

ABASYN UNIVERSITY

HR POLICY MANUAL

2016

Foreword

This manual of Human Resources Policies is intended to represent personnel policies having general application at Abasyn University. The rationale for developing this HR Manual is basically giving a consistent pattern to our decisions, while still allowing situation-appropriate decisions to be made. These Human Resources Policy Guidelines are regularly reviewed and updated; the guidelines should not be construed to conflict with any current laws or regulations governing employment.

This Policy aims at establishing a framework and sets standards that guide how we should conduct ourselves as employees and members of Abasyn community. This includes how we perform our jobs, make decisions, interact with one another and manage the business operations of the University. These policies are meant to provide for the effective and efficient operation of Abasyn University through its human resources.

It is worth mentioning here that where conditions specified in the Employment Contract are different from those contained in this Personnel Policy Manual, the Employment Contract takes precedence. Should either of the former not conform to Pakistan's labour law, the employment laws of Pakistan will be the final authority.

If any of the provisions of this Personnel Policy Manual are held to be invalid, in whole or in part, such provision shall be severed from the Employment Agreement and the other provisions of this manual shall remain in full force and effect. Notwithstanding the above, such invalid provisions shall be contracted and enforced (to the extent permitted by applicable law) in accordance with the original intent of the parties as herein expressed.

This manual is approved by the Chancellor of Abasyn University and may be amended from time to time.

The acronym "Abasyn" is used throughout the manual to mean "Abasyn University".

The acronym "HR" is used throughout the manual to mean "Human Resources".

The acronym "PPM" is used throughout the manual to mean "Personnel Policy Manual".

DEFINITIONS

Employee: A person who has agreed, in writing, to work for Abasyn(excluding casual workers and independent consultants), and is in receipt of a salary paid from the Abasyn.

Full-time Employee: An employee fully engaged by Abasyn and is not allowed to work for any organization outside Abasyn without written approval.

Part-time Employee: An employee who is engaged by Abasyn to work for less than forty-eight (48) hours per week. Certain benefits such as vacation, sick and special leave will be pro-rated to the nearest half day based on the number of hours worked per week; other benefits will be based on the eligibility provisions of the benefit plan.

Independent Consultants: Persons retained by Abasyn under the terms of a contract to carry out special job or projects for a specified fee for service as set out in the contract conditions. This manual does not apply to such persons.

Faculty Members: Faculty members includes academic staff of the university, generally includes Professors, Associate Professors, Assistant professors, Lecturers, Teachers, and Instructors.

Full-time Faculty: A faculty member fully engaged by Abasyn to full stipulated load of classes each for Bachelor's and for Master's Programs.

Part-time Faculty: A faculty member who is engaged with other organization but also takes classes at Abasyn University will be deemed as Part-time faculty.

Visiting Faculty: A faculty member whose services are sought for the instruction of specific classes on an as-needed basis.

Administrative Staff: Administrative staff includes staff responsible for maintenance and supervision of all departments of the University. All Head of Departments in academics and administration are included in this category.

Support Staff: Support staff includes peons, guards, cooks and other required staff who are deemed necessary for managing the University's operations.

Supervisor: An employee who is responsible for overseeing the work and managing the performance of one or more employees. Supervisors are responsible for complying with human resources management policies and are responsible for their direct reports' job descriptions, recruitment and selection, orientation, training, performance management, attendance management, and discipline.

Work Day: For the purpose of this manual, a workday is eight (8) hours, except for departments/units whose hours may be longer.

Leave: An absence from work with or without pay which is authorized by the appropriate Supervisor and described within this manual.

Abasyn's Director Human Resource: He/she is responsible for overall human resources management, for implementing appropriate and legal employment contracts and for developing HR policies.

TABLE OF CONTENTS

1	INTRODUCTION	1
1.1	Application of this Manual	1
1.1.1	Personnel Policies	1
1.1.2	Amendments.....	1
1.2	General Matters Relating to Personnel Policy	1
1.2.1	Human Rights.....	1
1.2.2	Mutual Respect.....	1
1.2.3	Discrimination/Harassment	1
1.2.4	Employment Equity.....	2
1.2.5	Familiarization with Abasyn	2
1.2.6	Diversity Policy.....	2
1.2.7	Professional Conduct.....	2
1.2.8	Working Environment.....	2
1.2.9	Term Employees (Full or Part-Time).....	2
1.2.10	Independent Contractors or Visiting Faculty	2
2	CONDITIONS OF EMPLOYMENT	2
2.1	Minimum Conditions.....	2
2.2	Confirmations	3
2.3	Employment Contract.....	3
3	WORKING CONDITIONS.....	3
3.1	Regular Working Hours.....	3
3.2	Statutory Holidays	3
3.3	Leave with Pay	3
3.3.1	Annual Leaves.....	3
3.3.2	Sick Leaves	4
3.3.3	Maternity Leaves.....	6
3.3.4	Special Leaves.....	6
3.3.5	Professional Development Leaves	7
3.4	Leave Without Pay	7
3.5	Overtime	7
3.6	Reporting	8
3.7	Unscheduled Disclosure and/ or Cancellation of Classes.....	8
3.8	Attendance and Punctuality	8
4	EMPLOYEE BENEFITS & COMPENSATIONS.....	9
4.1	Terms and Amendments.....	9
4.2	Professional Development Plan.....	9
4.3	Training & Capacity Building	9
4.4	Staff Association.....	10
4.5	Official Field Trips	10
4.6	Transportation Facility.....	10
4.7	Payment of Medical Fitness Certificate.....	11
4.8	Special Events, Gatherings and Retreats	11

5	JOB DESCRIPTIONS, EMPLOYMENT CONTRACT AND SALARY ON APPOINTMENT	11
5.1	Position Requisition Form	11
5.2	Job Descriptions	12
5.3	Salary	12
5.3.1	Salary Payment	12
5.3.2	Annual Salary Increases	12
5.3.3	Final Salary Payment	13
6	SELECTION AND APPOINTMENTS	13
6.1	Employment of Relatives	13
6.2	Appointments by Competition	13
6.2.1	Competition Process	13
6.2.2	Eligibility of Employees	13
6.3	Appointments without Competition	14
6.3.1	Interim Appointments	14
6.3.2	Program Extensions	14
6.4	Process for Selection/Hiring of Candidates by Competition	14
6.4.1	Advertising	14
6.4.2	Roles and Responsibility of Selection Committee	14
6.4.3	Interviewing	15
6.4.4	Hiring Recommendation Appointment	15
6.4.5	Background Checks	15
6.4.6	Letter of Appointment/ Contract	15
6.4.7	Confidentiality	15
6.4.8	Documentation	15
6.5	Physician's Statement of Health	16
7	ORIENTATION TO ABASYN UNIVERSITY	16
7.1	Information Package	16
7.2	Administrative and Program Overview	16
7.3	Briefing by Supervisor and Human Resource Department	16
8	PROBATION/CONDITIONAL APPOINTMENT	16
8.1	Length of Period	16
8.2	Performance Appraisal	17
8.3	Unsatisfactory Probation	17
8.4	Satisfactory Probation	17
8.5	Transfer or Promotion	17
9	PERFORMANCE APPRAISALS	18
9.1	Schedule	18
9.2	Objectives	18
9.3	Appealing the Appraisal	18
9.4	Review of Performance Appraisals	18
9.5	Annual Employee Satisfaction Surveys	19
10	TERMINATIONS	19
10.1	End of Contract	19
10.2	Resignation	19
10.3	Suspension	19
10.4	Early Termination of Employment	19
10.5	Immediate Dismissal without Notice	19
10.6	Academic Fraud	20

10.7	Unsatisfactory Performance.....	20
10.7.1	Procedure.....	21
10.7.2	Written Record	21
10.7.3	Additional Requirements.....	21
10.8	Redundancy	21
10.9	Abandonment.....	21
10.10	Exit Interviews/Termination Report	21
10.11	Retention of Employees	21
10.12	Standards of Behaviour	22
10.13	General Termination Procedures	22
11	QUALITY WORKING ENVIRONMENT	22
11.1	Health and Safety.....	22
11.2	Smoke Free Environment	22
11.3	Drug-Free Workplace Policy	22
11.3.1	Reasonable Suspicion of Impairment.....	23
11.3.2	Inspections	23
11.3.3	Substance Dependency.....	23
11.4	Formal Dress Code	24
11.5	Abasyn Employee ID Card.....	24
11.6	Disciplinary Board.....	24
11.7	Harassment Policy	24
11.8	Code of Conduct.....	25
11.9	Grievance Handling & Code of Conduct Violations	25
11.10	Gratuities, Kickbacks and Bribery.....	26
12	DISCLOSURE OF INFORMATION/ CONFIDENTIALITY	27
12.1	Declarations	27
12.1.1	Conflict of Interest Situations.....	27
12.2	Disclosure of Information/Confidentiality.....	27
12.3	Intellectual Property Rights	28
13	POLITICAL ACTIVITIES.....	28
13.1	Political Activities	28
14	PUBLIC APPEARANCES, PUBLIC STATEMENTS, AUTHORED ARTICLES.....	28
14.1	Written Statements.....	28
14.2	Guest Speaker	28
14.3	Written and Published Articles.....	28
14.4	Electronic Communication Policy	28
14.4.1	Email Policy	29
14.5	Branding Policy	29
15	PERSONNEL RECORDS.....	30
15.1	Change in Personal Information	30
15.2	Confidentiality	30

FORMS/CHARTS

ANNEXUREA	Abasyn Organization Chart
ANNEXUREB	AbasynConfidentiality Agreement

1.1 Application of this Manual

1.1.1 Personnel Policies

For practical reasons this manual is not exhaustive and defines general personnel policies. Abasyn University is not a large corporate entity, and a compilation intended to meet every eventuality in written language would involve disproportionate effort and complexity. The Human Resource Manager in consultation with the Vice Chancellor will determine appropriate policies where this manual does not provide satisfactory guideline.

1.1.2 Amendments

This manual will be amended to meet legislative or other requirements and will be reviewed by the Human Resource Manager at least annually to ensure its relevance to staff in carrying out Abasyn University's mandate.

1.2 General Matters Relating to Personnel Policies

1.2.1 Human Rights

Abasyn University is a responsible employer, accepting the legal obligations of the Universal Declaration of Human Rights and the laws of the Government of the Islamic Republic of Pakistan.

1.2.2 Mutual Respect

Abasyn is committed to preserving a workplace that is free of all forms of harassment, discrimination and undue distraction or hardship, and in which all individuals are valued, respected and treated with dignity.

Abasyn promotes responsibility, respect, civility and professional excellence in a safe work-environment. Abasyn considers all complaints seriously. All investigations will be timely, thorough, objective and fair to all affected parties.

Every person has the right to report an incident without fear of reprisal. Any Abasyn employee that feels that they have been the victim of, or witnessed workplace harassment or discrimination should report the incident to HR Manager or to the Chair of Disciplinary Board immediately.

1.2.3 Discrimination/Harassment

Discrimination or harassment against any employee on grounds of gender, race, age, colour, appearance, ethnic origin, nationality, citizenship, religion, creed, disability, marital status, number of dependants, or social or economic status, will not be tolerated.

1.2.4 Employment Equity

The goal of employment equity in the workplace will be pursued. Equity plans and policies will be made to correct disadvantages in recruitment, retention, employment, training and promotion experienced by persons with disabilities, members of minorities and women.

1.2.5 Familiarization with Abasyn

Members of staff are expected to be aware of the mission and goals of Abasyn University and have specific knowledge of the objectives and work of their immediate work environment and general knowledge of all Abasyn policies, rules and regulations, programs and activities. The HR Manager will provide orientation on Abasyn to all new employees and consultants.

1.2.6 Diversity Policy

Abasyn adheres to a strict diversity policy. Abasyn encourages the full participation of any ethnic groups as clients, staff, and volunteers of the organization.

1.2.7 Professional Conduct

Employees are expected at all times to conduct themselves, and to be seen to conduct themselves in a manner consistent with the best interests of Abasyn, as reflected in the policies adopted and commitments accepted by the management.

1.2.8 Working Environment

The personnel policies and information set out in this manual are written in the spirit of establishing a working environment which will encourage and develop efficiency and teamwork among staff in the pursuit of the vision and goals of Abasyn University.

1.2.9 Term Employee (Full or Part-Time)

Abasyn staffs are engaged on a full time or part time contract basis. The employment contract will provide for a specific duration of employment and other additional obligations between the parties.

1.2.10 Independent Consultants or Visiting Faculty

Independent consultants or Visiting Faculty are no party to this Manual and members of staff dealing with Independent consultants or visiting faculty shall always protect the best interest of the Employer in all matters.

2 CONDITIONS OF EMPLOYMENT

2.1 All prospective employees and independent consultants/ visiting faculty are required to meet the minimum employment conditions, including (a) proof of identity, professional and educational documents, (b) satisfactorily pass background checks undertaken by the HR department (c) provide an updated Health Certificate (d) sign the required pre-employment agreements (if applicable).

2.2 Confirmations

All Employment Agreements will be confirmed by an Employment Contract. The Employment Contract will be signed by the Employee, the Human Resource Manager and Vice Chancellor.

2.3 Employment Contract

The Employment Contract will specify the title of the position, salary on appointment, probationary period (if applicable), conditions of the appointment (including benefits and allowances, if applicable), and any special provisions respecting the appointment. A job description outlining the current requirements will be attached to the Employment Contract. Abasyn reserves the right to modify job descriptions from time to time based on organizational changes and/or requirements.

3 WORKING CONDITIONS

3.1 Regular Working Hours

The required minimum workday hours are eight (8), normally between 8:00 a.m. to 8:00 p.m. Monday to Saturday, allowing one hour for lunch from 1:00 p.m. to 2:00 p.m. Hours may be and are different for drivers, support staff, lecturers, managers, receptionists, cashiers and operations team but a total of eight (8) hours, not including lunch must be worked each workday.

3.2 Statutory Holidays

Employees shall be granted paid leave on Government of Pakistan's statutory holidays. The statutory holidays in Pakistan includes:

1. The last day of the week (Sunday);
2. The fifth day of the February (Kashmir Day);
3. 23rd March (Independence Day of Pakistan);
4. 1st May (Labor Day)
5. 14th August (Independence Day)
6. Three days of Eid-ul-Fitr;
7. Four days of Eid-ul-Adha and Arafa;
8. Twelfth of RabiulAwwal, the birth day of the Great Prophet of Islam (Peace be Upon Him);
9. 6th of September (Defense Day)
10. 9th of November (Iqbal Day)
11. 9th & 10th of Muharam-al-Haram (Ashura);
12. 25th of December (Quaid-e-Azam Birthday) and
13. Other days approved and declared by the State of Pakistan.

3.3 Leave with Pay

3.3.1 Annual Leave

Abasyn University strongly promotes a healthy work-life balance, and encourages all its employees to avail their annual leave when due. An employee shall benefit from the annual leave in accordance with a schedule as prepared by the Administration.

All full time administrative staff members are entitled to 12 days of annual leave. Annual leave entitlement for part-time employees will be pro-rated accordingly.

Staffmembers taking classes along with their administrative responsibilities must only use the administrative leaves. They will not be entitled for the academic leaves under this policy.

A newly hired employee the term of whose employment contract is not less than four months, may benefit from the annual leave proportionate to the term of his/her service.

Scheduling Annual Leave:

Leave shall not be accrued and shall be taken of each calendar year in which it is earned. The staff member shall inform his/her Supervisor, at least 3 days in advance, in writing of the dates he/she wishes to take the annual leaves. The Supervisor will review and approve the annual leaves based on the departmental priorities and nature of the annual leave.

Leave is intended to provide free time for staff members to discharge private responsibilities and follow personal interests. It is not designed as a financial benefit. Accordingly, Abasyn will not compensate employees for unused annual leave.

The Supervisor is responsible for ensuring that leaves for all staff are reasonably scheduled to accommodate the workload. Where several staff members request holidays at the same time, those who first filed application should have their leave approved. Annual holiday schedules will normally be developed by the supervisors early in each calendar year.

3.3.2 Sick Leaves

Definition

Sick leave is defined as the period of time an employee is absent from work with full pay as a result of an injury or illness. When employees must be absent from work and are on sick leave, they are expected to take appropriate measures to ensure their timely return to work. The University has the right to a reasonable explanation for any employee absence. Where the employee asserts that he/she is unable to work due to illness or injury, it is reasonable for the department to request medical documentation as defined below, in order to assess the claim for paid sick leave.

Eligibility

All full-time, part-time faculty and staff qualify for sick leave benefits.

One hundred percent of the employee's regular salary will be paid for the approved days of sick leave. Sick leave benefits cannot be accumulated. Staff members are entitled to ten (10) days of sick leaves whereas faculty members are entitled to six (6) days of sick leaves. Sick leave credits continue to accrue during periods of paid leave, but not during periods of leave-without-pay.

In the event the employee leaves Abasyn University before the end of the calendar year, or does not complete the anticipated period of employment, any sick day taken beyond the actual entitlement shall be repaid to Abasyn University by the employee or adjusted against annual leaves if available. Employees will not be compensated for unused sick leave. Accumulated unused sick leave is not payable upon termination or resignation from employment.

Reporting of Sick Leave

Sick leaves must be reported to the employee's supervisor immediately. The immediate supervisor must notify the HR Manager in writing. The notification must specify the last day worked and expected return to work date.

Processes

When illness or injury causes absence from work the following will apply:

- The University may require medical evidence, but not normally for periods of less than three (3) consecutive working days. Such medical evidence will verify the disability or illness and inability to carry out normal duties. Failure to provide requested medical evidence may result in disciplinary measures.
- The University shall make every reasonable effort to accommodate employees in performing their normal duties or in finding alternate related duties if the employees are unable to perform their assigned duties due to illness or injury.
- Frequent periods of sick leave may be reviewed to determine if employees are medically fit to carry out the responsibilities on a full-time basis.

Employee Roles and Responsibilities during Sick Leaves

- When unable to report to work because of illness or injury, employee must notify his/her immediate supervisor as soon as possible on the first day of absence. Employee may inform his/her supervisor in-person or via e-mail or telephone.
- The employee must inform the immediate supervisor of the expected length of absence.
- If a scheduled absence is up-coming, the employee shall notify the immediate supervisor as soon as possible.
- Employee must maintain regular contact with the immediate supervisor.
- Employee must complete the required sick leave forms and seek Supervisor's approval.

Department (Immediate Supervisor and/or Department Head)

- Assess the claim for paid sick leave and liaise with Human Resources, as required.
- Keeps a record of all employee absences including sick, annual and other leaves.
- Report sick leave as indicated above.
- Maintain regular contact with the employee.
- Maintain confidentiality of medical information.

Human Resources

- Keep records of all employee absences including sick, annual and other leaves.
- Maintain confidentiality of medical information.
- Ensure the appropriate interpretation and implementation of the Sick Leave Policy.

Medical Documentation

Employees must submit the medical certification directly to the immediate supervisor (copy to Human Resource Manager) as requested, substantiating the inability of the employee to perform regular duties for the period of absence, confirming appropriate treatment is being sought, indicating the expected return to work date, fitness to resume normal duties and any medical restrictions and/or functional limitations upon the return to work. The Department/University is responsible for treating medical information confidentially.

Proof of Illness

Where the University has reason to suspect an employee's absence is not legitimate, for example, a pattern of absences not explained by a medical condition, or by being excessive when compared to other employees, the employee may be required to produce certification acceptable to the employer and/or certification from a physician in order to qualify for paid sick leave(s).

Restrictions

Sick leaves are not reimbursable.

3.3.3 Maternity Leaves

- Female employee of Abasyn University are entitled to paid maternity leaves for a maximum period of 60 days- a third of such leave shall be granted before delivery and the other two thirds after delivery.
- All full-time staff members who have completed at least two years of service with Abasyn University and who are on a contract of 1 year or more will be eligible for the maternity leave.
- Female employees on contractual appointment of less than 2 years will not be entitled to any salary during the period of maternity leave.
- A doctor's certificate is required to be submitted when requesting maternity leave.
- After the completion of the maternity leave, the female employee shall report to duty within 3 days. Otherwise, she shall be regarded to be absent from her job and shall not be entitled to the privileges mentioned.

3.3.4 Special Leaves

All employees as part of their employee benefits are entitled to special leave days in addition to annual leave. Special leave will be granted all ABASY employees for the following reasons:

- | | |
|--|--------|
| • Birth of Child (one of the parents is employed by the University) | 1 Day |
| • Marriage | 6 Days |
| • Bereavement Leave (Parents, Spouse, Children, Grandparents and Siblings) | 3Days |

3.3.5 Professional Development Leaves

Abasyn University will provide selected professional development leaves allowing the employees to attend regional and international conferences, educational seminars, and participate in public engagement events that advance the University's mission and strategic objectives.

Abasyn University's academic and administrative staff may participate in such events to deliver lectures, present academic papers and represent the University internationally after approval by Vice Chancellor.

Employees on approved conference leave will not have their leave accounts debited for the period of conference. They will be paid the same remuneration during their absence they would otherwise have earned.

3.4 Leave without Pay

Abasyn University may grant its employees selected leave without pay as per the request of the employees. Leave without pay may be applied for a period of six months following the approval of Vice Chancellor.

At the end of leaves without pay, at the request of employee, the management of Abasyn University may consider him/her for same or different job subject to availability of position. In case, there is no position available as per qualifications and experience of employee, the management will have the right to reconsider the request of re-employment.

The leave without pay policies apply to each employee who is still considered an employee of Abasyn even though he/she is in non-pay status, is absent from Abasyn premise, and is either not working or working on something other than his/her program assigned responsibilities. In such cases the employee receives no Abasyn compensation or benefits. All rights to holiday, leave accrual, performance bonuses, medical insurance, etc. are temporarily suspended.

3.5 Overtime

Work performed by an employee beyond the limits of normal working time, on the initiative of the administration, is considered overtime work. Night shift employees and employees engaged in work injurious to health and pregnant women or women who have children below the age of two years shall not engage in overtime work.

In the event the overtime work becomes justified, such exceptional cases will need to be approved by the employee's immediate supervisor and Vice Chancellor.

The University will provide wage supplements to the administrative staff, as required, and overtime compensation for academic staff who undertakes extra teaching and academic related tasks as per the instructions of the University management.

The exact nature and compensation of overtime will be agreed upon by the employee and the University.

3.6 Reporting

Employees are required to keep a record of time worked and complete in a monthly time sheet. These serve the dual purpose of recording time for accounting purposes and confirming the days worked for payroll and leave record purposes.

All types of leave must be requested and approved on Abasyn University leave forms. In cases where leave is not approved in advance (as is the case sometimes with sick leave), employees must submit a leave form on the first day they return to work.

An employee who is going to be unavoidably late for work, or will not be reporting for work, or is out of the office on business shall notify his/her Supervisor accordingly.

3.7 Unscheduled Closure and/or Cancellation of Classes

The purpose of the unscheduled closure and/or cancellation of class policy is to:

- To develop guidelines for the decision-making process that may lead to class closure or cancellation;
- To develop steps for communicating a closure decision once made; and
- To outline procedures and actions to be undertaken under these circumstances.

This policy applies to all members of the University in all locations and/or situations where activity is directly related to the University business.

The decision to close/partially close the University or cancel classes is the responsibility of the Chancellor (or designate) after consideration of all relevant information.

- The University will close when there is a situation which makes it extremely difficult or dangerous for faculty, staff or students to use the University facilities and resources.
- The University will close when the Chancellor determines that the closure is appropriate in the given circumstances.
- Partial closures of campus (i.e. selected buildings and facilities) may take place from time to time and may result in staff being moved to other facilities on campus.

Information related to unscheduled closure/cancellation of classes will be posted on Abasyn's notice boards or website, social media sites and a dedicated hotline will be assigned to ensure timely communication with all the stakeholders.

3.8 Attendance and Punctuality

Timely and consistent attendance is a pillar of satisfactory performance for all Abasyn University employees. To ensure adequate staffing, superior employee morale, and to meet expected performance standards, employees will be held accountable for their work schedule. In the event an employee is unable to meet this expectation, he/she must obtain approval from their supervisor in advance of any requested schedule changes. This approval includes requests to late arrivals to or early departures from work.

4 EMPLOYEE BENEFITS & COMPENSATIONS

4.1 An employee may be eligible for employee benefits based on the terms and conditions stipulated in his/her Employment Contract. Set coverage is effective as of date of employment or as stipulated in the Employment Contract.

4.1.1 Terms and Amendments

Abasyn University employees will be provided with the precise components of their employee benefits based on their employment status. Abasyn University reviews its employee benefits annually and reserves the right to modify the terms and conditions of an employee's benefits plan. Employee benefits will reflect the conditions and budget availability. Employees will be kept informed of changes to the benefits plan.

4.2 Professional Development Program

- Nurturing skilled and educated staff is one of the top priorities of Abasyn University. The University shall invest in its employees to develop their capabilities and strive towards the transformation of a progressive and knowledgeable organizational culture.
- Full-time staff members who obtain admission in any program of Abasyn University will be given up to 50% discount in tuition fee and 50% discount in admission fee under the University's Professional Development Program.
- This benefit will be available to the top performers at Abasyn University and after at least one year of full-time service at the University. If the employee decides to leave Abasyn, the professional development discounts and educational benefits will be immediately cancelled. Normal fees and charges will apply to those employees who are no longer employed by the University.
- Admission to the candidates will be given strictly on merit-basis and as per the standard Abasyn admission procedures.
- The HR Manager will facilitate the application, review and follow up of all the professional development programs with the ultimate approval lying at the Chancellor and/or relevant Vice Chancellor levels only.

4.3 Training & Capacity Building

In addition to the regular educational programs offered at certificate, diploma, bachelor and master levels, Abasyn University will design and deliver short-term training and capacity building program for its employees.

Short-term training programs will address the critical skills gap across the University and focus on demand-driven areas where critical development is needed. From seminars, workshops and full day retreat programs to introduction of experts and guest speakers, the University will strive to train, educate and maintain some of the most talented and motivated staff at the University.

The University will strive to establish a Leadership Development Program (LDP), which will bring together motivated employees together to participate in leadership training. The LDP will strengthen employees' leadership skills; impart best practices among the participants; and enable the participants to assume managerial and leadership roles at the University as a result of the training delivery.

The HR Manager will inform the relevant staff about the various staff training and capacity building programs offered by the University throughout the year.

4.4 Staff Association

Abasyn University is committed to promoting a healthy work environment, improved productivity, and superior staff morale across its programs. The staff association will serve as bridge between University management and the employees. Meetings will be held regularly to identify challenges, opportunities and issues that affect the staff in particular and the University as a whole.

The key mandate of the association will be as follows:

- Advocating on behalf of University membership towards effective HR Policies, procedures and programs.
- Planning and organizing social, cultural and educational events and ceremonies.
- Providing recommendations, inputs and suggestions towards improving the quality of work at Abasyn University.

4.5 Official Field Trips

- An employee travelling abroad for official purposes is required to have valid passport. The passport renewal fee or any other related fee will have to be borne by the employee.
- Any domestic travel or visit of other provinces within Pakistan has to be strictly business requirement, a justification for the travel need should be explained to and approved by the Vice Chancellor.
- Before planning to travel, a Travel Leave Form should be completed and submitted to HR Department. The form can be obtained from HR Department.
- Staff can request an air ticket to be purchased for their return flights if travel is not possible by road.
- Abasyn will reimburse for the transportation expenses to and from the destination, food costs and local transportation costs only. All other expenses should be strictly business expenditure and should be accompanied with original receipts.
- Abasyn will pay amounting up to Rs.1000 as domestic per diem for all staff on daily basis that covers breakfast, lunch and dinner.
- Staff can apply for advance cash before travelling, to cover their expenses. In return they should complete the advance declaring form within 3 days of returning to work. All expenses should be reported appropriately and should be accompanied with the original receipts.
- In case of any delay in declaring expenses, the outstanding amount will be adjusted against their salaries.

4.6 Transportation, Accommodation and Meal Facilities

All full time faculty and staff members are entitled to the following benefits:

- Transport facilities within the city for staff for official purposes.
- Educational, training and professional development opportunities as explained above.
- Internet facilities in selected locations at the campuses.

4.7 Payment for Medical Fitness Certificate

All expenses related to Medical Fitness Certificate will be borne by employees.

4.8 Special Events, Gatherings and Retreats

The University will strive to organize regular special events, gatherings and retreats to celebrate the staff achievements and promote a positive organizational culture. Every effort will be made to organize events that promote team building, staff motivation and recognize top achievers across the University. The

University will work together with the Staff Association to design and deliver initiatives that boost staff morale and help achieve the University's strategic objectives.

5 JOB DESCRIPTIONS, EMPLOYMENT CONTRACT AND SALARY ON APPOINTMENT

This process involves looking for and choosing the individual most qualified to fill the position and perform the task at hand. The University policy is to hire staff at the highest possible level of competence. This policy is implemented by devoting as much time and effort as possible to the process, recognizing that competing demands for time and effort are inevitable and will sometimes prevent us from achieving the optimum. As a result, the University has developed guidelines to assist those in charge of recruitment and selection.

5.1 Position Requisition Form (PRF)

Completion of this document is intended to ensure that all staff recruitment is for the purpose of either to fill the existing vacant and required position or for any additional staff, which is acquired for an additional task order or activity. It enables the HR Department to gain appropriate authorization from senior management to enable the recruitment process to start.

The process for authorization from senior management is as of following:

- Any department requesting recruitment needs to fill the PRF.
- The department head will forward the PRF to the HR Department for approval.
- The HR Department will check all the sections of the PRF and will make sure it is as per the recruitment procedures and policy.
- The HR will forward the PRF along with his/her remarks to the Chancellor for approval.
- The Chancellor will check all the fields of the PRF to ensure it is as per the requirements of the program.
- If the PRF is approved, HR Department will take the appropriate action to advertise the position.

5.2 Job Descriptions

A Job Description defines the purpose, the scope and the principal duties and responsibilities of a particular role. It provides a framework, which outlines the expectations; both for the employee and the employer, and forms part of the working agreement, but are not in it contractually binding. Job Description should be attached with PRF.

Every position will have a job description setting out the terms of reference, the functions to be performed, and the qualifications required. As it is an accepted principle that job requirements change frequently, Supervisors are responsible for bringing job descriptions up-to-date at least annually, in concert with their employees.

Each job description will contain the following information:

- (a) The job title
- (b) The position the incumbent reports to
- (c) The broad purpose of the job
- (d) The responsibilities
- (e) The required experience, education, language and other qualifications

Each employee will be given a copy of his/her most recent job description. Copies of job descriptions will be retained in the Human Resource Department.

5.3 Salary

The salary range for a position will be set considering what is relevant and competitive within the current local market and in accordance with the terms and conditions of the program's budget(s) or contractual agreements with donors.

The salary of a newly appointed employee to Abasyn University will be based on this person's qualifications and experience in relation to the position and will be agreed to by the employee upon acceptance of the terms and conditions of employment.

The rate and schedule of the employee's remuneration will be specified in the written Employment Contract upon set of employment.

5.3.1 Salary Payment

Salaries of all faculty and staff members will be either transferred in their bank accounts or will be paid in cash on or before 5th of next month.

5.3.2 Annual Salary Increases

Salary increases are based on the amount of increased value and effort the employee contributes to the University mission. Additional business generation, increased enrolments, training, increased level of supervisory responsibility and level of decision-making represents added value and the employee will be compensated accordingly. Recommendations provided by the employee's Heads of Department, for an annual salary increase is subject to Chancellor's approval. Only one salary increase is permitted during a contract year for any employee unless an employee is promoted to a new role.

On the assumption that funds are available, incumbents with satisfactory performance who have worked in their current position for a minimum of twelve (12) months may receive a salary increase. The minimum percentage of increase is three per cent (5%) but may vary in accordance with availability of funds, inflation rate, cost of living and/or contractual agreements.

5.3.3 Final Salary Payment

The final salary of any category of employee terminated by the University for whatever reason, whether it be due to end of assignment, end of program, or for cause will be paid immediately upon the employee's termination. The only exception to this final salary payment schedule is in the case the employee has failed to pay outstanding debts and meet the clearancerequirements. In this case Abasyn will withhold the amount of the debt.

6 SELECTION AND APPOINTMENTS

6.1 Employment of Relatives

Normally, Abasyn discourages appointment of relatives especially in same department or in department where a kinship exists with a direct supervisor. To avoid any conflict of interest, any employment involving relatives require approval of the Chancellor.

6.2 Appointments by Competition

6.2.1 Competition Process

Appointments to full-time and part-time positions will normally be made following an internal competitive process. However, the HR Manager may determine that external candidates should be offered the opportunity to apply concurrently whether through public advertisement or otherwise.

6.2.2 Eligibility of Employees

The following individuals are considered internal candidates during the competition process:

- Current employees of Abasyn who have been employed by the University for more than one year. Employees with less than one (1) year of continuous employment in their current position are not eligible to apply for internal competitions, but they may submit their candidacy for any positions open to external candidates.
- Term employees whose contracts are ending in less than **two (2) months** are eligible to express interest in internal positions.

Any exception to this policy requires approval of the Chancellor.

6.3 Appointments without Competition

6.3.1 Interim Appointments

In exceptional cases, the Vice Chancellor may assign an employee to an interim appointment without a competition. A competition for the position must follow within a reasonable period of time, in accordance with the usual procedure.

6.3.2 Program Extensions

Employees may have their appointments reconfirmed without competition where extensions or additional phases occur to the programs or projects with which they are associated and they are at the level of the approved positions. This is equally applicable where employees are performing duties on more than one project, program or administrative assignments.

6.4 Process for Selection/Hiring of Candidates by Competition

6.4.1 Advertising

All positions will be advertised through appropriate media in order to ensure transparency. Only the HR Department will advertise the vacant positions. Vacant positions will be advertised in Peshawar and nationally as required. All candidates identified through personal contacts must go through the same recruitment process to prevent perceptions of discrimination, favouritism or bias.

The Job advertisement will include job responsibilities, job requirements and guidelines for submission of application.

6.4.2 Roles and Responsibility of the Selection Committee

The selection committee will at minimum comprise the HR representative, a representative of hiring unit and a relevant representative from the University other than HR and hiring unit.

The selection committee is expected to strive for ensuring transparency, objectivity, and a bias free hiring/recruitment process. Following are the main roles and responsibilities of the selection committee:

- Develop the questions and interview structure for the selection process
- Short-list the ideal candidates based on the criteria
- Develop and conduct written test / interview questions (if applicable) or interview
- Determines the venue and date/s for the written test (if any) or interview
- Prepares a summary of the written test/interview report
- Submit complete and approved paperwork to HR Department for further hiring process and documentation.

6.4.3 Interviewing

The interview must be conducted by a panel, the suggested composition of which is detailed in section 6.4.2. All interviews for one post must be conducted by the same panel.

All candidates will be asked a standard format of questions, which will be decided by the interview panel prior to the interviews. All questions must be related to the job requirements and the candidate's suitability to undertake the role.

6.4.4 Hiring Recommendation Appointment

The choice of candidate will be determined by the panel's majority view based on the candidates merit, skill assessment and suitability for the concerned position. A formal offer of appointment is to be made/confirmed in writing and will be conditional upon receipt of references which satisfy the University's requirements, reference check, and other appropriate checks, such as background check by the Government, if applicable to the post.

6.4.5 Background Checks

All job offers are contingent upon satisfactory completion of the background check requirements, including employment history, education, references, criminal record and any other data that might assist the selection committee in selecting a suitable candidate. Background checks are required for all employees in full-time and part-time positions. Background checks must be run on all candidates prior to beginning employment.

The HR Department must conduct reference checks of all potential successful candidates from 2-3 previous employer/supervisors, before announcing committee recommendations. Findings of the reference checks must be recorded in the employee's personnel file.

6.4.6 Letter of Appointment/Contract

Offers and employment contracts are prepared by the HR unit for successful candidates and after approval by the Chancellor / Vice Chancellor will be issued. The HR Manager and Vice Chancellors should sign any employment contract.

6.4.7 Confidentiality

All application details are treated with the utmost confidentiality. It is the responsibility of the HR Department to ensure that suitable arrangements are made for confidentiality to be maintained.

6.4.8 Documentation

At all stages of the recruitment process, it is the responsibility of the HR Department to ensure that notes are kept detailing the reasons for selection or rejection of candidates. These notes could be called upon as evidence of the fairness of the process, either through an internal assessment or to support an external investigation. The notes should therefore be relevant to and necessary for the process itself. All records must be filed and maintained in the HR Department for at least a period of three months.

6.5 Physician's Statement of Health

Confirmation of appointment to a position may be subject to the employee providing a physician's statement of health. Such examinations will be limited to determining an individual's ability to perform the essential duties of the position.

7 ORIENTATION TO ABASY UNIVERSITY

7.1 Information Package

All new employees including administrative and faculty members will be provided with an orientation to Abasyn by the HR Department. Supervisors are required to follow up and ensure that the new staff members are familiar with the University's mission, rules and regulations, policies and programs.

The orientation may include the following basic information related to Abasyn University:

- University Orientation PowerPoint Presentation (copy is available with HR Manager);
- Mission and goals;

- Programs and activities;
- Organizational Structure and Governance;
- Human Resource Policy and Procedures;
- Branding Policy;
- Social Media Policy;
- Operations and General Administration Procedures;
- Management Information Systems and any other related information;
- Rules and regulations;

7.2 Administrative and Program Overview

The HR Manager and the Supervisor will ensure that new employees are provided with a detailed orientation to the relevant programs, including a detailed health, safety and security briefing, etc.

7.3 Briefing by Supervisor and the Human Resource Department

It is understood that the employee's orientation is in addition to the comprehensive briefing and training provided by the Supervisor and HR Department which will ensure that the employee is fully knowledgeable of the duties to be performed and the responsibilities as set out in the employee's job description.

8 PROBATION/CONDITIONAL APPOINTMENT

8.1 Length of Period

Probation is a specific period of time at the beginning of employment during which the employer and employee evaluate each other for work area climate and ability to perform required duties. The University policy is that all employees are hired on probation. At any time during the probation period, either the University or the employee shall be entitled to terminate employment and the employee's employment agreement and without any indemnity or compensation other than wages earned through the date of termination.

Every employee appointed from outside Abasyn shall be on probation for six (6) months for academic staff and four (4) months for administrative staff. This period will not be extended unless it has been substantially interrupted by illness, pregnancy, or if some other circumstance has made it impossible to fairly assess the suitability of the employee for the position.

If extension of probation is required, it will not exceed a period of three (3) months beyond actual probation period, and will be confirmed in writing by the Supervisor after consultation with the Vice Chancellor.

Abasyn has the right to terminate employment of the employee during the probationary period without providing any notice or by providing one (1) week written notice.

8.2 Performance Appraisal

Prior to the conclusion of probationary period, the Supervisor will complete a performance appraisal, discuss it with the employee, and file the report in the employee's personnel file and a copy to HR Department.

8.3 Unsatisfactory Probation

In the event of unsatisfactory probation, the Supervisor will consult the HR Manager or the Vice Chancellor accordingly, complete a performance appraisal, discuss it with the employee and file the report in the employee's personnel file. Based on this performance appraisal, the employee will be advised before the conclusion of probationary period if the probationary period will be extended or if employment is to be terminated.

8.4 Satisfactory Probation

On satisfactory conclusion of probation, the relevant Supervisor will inform the employee in writing with a copy to the employee's personnel file and HR Department. The HR Manager will provide the employee with a Confirmation of Appointment Letter upon the successful completion of the performance period.

8.5 Transfer or Promotion

Employees who have completed their probationary period will not be subject to probation on accepting another appointment as the result of a transfer or a promotion. However, where it is considered that an employee may not meet all the essential position requirements, the appointment may be made subject to conditions being met by a certain date. The condition(s) will be clearly outlined in the offer of appointment and will include action to be taken should the condition(s) not be met. Such conditional appointments will be subject to the approval of the Chancellor.

9.1 Schedule

The job performance of all administrative employees will be evaluated during the probationary period and annually. Performance appraisal for academic staff will be completed at the end of each semester.

- For Administrative & Support staff, the performance evaluation will be conducted by the supervisor and then forwarded to the HR Department. The Supervisor will share the performance appraisal targets, progress and areas of improvement with the employee before the file is forwarded to the HR Department. For administrative evaluations, the leads will be the Heads of the Department, the HR Manager and the Vice Chancellor, as required.
- For faculty members, the performance evaluation will be undertaken considering the input of the students and the supervisor and then forwarded to the HR Department. The Supervisor will share the performance appraisal targets, progress and areas of improvement with the employee before the file is forwarded to the HR Department. For faculty members, the evaluation leads will be the Heads of the Departments and the Vice Chancellor.

9.2 Objectives

The objectives of the performance appraisal are:

- To provide an occasion for a regular, formal meeting between supervisor and employee to review, discuss and record a summary of the employee's performance, in line with the requirements set forth in the job description and agreed-upon objectives and work plans; and
- To provide an opportunity for the employee to communicate career aspirations and needs to the Supervisor, and where appropriate to review requirements for training and development;

9.3 Appealing the Appraisal

The performance appraisal form shall be signed by the Supervisor, and the HR Manager, and by the employee. The employee may add comments on the appraisal and such comments will be placed on the employee's personnel file. In the event of material objection to the appraisal, the employee may appeal the appraisal, in writing, to HR Department. Vice Chancellor may form a committee to take decisions on such appeals.

9.4 Review of Performance Appraisals

All performance appraisals are reviewed by HR Manager then will forward to Vice Chancellor and Chancellor with recommendations for further action.

9.5 Annual Employee Satisfaction Surveys

The University will conduct annual employee satisfaction surveys to collect 360 degree feedback about the human resource systems and policies. The aim will be to identify areas of strength and weaknesses that require management attention and modification. The Chancellor will work with the Vice Chancellor(s) and HR Manager to take remedial actions and ensure that the University human resource approach remains effective, relevant and impactful.

10. TERMINATIONS

Termination of employment is the final, permanent, and irrevocable severance of the employment relationship between the University and the employee, which may occur for a variety of reasons.

10.1 End of Contract

Where the Employment Contract provides for a specific duration of employment, it is expected that the employment will end as specified without notice of termination. No other obligation between the parties beyond the explicit terms of the Employment Contract and this manual will be considered.

10.2 Resignation

A staff member wishing to resign will be expected to give a minimum of four (4) weeks of notice in writing to the Supervisor and the HR Manager. The HR Manager after consultation with the related supervisor may dispense with the requirement for notice or may agree to a shorter notice period, if circumstances warrant.

A faculty member can terminate contract any time prior to the expiry date by giving a written notice to the employer for the remaining period of the semester or not less than four (4) weeks, whichever is longer.

10.3 Suspension

The Abasyn University can also suspend Employment Contract of any employee for specific period of time due to disciplinary, performance issue or unavailability of classes. During suspension period, the employee will not be entitled to any remuneration or benefits.

10.4 Early Termination of Employment

The University reserves the right to terminate employment during a contract period with four (4) week written notice or payment of salary in lieu of notice.

10.5 Immediate Dismissal without Notice

Certain offences are so serious that they may warrant immediate dismissal, i.e. dismissal without notice period or pay. An employee thought to be guilty of such an offence will be suspended on full pay pending the outcome of a hearing with disciplinary board. If an employee is found guilty, such immediate dismissal will be decided upon and approved by disciplinary board.

The following acts and any other instance of gross misconduct or negligence of duty may make an employee eligible for immediate dismissal:

- Submitting forged documentation or certificates.
- Absence without legitimate reason for more than 6 intermittent days
- Conviction of a felony crime involving dishonesty or fraud, theft, unauthorized possession, removal, or transfer of property and/or another employee's property from the University premises.
- Violent behavior that could result in bodily harm to another University employee or which threatens the safety of human life on University property.
- Carrying illegal firearms or other dangerous weapons on University property.
- Willful damage to the University property.
- Deliberate misuse or abuse of the University timesheets and/or expense reports.
- Giving or accepting bribes.
- Sexual and Physical Harassment
- Breach of contract, policies, rules and regulations including conflict of interest.
- Creating and disturbing the University with discrimination
- Unauthorized access and manipulation of University including but not limited to financial information, student data, examination results and related sensitive data.

10.6 Academic Fraud

Abasyn University is committed to maintaining the highest levels of transparency, accountability and integrity across its administrative and academic affairs. As a model for academic excellence and integrity, the University takes academic fraud incidents seriously and is determined to address any issues that might have a bearing on the University's reputation and the communities it serves.

Academic fraud includes but is not limited to the unauthorized and malicious actions related to:

- Tempering of student marks or results
- Revision in course contents without approval
- Changes in the University's database system
- Modification of the in personal or attendance record

In case of any suspicion and/or occurrence of academic fraud incidents as it relates to the University's systems, a special anti-fraud committee will be formed to investigate the incident and present its documented findings to the Chancellor. In case of serious violations, the fraud case and the alleged individuals will be forwarded to the relevant judicial authorities to be reviewed under the applicable laws.

10.7 Unsatisfactory Performance

The provisions of this Section do not apply to employees during the probationary period.

10.7.1 Procedure

Where the Supervisor is of the opinion that an employee is not performing the assigned responsibilities in a satisfactory manner, the Supervisor will advise the employee, of the following:

- (a) That the employee's performance is not satisfactory;
- (b) The specific deficiencies in performance; and
- (c) The specific improvements/actions to be taken and time limit necessary to rectify the situation, or, that a termination will be issued.

10.7.2 Written Record

A written record of the interview will be prepared by the Supervisor, signed by the employee as evidence of having received a copy, and forwarded to the HR Manager and included in the employee's personnel file.

10.7.3 Additional Requirements

If specific improvements/actions were outlined as per [Section 10.7.1 (c)] and if the employee does not satisfy the requirements set out in the record of interview, the Supervisor may opt for dismissal of the employee without further warning, and will advise the employee in writing of the decision.

10.8 Redundancy

Where an employee's position is declared redundant to requirements as a result of budgetary constraints, reorganization, completion of a project etc., and if no suitable alternative employment is identified, the employee will be laid-off, and provided with termination notice in accordance with Section 10.4 above. Approval is required from the Chancellor.

10.9 Abandonment

Where an employee does not report for work and does not notify Abasyn for a period of more than six (6) working days, the employee shall be deemed to have resigned from Abasyn and no termination notice or termination pay is required by the employer. Before making a determination, Abasyn will make all reasonable efforts to contact the employee to determine the cause of absence. Justifiable absences will be reconsidered. The HR Manager or Supervisor will send a letter acknowledging abandonment.

10.10 Exit Interviews/Termination Report

Prior to an employee's termination of work or departure, an interview will be arranged with the HR Manager and/or Supervisor, on or before the employee's last day of work. A termination interview will finalize any outstanding items such as return of cards, ID Cards, computer equipment, electronic files, work permit, monies owed to the employee or payable to Abasyn and any other outstanding items.

10.11 Retention of employees

All employees are the member of Abasyn's family so every possible effort will be made to retain experienced and productive employees for an unlimited period of time.

10.12 Standards of Behavior

All University employees are required to maintain standards of personal conduct and job performance at all times. Violation of the University policies including the code of conduct or other illegal and improper acts or practices are strictly forbidden and may result in immediate dismissal.

10.13 General Termination Procedures

These procedures are the administrative steps required to finalize and formalize the end of the employment relationship. These procedures are routine and are handled by the HR department. All terminations regardless of the type or reason require the following:

All employees are expected to submit a written letter of resignation releasing the University from any further obligations to them, at least 30 days prior to the anticipated date of departure.

The University shall provide the employee with a certificate of employment service/ experience certificate.

In case of emergency or for extraordinary reasons the University reserves the right to terminate the contract with immediate effect. Cases of emergency or extraordinary reasons include budget cuts.

All documents and equipment belonging to the University office or projects must be handed over to the employer upon termination of service. The Check-Out Form (Clearance form) must be signed by all relevant Departments before the employee can receive the final salary payment.

The employer is not required to inform the employee of/ or give reasons for the end of a temporary contract. When an employee's employment is terminated for disciplinary or criminal reasons, he/she forfeits whatever end of service benefit payment, benefits that he/she would otherwise have been entitled to. All employees must complete the clearance form before final exit from the University.

11. QUALITY WORKING ENVIRONMENT

11.1 Health and Safety

Abasyn is vitally committed to ensuring the health and safety of employees. Every possible effort will be made to provide a safe and healthy work environment. Employees are expected to carry out their duties in such a way as to ensure safe and healthy working practices for themselves and other employees.

11.2 Smoke Free Environment

Abasyn University is committed to provide a smoke-free workplace for employees. It has already declared both of its campuses as no smoking zones. As such, smoking in the offices of Abasyn University is strictly forbidden. Smoking is only permitted in the Smoke-Designated areas determined by the administration department.

11.3 Drug Free Workplace Policy

The use of illegal drugs and abuse of other controlled substances, on or off duty, is inconsistent with the expectations of character that Abasyn holds for all of its employees.

Employees are expected and required to report to work on time and in proper mental and physical condition for work.

The unlawful manufacture, distribution, dispensing, possession or use of illegal drugs and abuse of controlled substance on Abasyn premises, in Abasyn's vehicles, or while performing an Abasyn assignment, regardless of location, is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences.

Employees must report in writing any conviction under a criminal drug statute for violations occurring on or off Abasyn premises and must do so within five (5) days of conviction or plea. Failure to do so will result in disciplinary action up to and including termination of employment. In the event of an employee's conviction or plea to charges relating to the manufacture, possession, sale, use, distribution, receipt, or transportation of any substance, Abasyn will determine whether disciplinary action will be taken, including the appropriateness of continued employment.

11.3.1 Reasonable Suspicion of Impairment

Employees that are reasonably suspected to be unfit for duty as a result of the use of illegal drugs or other controlled substances will be removed from the Abasyn premises. Suspicions may be based on specific personal observations that a colleague or Supervisor can describe pertaining to appearance, behavior, speech and/or breath odor of the employee. Reasonable suspicion may also relate to any involvement in a workplace accident. Reasonable suspicion must be documented at or near the time of the observation.

11.3.2 Inspections

Abasyn reserves the right to inspect its premises for the presence of illegal drugs, and controlled substances.

Any illegal drugs or drug paraphernalia will be turned over to the appropriate law enforcement agency and may result in criminal prosecution.

11.3.3 Substance Dependency

Abasyn understands that certain individuals may develop a chemical dependency to certain substances. Abasyn promotes the early diagnosis of this substance dependency, and encourages employees with a dependency on alcohol or drugs to pursue medical, and/or psychological treatment to become successfully cured of this dependency.

Employees are not excused from their duties as a result of their dependencies. Any employee who suspects that he/she might have an emerging drug or alcohol problem is expected to seek appropriate treatment promptly. All employees, regardless of substance dependency, are responsible for adhering to Abasyn's Drug-Free Policy.

11.4 Formal Dress Code

Abasyn receives visitors, and professionals from the public, government and private sectors. Employees are responsible for ensuring their proper formal dress code appropriate for a professional office environment. Supervisors and Vice Chancellor will enforce the formal dress code across the applicable units and departments.

11.5 Abasyn Employee ID Card

As part of an ongoing effort to maintain good security practices, it is mandatory for all Abasyn faculty and staff, inclusive of full time or part time, to wear or keep Abasyn identity cards while on duty. These cards will be provided to ensure that only authorized staff are on Abasyn premises at all times, all employees are required to keep the Employee ID card, display it while entering into the campuses and continue wear or keep it during their duty timings.

Abasyn security staff on duty is authorized to request any person entering campuses to prove/ show their identity and to wear or keep Abasyn Identity Card.

11.6 Disciplinary Board

The mandate of the Disciplinary Board is to:

1. Arbitrate all cases of alleged misconduct by a faculty or staff brought to its attention. The board acts with power, including suspension, termination, penalty impose, etc.
2. Investigate any issue related to faculty and staff that is presented before it and to give decision as per policy and practice of the University.
3. Take action against any serious misconduct by faculty or staff.

The disciplinary board comprises of the following members:

1. Vice Chancellor
2. Registrar
3. HR Manager

11.7 Harassment Policy

Harassment of any kind or form and on any basis is strictly prohibited. Under this policy, harassment is verbal or physical conduct that insults or shows hostility or aversion towards an individual. Under this policy, harassment has the purpose or effect of (i) creating an uncomfortable, hostile or offensive work environment; (ii) unreasonably interfering with an individual's work performance; or (iii) adversely affecting an individual's employment opportunities.

Abasyn is committed to promoting a safe learning and working environment for its students, faculty, staff and visitors. The University will take concrete measures to raise awareness on and eliminate all forms of sexual harassment through education programs, contents and specific campaigns. In addition, the University encourages awareness and action on sexual harassment policies and procedures through regular orientation programs for our new staff and students, advancing a safe and dynamic academic environment.

Criminal violations that violate the Pakistan criminal law fall outside the jurisdiction of this policy and will be referred to the relevant judicial authorities. Examples of sexually based offences include sexual assault, sexual violence, criminal stalking, and criminal intimidation. Whereas the University will not conduct formal hearings to investigate cases of alleged sexual assault, we will provide a wide range of appropriate and supportive resources to the parties involved. The University will also work collaboratively with the appropriate judicial authorities, as appropriate, to resolve the sexual harassment cases.

Abasyn encourages all staff, regardless of his or her identity or position, to report any incidents of discrimination, harassment or retaliation.

Abasyn's staff member who has experienced an incident or incidents of harassment, discrimination or retaliation should report the incident to his/her immediate supervisor. If the situation is such that the staff member is unable to report to the supervisor, the staff member should report the incident to HR Manager or the Chair of Disciplinary Board.

11.8 Code of Conduct

All Abasyn University employees are required to maintain standards of personal conduct and job performance at all times. Violation of Abasyn policies or other illegal and improper acts or practices are strictly forbidden and may result in immediate dismissal. The following examples of conduct may result in disciplinary action up to and including termination:

- Consistent poor work performance or negligence;
- Repeated absence or tardiness;
- Lack of cooperation and/or willful insubordination to supervisor and management;
- Malicious, dangerous, disorderly or violent behavior;
- Acts of fraud or dishonesty which injure employees, operations and property or organizations and individuals working with Abasyn;
- Falsification of Abasyn records or obtaining employment through false representation;
- Verbal or physical harassment related to but not limited to ethnic, religious or linguistic background;
- Misuse of Abasyn office equipment, including copiers, computers, vehicles, telephones, etc.
- Willful loss, destruction or theft of Abasyn property; and
- Breach of any law applicable to Abasyn University.

11.9 Grievance Handling & Code of Conduct Violations

It is the policy of Abasyn University to provide every employee the right to an internal review of a condition, decision, or treatment unsatisfactory to the employee and affecting his or her employment. Open communications between supervisors and employees are strongly encouraged to assist in effective and timely resolution of employee issues.

Human Resources Department is also available to discuss any matters brought forward and assist in informal problem resolution. Retaliation in any form against an employee initiating a grievance is prohibited.

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

Definition:

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

- Grievances relating to the terms and conditions of employment;
- Grievances relating to the work relationship between an employee and colleagues, supervisor and/or Department Head and/or students;
- Grievances relating to various types of harassment, including sexual harassment;
- Grievances resulting on account of victimization of an employee.

Abasyn strongly encourages all employees to try and resolve issues before they become grievances by discussing them informally with their Department Head and/or HR Manager.

When informal approaches have been exhausted and the issue has not been resolved, the employee has the option of resorting to a formal grievance procedure, which includes lodging a formal written grievance with the Department Head, HR Department or Staff Association.

The HR Department will forward issue to Disciplinary Board (complete document containing procedures for filing complaint, disciplinary action, etc is available with HR Department).

The Disciplinary Board will take disciplinary action under Code of Conduct Violation, including but not limited to:

- a. Verbal Warning/ Reprimand
- b. Written Warning/ Reprimand
- c. Transfer to another position
- d. Probation, Suspension, Demotion
- e. Withholding of promotion or increment
- f. Restitution in whole or in part any pecuniary loss caused to the organization due to the negligence, dishonesty or any other act of omission
- g. Instant Termination or Expulsion

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

11.10 Gratuities, Kickbacks and Bribery

Bribery is giving or receiving money, free trips, meals, or other gifts in exchange for information or favors. No Abasyn employee may give or receive gifts, favors or kickbacks that are intended, or appear to be intended, to influence the conduct of personal or professional affairs. If any such gift is offered or asked for, the employee is to report the incident immediately to the HR Manager or Chair of Disciplinary Board.

Examples of bribery include asking for and accepting, directly or indirectly, any payment, gift or other

advantage for performing or failing to perform duties in connection with any kind of transaction or recruitment.

12. DISCLOSURE OF INFORMATION / CONFIDENTIALITY

12.1 Declarations

It is required that Abasynstaff members declare to the HR Manager and direct supervisor:

- (a) Any obligation they may have to persons with whom Abasyntransacts any business as a contributor, supplier of goods and services, or as a recipient of services or funds from Abasyn when the staff member is in a position to influence such dealings;
- (b) The nature and extent of any personal interest they may have in a transaction or with parties to a transaction involving a contract or proposed contract with Abasyn; and/or
- (c) That they are the director or officer of, or have a material interest in, a company or person and are to be regarded as interested in any contract made with that company or person.

The documents will normally be filed separately and will not appear on the employee's personnel file except with the employee's agreement.

12.1.1 Conflict of Interest Situations

The HR Manager, normally in consultation with the employee, will determine the course of action required to protect all parties, including Abasyn and the employee, in the event of conflict or the risk of perceived conflict. This will depend on the circumstances. Often the disclosure itself will be sufficient, or it may sometimes be desirable to assign another employee to deal with the item giving rise to the potential conflict. In some cases, however, it may be necessary for the employee to establish a blind trust or otherwise ensure sufficient distance from the conflict, as a condition of employment with Abasyn.

12.2 Disclosure of Information/Confidentiality

Employees shall not attempt to benefit, or appear to benefit, from the use of information not available to the public which has been acquired during their official Abasyn duties.

Employees shall exercise strict control over information, including that which is confidential, which may come into their possession in the course of their duties with Abasyn. Such information shall not be disclosed to persons who are not authorized by Abasyn to receive it.

Employees shall sign and respect a Confidentiality Agreement with Abasyn as a condition of employment.

12.3 Intellectual Property Rights

All documents, drafts, reports, recordings, data generated or stored shall remain the property of Abasyn and employees shall at the end of employment, hand over all such works to Abasyn.

Abasyn shall own all intellectual property rights in respect of all matters, discoveries; information and contents of all reports and documents submitted by the employee, and the employee shall have no intellectual property right in respect of any such works. The faculty members are exempted from this policy.

13. POLITICAL ACTIVITIES

13.1 Political Activities

The nature of Abasyn University business is such that staff members must not associate themselves publicly with Abasyn should they choose to seek election to public office.

Similarly, staff that chooses to participate in the campaign of a candidate for public office must do so only as an individual and outside of normal working hours.

Staff members who wish to seek public office may do so, however, they should not imply that their candidacy has been endorsed by Abasyn University.

The above are meant as guidelines and should not be interpreted as an impediment to active involvement on a personal basis in the political process.

14. PUBLIC APPEARANCES, PUBLIC STATEMENTS, AUTHORED ARTICLES

14.1 Written Statements

Only the Chancellor, or a representative of the Chancellor, will speak or issue written statements concerning Abasyn to the media. All other employees wishing to do so must receive prior written approval of the Chancellor.

14.2 Guest Speaker

An employee asked to represent Abasyn as a guest speaker or panelist must obtain the prior approval of the Chancellor.

14.3 Written and Published Articles

Employees are encouraged to write and publish articles but must receive prior approval of the Vice Chancellor.

14.4 Electronic Communication Policy

Abasyn provides staff with electronic information systems to support effective and creative program delivery. Staff members are urged to use these tools to communicate with other employees, with our members, partners, students, alumni, funders, clients and with the public. Using these resources to gather work related information and develop expertise in the use of electronic information systems is also encouraged.

This policy is being instituted to ensure appropriate use by staff of Abasyn's information systems. It will also outline the conditions under which an employee's use of these systems will be reviewed. Failure to respect the spirit and intent of this policy will lead to disciplinary action.

Abasyn provides staff with e-mail, Intranet (Internal Communication System) and Internet access to meet organizational objectives. All communication through Abasyn electronic networks will carry an electronic "footprint" which identifies Abasyn. This could imply that Abasyn endorses the nature of the electronic communication either transmitted or accessed through Abasyn information systems.

Inappropriate use of information systems includes, but is not limited to:

- Accessing adult Internet sites
- Viewing or transmitting obscene material
- Sending abusive or discriminatory messages
- Computer, software, system and e-mail hacking
- Trying to circumvent information technology security
- Making excessive use of Abasyn's resources without consideration of cost (i.e., ink/paper for printers)

Abasyn University reserves the right to monitor its computers for inappropriate use.

14.4.1 Email Policy

The email policy of Abasyn establishes the University email as the official means of communication with students, staff and external clients. All full and part-time faculty and staff shall be provided with a University email account. The Management Information System (MIS) department is responsible for creating official (abasyn.edu.pk) email accounts for all employees as per the notification of the Human Resource Manager.

Account holders are responsible to access their emails on a regular basis. As it pertains to University business, each account holder shall be responsible for the contents, attachments and correspondences transmitted through the individual official e-mail accounts. The University will on frequent basis send official communication to the employees by e-mail with the assumption that everyone will receive, read and, if necessary, act in a timely manner based upon these e-mails.

14.5 Branding Policy

Abasyn University has also introduced Branding Policy. The aim of the policy is to assist staff in the implementation of Abasyn University's branding to help achieve a **consistent, professional and unified identity** in all printed and electronic material.

All employees are responsible to follow branding policy in all internal and external communications including but not limit to banners, brochures, billboards, Inter Office Memorandums, student notes, lecture slides, question paper setting, etc.

15. PERSONNEL RECORDS

15.1 Change in Personal Information

All Staff members are required to inform HR Department about any change in their personal information (e.g. change of address or telephone number, marital status, birth of a child, etc.), education qualifications, renewal of NIC/Passport etc, so that the employee records can be updated.

15.2 Confidentiality

Personnel files are maintained for each employee, containing matters relating to pay and benefits and personnel-related documents.

The personnel files of current and past employees are confidential and the information in them is to be made available only on a "need-to-know" basis for purposes connected with the employee's employment or re-employment with Abasyn, or with an audit.

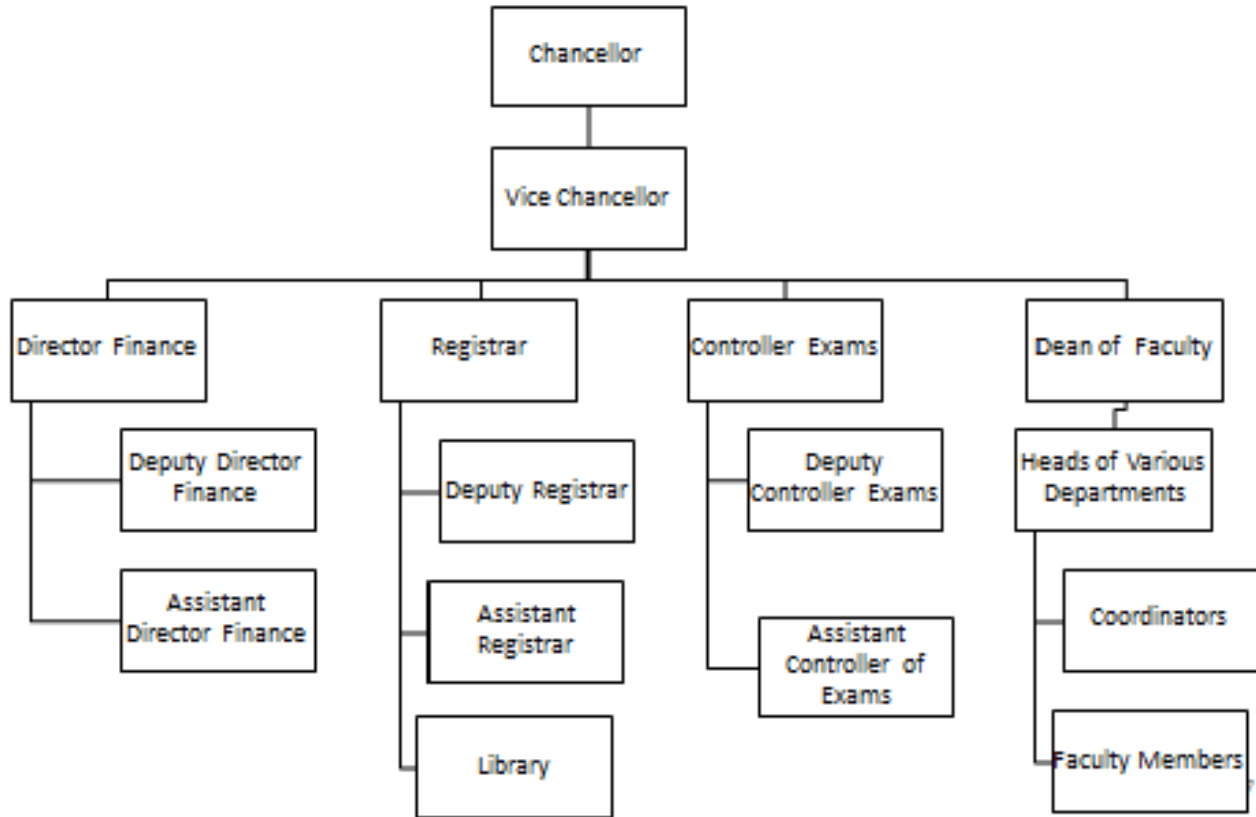
Supervisors asked for oral or written recommendations about former employees may refer to the file for background but must avoid quoting directly from it or identifying the source of material contained in it.

Note: All requests for confirmation of employment/recommendations must be in writing.

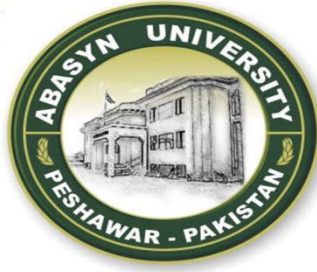
ANY MISUSE OF PERSONNEL INFORMATION IS A SERIOUS INFRACTION AND COULD LEAD TO TERMINATION OF EMPLOYMENT.

Annexure A: Abasyn University Organization Chart

Organizational Structure of the University



AnnexureB: Abasyn University Confidentiality Agreement (to be signed by Employee)



**ABASYN UNIVERSITY
EMPLOYEE CONFIDENTIALITY AGREEMENT**

This Agreement is made between _____ ("EMPLOYEE") and **Abasyn University** ("EMPLOYER") on _____ day of month _____ year _____.

EMPLOYEE will perform services for Abasyn University which may require ABASY to disclose confidential and proprietary information ("Confidential Information") to EMPLOYEE. (Confidential Information is any information of any kind, nature, or description concerning any matters affecting or relating to Employee's services for ABASY, the business or operations of Abasyn, administrative systems, students or employees files, databases, records, drawings, plans, processes, or other data of Abasyn University. Accordingly, to protect the Abasyn's Confidential Information that will be disclosed to EMPLOYEE, the EMPLOYEE agrees as follows.

- A. EMPLOYEE will hold the Confidential Information received from ABASYN in strict confidence and shall exercise a reasonable degree of care to prevent disclosure to others.
- B. EMPLOYEE will not disclose or divulge either directly or indirectly the Confidential Information to others unless first authorized to do so in writing by ABASYN.
- C. EMPLOYEE will not reproduce the Confidential Information nor use this information commercially or for any purpose other than the performance of his/her duties.
- D. EMPLOYEE will, upon the request or upon termination of his/her relationship with ABASYN, deliver to ABASYN any drawings, notes, documents, equipment, and materials received or originating from its activities for ABASYN.
- E. The Abasyn University shall have the sole right to determine the treatment of any information received from EMPLOYEE, including the right to keep the same as a trade secret, to use and disclose the same without prior patent applications, to file copyright registrations in its own name or to follow any other procedure as ABASYN may deem appropriate.
- F. Abasyn University reserves the right to take disciplinary action, up to and including termination for violations of this agreement.

EMPLOYEE represents and warrants that it is not under any preexisting obligations inconsistent with the provisions of this Agreement. Signing below signifies that the EMPLOYEE agrees to the terms and conditions of the agreement stated above.

Employee

Signature: _____
Name: _____
Designation: _____

Employer

On behalf of
Abasyn University

Signature: _____
Name: _____
Designation: _____