interviews with the involved parties, if necessary.
- c. Review the university's policies and relevant laws to ensure compliance.
- d. Discuss and deliberate on the findings to determine the appropriate resolution.

The committee is responsible for ensuring that the investigation process is unbiased, transparent, and maintains confidentiality for all parties involved.

3.1.4. Appeal to the Vice Chancellor

If the employee is dissatisfied with the committee's decision, they may appeal directly to the Vice Chancellor, who will review the case and provide a final resolution.

3.1.5. Possible Outcomes of the Grievance Process

3.1.5.1. Joint Agreement

Wherever possible, grievances will be resolved through mutual understanding between the parties involved. The committee may facilitate this agreement and ensure

it is documented. A written record of the resolution will be filed, but it will not impact personnel files unless disciplinary action is warranted.

3.1.5.2. Insufficient Evidence

If the committee determines there is insufficient evidence to establish fault, no disciplinary action will be taken. However, the committee may recommend actions such as:

- a. Increased observation of the involved parties.
- b. Staff-wide training on relevant policies to prevent future incidents.

3.1.5.3. Penalty

If a breach of university policy is found, the Grievance Handling Committee will recommend appropriate disciplinary action against the responsible party. If the grievance is found to be intentionally falsified, the committee will also recommend disciplinary measures for the complainant. The severity of the disciplinary action will depend on factors such as:

- a. The seriousness of the offense.
- b. Whether the offense was intentional.
- c. Whether the individual has a history of similar misconduct.
- d. Any mitigating circumstances.

Penalties recommended by the committee will be in accordance with clause 2.12.2 of the HR Manual. A detailed record of the grievance and any disciplinary action taken will be included in the personnel file of the person disciplined.

3.2. EMPLOYEE ENGAGEMENT

IQRA University understands that both faculty and staff members contribute significantly to the institution's success. Employee Engagement Policy is designed to promote a culture of healthy competition, gratitude, inspiration, and involvement.

The policy aims to enhance employee engagement through the following activities:

- a. **Professional Development Opportunities** – Workshops, training sessions, seminars, employees scholarship program to foster skill development and career growth.
- b. **Feedback and Recognition Programs** – Regular employee surveys and recognition initiatives to acknowledge individual and team contributions.

c. **Team-Building Activities** – Organized group events such as retreats, brainstorming sessions, annual picnics, volunteering or community service, and collaborative projects to strengthen relationships and teamwork.

d. **Social Events and Celebrations** – Hosting informal gatherings to celebrate achievements, milestones, and special occasions that promote a sense of community.

e. **Wellness Initiatives** – Programs and facilities focused on physical and mental well-being, such as fitness challenges and sports.

3.3. EMPLOYEE RECOGNITION & REWARDS POLICY

This policy acknowledges and rewards outstanding employees of the University. It serves to engage and motivate employees, demonstrating appreciation, thus improving employee retention and culture at the University.

There are five types of awards designed to reward employees based on different parameters. These are as follows:

3.3.1. Long Service Award

The Long Service Award is given to employees of the University who have spent a certain number of years with the University and its affiliates, demonstrating loyalty and commitment.

3.3.2.1. Categories

There are three categories for this award, depending on the number of years an employee has been with the Institution:

- a. 10 years
- b. 20 years
- c. 25 years

3.3.2.2. Criteria

The eligibility criteria for the Long Service Award are as follows:

- a. Number of years of full-time service at IU.
- b. The years of service at IU must be continuous. If an employee resigns and re-joins the university, the re-joining date will be the date from which the years are counted.
- c. Any leave without pay duration is not included in the service tenure.
- d. In cases where the award is given after a gap, all employees who have completed the minimum time duration are eligible.

- e. All academic and non-academic employees of the University are eligible for this award.
- f. The senior management of Iqra University will determine the award amount each year.

3.3.2. Best Teacher Award

The University will recognize its outstanding educators with the Best Teacher Award, which includes a cash prize of PKR 100,000 (Rupees One Hundred Thousand only). This award will be presented annually to one teacher from each faculty, following a thorough evaluation process as detailed in the Best Teacher Award policy available with the Directorate of Academics, Advanced Studies, and Research.

3.3.3. Best Researcher Award

To recognize the outstanding efforts of its faculty members in the domain of academic and applied research and nurture the research eco-system through positive reinforcement, the university has devised a policy to reward the most outstanding researcher from each faculty of the university annually. The financial reward associated with this recognition will be determined annually by the appropriate authority. For comprehensive details, refer to the policy document for the best researcher award available at the Office of Innovation, Research, and Commercialization (ORIC).

3.3.4. Hajj Scheme

To recognize performance, commitment, and dedication, permanent employees in pay scales G1, G2, M1, M2, and M3 are offered the opportunity to perform Hajj through IU sponsorship. Muslim staff members who have completed a minimum of 3 years of service with the University and have a performance rating above 75% are eligible to participate in the balloting process. All eligible names will be compiled centrally at the main campus for the balloting process. The number of seats allocated for Hajj will be determined annually by the Vice Chancellor in consultation with the Finance and HR Departments. Further details about the policy can be found in *Annexure A* of the HR Manual.

3.3.5. International & National Tour Sponsorship for Best Employee

Staff in pay scales M4 to M9 and faculty members in A1 to A7, each with a performance rating above 80%, are eligible for an annual international tour sponsored by IU. To qualify, employees must have completed a minimum of 3 years of service with the university. IU will cover 50% of the expenses, including visas, tickets, boarding, and lodging. A Balloting Committee, comprising the Registrar, Director of Administration, and Director of HR, will carefully review and recommend employees for approval by the Vice Chancellor.

3.4. DAYCARE FACILITY

Iqra University provides a daycare facility to support its faculty and staff by offering a safe and nurturing environment for their children. By offering accessible and reliable childcare services, we aim to enhance work-life balance, promote academic and professional success, and foster a sense of community. This initiative reflects the institution's commitment to diversity, equity, and the well-being of its members.

3.4.1. Eligibility

- a. Day care services are exclusively available to children of university faculty and staff, depending on seat availability.
- b. Children aged two months to five years are eligible for registration.

3.4.2. Registration

- a. Employees are required to submit the registration form along with the necessary documents to the day care manager.
- b. The registration application will be reviewed based on the established guidelines and seat availability, and will be verified by the HR Department.
- c. Before a child is allowed to start at the day care, they must undergo an initial medical check-up by the university's designated doctor. The university will not be responsible for any medical issues that arise before or as a result of this check-up.
- d. Once the registration is approved, the employee will be notified and asked to provide the required documents to the day care in charge.

3.4.3. Facilities

- a. The day care consists of a main hall (with an attached washroom and sleeping room/infants section) and a kitchen/nursing area.
- b. CCTV cameras are installed to monitor daily activities and ensure safety.
- c. The facility includes a play area (LED screen), kitchen appliances (refrigerator, microwave, electric kettle), and a water dispenser.
- d. Safe rubber mats, cribs, cradles, and folding mattresses are provided.
- e. Personal maid is allowed to accompany children inside the Daycare Centre with prior approval of daycare manager.

The day care monthly fee will be deducted from the employee's salary. The fee structure will be determined and updated by the Administration Department as and when needed.

Further details can be found in the Day Care Facility Policy available with Manager/Supervisor, Day Care under the Administration Department.

CHAPTER 4 - RECRUITMENT, TALENT ACQUISITION, AND APPOINTMENTS

The purpose is to provide guiding principles for the line managers, departmental heads, deans, directors, and any other stakeholders who wish to engage in the process of completing human resource requirements for the functions under their span of control.

The induction and development of high-quality Human Capital based on the principle of meritocracy, free from any biases is at the heart of the Human Resource Strategy at Iqra University. Our recruitment and talent acquisition processes are fair, open, and transparent, driven by the University's current and future human resource needs to meet our strategic objectives. Human resources will be acquired based on industry exposure, qualifications, skills, and abilities.

a. Equal Employment Opportunity

IU shall abide by the principle of equal employment opportunity to ensure the selection of the best qualified persons for the jobs, without discrimination on the basis of factors such as race, ethnic origin, religion, color, age, gender, or marital status.

b. At-will Employment

IU shall have the right to terminate an employee's employment at any time in line with its Employee Separation Policy, Chapter 9 of the HR Manual .

c. Disability Employment

Iqra University (IU) is committed to providing reasonable accommodations for all qualified applicants and employees with disabilities, in line with job requirements and operational needs. In Pakistan, the law mandates a 2% quota for the employment of disabled individuals in both the public and private sectors, as stipulated by the **Disabled Persons (Employment and Rehabilitation) Ordinance, 1981**. IU fully adheres to this regulation, ensuring equal opportunities for persons with disabilities in the workforce.

4.1. EMPLOYMENT CATEGORIES

Table 1 – Employment Categories

Employee Types	Employee Type Categories
Academic Position	Permanent Faculty
	Regular Contract Faculty*
	Professor of Practice (Adjunct or Contractual) *
	Fellowship PhD/MS Faculty
	Visiting Faculty
Management	Permanent Staff
	Contractual*
	Consultant**
	Third-Party contracts

***Contractual Employee**

- Contractual employees will receive compensation as outlined in their individual contracts.
- Contractual employees are not entitled to the same benefits as regular employees unless explicitly stated in their contract.
- Performance evaluations may be conducted periodically as outlined in the contract.
- Iqra University reserves the right to terminate the contract if the contractual employees fail to meet the agreed-upon performance standards.
- Violation of the code of conduct may result in termination of the contract.

****Consultant**

Iqra University hires Consultant to provide specialized expertise, advice, and services on a temporary basis.

- Consulting engagements will be temporary, ranging from a few weeks to several months.
- The duration depends on the nature and scope of the project or assignment.
- Consultants will work on a project-by-project basis.
- Consultants will receive compensation as outlined in their individual contracts.
- Consultants are not entitled to the same benefits as regular employees unless explicitly stated in their contract.
- Iqra University reserves the right to terminate the contract if the consultants fail to meet the agreed-upon performance standards.
- Violation of the code of conduct may result in termination of the contract.

4.1.1. OTHER SPECIAL APPOINTMENTS

a. Meritorious Professor

The University may confer the title of Meritorious Professor to any professor in the University who meets the criteria as prescribed by the Higher Education Commission and as approved for the University by the Vice Chancellor, following the set process outlined by the HEC.

b. Professor Emeritus

The appointment of a Professor Emeritus at Iqra University will be determined based on the university's size, expertise, and excellence, in accordance with HEC criteria.

Table 2 – Employment Categories & Approval Matrix for the University Management Offices

Level	Pay Scale	Selection Committee	Approval	Appointment Signing
Non-Management	G1	Registrar Concerned HoD Director HR Director Finance	Vice Chancellor	Registrar
	G2			
Management	M1			
	M2			
	M3			
	M4	Registrar Concerned HoD Director HR Director Finance		
	M5			
	M6			
	M7			
	M8			
	M9			
M10	Board of Governors			
Academic	A1	Registrar Concerned Dean Concerned HoD Director HR Director Finance	Vice Chancellor	Registrar
	A2			
	A3			
	A4			
	A5			
	A6			
	A7			
	A8	Chancellor		

Table 3 – Employment Categories & Approval Matrix for Other Campuses

Level	Pay Scale	Campus Committee	Selection Committee	Approval	Appointment Signing
Non-Management	G1	Campus Director Concerned HoD Finance HoD	Registrar Director HR Director Finance	Vice Chancellor	Registrar
	G2				
Management	M1				
	M2				
	M3				
	M4				
	M5				
	M6				
	M7				
	M8				
	M9				
Academic	A1	Campus Director Concerned Associate Dean/ Concerned HoD Finance HoD			
	A2				
	A3				
	A4				
	A5				
	A6				
	A7				

4.1.2. CHANGE OF EMPLOYMENT CATEGORY

If an employee wishes to change their employment category at Iqra University (e.g., from staff to faculty or vice versa), they must first resign from their current position. The individual will then be considered for a fresh appointment under the new category, subject to the standard recruitment and selection process.

Upon appointment to the new category, the employee will be issued a new employment contract with updated terms and conditions. All previous benefits, perks, and salary entitlements from the former position will be discontinued, and the employee will be treated as a new hire for all purposes, including benefits eligibility, salary structure, and probation requirements.

4.2. ANNUAL HEADCOUNT PLANNING & BUDGETING / NEED IDENTIFICATION

The annual headcount (HC) planning and budgeting process will be conducted by Deans, Heads of Departments (HoDs), and Campus Directors, in consultation with the Director of HR. This process will start in April and must be completed before the budget submission in June each year.

The outcome will include two key documents:

- a. A report on current and proposed headcount.
- b. Updated and proposed organogram for each faculty, department, and campus.

Personnel requirements will be based on factors such as business expansion, new departments, programs, retirements, transfers, or staff resignations. After finalizing these documents, HR will seek approval from the Vice Chancellor. Once approved, the recruitment and talent acquisition process can begin to fill the new roles.

Table 4 - Stages in Talent Acquisition Process / Responsible Offices

Stage	Responsible Office
Job Description and Organogram Placement	Head of Department
Candidate Specifications (Education, Skills, Experience)	Head of Department
Placement of Advertisement	HR/Marketing
Identification and Shortlisting of Candidates	HR/ Head of Department
Interviews of Shortlisted Candidates	Dean/HoDs/ Selection Committee headed by VC
Salary and Perks Negotiation	HR
Pre-Offer Checks (Salary Slips, Experience Letters, Educational Documents)	HR
Appointment Offer	HR / Registrar/ Vice Chancellor
Offer Acceptance and Onboarding	HR
Documentation and Record-Keeping	HR
New Employee Orientation	HR / CPLE

4.3. ADVERTISEMENT

In the event a suitable candidate from within IU cannot be identified, Human Resource department In line with the job description and specifications will request marketing department to prepare the advertisement.

- a. All positions will be advertised either in newspapers or electronically by the HR department of the respective campus where the vacancy exists.
- b. HRD will ensure the accuracy of the position details, eligibility criteria, and relevant department and campus information.
- c. A standard application period of 15 days will be provided for submitting applications.

4.4. CRITERIA FOR APPOINTMENT IN THE UNIVERSITY

4.4.1. FACULTY CRITERIA

Candidates hired for teaching or research positions at IU are classified under the **Academic** category, adhering to the minimum eligibility criteria set by the **Higher Education Commission (HEC)** for various disciplines. The positions outlined by HEC include **Professor, Associate Professor, Assistant Professor, and Lecturer**.

At IU, the **Lecturer** position is further categorized according to the additional criteria, as follows:

- a. **Junior Lecturer**
 - i. Required Qualification: MS/MPhil or equivalent degree (18 years of education) in the relevant field from an HEC-recognized university/institution.
 - ii. Experience: No prior teaching or research experience required.
- b. **Lecturer**
 - i. Required Qualification: MS/MPhil or equivalent degree (18 years of education) in the relevant field from an HEC-recognized university/institution.
 - ii. Experience: Minimum of 2 years of teaching or research experience.
- c. **Senior Lecturer**
 - i. Required Qualification: MS/MPhil or equivalent degree (18 years of education) in the relevant field from an HEC-recognized university/institution.
 - ii. Experience: Minimum of 4 years of teaching or research experience.

Additionally, IU hires the following positions with specific qualifications:

- d. **Lab Administrators/Lab Instructors/Instructors/Teaching Facilitators**
 - i. Required Qualification: 16 years of education.

4.4.2. STAFF CRITERIA

Candidates hired for non-teaching positions are classified under the Management category, adhering to the following eligibility criteria set by IU.

Table 5 – Staff Hiring Criteria

Employment Level	Designation	Experience	Education
M10	Chancellor / Chairperson	-	-
M9	Director/ Registrar / Controller Examination	15+	Masters/PhD
M8	Deputy Director / Head of Department / Deputy Registrar	13 - 14 years	Masters
M7	Senior Manager/ Assistant Director	10 - 12 years	Masters
M6	Manager	9 - 10 years	Masters
M5	Deputy Manager	7 - 8 years	Masters
M4	Assistant Manager	5 - 6 years	Masters
M3	Senior Officer	3 - 4 years	Bachelors
M2	Officer	1 - 2 years	Bachelors
M1	Assistant	None	Intermediate
G2	Supervisor	1 year preferred	Matric
G1	Peon/ Guard/ Driver/ Mali/ Sweeper/ Gardener/ Dispatch Rider	None	Primary / Pref Matric

4.5. SHORTLISTING AND SCREENING OF APPLICATIONS

- After the closing date for submission of the application, the initial screening and shortlisting of the candidates will be done by the HR as per the basic eligibility criteria.
- Further, the list of eligible candidates will be shared with relevant HoD/Dean/Campus Director for shortlisting.

4.6. INTERVIEW/TEST/DEMO ARRANGEMENT

- Once the Directors and Deans finalize the list of shortlisted candidates, the HR department will arrange the scheduling of interviews.
- For senior positions, candidates may be required to present their strategies or Key Performance Indicators (KPIs) related to the role, at the discretion of the Vice Chancellor.
- A written test may be required for certain positions, as deemed necessary.
- Interview results will be documented on the Interview Evaluation Sheet.
- Candidates will be classified as follows: “R” (Recommended), “OP” (Suitable for Other Positions), “NR” (Not Recommended), or “H” (Hold).
- Faculty candidates must undergo a demonstration lecture as an additional step before final hiring.

- g. The Head of the Department will ensure the following committee members are present for the demonstration lecture:
 - i. Dean/Director or their representative
 - ii. HoD or Subject Expert
 - iii. HR Department Representative

4.7. FINAL LIST OF APPLICANTS/APPROVAL

- a. Upon the completion of interviews and demo sessions, HR will compile interview data, including scores and assessments, and present it to the relevant HoD, Dean, or Campus Director for final decision-making.
- b. Once the final selection is approved or recommended by the relevant authorities, HR will contact the selected applicant and extend a verbal conditional offer, followed by a written offer in line with the IU salary structure.
- c. For candidates who accept the offer and agree to join within the stipulated time, HR will prepare the case and minutes for the signatures of the Selection Committee, formalizing the hiring decision.
- d. In cases where special requests or exceptions are involved, the Vice-Chancellor's consent will be sought for approval before proceeding with the hiring.
- e. The recommendations from the Selection Board will be presented to the Board of Governors for information and ratification.

4.8. PREPARATION & ISSUANCE OF APPOINTMENT LETTER

Once the competent authority has given its final approval, the Department of Human Resources will issue the Appointment Letter. The candidate will need to provide the following documentation before the appointment letter is issued.

4.9. PRE-HIRING DOCUMENTS

- a. Copy of CNIC
- b. Copy of all educational documents (verified degrees & transcript)
- c. Copy of experience certificates
- d. Salary Slip at the current employer.

The applicant's file will be prepared by HRD after getting the appointment letter.

4.10. DEGREE VERIFICATION

- a. All faculty members are required to submit their HEC-attested terminal degrees and HEC equivalence certificates (for foreign qualifications) to the HR Department at the time of joining. In exceptional cases, candidates may be permitted to join if their degree attestation is in process, provided they submit

the required documents before the completion of their probation period. Faculty members must apply for attestation through HEC, and IU's HR department grants a 45-day window for the submission of attested copies or equivalency certificates.

- b. If the required documents, verification, or equivalency certificates are not submitted by the completion of the probation period, employee services may be discontinued.

4.11. EMPLOYEE REFERRAL

Employee referrals will be considered by the HR Department and will undergo the same recruitment process as regular hiring. This ensures consistency and fairness in evaluating all candidates. Additionally, this process aligns with our commitment to equal opportunity employment, ensuring that all candidates, regardless of how they were referred, are assessed based on their qualifications and suitability for the position.

4.12. HIRING OF CLOSE RELATIVES

Hiring of close/blood relatives can be done provided they meet the required hiring criteria. Related employees will be placed in separate departments/faculties and will not be reporting to each other or the same supervisor. Close relatives include parents, parents-in-law, siblings (including spouse and children), spouse, spouse's siblings, children, parents' siblings (including their spouse and children). All candidates must disclose any close relatives who are employees of the University at the time of the interview. Failure to do so may lead to termination of employment at any time.

4.13. RE-HIRING OF EMPLOYEES

The University may also re-employ the services of former employees, subject to the following conditions:

- a. The employee had resigned voluntarily and was not terminated from services on disciplinary grounds.
- b. The employee had a satisfactory performance track record during the previous tenure with the University.
- c. Retired employees can be re-hired on a time-bound contract subject to requirements.

4.14. HIRING OF VISITING FACULTY

Iqra University hires visiting faculty to bring experienced professionals from the industry into the academic environment, focusing on critical areas of expertise while ensuring compliance with the faculty-to-student ratio requirements set by accreditation bodies. This enriches students' education with both corporate exposure and theoretical knowledge to achieve teaching and learning objectives

- a. The Dean, Director, and HoDs will determine the need and work with the Director of Human Resources to find visiting faculty with the right blend of academia and industry experience.
- b. The relevant department will call the applicants for a demonstration lecture & Interview.
- c. The relevant HoD will ensure that the following committee is present when the demonstration lecture is held: -
 - i. Dean/Director or their representative
 - ii. HoD where available or the Subject Expert
 - iii. The representative of the HR department (optional)

If the committee is satisfied with the candidate's performance, they will recommend the appointment, along with the Interview Evaluation Sheet, to the HR Department and Accounts Department. This procedure applies only to new hires with no prior visiting faculty experience at Iqra University.

- d. The rate of remuneration for the visiting faculty will be recommended by the Head of the Department in accordance with the approved remuneration list from the Finance Department. The Dean will approve the recommendations of the HOD and forward the rates to the Director Finance.
- e. All visiting faculty will be given an orientation by their respective HoD/Dean.

4.15. ONBOARDING

Once the applicant comes for joining HRD will facilitate the following.

- a. The applicant will submit the joining report.
- b. An employee ID will be issued.
- c. Thumb/face recognition will be conducted for attendance.
- d. HR Manual/service rule book will be handed over.
- e. Email addresses/IU LMS/ IQRA App Logins will be generated by the IT department.
- f. Office and other equipment will be provided by the administration.
- g. Welcome Kit issuance by the HR.

4.16. ORIENTATION

An orientation session is conducted for all new employees at Iqra University, aimed at familiarizing them with university policies, key departments, and senior management. Facilitated by the Centre for Professional Learning & Excellence (CPLE), the session includes an introduction to top management, providing new hires with a unique opportunity to interact and gain insights into IU's organizational structure and leadership. The session concludes with a hi-tea, offering new employees a relaxed environment to network and engage with their colleagues in a more casual setting.

4.17. PERSONAL RECORD OF EMPLOYEES

A personal file of each employee will be maintained by the Human Resource Department, which shall contain a complete record of his/her services at Iqra University.

4.18. COMMENCEMENT OF SERVICE

Service at IQRA University shall commence on the working day the employee reports for duty at the location specified by the appointing authority or their designated representative, provided the employee reports before noon. If the employee reports after noon, their service shall commence from the following working day.

Upon joining IU, each employee will be issued Terms and Conditions of Service by the HR Department and they will be required to fill out an employee profile and submit relevant documents.

4.19. PROBATIONARY PERIOD

All employees appointed on a regular basis in Iqra University shall undergo a period of probation.

- a. The probation period for regular employees shall be of 06 months' which can be extended for an additional 03 months' for Staff and 01 Semester for faculty.
- b. During the probationary period, either party wishing to terminate the employment if required to serve a notice period of fifteen days or salary in lieu thereof. If confirmed, the period of probation will count as part of the total period of service. For employees opting to subscribe to Provident Fund (PF), his / her deductions for PF will commence after confirmation.
- c. The probationary period is required to be served only once during the course of an employee's tenure with the organization. Additional probation will not be served upon promotion, transfer, or contractual assignment.

- d. Employees, who have been rehired and who have previously served the university as permanent employees, will be required to undergo a fresh probationary period of 03 months' duration.
- e. An employee may receive a maximum extension of 3 months for staff or one semester for faculty during the probation period due to unsatisfactory performance. In case an employee's performance is still considered below par, his/her services will be terminated based on the probation evaluation report received from the concerned Department Head.
- f. Upon the satisfactory completion of the probationary period as determined by the assessment/appraisal of his/her performance by his/her supervisor, the employee in question will be confirmed in writing as a permanent employee of the organization.
- g. Employees on probation will be entitled to all benefits provided as per the policy of the University.

4.20. CONFIRMATION

Upon the satisfactory completion of the probationary period or any extended period of probation, the employee may be confirmed. The HR department will send an email to the respective HoD, Dean, or Campus Director, requesting them to complete the probation evaluation form available on IQRA App. They will have the option to confirm the employee's services, extend the probation period, or recommend termination in cases of unsatisfactory performance. Based on their decision, HR will issue the appropriate letter to the employee.

4.21. SHORT-TERM HIRING ON INTERNSHIP

Iqra University offers a Short-Term Internship Program for undergraduate students to support departmental needs during periods of increased workload. This program allows students to gain practical experience and apply their academic knowledge in a professional environment. It is designed for full-time undergraduate students and provides valuable insights into their chosen fields while supporting career development. Additionally, the program can serve as a pathway for interns to transition into full-time roles, enriching their academic journey and preparing them for the workforce.

4.21.1. ELIGIBILITY CRITERIA

To be eligible for an internship, candidates must:

- a. Be enrolled in an undergraduate program as a full-time student.
- b. Have a minimum CGPA of 2.5.
- c. Be a student from the 3rd to 7th semester.

The internship period will be 9 weeks, with the possibility of extension as needed, subject to the approval of the Vice Chancellor.

Interns may be hired from outside Iqra University with special approval from the Vice Chancellor. Applicants with family connections to IU staff or faculty members are generally discouraged unless special circumstances apply.

4.21.2. REQUEST FOR INTERNS BY DEPARTMENT HEADS

Non academic Heads of Department (HoD) may submit a request for a maximum of two interns to the Office of Placements, up to two or three times per academic year. Requests must include a fully completed intern request form with a clear justification and must be submitted at least 15 days before the start of the required project, event, or any departmental need justifying the hiring of interns.

4.21.3. SELECTION PROCESS

Applicants interested in an internship at Iqra University must submit their application to placement@iqra.edu.pk, including the following documents: a. Curriculum Vitae (CV) b. Statement of Interest (highlighting their unique strengths and capabilities) c. Proof of enrolment in an undergraduate degree program

The Office of Placement and Corporate Liaison will screen applicants based on the eligibility criteria. Eligible candidates' resumes will be forwarded to the requesting Head of Department (HoD) for interviews. After the interviews, shortlisted candidates will be onboarded, and the HR Department will be notified for the issuance of appointment letters.

4.21.4. STIPEND & CERTIFICATE

The stipend amount will be determined based on the available budget and the amount set at that particular time. Please note that food, mobile, and transportation allowances will not be provided.

Upon successful completion of the internship, the HR Department will issue a certificate of completion or an experience letter to the intern.

CHAPTER 5 - LEARNING AND DEVELOPMENT

At Iqra University, we are committed to fostering a culture of continuous learning and professional growth. This chapter outlines our comprehensive approach to empowering employees with the knowledge, skills, and opportunities necessary to excel in their roles. The policies and guidelines in this chapter ensure that learning and development are aligned with organizational objectives while promoting innovation, collaboration, and personal advancement.

5.1. FACULTY DEVELOPMENT POLICY

At Iqra University, we believe that exceptional faculty lead to exceptional students. Our commitment is to develop faculty to global standards through a range of support programs and initiatives. This policy outlines various mechanisms to enhance faculty qualifications, effectiveness, and professional growth.

a. Faculty Industry Placement Program (FIPP)

It aims to strengthen the connection between academia and industry by placing faculty members in industry settings for a week during semester breaks. Through this program, faculty members engage with industry professionals, understand their challenges, and explore collaborative opportunities, such as research and development (R&D) projects and tailored training programs. *For more details, please contact the ORIC department.*

b. Faculty Exchange Programs

At Iqra University, we enhance faculty development through international exchange programs. These programs provide faculty members with opportunities to collaborate with institutions around the world, gain new perspectives, and enrich their academic and professional skills. *For more details, please contact the International Office.*

c. Faculty Recognition Awards

Recognizing and rewarding outstanding teaching practices and research through awards or honors, which encourage faculty to strive for excellence in their instructional methods and research areas in accordance with clause 3.3. of the HR manual.

d. Trainings, Conferences, Seminars, & Workshops

At Iqra University, we actively nominate and encourage faculty members to participate in trainings, conferences, seminars, and workshops as a core part of our development policy. These events provide valuable opportunities for faculty to stay updated with advancements in their fields, engage in knowledge exchange, and

acquire new skills. We support their participation by covering associated costs and facilitating their involvement in accordance with clause 7.4. and 7.5. of HR manual.

e. Study Leaves

Permanent faculty members at IQRA University are granted study leave to pursue higher education relevant to their academic field in accordance with 6.2.3. clause of the HR manual. This leave allows faculty to enhance their qualifications and expertise without the constraints of their regular teaching duties, and enables them to bring back new knowledge, skills, and innovative practices.

f. Sabbatical Leaves

At Iqra University, sabbatical leave provides faculty members with the opportunity to engage in substantial professional development activities such as advanced research, specialized training, or academic study in accordance with 6.2.7. clause of the HR manual. This leave is linked with faculty development by allowing members to focus on activities that enhance their expertise and contribute to their academic fields.

g. Fee Concession/ Financial Assistance

This initiative supports faculty development by making advanced education more accessible to them. By reducing tuition costs, faculty members are encouraged to pursue further academic qualifications and professional skills, directly enhancing their teaching and research capabilities in accordance with 5.4. clause of the HR manual.

h. Faculty as Trainers

At Iqra University, the Centre for Professional Learning and Education (CPLE) plays a key role in faculty development by conducting training programs and leveraging faculty as trainers. CPLE implements a collaborative revenue-sharing model that supports faculty growth. This approach not only incentivizes faculty involvement in training initiatives but also supports their professional development by providing financial rewards and opportunities for growth, thereby enhancing their skills and experience. More details on the process can be obtained from the CPLE department.

i. Innovation & Commercialization:

IU places significant emphasis on fostering innovation and entrepreneurship through its Innovation and Commercialization Policy. The university facilitates the commercialization of technologies developed by its faculty by providing support in technology transfer, IP management, and securing industry partnerships. By aligning research with industry needs and promoting collaborative projects, IU encourages faculty to explore business incubation, equity partnerships, and licensing

opportunities to commercialize their innovative solutions. More details on the process can be obtained from the ORIC department.

j. Research Incentives

Iqra University (IU) offers research incentives to encourage faculty to actively engage in research activities. Regular faculty members who publish their research in high-impact journals such as those indexed in WoS/JCR are eligible for financial rewards. The incentives are based on the journal's impact factor and the faculty's contribution to the research. Publications in SCOPUS-indexed and HEC-recognized journals also qualify for awards, promoting a research-driven culture that strengthens IU's academic standing and supports faculty in balancing teaching and research responsibilities. More details on the process can be obtained from the ORIC department.

h. Intellectual Property

IU has a comprehensive Intellectual Property (IP) policy that aims to protect and promote innovations generated within the university. Faculty members who create patentable inventions are supported in securing patents and commercializing their work. IU assists in the disclosure, evaluation, and licensing of IP, ensuring that inventors and the university share the benefits of commercialized research. The policy also clarifies ownership rights, where faculty retain a portion of the revenue from the commercialization of IP while contributing to IU's innovation ecosystem. More details on the process can be obtained from the ORIC department.

i. Consultancy

IU encourages its faculty to offer consultancy services to industries and external clients based on their academic expertise. The policy outlines procedures for faculty to seek approval for consultancy work, ensuring that it complements their primary academic responsibilities. Consultancy provides financial benefits to both the faculty and the university, strengthens industry-academia linkages, and opens avenues for collaborative research and development. More details on the process can be obtained from the ORIC department.

j. Travel Allowance

The university provides travel allowances for participation in training, conferences, research presentations, workshops, and similar activities in accordance with clause 7.4. of HR manual. This support includes sponsored travel, TADA (Travel, Accommodation, and Daily Allowance), and all necessary arrangements to facilitate the faculty's participation.

k. Faculty Promotion Policy

The faculty promotion policy at Iqra University is comprehensive and aligns with the basic requirements set by the Higher Education Commission (HEC) and includes additional criteria to recognize and reward faculty members with intellectually rich profiles. This policy encourages faculty to enhance their professional development. Faculty promotion evaluations are conducted twice a year to ensure ongoing assessment and advancement opportunities. The detailed policy can be referred to clause 5.2. of the HR manual.

1. Faculty Leadership Opportunity

In this program, faculty members are given additional administrative responsibilities for a specific period to gain experience and understand roles such as Dean, Head of Department (HOD), Associate Dean, or Director of ORIC (Office of Research, Innovation, and Commercialization). This approach helps in preparing faculty for future leadership positions and ensures a smooth transition in key administrative roles.

m. Semester Breaks

At Iqra University, faculty members are provided with semester breaks free from teaching responsibilities to focus on their professional development. This dedicated time allows them to concentrate on activities such as research, writing, and advanced training. This approach reflects our commitment to supporting continuous improvement and academic excellence.

5.2. FACULTY PROMOTION POLICY

The Faculty Promotion Policy and Procedures (Policy) regulates the promotion of faculty at the IQRA University (IU). The purpose of this policy is to recognize the achievements and professional development of IU faculty.

This policy is based on principles of transparency and fairness to all faculty members at IU.

Promotion will reflect the expectation that as faculty progress through the levels of academic appointment there will be an increase in:

- a. the quality and effectiveness of their teaching and their contribution to all aspects of teaching and learning;
- b. the quality and impact of their research output, including research related to teaching and learning;
- c. the quality and level of contribution of their service in their discipline, the University, and the community.

5.2.1. FACULTY POSITIONS

The faculty appointments available at IU are for the positions of Professor, Associate Professor, Assistant Professor, Senior Lecturer, Lecturer, and Junior Lecturer.

5.2.2. PROMOTION CRITERIA

IU largely adheres to the promotion criteria defined by the Higher Education Commission of Pakistan (HEC) for all its faculties. Hence, promotions must, at a minimum, conform to the criteria established by the Higher Education Commission of Pakistan. Applicants for promotion are expected to have made contributions in three broad areas:

5.2.2.1. Teaching includes courses at all levels of the curriculum; work with students in the classroom and outside of it; tutorials, independent studies, orientation, internships, and senior projects advisory; innovation in course design and pedagogical methods; and preparation and administration of admissions tests, and examination.

5.2.2.2. Research (Basic and Applied) broadly includes involvement of faculty member in research articles publications in WoS/Scopus/HEC recognized high impact factor journals, winning competitive research grants from national and international funding bodies, industrial consultancy, development of licensed intellectual property through patents, presenting research work at national/international conferences and supervision of MS/PhD student thesis.

5.2.2.3. Service includes curriculum development, program review, contributing to a faculty search process, serving on a hiring committee to help choose new faculty and administrators, and working towards SDGs for the community etc.

The Selection Board also considers additional aspects for the promotion at IQRA University such as:

- a. Research publications directly related to the individual's research area.
- b. Development of indigenous case studies.
- c. Active participation in sponsored projects and seeking consultancy opportunities.
- d. Contributing to high-impact factor journals (Q1/Q2 publications) as the Main Author.
- e. Maintaining a notably high h-index.
- f. Obtaining grants, working on funded projects, or supervising PhD-level work.

Faculty member will be expected to demonstrate that they meet the promotion criteria based on activities in the period since their hire date or last promotion at IU.

5.2.2.4. Additional Criteria of IU

- a. An employee has a continuous service of 1 year with IU before applying for promotion.
- b. Faculty member shall have at least one Performance Appraisal Assessment.
- c. A Junior Lecturer must have at least 2 years of teaching experience to be eligible for promotion to Lecturer, while a Lecturer must have completed a total service of 4 years to be considered for promotion to Senior Lecturer.
- d. A faculty member shall have contributed towards academic and university advancement activities such as participation in different committees, convocation, admissions, faculty hiring, curriculum development etc.

5.2.3. PROMOTION DATES

The committee will convene biannually, once per semester, in June and December, contingent upon the receipt of applications/requests for promotion. The Human Resources Department will announce the dates for submitting promotion applications one month before the submission deadline.

However, individuals who have obtained their PhD degree, regardless of the specified promotion board dates, may be considered for promotion to the position of an Assistant Professor. In such cases, candidates must submit their HEC attested PhD degree or equivalency of foreign degrees along with the recommendation of the Dean and Director Campus to HRD.

If the degree is not attested or if equivalency documentation is not submitted, a provisional letter will be issued with a stipulated time period of 45 days for the submission of the final documents. Following the submission of the required documents within this timeframe, the final letter will be issued.

To ensure transparency and due process, applicants for promotion may not communicate with any member of the Promotions Committee outside of the formal process established in this Policy. Any violation of this requirement or attempt to otherwise circumvent this policy shall result in the application for promotion being denied and dismissed.

Applicants may withdraw their application at any time during the application process.

5.2.4. APPLICATION STEPS

- a. HR will make an announcement to all faculty members.

- b. The Applicant is responsible for initiating his or her formal application through IQRA App completing all the required fields.
- c. Following receipt of a complete application, the Dean/Campus Director shall initiate a review of the application to ensure its completeness before final consideration. They shall meet with the faculty and review the case before making a decision to recommend or deny of the application. The Promotion evaluation form on the IQRA App must demonstrate why and how the faculty member is or is not a good candidate for promotion. It should contain an evaluation of the faculty member's teaching, research, and service contributions.
- d. Publications will be retrieved from the research portal which meet the criteria set by the Higher Education Commission (HEC). Dir ORIC should ratify that the faculty member's publications are meeting the latest HEC and IU internal criteria.
- e. The Quality Enhancement Cell (QEC) department will update students' evaluations for the faculty teaching courses. This feedback will be used as part of the evaluation process for faculty promotions.
- f. The work experience of faculty members according to the criteria established by the HEC is also assessed.
- g. After collecting and reviewing all the necessary data, HR will compile a complete list of faculty members eligible for promotion.
- h. A promotion board meeting will be scheduled where all the promotion cases will be submitted for consideration.
- i. Faculty members who have applied for promotions may be invited for a brief interview or to provide clarification to the promotion board regarding their application or any other relevant matters.
- j. Each application file must include the above materials and may also contain other supporting evidence, such as special awards or recognitions, course materials developed or other appropriate documents.

5.2.5 PROMOTION BOARD

The Promotion Committee bears the responsibility for a thorough substantive review of the faculty member's application. Each case shall be reviewed to ensure that the a faculty member is ready for promotion.

There shall be a Selection Committee comprising of:

- a. President
- b. Registrar (As Secretary)
- c. Director Finance
- d. Director HR
- e. Head of the Concerned Department (Optional)

The members of the Selection Committee shall hold office until they are replaced by the competent authority.

The quorum for a meeting of the Selection Committee shall be three members.

No member of the Committee who is a candidate for the post to which appointment is to be made shall take part in such proceedings.

The board members will fill out the evaluation sheet recommending a faculty member for promotion. In case they are not recommending, they should explain the reasons for the negative vote.

The Promotion board recommendation sheet will be submitted to VC for final review who has a final decision authority. Further, it will be notified to the HRD, which will inform the Applicant about the promotion board decision in writing.

5.2.6. PROMOTION RAISES

- a. Lab Administrator/Lab Instructor/Teaching Facilitator to Junior Lecturer – 5000/-
- b. Junior Lecturer to Lecturer - 5000/-
- c. Lecturer to Senior Lecturer - 5,000/-
- d. Lecturer (any category) - Assistant Professor - 25,000/- PhD allowance
- e. Assistant to Associate Professor - 10,000/-
- f. Associate to Professor - 15,000/-

Upon promotion, the faculty member will advance to the next pay grade. Each promotion will include a salary raise as outlined above. If the raise does not bring the employee's salary to the minimum of the new pay grade, their salary will be adjusted to ensure it meets the minimum level of the new grade after the increase.

The Human Resource Department will issue the "Promotion Letter" to the successful candidate/s. For those who have not been recommended for promotion, HR will inform through a letter giving the reasons for rejection and the required measures to become eligible.

5.3. STAFF PROMOTION POLICY

At Iqra University, we are dedicated to retaining top-quality staff by offering equal opportunities for professional growth and advancement. Promotions reflect changes in responsibility and serve as incentives to improve performance, boost morale, and recognize individual achievements.

5.3.1. ELIGIBILITY

Promotions are conducted annually following the completion of performance appraisals. Employees are eligible for promotion under the following conditions:

- a. The employee must be a permanent staff member with a performance score of 80% or higher in the annual appraisal.

- b. The employee must have served in their current position for at least two years before applying for a promotion.
- c. A vacancy must be available within the department.
- d. The employee must receive a strong recommendation from the Head of Department.
- e. The employee must possess the required qualifications, experience, skills, and abilities for the new role.
- f. The decision to promote the employee must align with the university's best interests, rather than opening the position for competitive internal or external hiring.

5.3.2. PROMOTION COMMITTEE

- a. President
- b. Registrar (As Secretary)
- c. Director Finance
- d. Director HR
- e. Head of the Concerned Department (Optional)

5.3.3. PROMOTION RAISES

Table 6 – Promotion Raises for Management Positions

Management Positions				
Employment Level	Designation	Experience	Education	Pay Raise
M10	Chancellor / Chairperson	-	-	NA
M9	Director/ Registrar / Controller Examination	15+	Masters/PhD	25,000/-
M8	Deputy Director / Head of Department / Deputy Registrar	13 - 14 years	Masters	20,000/-
M7	Senior Manager/ Assistant Director	10 - 12 years	Masters	20,000/-
M6	Manager	9 - 10 years	Masters	15,000/-
M5	Deputy Manager	7 - 8 years	Masters	15,000/-
M4	Assistant Manager	5 - 6 years	Masters	10,000/-
M3	Senior Officer	3 - 4 years	Bachelors	10,000/-
M2	Officer	1 - 2 years	Bachelors	7,500/-
M1	Assistant	None	Intermediate	7,500/-
G2	Supervisor	1 year preferred	Matric	5,000/-
G1	Peon/ Guard/ Driver/ Mali/ Sweeper/ Gardener/ Dispatch Rider	None	Primary / Pref Matric	5,000/-

5.3.4. PROMOTION PROCEDURE

- a. Promotion cases will be reviewed annually in May before performance appraisals and promotions will be effective from July 01 of the year.
- b. Eligible employees can initiate a promotion request through the IQRA App. The Head of Department will review and recommend the request, which will then be forwarded to HR for consideration by the committee.
- c. Once approved, HR will issue a "Promotion Letter" to successful employees. For those not promoted, HR will inform them of the decision and provide reasons along with guidance for future eligibility.

5.4. FEE CONCESSION/ FINANCIAL ASSISTANCE FOR EMPLOYEES

Iqra University, encourages its faculty & staff members and their spouses and children to pursue further education in the field of their choice. To facilitate its faculty & staff development, a scholarship on Tuition Fee is being offered based on the length of service to each employee of Iqra University.

Table 7 – Fee Concession Percentages

Description	Service > 1 year	Service > 2 year	Service > 3 year	Service > 5 year
Scholarship – Tuition Fee Only {G1, G2, M1, M2, M3, A1, A2}	25%	50%	60%	80%
Scholarship – Tuition Fee Only {M4, M5, M6, A3, A4, A5, A6}	15%	30%	40%	50%
Scholarship – Tuition Fee Only (M7, M8, M9, M10, A7, A8)	10%	15%	25%	30%

5.4.1. In order to continue with the above offered scholarship, following criteria must be maintained by the employee during his / her academic journey.

- i. Must qualify according to IQRA University's admission criteria
- ii. Must provide evidence of relationship as defined by the University
- iii. Employee, his / her spouse and children opt for courses from Iqra University other than MS / Certificate course(s)
- iv. Employees, his/her spouse and children can take admission at the campus, in which he / she is employed after signing the undertaking while agreeing to terms and conditions.
- v. Employee must have successfully completed the probation period
- vi. 100% of the scholarship offered is withdrawn if:
 - a. CGPA falls below 2.50
 - b. "F" grade in any subject
 - c. Any disciplinary proceeding is pending against the student
 - d. Student is involved in any prohibitive activity
 - e. Student drops any Semester during his / her educational journey
 - f. Students fails to maintain 80% attendance
- vii. Student must actively participate in "IU Volunteer Program" of Iqra University
- viii. Employee must serve Iqra University for at least one year after completion of studies.

15.4.2. Student(s) can avail other scholarships offered by the University, if he /she qualifies for it as per performance criteria set by the respective policy document of the University. Student can avail only one scholarship at a time, which is most favorable to the student.

15.4.3. In case Employee leaves Iqra University without serving the mandatory one-year period after completing the studies, he / she refunds the amount of Scholarship on Tuition Fee under this policy, as per the following recovery matrix:

Table 8 – Tuition Fee Recovery Matrix

DESCRIPTION	SERVICE > 1	SERVICE > 2	SERVICE > 3	SERVICE > 5
Served up to six months	80%	60%	50%	20%
Served beyond six months but less than one year	40%	30%	25%	10%

15.4.4. Employee who has already availed the scholarship / discount, prior to issuance of this policy, will continue to enjoy the already approved discount as per terms & conditions applicable at the time of approval of their respective scholarship / discount under this head. However, recovery proceeding in case of mandatory period with Iqra University after completion of their study will be applied, in case of non-compliance.

5.5. SUCCESSION PLANNING

Succession Planning is a critical tool at Iqra University, designed to develop employees for current and future senior management roles and to focus on those with high leadership and management potential. Employees who consistently perform well, adapt flexibly to the dynamic environment, and demonstrate leadership qualities are given the best opportunities for career advancement at the university. Career development also considers factors such as professional qualifications, experience, abilities, and the availability of suitable positions.

Succession planning targets key positions and groups, including:

- a. University leadership
- b. Faculty leadership (e.g., Deans/Directors, Deputy/ Associate Deans, Heads of Departments)
- c. Academic leaders in research
- d. Professional staff leaders
- e. Technical specialists
- f. Other groups as identified in workforce plans

The process involves systematically identifying and nurturing internal candidates for these crucial roles. Key positions are those essential for achieving the university's research, education, and service goals, where delays in filling vacancies would have a significant impact on operations.

The succession planning process at Iqra University involves a structured approach, incorporating performance appraisals, behavioral assessments, and other pertinent factors for comprehensive evaluation.

CHAPTER 6 - WORKING HOURS, LEAVE, AND OVERTIME REGULATION

6.1. WORK SCHEDULE FOR EMPLOYEES

Effective leave management is essential for maintaining productivity and ensuring that operational needs are met. This policy outlines the procedures and responsibilities related to leave applications, emphasizing the importance of proper communication and adherence to established protocols.

Table 9 – Working Hours for Each Employment Category

Employee Type Categories	Hours	Days
Permanent Faculty	40	5
Regular Contract Faculty*	40	5
Professor of Practice (Adjunct or Contractual)*	40	5
Fellowship PhD/MS Faculty	40	5
Visiting Faculty	-	-
Permanent Staff	40	5
Contractual	As per the requirements of the position and department.	
Consultant	-	-

- The sign-in time for employees begins at 8:00 AM. The arrival time for support staff may vary depending on departmental needs but will not begin before 07:00 AM.
- All faculty and staff must be available on campus from 1:30 PM to 4:30 PM to ensure consistent availability for meetings, student interactions, departmental activities, and other responsibilities, irrespective of individual schedules.
- The employee shall have a 15-minute grace period following the scheduled start time during which late coming would not be marked.
- The employee shall have to observe at least 04 continuous hours to avail a half day leave. In case of 2 half days, one leave will be deducted from their earned leave balance. If there is no earned leave balance available, one day will be marked as leave-without-pay.
- After every 3rd late arrival in a month or 3rd early leaving in a month, late-comers or early leavers will have one leave deducted from their earned leave balance. If there is no earned leave balance available, one day will be marked as leave-without-pay.
- Disciplinary action may be initiated against habitual latecomers and early leavers.

- g. Any revision/changes to “work timing” will be determined by the Management from time to time.
- h. The work schedule and minimum courses to be taught by each faculty member will be in accordance with the terms outlined in their written agreement.
- i. Each faculty member’s workload will be allocated across teaching, research, and service activities. This allocation will be developed by the Dean/Campus Director and is subject to approval by the Academic Council.

6.1.1. SEMESTER BREAK

During semester breaks, Iqra University provides employees with a flexible work schedule to facilitate focus on research, project development, and preparation for the upcoming semester. Faculty and staff are expected to fulfill essential duties, including but not limited to:

- a. Timely submission of papers and exam results.
- b. Development of teaching methodologies and academic resources.
- c. Participation in and facilitation of training sessions.
- d. Completion of assigned tasks and projects as directed by their departments.

Employees are encouraged to consult and coordinate with their reporting officers to ensure that any flexible arrangements or reduced hours do not affect institutional operations or assigned responsibilities. All schedules must support the continuity of work and align with the university's objectives.

6.1.2. LUNCH/PRAYER BREAK

All employees will be allotted a 60-minute lunch/prayer break each working day. On Fridays, this break will be extended to 1 hour and 30 minutes. Specifically, the lunch/prayer break on Fridays will be observed from 1:00 pm to 2:30 pm.

6.1.3. RAMADAN TIMINGS

During the holy month of Ramadan, the adjustments to office and class timings are implemented to accommodate fasting and prayer schedules, as notified by the Registrar’s office.

6.1.4. PUBLIC HOLIDAYS

All employees are entitled to the paid public holidays gazetted by the Government of Pakistan, including holidays for both Muslims & minority groups.

6.2. TYPES OF LEAVES

All leave applications must be addressed to the appropriate authority and submitted through the designated channels. Employees should note that leave cannot be claimed as a right; the competent authority reserves the discretion to approve or deny any leave request based on operational needs and individual circumstances.

Unless an employee's leave is formally extended by the competent authority, any absence beyond the approved leave period will result in the following consequences:

- a. The employee will not be entitled to remuneration for the duration of the absence.
- b. In addition, without prejudice to any applicable disciplinary actions, double the duration of the unauthorized absence will be deducted from the employee's leave balance.

Employees are encouraged to plan their leave responsibly and ensure timely communication with their supervisors to avoid any negative implications.

6.2.1 CASUAL LEAVE

- a. Casual leave is only intended to meet special or unforeseen circumstances.
- b. Permanent employees are entitled to a maximum of 10 days of casual leave per calendar year. For regular contract faculty, the casual leave entitlement is as follows:

Credit Hours	Casual Leaves
12 CH	10
9 CH	8
6 CH	6
3 CH	4

- c. Casual Leave shall be granted subject to the exigencies of the service.
- d. Any unused casual leave will lapse if not utilized within the year.
- e. Casual leave is not to be granted in combination with any other leave.
- f. Not more than seven days may be taken continuously at a time.

6.2.2. SICK LEAVE

- a. Permanent employees are entitled to a maximum of 10 days of sick leave per calendar year. For regular contract faculty, the casual leave entitlement is as follows:

Credit Hours	Sick Leaves
12 CH	10

9 CH	8
6 CH	6
3 CH	4

- b. Any unused sick leave will lapse if not utilized within the year.
- c. Sick leave shall be granted on submission of a current medical certificate by a registered medical practitioner. However, a medical certificate may not be required when sickness results in absence from work for a period of not more than three days.
- d. Up to one month of additional sick leave may be granted if an employee is admitted to a recognized hospital as an inpatient or if a doctor's prescription certifies their inability to perform duties or assignments. This leave is subject to the approval of the Vice Chancellor for a duration of up to 01 month.
- e. In case of prolonged illness extending beyond the normal entitlement, including situations arising from an accident and supported by medical reports, the employee may be granted leave of absence without pay for a maximum of six (6) months, subject to approval.

6.2.3. STUDY LEAVE

- a. Study Leave is intended to allow employees to pursue specialized study or research in a field related to their work at the University.
- b. Study Leave may be granted to a regular employee who has completed at least 3 years of service with IU up to a maximum of 4 years on the satisfactory submission of progress reports.
- c. All Study Leave applications must be submitted through the Dean /Director Campus for final approval by the Vice Chancellor-
- d. Upon completion of study leave, the employee will return to the university and re-join on a salary based on the average of the performance increments earned during their service at Iqra University.
- e. Study Leave will be considered as part of the employee's service for purposes of increments and seniority.
- f. During the period of Study Leave, the employee will not accrue any other types of leave.
- g. Any issues not specifically addressed by these clauses will be resolved by the Vice Chancellor.

6.2.4. EARNED LEAVE

- a. All permanent employees of the University shall be entitled to 24 earned leaves who are working 5 days a week and 40 hours.
- b. For the purpose of calculation of earned leave, 15 days or more of duty in a month will be considered as a full month. Less than 15 days of duty will be ignored for the purpose of calculation of earned leave.

- c. Fifty percent (50%) of the earned leaves can be encashed annually, while the remaining fifty percent (50%) must either be utilized during the same year or it will lapse.
- d. No earned leave will be carried forward or accumulated.

6.2.5. MATERNITY LEAVES

IQRA University is committed to providing a supportive and inclusive workplace that recognizes and respects the diverse needs of our employees. Our Maternity Leave Policy is designed to provide eligible employees with the time and support they need to manage the challenges of parenthood while maintaining their careers.

- a. Maternity leave of ninety (90) days on full pay may be granted, starting from the date of actual Confinement.
- b. All female employees who have completed at least one year of continuous service with are eligible for maternity leave.
- c. If an employee is on a year-long leave without pay, the maternity leave will not be paid during this period.
- d. Maternity leave may not be granted for more than three times in the entire service.
- e. Maternity leave may be granted in combination with other kinds of leaves as may be due and admissible to a female employee.
- f. During maternity leave, female employees and department heads will engage in discussions to explore possible modifications to course schedules, assignments, or examinations, as applicable. This collaborative effort aims to accommodate the leave and ensure the seamless continuation of the employee's tasks or responsibilities.
- g. Female faculty members who are to take their maternity leaves during the semester shall be required to go on leave without pay for the remaining semester over and above the 90-calendar day period.
- h. If an employee resigns immediately after availing maternity leave, they are required to either serve a minimum of six months with the university or reimburse the salary received during the maternity leave period.

Employees are expected to return to work on the agreed-upon date after maternity leave. If there are any changes to the return date, employees must provide at least 2 weeks' notice to their supervisor and the Human Resources Department.

6.2.6. PATERNITY LEAVES

A male employee whose wife is expecting to give birth may, at his option, be granted paternity leave for five (05) working days, outside his leave account, starting from the date of actual confinement.

- a. All male employees who have completed at least one year of continuous service with are eligible for paternity leave.

- b. Paternity leave may not be granted for more than once in three years of service.
- c. If an employee is on a year-long leave without pay, the paternity leave will not be paid during this period.

6.2.7. SABBATICAL LEAVES

The sabbatical leave program is designed to provide an opportunity for faculty development. A leave may be granted "for the purpose of pursuing advanced study, conducting research studies, or securing appropriate industrial or professional experience.

Sabbatical leaves may be granted at the discretion of university management, in strictly meritorious cases, to a full-time faculty member on regular appointment for a duration of up to 01 year.

6.2.8. HAJJ LEAVES

Hajj Leave may be granted once during the service period, for up to 40 days, and must be taken in one continuous period. It cannot be taken in parts.

Employees who leave the university and are rehired will not be entitled to Hajj leave if it was availed during their previous tenure.

Employees are required to get their leaves approved in advance to ensure that official responsibilities can be efficiently reassigned.

6.2.9. IDDAT LEAVES

Iqra University respects and accommodates its employees' religious practices, which includes granting them the time off for the iddat period as mandated by Islamic law. In Islamic law, the term "iddat" refers to the time a woman must observe following her spouse's death or divorce.

- a. In case of death, the Iddat period is four months and ten days.
- b. In case of divorce /Khula, the leave period is for three months. However, if reconciliation happens within the iddah period, the woman is expected to return to her marital responsibilities, and the iddah leave would not apply once reconciliation has occurred.
- c. The leaves will start from the day of the death of the husband or irrevocable divorce. It shall be ended upon completion of the said period.

6.2.10. COMPENSATORY LEAVE (IN-LIEU)

Iqra University ensures that employees receive their entitled time off, even when required to work during holidays or designated rest days. A "day in lieu" refers to a compensatory day off granted for working on a public holiday (declared by the Federal/Provincial Government and announced by the Institution) or during an employee's official day off.

- a. Any employee who works on an official day off or a public holiday is entitled to a day in lieu.
- b. The day in lieu must be availed within three months.

6.2.11. SEMESTER HOLD

Faculty members intending to apply for a Semester Hold due to emergencies where they are unable to continue teaching for personal reasons must submit their request at least 15 days prior to the commencement of the semester. During the Semester Hold, the faculty member will be placed on unpaid leave. The approval process requires initial consent from the Dean/Campus Director, followed by final approval from the Vice Chancellor.

6.2.12. OFFICIAL LEAVES

The employees of the university may apply for official leave when they are required to attend an official event (workshop, conference, seminar, training, meeting, etc.) representing Iqra University. This may include meetings with the accreditation bodies like NBEAC, NCEAC, NACTE, PBC, PEC, PNC, PCP etc. The approval for Official Leave must be granted by the HoD/Dean/Campus Director and subsequently by the Vice Chancellor.

6.2.13. HALF DAY LEAVE

A half-day leave allows employees to take time off for half of their working day, either in the morning or afternoon. Employees can request half-day leave through the IQRA app.

- a. Employees must work a minimum of 4 continuous hours to qualify for a half-day leave.
- b. After every two half-day leaves taken in a month, one full day of leave will be deducted from the employee's earned leave balance.
- c. All half-day leave requests require approval from the immediate supervisor or department head.

6.2.14. OTHER GUIDELINES

- a. Employees may apply with a plausible reason for leaves that are not being classified in the above-mentioned leave type. These leaves will be considered as leave without pay. The duration of the leave will be as approved by the relevant authority.
- b. Earned, casual, sick, and paternity leaves mentioned in the policy apply to the calendar year and are based on the number of working days. Public holidays or weekends that fall within the leave period requested will not be included in the leave calculation

6.2.15. EXTENSION OF LEAVE BY THE EMPLOYEE WITHOUT APPROVAL OR INFORMATION OF THE COMPETENT AUTHORITY

Unless the leave is extended by the sanctioning authority, a University employee who remains absent after the expiry of his leave shall not be entitled to any salary and allowances during the period of such absences. Additionally, the HR Department will issue a letter to an employee inquiring about the reason of absences dealt as per the Disciplinary Action Policy

6.3. OVERTIME POLICY AND PROCEDURE

- a. Staff may work up to 12 hours per day, with any additional hours beyond the standard 8-hour shift considered overtime. Overtime compensation will be provided for any hours worked beyond the standard shift.
- b. Furthermore, weekly working hours should not exceed 48 hours, or 56 hours with overtime.
- c. All regular employees in Scale G1 & G2 are entitled to overtime compensation.
- d. In any exceptional case such as Convocation, Job Fair, Conferences etc. the working hours can exceed the requirement and approval will be taken from Director Administration, Director HR & Vice Chancellor.

In the following cases, however, overtime for actual hours worked will be given, where employees are:

- a. Required to work on weekly official off days or public holidays.
- b. Working for second shift as a replacement or additional hours in a regular working day.

6.3.1. RULES GOVERNING OVERTIME COMPENSATION

- 1) Overtime may be allowed only if authorized by the Head of Department.
- 2) If an employee works beyond normal working hours without formally receiving instructions from the Head of the Department, he/she is not eligible for overtime compensation.

6.3.2. PROCEDURE

The Admin department records overtime hours in the IQRA application. The HR department reviews and verifies the entries, making any necessary adjustments or approvals. Once approved, the IQRA application calculates overtime compensation based on a predefined formula as per the law, and the amount is added to the payroll. The employee receives the overtime payment along with their regular salary during the payroll cycle.

CHAPTER 7 - SALARY AND ALLOWANCES

Iqra University is committed to ensuring fair and equitable compensation for all its employees in accordance with applicable labour laws and ethical employment practices.

In compliance with the Employment Practice (Living Wage) Standard and in line with the Government of Pakistan's minimum wage notifications, the University ensures that **all full-time and contract faculty and staff members are paid at least a living wage.**

A **LIVING WAGE** is defined as the minimum income necessary for a worker to meet their basic needs, including food, housing, healthcare, education and transportation, for themselves and their dependents. For the purposes of this policy, the living wage shall not be less than:

- The local government-declared minimum wage, currently set at **PKR 37,000 per month** with effect from 1 July 2024.
- Or the local financial poverty threshold for a family of four, expressed as an hourly, daily or monthly rate, whichever is higher.

The Finance Department, in coordination with the HR Department, shall conduct an **annual review** of wage levels to ensure ongoing compliance with the Minimum Wages Ordinance, 1961 and any subsequent government notifications or cost-of-living adjustments.

No employee of Iqra University shall be paid below this threshold, irrespective of their employment status, category, pay-scale or campus location.

Salary payment of all regular and contract full-time faculty and staff members is done through a bank transfer before the last working day of the month. Salaries are disbursed by the Finance Department.

Table 10 – Classification Of Employees According To Pay Scales

7.1. PERQUISITES AND ALLOWANCES

Gross salary for the month shall include the following perquisites and allowances in

Level	Pay Scale	Designations/ Equivalent Position
Non-Management	G1	Peon/ Guard/ Driver/ Mali/ Sweeper/ Gardener/ Dispatch Rider
	G2	Supervisor (Non-Management)
Management	M1	Assistant
	M2	Officer
	M3	Senior Officer
	M4	Assistant Manager
	M5	Deputy Manager
	M6	Manager
	M7	Senior Manager/ Assistant Director
	M8	Deputy Director
	M9	Director
	M10	Chancellor/ Chairperson
Academics	A1	Lab Administrators/Lab Instructors/Instructors/ Teaching Facilitators
	A2	Junior Lecturer
	A3	Lecturer
	A4	Senior Lecturer
	A5	Assistant Professor / Head of Department
	A6	Associate Professor / Associate Dean / Head of Department
	A7	Professor / Dean / Director Campus
	A8	Vice Chancellor

addition to basic salary.

- House Rent Allowance 45% of Basic pay
- Medical Allowance 10% of Basic pay
- Conveyance Allowance
- Dearness Allowance

Table 11 – Dearness and Conveyance allowance

Pay Scale	Dearness Allowance	Conveyance Allowance
G1	20.00%	3,000
G2	20.00%	3,000

M1	20.00%	6,000
M2	20.00%	6,000
M3	20.00%	6,000
M4	20.00%	6,000
M5	15.00%	8,000
M6	15.00%	8,000
M7	15.00%	8,000
M8	12.00%	10,000
M9	12.00%	10,000
M10	12.00%	10,000

Pay Scale	Dearness Allowance	Conveyance Allowance
A1	20.00%	6,000
A2	20.00%	6,000
A3	20.00%	6,000
A4	20.00%	6,000
A5	15.00%	8,000
A6	15.00%	8,000
A7	15.00%	8,000
A8	12.00%	10,000

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7.2. ADDITIONAL ALLOWANCE & WORKLOAD FOR ADMINISTRATIVE WORK

Employees who have been given extra responsibilities are eligible for the appropriate compensation for those tasks. Nonetheless, the allowance will be decided by the Chancellor / Vice-Chancellor.

Table 12 – Additional Allowance & Workload Matrix

S.No.	Administrative Responsibility	Allowance (Rs.)	Workload (N-1)
1	Campus Director	100,000/-	N-2
2	Dean/Registrar/Director ORIC/Director DAASR/Director QEC	50,000/-	N-2
3	Associate Dean	25,000/-	N-1
4	Head of Department	20,000/-	N-1

For any other responsibility not listed above, if assigned to an employee, an allowance of Rs. 10,000/- can be given, or one course shall be reduced after the approval of the Vice Chancellor.

7.3. ADDITIONAL ALLOWANCE FOR ACADEMIC TEACHING

The rate for extra courses taken by the permanent faculty, beyond their full teaching load, is subject to the following criteria:

- a. The remuneration rate for full-time faculty at IQRA University for teaching in excess of the prescribed workload will be 75% of the rate prescribed for visiting faculty.
- b. Staff members of the University will be eligible for extra remuneration for each course taken by them in addition to their normal work at rates determined by the competent authority for the visiting faculty from time to time.
- c. Staff Members have to be appropriately academically qualified for teaching assignments given to them. The Dean of the Faculty concerned and the Head of the Department will determine the appropriateness before offering the course after the approval of the Vice Chancellor.

7.4. TRAVEL ALLOWANCE

The policy outlines the guidelines and procedures for employees traveling on official university business, both within Pakistan and internationally. It ensures that travel arrangements, modes of transport, allowances, and reimbursements are standardized and aligned with the university's budgetary and operational requirements. All travel must be authorized by the Vice Chancellor upon the recommendation of the relevant Directors, Deans, or Heads of Department.

On the recommendation of Director/ Dean/ Head of Department, the Vice Chancellor shall authorize official travel, within Pakistan as well as outside Pakistan, to the employees of the University.

Table 13 – Mode of Transport for Official Work

Pay Scales	Mode of Transport
G1, G2	▪ Train – Lower Air Conditioned; or ▪ Bus – Air Conditioned
M1- M9, A1 – A7	▪ Air Economy Class (Local and International) ▪ Bus – Air Conditioned

- a. If an official is allowed to use his personal car for intercity / intracity travel on an official account, he/she is entitled to receive a commutation allowance of 1ltr/8kms (at actual based on per liter fuel rate) inclusive of all charges i.e., Toll Tax, Parking Fee, Puncture, traffic challan, etc after the approval of Director Finance.
- b. In case of any incidence during travelling, sole responsibility will be that of an employee. The University will not be responsible for payment of any damages to anyone including that of third party.
- c. If a car is used by more than one official, the owner of the car/ or anyone, as mutually agreed among them, shall be entitled to receive mileage allowance.
- d. Advance payment of 50% against any travel shall be allowed.

- e. For any allocated vehicle used for outstation travel, including personal use, proper information and approval must be obtained from the Vice Chancellor through the Director Administration.
- f. Officials issued with IU vehicle, and / or fuel quota are not allowed to claim expenses from their residence to Airport / Railway Stations / Bus Station (Pick & Drop Both inclusive).
- g. If the travelling is "Sponsored" and its Boarding and Lodging facilities are being provided by the 'Sponsor', then no TA/DA will be allowed.

7.5. DAILY ALLOWANCE / HOTEL ACCOMMODATION

Table 14 – Daily Allowance & Accommodation Matrix for National Travel

Pay Scales	Room Rent Limits per night (PKR)	TADA per day (PKR)
G1 – G2	5,000/-	1,000/-
M1 – M4 A0 – A4	10,000/-	2,000/-
M5 – M6 A5 – A6	20,000/-	3,000/-
M7 – M9 & A7	30,000/-	4,500/-
M10 & A8	50,000/-	Actual

- a. Employee receiving daily allowance shall not be entitled to the following categories of expenses:
 - i. Cost of Breakfast/ Lunch/ Dinner/ Teas
 - ii. Personal Travelling/ Use of Taxi within city
 - iii. Telephone Calls
 - iv. Personal Laundry
- b. If a group of individuals is travelling as a team, all members will be required to stay at the same place, for the objective of efficient resource utilization and management of travel expenses.
- c. An employee shall be entitled to a daily allowance for the number of days he/she remained on tour. The basis for calculating days shall be:
 - i. A day shall mean a period of 24 hours starting from 12 midnight.
 - ii. Day shall be deemed to commence from the time an employee leaves his residence or office to start the journey (tour) and ends when he returns home/office whichever is earlier.
 - iii. Full allowance shall be paid if an employee remains on tour for at least eight (8) hours in a day (24 hours) and half daily allowance shall be paid if he/she remains on tour for less than eight (8) hours but more than three (3) hours in a day (24 hours).

- d. Employee travelling abroad on official account shall receive reimbursement as mentioned below on the approval of the Vice Chancellor:

Table 15 – Daily Allowance & Accommodation Matrix for International Travel

Pay Scales	Room Rent Limits per night (USD)	TADA per day (USD)
M1 – M4 A0 – A4	150	125
M5 – M6 A5 – A6	200	160
M7 – M9 & A7	250	200
M10 & A8	350	Actual

- e. For international travel, visa fee as part of the cost to be borne by the University. Other charges such as vaccination, and passport fee, be borne by an employee.
- f. All travel arrangements will be managed by Administration Department of IU as per the approved lists of agencies, hotels, etc.
- g. TA / DA of the team travelling internationally or locally for participation or excursion with the students will be treated under this policy.
- h. If an employee has relatives in the destination town / city, the employee should be allowed for “Paying Guest Allowance” which should be 50% of the room rent limit for his cadre as per policy document in addition to the TA / DA.
- i. All admissible travel expenses shall be reimbursed in accordance with the University’s Travel and Accommodation Policy. The travel expenses claim shall be made on a completed TA / DA form duly supported by original vouchers / bills through IQRA App.

7.6. CAR AND DRIVER POLICY

The allocation of University-maintained vehicles is subject to approval by the Vice Chancellor.

Table 16 – Official Car Allocation Matrix

	Dean/ Registrar	Campus Director	Vice Chancellor	UMO Director	Chancellor
Car Entitlement	1300 CC	1300 CC	1600 CC	1300 CC	4500 CC

- a. All University-maintained vehicles, regardless of the mode of payment (cash, bank, lease), **must** be registered in the name of Iqra University.
- b. Upon retirement or departure from the University, the allocated vehicle must be returned.

- c. The University will bear the full cost of vehicle maintenance and insurance.
- d. Regular maintenance schedules will be determined based on vehicle usage, with major repairs and services approved by the Admin Department.
- e. Employees allocated University-maintained vehicles are responsible for ensuring the vehicle is used for official purposes, maintained in good condition, and that all University policies are followed.
- f. Any traffic fines or violations incurred during usage will be the responsibility of the employee.

7.6.1. DRIVER ALLOCATION

A dedicated driver will be assigned to the following positions:

- a. Chancellor
- b. Vice Chancellor
- c. Campus Directors

For other positions, the Vice Chancellor has the discretion to assign a driver based on need or special circumstances.

7.7. FUEL ALLOWANCE:

The fuel expense shall be reimbursed to employees traveling on an official account as per the following criteria:

Table 17 – Fuel Allowance

Eligible Employee	Fuel allowance	Approving authority
HoD	100-150 litres	Vice Chancellor
Deans/ Directors	100-150 litres	Vice Chancellor
Director Campus	150-200 Litres	As per policy
Vice Chancellor	Reimbursement on the actual expense incurred	-
Chancellor & Chairman	Reimbursement on the actual expense incurred	-

7.8. MOBILE ALLOWANCE POLICY

Iqra University recognizes the need for certain employees to maintain constant communication through mobile devices, both within the organization and with external stakeholders. This policy ensures that employees who frequently engage in official communication are adequately compensated for mobile expenses, helping them perform their duties efficiently.

The mobile allowance structure for employees at Iqra University is defined based on the pay scales listed below. For any position not included in the table, a request may be considered on the basis of operational necessity. In such cases, the request must be recommended by the Campus Director, Director, or Head of Department (HoD) and approved by the Director of Finance and Director HR.

Table 18 – Mobile Allowance Matrix

S.No	Pay Scale	Approval Authority	Allowance Amount/Package	Pay Scale	Approval Authority	Allowance Amount/Package
1	G1,G2	On request	PKR 1,200	A1-A2	On request	PKR 1,200
2	M1-M6	On request	PKR 1,500	A3-A4	On request	PKR 1,500
3	M7	On request	PKR 2,000	A5	On request	PKR 1,500
4	M8	As per policy	PKR 2,000	A6	On request	PKR 2,000
5	M9	As per policy	PKR 3,000	A7 (Dean & Director Campus only)	As per policy	PKR 3,000
6	M10	As per policy	Actual	A8	As per policy	Actual

7.9. PHD ALLOWANCE

PhD allowance shall be given to employees holding the degree of Doctor of Philosophy (PhD) as per the requirement of the Higher Education Commission (HEC).

7.10. PROVIDENT FUND

Iqra University has set up a "Contributory Provident Fund" scheme for its regular employees. Each employee can contribute 10% of his basic pay to the provident fund scheme. The University also contributes a matching amount to the provident fund account of each employee.

The trust set up for the maintenance of the provident fund invests the amount in the approved scheme. So that profit can be earned and distributed to each employee each year.

Employee can withdraw the amount of Provident Fund as per the policy of Iqra University, which is available with the Finance department.

7.11 HEALTH INSURANCE

At IQRA University, employees are medically covered by a Health Insurance Policy from an insurance company. The premium for health cover will be paid by Iqra University, for all employees and their dependents.

All employees of the University and their dependents shall be covered under this policy. Eligibility for insurance coverage is as follows: Unmarried employees are covered under self-insurance, which includes only themselves. Married employees are entitled to extend their coverage to include their spouse and dependent children. Dependent children are eligible for coverage up to the age of 25, unless the dependent is a daughter, who may be covered until she becomes independent through marriage. Additionally, both the employee and their spouse are covered under this policy until the retirement age. The specific dependent family members included in the insurance will be determined by the terms of the insurance policy subscribed to.

Table 19 – Insurance Categories

Employee Levels	Plan
M7, M8, M9, M10, A6, A7, A8	A
M4, M5, M6, A3, A4, A5	B
G1, G2, M1, M2, M3, A1, A2	C

7.11.1. PROCEDURE

The University provides health insurance to employees as per the terms & conditions negotiated by the company. It's the responsibility of the employee to ensure the following:

- Registration forms must be filled out completely and correctly and submitted to the HR department for company registration after the completion of the probation period.
- If there is any change in the information provided it must be immediately reported to the HR department.

- c. In case of an emergency where an employee expects to use the insurance cover, guidelines provided by the insurance company must be followed and HR department must immediately be informed.
- d. The university will not be responsible for any settlements in cases where the policy outlined in the insurance company's contract is violated.

7.12. OPD POLICY

- a. The scheme applies to all the permanent / regular contract employees of the University.
- b. The accounts department will maintain a separate account for each of permanent employee.
- c. Balance in the account if any in a financial year could be extended up to one year.
- d. Self, Parents, Spouse(s), and children are eligible and included in the scheme.
- e. The reimbursement will be on account of Medicine, Laboratory tests and doctor's consultancy charges only. Infant immunization may also be included.
- f. Documents Attached:
 - i. Doctor's Prescription (photocopy)
 - ii. Doctor's Bill duly stamped & signed (original)
 - iii. Medicines Bills/Cash Memo (original)

Table 20 – Out Patient Categories

Pay Scales	Annual Limit (PKR)
G1, G2, M1, M2, M3, A1, A2	100,000
M4, M5, M6, A3, A4, A5	110,000
M7, M8, M9, M10, A6, A7, A8	120,000

- g. The employee initiates the OPD process through the portal and is also required to submit a hard copy of the relevant documents to the HR Department for audit and verification purposes. Upon verification, the HR Department will forward the report to the Accounts Department for final payment.
- h. The last date for submission of bills is the 20th of each month.
- i. Regular contract faculty members are eligible for an OPD allowance based on their pay scale, with the following criteria:

Table 21 – Out Patient Coverage for Regular Contractual Faculty

Credit Hours (CH)	OPD Coverage (%)
12 CH	100%

Credit Hours (CH)	OPD Coverage (%)
9 CH	75%
6 CH	50%
3 CH	25%

j. In the case where an employee is found to have misused the medical facilities available under these regulations, the University reserves the right to suspend the facility to such an employee for a period to be decided on a case-to-case basis depending upon the nature and extent of misuse.

7.13. SALARY ADVANCE (LOAN)

Iqra University recognizes that employees may encounter urgent personal emergencies requiring salary in advance. This policy specifies the conditions under which salary in advance may be granted, subject to approval by the Vice Chancellor.

- This policy is available to all confirmed employees of Iqra University.
- Employees may apply for a salary advance only after completing two years of service with the university.
- The Finance Department will verify that sufficient funds are available in the employee's Provident Fund (PF) or Leave Encashment Fund to secure the loan in the event of resignation or unnotified departure.
- If an employee leaves Iqra University before the full advance is repaid, the outstanding balance must be settled immediately.

This policy is designed to assist employees during exceptional circumstances while ensuring prudent management of the university's financial resources.

Table 22 – Advance Loan Matrix

Employee Levels	Limit	Repayment Schedule
G1, G2, M1, M2, M3, A1, A2, A3, A4	Up to 4 Gross salaries	12 equal Payments
M4, M5, M6, A5, A6	Up to 3 Gross salaries	12 equal Payments
M7, M8, M9, M10, A7, A8	Up to 2 Gross Salary	12 equal Payments

CHAPTER 8 - PERFORMANCE MANAGEMENT POLICY

This policy supports building a culture of learning, innovation and high performance in which employees can perform effectively, achieve success and satisfaction in their work, and contribute to the University's business and financial success.

A formal performance evaluation of employees will be conducted every year for the period of 1st July to 30th June. This policy is applicable to employees whose probationary period has ended successfully and have served for six months or more.

8.1. ACADEMIC STAFF

- a. Employees are assessed on their teaching, research, industrial linkages, their behavior and competencies and any other additional responsibilities assigned by the line manager. Weightages are assigned for each segment.
- b. Teaching segment encompasses the course and teacher evaluation and accounts for the performance of the teacher for the Fall, Spring and Summer sessions, as applicable.

8.2. MANAGEMENT (NON-ACADEMIC STAFF)

- a. Employees are assessed on achievements/ job descriptions/ goals set by their line managers and their behavior and competencies.
- b. Goals and responsibilities are defined at the beginning of the appraising year, giving the employee clear direction about performance expectations.

8.3. PERFORMANCE RATINGS AND DESCRIPTORS

Table 23 – Performance Ratings & Descriptors

Scale	Category	Descriptors
4	Excellent	Consistently exceeds expectations in all areas of the job description. Demonstrates exceptional initiative and makes significant contributions.
3	Good	Meets all job requirements and consistently performs well. Occasionally exceeds expectations in certain areas, contributing positively.
2	Average	Meets some, but not all, components of the job description. Requires occasional prompting or guidance to meet acceptable performance standards and complete assigned tasks effectively.
1	Needs Improvement	Fails to meet the majority of job requirements or company performance standards. Significant effort and intervention are needed to address performance gaps and improve to an acceptable level.

8.4. ANNUAL INCREMENT BASED ON PERFORMANCE

- a. The annual increment will be disbursed in July of each year, consisting of two components: a basic increment determined during budget meetings, and a performance-based increment. The performance rating of the employee directly influences the increment payout, adhering to the University's performance-based increment system.
- b. The annual increment percentage with respect to the performance rating may vary for each faculty/directorate, depending upon the overall performance of the faculty/directorate.
- c. Salary adjustments are made as and when required keeping in view the internal and external parity.
- d. The increments are disbursed after approval from the Vice Chancellor/Chancellor.

Employees with unacceptable performance will undergo an informal appraisal after six months to assess their progress. If there is no improvement, the decision will be taken in accordance with the punitive actions for non-compliance clause 2.12.

8.5. PROCEDURE

- a. Once HR announces the appraisal cycle, employees initiate their performance appraisal through the IQRA application, accessible via their ESS portal. Separate forms are provided for faculty and non-academic staff, each tailored to their respective evaluation criteria.
- b. Academic staff are evaluated based on teaching, research, and other assigned responsibilities, while non-academic staff are assessed on job achievements, goals, and competencies.
- c. The appraisal form is evaluated by two designated appraisers to ensure fairness and avoid bias. Each section of the form is rated individually, with weightage assigned to different performance segments.

Once the appraisers complete their evaluation, the final rating is processed through the system. The performance rating directly influences the annual increment, which is reflected in the employee's payroll during the annual increment cycle.

CHAPTER 9 - SEPARATION AND EXIT POLICIES

9.1. RESIGNATION

Employees may resign from Iqra University by providing written notice in accordance with the terms specified in their contract or appointment letter. The resignation must be recommended by the Head of Department (HOD) which will be approved by VC. The Vice Chancellor may grant a waiver or relaxation of the notice period if necessary.

- a. Confirmed employees must provide one month's notice or pay an amount equivalent to one month's salary in lieu of notice.
- b. Employees on probation must provide fifteen days' notice or pay an amount equivalent to fifteen days' salary in lieu of notice.
- c. Faculty members are not permitted to resign from the university within an ongoing academic semester.
- d. Any leave taken during the notice period will be considered paid leave if approved by the relevant HOD.

9.2. TERMINATION

- a. The university may terminate an employee's services due to unsatisfactory performance or discipline in accordance with the Disciplinary Action policy of the HR manual.
- b. Warnings accumulate regardless of the time between them.
- c. The university is not required to give prior notice, warning, or reason for terminating employees on probation or confirmed employees in cases of misconduct or other serious issues as per the clause 2.10. of the code of conduct.
- d. Employees terminated for misconduct, fraud, or other disciplinary issues will not be considered for rehire.

9.3. RETIREMENT

- a. Employees will retire upon reaching the age of 60 and will be eligible for retirement benefits as per university policy. The HR Department will notify the employee of their retirement date three months in advance.
- b. Rehiring post-retirement will be at the discretion of the Competent Authority/Selection Committee.
- c. Reemployment may be on a contractual basis, governed by the terms of the new contract.

9.3.1. CONTRACTUAL EMPLOYMENT AFTER RETIREMENT.

Contracts may be offered for up to three years, subject to the following conditions:

- a. The employee is deemed critically required due to expertise/qualifications.
- b. Performance appraisals for the last 3 years or more have consistently achieved 80% or higher.

- c. An annual assessment of medical fitness is mandatory.

9.3.2. TERMS OF CONTRACTUAL EMPLOYMENT

- a. Salary fixed up to 70% of the last drawn basic pay.
- b. OPD coverage will be provided for outpatient medical expenses.
- c. Leave allowances will be limited to sick and casual leave, with no provision for leave encashment.
- d. Contractual employment excludes participation in provident fund contributions and other additional benefits.

9.4. DEATH

- a. In the event of an employee's death, the concerned HoD/Director/Dean must promptly inform the HR Department. HR will then contact the deceased's family to facilitate the release of applicable benefits.
- b. The final settlement cheque will be issued in the name of the next of kin as provided by the employee.

9.5. EXIT INTERVIEW

The HR Department will provide an Exit Feedback Form to the departing employee during their notice period to collect feedback and insights about their experience at the university.

9.6. HANDING OVER / TAKING OVER

- a. Employee must compile a comprehensive list of ongoing projects, tasks, and responsibilities and hand it over to the relevant HOD/Dean/Director/QEC Team.
- b. HODs/Deans/Directors/Registrars must transfer critical information, access credentials, and documents to their successor and the QEC Team.

9.7. FINAL CLEARANCE

Employees must return all physical and intellectual assets belonging to the university and obtain clearance from all relevant departments on their last working day before their final settlement case is processed.

9.8. FINAL SETTLEMENT

- a. Final dues are paid after receiving clearance from all department heads.
- b. The clearance form must be submitted to the Finance Department for final settlement's processing.
- c. Payment of the final salary and dues will be approved by the Director of Finance.
- d. An experience letter will be issued to the employee upon completion of the final settlement process by the HR Department.

CLOSING NOTE

Thank you for taking the time to familiarize yourself with Iqra University's HR Manual. This document serves as a comprehensive guide to our policies, practices, and expectations, reflecting our commitment to fostering a positive, inclusive, and professional work environment.

We encourage all employees to use this manual as a resource for understanding their rights, responsibilities, and the support available to them. Should you have any questions or require further clarification, please feel free to reach out to the HR department at hrd@iqa.edu.pk.

Your dedication and cooperation are instrumental in helping us achieve our shared goals and uphold the values that define Iqra University. Together, we aim to create an environment that empowers every team member to excel.

Iqra University will bear following expenses of its employees, who has been selected through Hajj Balloting Process as per eligible criteria.

<i>Sr. No.</i>	<i>Description</i>	<i>Remarks</i>
1.	Travel & Accommodation	Travelling, Boarding & Lodging to the extent covered under Government Hajj Scheme
2.	Qurbani	To the extent covered under Government Hajj Scheme
3.	Vaccination	To the extent covered under Government Hajj Scheme. Private / Urgent Vaccination as per regulations of Hajj, will need specific approval from Vice Chancellor
4.	Passport Fee	Normal Passport Fee will be borne by Iqra University. In case of delayed balloting by Iqra University, urgent charged will be paid subject to the approval of Vice Chancellor
5.	Mahram	In case of female employee, Iqra University will not bear any cost for her Mahram. It will entirely be borne by the employee herself.
6.	On ground Expenses	All on ground expenses will be borne by the employee both in Pakistan and in Saudi Arabia
7.	Medical Coverage	No medical coverage beyond what is offered by Government for Pilgrims will be reimbursed to the employee during Hajj
8.	Leave	Duration of Hajj will be that of Government Hajj Scheme and it will be considered as paid leave, not to be adjusted against earned leave or other leaves of the employee once in entire service period of the employee with Iqra University. In case of Private Operator, it will be minimum of the Government Hajj Scheme & Private Operator's duration.
9.	Eligibility	Muslim employees falling in PayScale G1, G2, M1, M2 & M3 who have completed 03 years of services with Iqra are eligible to participate in the Balloting. Any employee who has already performed Hajj on Iqra University's Hajj Scheme, will not be eligible even if he /she falls in the above mentioned PayScale
10.	Rejection	Once an employee refuses to proceed of Hajj due to any reason, after his / her selection through Hajj Balloting, his / her name will not be included in the Hajj Balloting for next year, thereafter he / she will be become part of the Hajj Balloting.
11.	Condition	Conditions, as per Government Hajj Scheme will be applicable on all employees especially pertaining to restrictions.
12.	Payment	Cash payment will not be made to any employee, if he / she is declared successful in Hajj Balloting of Iqra University. Cross cheque, will be issued as per requirement of Government Hajj Scheme
13.	Private Hajj	Maximum ceiling for Hajj amount will be what has been declared under Government Hajj Scheme. However, if an employee wants to proceed through Private Operators, written approval will be required from Vice Chancellor, however, amount beyond the cost of Govt. Hajj scheme will have to be borne by the employee himself / herself.
14.	Private Amount Hajj	Savings, if any, generated due to lower cost via Private Hajj Operator, will not be paid to the employee under any circumstances, if he / she opts for Private Hajj Operator.

