



POLICY FOR HUMAN RESOURCE

For the Year 2025-2026

1. Purpose

The governance structure of the private college aligns with the rules and policies set by regulatory authorities such as the Pakistan Medical & Dental Council (PM&DC), Higher Education Commission (HEC), and Provincial Higher Education Department.

2. Scope

This plan applies to all departments, buildings, laboratories, and administrative areas of the campus of College of Medicine & Dentistry at the Hills, Abbottabad.

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CMDH SERVICE RULES & SOPs – 2025-26



1. **GENERAL** CMDH is a private institute raised under the umbrella of a private limited company in 2021. Success of the college depends upon highly professional, committed, and hardworking Faculty supported by efficient administrative (admin) staff. Standing Operating Procedures (SOPs) covering different aspects were formulated and have been followed since its inception. The same have been updated, compiled to cover both faculty, as well as admin staff and named as CMDH Service Rules & SOPs – 2025-26.

2. **AIM.** To provide guidelines to the employees regarding CMDH Service Rules & SOPs – 2025-26

3. **ORGANOGRAM.** The organogram of CMDH has been updated to ensure quality medical education, under conducive environment and meet the prerequisites for induction of 100 medical students in 2025-26. It is attached as **Annexure - A.**

PART- I

RECRUITMENT POLICY & PROCEDURES

1. RECRUITMENT POLICY. All employees of CMDH will be recruited on contract. Initial contract period may vary from one to three years with suitable probation period. The contract will be renewed on the basis of performance and / or as decided / recommended by college management.

2. AUTHORIZATION OF MANPOWER

Ser	Category	Authority	Eligibility Criteria For Induction & Promotion
a.	Faculty	MBBS faculty As per PMDC / HEC authority BDS faculty As per PMDC / HEC authority Nursing faculty As per PNC authority	MBBS faculty As per PMDC / HEC criteria. BDS faculty As per PMDC / HEC criteria. Nursing faculty As per PNC criteria.
b.	Admin Staff	On required / needed basis after approval from the Board of Governors (BoG).	As per approved criteria by HR Department CMDH (Annexure - B & C)

3. HIRING PROCEDURE HR Department will be responsible for hiring deficient manpower as per following procedure:-

- a. HR Department will forward request to fill in the vacancy along with authorized manpower state and advertisement to Commercial Division for approval by the Chairman BOGs.
- b. After getting necessary approval, HR Department will forward advertisement to Public Relations Officer (PRO) CMDH for publication in newspapers and Information Technology (IT) Department CMDH for display on website.
- c. CVs / applications received will be short-listed as per eligibility criteria of Pakistan Medical & Dental Council (PMDC) for medical or dental faculty and Pakistan Nursing Council (PNC) for nursing faculty by HR Department. For admin staff, eligibility laid down in CMDH Admin Staff Criteria - 2025 will be followed.

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- d. Eligible serving employees of CMDH may apply against advertisement. They will forward the application along with supporting documents to HR Department.
 - e. Only short-listed candidates will be called for interview by HR Department on date and time to be fixed by the management of the college.

4. SELECTION / PROMOTION BOARD. The selection of CMDH nursing faculty and admin staff shall be made through a selection board. Selection of Assistant Professor and above for faculty and Director Administration will be approved by Chairman Board of Governors, whereas for rest of the faculty and admin staff by DG (C). The composition of the boards will be as under: -

a. M.B.B.S/ B.D.S FACULTY

- (1) **President:** Principal CMDH
- (2) **Secretary:** Manager HR
- (3) **Members**
 - (a) Vice-principal
 - (b) Dean Undergraduate studies
 - (c) Coordinator Basic Sciences (for Basic Sciences only)
 - (d) Coordinator Pre-clinical (for Pre-clinical only)
 - (e) Coordinator Clinical (for clinical only)
 - (f) Subject Specialist / HOD
 - (g) Director Administration
 - (h) A representative from Commercial Division / HR Department (only for induction)

b. NURSING FACULTY

- (1) **President:** Principal CMDH
- (2) **Secretary:** Manager HR
- (3) **Members**
 - (a) Vice-principal CMDH
 - (b) Director Administration
 - (c) Principal / Vice-Principal Institute of Nursing (IoN)
 - (d) A representative from Commercial Division / HR Department CMDHs (only for induction)
 - (e) Matron CMDH (for staff nurses only)
 - (f) Manager Institute of Nursing (IoN)

c. ADMINISTRATIVE STAFF

- (1) **President:** Principal CMDH
- (2) **Secretary:** Manager HR
- (3) **Members**
 - (a) Vice- principal CMDH
 - (b) Director Admin CMDH
 - (c) Senior Manager Admin
 - (d) A representative from Commercial Division / HR Department CMDHs
(For induction of grade 17 & above)

5. PROBATIONARY PERIOD POLICY FOR NEW INDUCTEES

- a. Any employee appointed in CMDH for a period of three years shall be on probation for one year from the date of joining.
- b. In the event of initial appointment an employee failing to show satisfactory conduct and performance during the probationary period, the HOD may recommend extension in probation period for up to to six months or further termination of his / her service contract.
- c. Employees may be terminated by CMDH at any time during the probationary period and will be paid for the days they has worked.
- d. If the employee resigns during the probation period without prior notice of 15 days, they shall deposit amount equal to 15 day's salary.
- e. On completion of probation, a written report must be submitted by respective HOD to HR Department with clear recommendation basing on the performance of employee.

6. PROMOTION POLICY

- a. If a vacancy is available, a faculty member may be promoted according to rules and regulations laid down by PMDC / HEC / PNC.
- b. HODs will forward promotion papers / recommendation of qualified faculty for promotion to next designation basing on performance and availability of vacancy in their respective department by July every year. There will be no promotion on Own Pay Scale (OPS).

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- c. Promotion Board for faculty will meet once every year in the month of September.
 - d. Promotions of admin staff will be driven by performance, improvement in qualification and as per approved "Administrative Staff Criteria - 2021" for Induction / Promotions. Admin staff Promotion Board will be held biannually against vacant posts and will be preceded by a written test.
 - e. HR Department will keep the Principal and Director Admin updated on vacant posts as per PMDC / PNC requirement and initiate Promotion Board proceedings accordingly.
 - f. All promotions shall be made on the recommendations of the **Promotion Board**.
 - g. In case of promotion to next scale, new contract will be signed accordingly.

7. INDUCTION / PROMOTION APPROVING AUTHORITY

Ser	Post / Designation	Approving Authority
a.	Professor, Associate Professor, Assistant Professor (MBBS, BDS & nursing faculty)	Chairman Board of Governors
b.	Lecturers / Senior Lecturer / Senior Registrar / Registrar / MO	Principal/Dean & Vice-principal of respective institution
c.	All admin appointments less Director Administration	Principal CMDH

8. SENIORITY

- a. Seniority will be determined according to date of joining a cadre in CMDH, either by initial appointment or on promotion.
- b. An employee's previous service in the public / private sector medical colleges or government department / armed forces / teaching Institutes etc will not be counted towards his / her seniority in CMDH.

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- c. Seniority list of each cadre will be maintained by HR Department of CMDH according to date of joining / promotion of the employee to a specific post by CMDH.
 - d. Seniority in a cadre or post to which an employee is promoted shall take effect from the date of assumption of charge of that post.

9. RENEWAL OF CONTRACT. Contracts of all employees will be analyzed / renewed on completion of contract period. The college management will decide on extension of contract basing on performance and conduct of employee during the year / service. HR Department will process the extension of contract with the approving authority.

10. RE-EMPLOYMENT AT C.M.D.H

- a. A former employee of CMDH may be re-employed after verification of his / her previous service record provided he / she has not been terminated on following grounds:-
 - (1) Poor / unsatisfactory performance
 - (2) Disciplinary grounds
 - (3) Bad Conduct / attitude
- b. If an employee is re-employed, it will be considered 2nd phase of service with CMDH, and their previous earned Leave (EL) encashment record will be taken into account for calculation of Encashment for the 2nd phase.

11. PERFORMANCE EVALUATION / APPRAISAL. Performance evaluation / appraisal of faculty and admin staff is mandatory to improve efficiency and provide guidelines for improvement. Following points are to be kept in mind:-

- a. Appraisal Pro Forma will be issued in the month of November to all departments to be filled and submitted back to HR Department by December 31 each year.
- b. This activity will be completed and countersigned by February 28 the following year.
- c. Report will be shown to and signed by the assessed. If an employee has been evaluated below average or given adverse remarks by initiating and countersigning authority, they shall have the right to appeal against that report in writing to HR Department within one month of signing the report. The same will be put up to Principal for consideration.

- d. Appraisal Per Forma will be produced and considered during Promotion Board. Specimen of the Pro Forma for faculty and admin staff are attached as **Annexures – D and E** respectively.
- e. **Initiating and Countersigning the Report.** Following will be initiating and countersigning authorities of appraisal reports:

Ser	Designation / Reported Officer	Reporting Officer	Countersigning Authority
(1)	Medical Director/ Dean/ Vice-principal/ Deputy Dean	Principal CMDH	-
(2)	Director Admin	Principal CMDH	-
(3)	All HODs	Vice- principal	Principal CMDH
(4)	Clinical faculty	Respective HOD	Vice- principal CMDH
(5)	Basic Sciences Faculty	Respective HOD	Vice- principal CMDH
(7)	Principal IoN	VP/Dean	Principal CMDH
(8)	Vice-principal & Faculty of IoN	Principal IoN	Vice- principal CMDH
(9)	Senior Manager	Deputy Director Admin	Director Admin
(10)	Academic / Clinical, Admin & Support Staff	Respective HOD	Director Admin
(11)	AM & Above College Secretariat	Director Admin	Director Admin
(12)	AM & Above Student Affairs	Director S & A	Director Admin
(13)	AM & Above, IoN	Principal IoN	Director Admin
(15)	Office Supervisor & Below, CMDH & IoN	Section Head	Senior Manager Admin

Note: In case of clinical HODs / Faculty, Principal CMDH Hospital will be asked for manuscript report to facilitate the respective Reporting Officers.

12. MEDICAL FITNESS. Every employee on their appointment shall produce a certificate of physical fitness from a registered medical practitioner, along with test reports as under: -

a. Report of Chest x-ray report, blood complete picture and urine routine examination, shall be retained at the college in their personal file. These same tests will be repeated on yearly basis by November 30 every year to determine fitness for continuation of job. The same will be reflected in their Appraisal Reports.

b. In case of serious ailment of an employee during service they will be examined by a medical board which will be formed on required basis. Continuation of service will be decided by keeping in view their health condition and recommendation of the board. The composition of the board will be as under: -

(1) **President.** Vice- principal / Dean

(2) **Members**

(a) Director Administration

(b) 1 x senior doctor from Medicine

(c) 1 x senior doctor from Surgery

(d) 1 x senior doctor from the specialty the ailment pertains to (if other than General Surgery or General Medicine)

(e) Senior Manager Admin

(f) Manager HR (Secretary)

13. WORKING HOURS. Official working timings of CMDH will be strictly followed as per college orders. All employees will mark attendance through biometric / face recognition system. Manual attendance will not be accepted. However, in special circumstances / conditions i.e. epidemics etc, college admin will decide accordingly. The employer reserves the right to call the employee on off days / weekends, if necessary.

14. BIOMETRIC / FACIAL RECOGNITION ATTENDANCE

a. IT Department shall be responsible for installation, maintenance and smooth functioning of all biometric / face recognition devices.

b. HR Department shall be responsible for enrollment of all employees in the system at the time of their joining, updating, monitoring and report generation on daily basis for accountability process.

15. INTERNAL POSTING / TRANSFERS

- a. An employee will be posted / transferred within CMDH in public interest. No employee shall have any right to decline appointment at a specific post or place.
- b. In normal circumstances, admin staff should successfully complete three to four years in one department. HR Department should plan internal transfer for admin employees accordingly.
- c. Employee must move to the next department according to the posting plan issued by HR Department within given time / date. Non-compliance will lead to strict disciplinary action.

16. RETIREMENT FROM SERVICE (MAXIMUM AGE LIMIT)

- a. **For Faculty:** 70 years as per PMDC Rules & Regulation
- b. **Re-employment for Admin Staff (retired from government service):** 65 years
- c. **Direct Inductees:** 60 years for male and 55 years for female
- d. On completion of service farewell tea shall be arranged
- e. Extension in service on completion of age limit will be discouraged. Only indire need by the college, an extension for a maximum of three months may be granted by the Principal CMDH. Cases requesting further extension will be referred to Chairman BoG.

17. RESIGNATION POLICY

- a. The faculty / administrative staff may tender resignation with prior notice of one month or surrender one month's salary in lieu thereof.
- b. If an employee submits his resignation from service and withdraws it before it is accepted by the competent authority, the resignation shall be deemed to have been withdrawn.

18. TERMINATION

- a. CMDH reserves the right to terminate the service by giving one month's notice or one month's pay in lieu, thereof. In case the termination is caused by continued poor performance or discipline issues, the employee should have

previously been served with atleast two warnings in writing. However, grave offences or negligence may compel a termination forthwith without prior warning. HR Department will issue termination notice as with a clearance period stated in the contract of employment.

- b. In case found guilty on grounds of misconduct / immoral act or security etc, the contract will be terminated forthwith without any notice or liability on the college. No financial benefits, experience certificate etc or other employment- associated advantages will be provided.

19. SERVICE REVIEW BOARD. It will be held once a year in October or November to review the performance and disciplinary cases of employees of CMDH including constituent institutions.

The composition of the board will be as under: -

- a. **President.** Principal CMDH
- b. **Members**
 - (1) Vice- principal
 - (2) Director Admin
 - (3) Dean of undergraduate studies (for clinical faculty only)
 - (4) Any other member as desired by the president of the board

20. INTERNSHIP (ADMINISTRATIVE STAFF)

- a. The internship program at CMDH is designed to provide fresh graduates on-job experience to fulfill course requirements for their educational institutions.
- b. Monthly stipend for interns will be Rs. 20,000/- (rupees twenty thousand only). This amount will be paid to internee on monthly basis and internship certificate will be issued on completion of internship period by HR Department.
- c. The department will assign the intern a mentor who will be responsible for their training and evaluation.
- d. Interns will work full-time. At the end of internship period, concerned intern should submit internship report to HR Department. Interns may not be assigned duties which place where confidentiality of data at risk.

21. ADDITIONAL CHARGE / DUTIES. Principal / VP / HOD can designate any employee (faculty / staff) for additional duties / assignments.

PART-II

DISCIPLINE & PENALTIES

1. **DRESS CODE.** Dress and appearance of an individual plays a vital role while performing institutional duties in a professional environment. In order to bring uniformity following dress code will be observed by the faculty and staff of CMDH: -

a. **Faculty**

(1) **Male**

(a) Trouser with shirt / shalwar qameez with sherwani / waistcoat / coat and closed shoes

(b) Closed collar with or without neck tie and closed shoes

(2) **Female**

(a) Shalwar / pajama / straight pants and qameez of decent color along with dupatta / scarf and closed shoes

(b) Gown / abaya can also be worn.

Note: Wearing overall white coat for faculty is mandatory.

b. **Admin & Support Staff**

(1) **Male**

(a) Trouser with shirt / shalwar qameez with waist coat (sober color) and closed shoes

(2) **Female**

(a) Shalwar / pajama and qameez with dupatta / scarf and closed shoes

(b) Gowns / abaya can also be worn.

c. Jeans, T-shirt, open slippers or sandals are not allowed in office premises.

d. All employees must ensure that:

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- (1) Hair should be clean, combed and neatly trimmed or arranged.
 - (2) The beard must be properly shaven, with no stubble. Mustache and beard should be trimmed.
- e. All HODs will be responsible to implement dress code in their respective departments.

Note: CMDH employees visiting college offices must be dressed properly. i.e. closed collar / shalwar qameez with waistcoat.

2. UNACCEPTABLE ACTIVITIES

a. CONDUCT

- (1) Willful or negligent violation of CMDH Policies and Procedures, Service Rules and Regulations
- (2) Failure to carry out a direct order from a supervisor, except where the employee's safety may reasonably be jeopardized by the order
- (3) Engaging in a conflict-of-interest activity
- (4) Violation or neglect of safety rules or contributing to hazardous conditions
- (5) Unauthorized removal or use of any college property
- (6) Insubordination, including refusal or failure to perform assigned task
- (7) Making malicious, false or derogatory statements that may damage the integrity or reputation of the college or its employees
- (8) Leaving the work area during work hours without permission from the supervisor or the person incharge
- (9) Loitering in campus before or after working hours
- (10) Any activity contradictory to law and constitution of CMDH and Pakistan
- (11) Political activities

b. PERFORMANCE

- (1) Inefficiency, incompetence or negligence in the performance of duties
- (2) Refusal or inability to improve performance in accordance with written or verbal direction
- (3) Refusal to accept assignments from an authorized supervisor

- c. **ATTENDANCE.** Being absent without leave (AWOL).

3. GROUNDINGS FOR PROCEEDING AGAINST AN EMPLOYEE. An employee shall be proceeded against if they have done any act which can be construed as a breach of discipline or service rules. Following will be ensured :

- a. No employee shall, accept or permit any member of their family to accept, a gift from any person, the receipt of which will place them under any form of official obligation to the donor, except with the permission of the competent authority.
- b. An employee demanding or getting illegal gratification or bribe for any official work / admissions shall be liable for dismissal from service.
- c. If an employee is involved as an accused in a criminal case or is convicted, they shall bring the fact of such involvement or conviction, as the case may be, to the notice of the administration immediately.
- d. No employee shall communicate directly or indirectly any official document / information to any other employee or an unauthorized person or the press.
- e. No CMDH employee shall accept membership of any political association / organization nor can they take part in any political activity or election.
- f. No employee shall involve themselves in propagation of sectarian creeds.

4. INQUIRY PROCEDURE

- a. Once allegations are brought before the Principal, they shall decide whether in the light of facts of the case or the interest of justice an inquiry should be conducted through an inquiry officer or inquiry committee.
- b. The Inquiry officer or Committee shall submit findings / recommendations to the Principal.
- c. On receipt of the report of inquiry officer or inquiry committee, the Principal shall decide the case on merit.
- d. Offence of serious nature must be brought to the knowledge of dear Principle.

5. PENALTIES. The competent authority or the authorized officer, as the case may be, may impose on the culprit one or more penalties in accordance with college regulations. The following are the minor and major penalties, which may be imposed on an employee: -

a. **Minor penalties**

- (1) Withholding promotion or increment, for a specific period.

- (2) Recovery from pay of the whole or any part of any pecuniary loss caused to the college by negligence or breach of orders.

b. **Major penalties**

- (1) Demotion to lower post, or to a lower grade
- (2) Dismissal from service

6. **DELEGATION OF POWER.** The competent authority may by a special order, delegate to any employee of the college any of the powers vested in them.

PART - III

THE VACATIONS & LEAVE RULES

1. **GENERAL.** College of Medicine & Dentistry at the Hills (CMDH) Abbottabad (CMDH) is a private institute raised under the umbrella of private limited in 2021. The vacation and leave rules were formulated in 2024. The same have been updated for better understanding and implementation in letter and spirit. The leave account has been catered for as per calendar year.
2. **AIM.** To provide guidelines to the employees as to how much leave of absence are entitled to them during service in CMDH
3. **ANNUAL VACATIONS.** Classes will remain suspended on account of summer and winter vacations. All departments will remain open with 50% faculty for remedial classes, research work or any other departmental work / assigned task. Faculty will avail annual vacations as under :-
 - a. **Winter Vacations (04 weeks / year):**
 - (1) 50% faculty will avail 1st half (15 days).
 - (2) 50% faculty will avail 2nd half (15 days).
 - b. **Summer Vacations (02 weeks / year):**
 - (1) 50% faculty will avail 1st half (7 days).
 - (2) 50% faculty will avail 2nd half (7 days).
 - c. The exact calendar is subject to the status of academic session.
4. **VACATION STAFF.** The following employees will be entitled to avail the annual vacations and are titled "vacation staff" :-
 - a. **Basic & Pre-clinical Sciences (CMDH Campus).** Lecturers & above
 - b. **Clinical Sciences (CMDH).** Assistant Professor and above, as per duty rotation in consultation with Principal CMDH hospital administration.
 - c. If any faculty member gets engaged in summer vacations for any academic activity in college campus, they will be granted leave of absence in lieu of vacations. These shall not be accumulated / counted against any other leave.

5. **NON-VACATION STAFF.** The following employees will not be entitled to avail the annual vacations and are titled “non-vacation staff”: -

- a. Senior Registrars and below (CMDH)
- b. Laboratory staff
- c. Administrative & support staff

6. **CASUAL LEAVE (CL).** CL authorization and rules will be as under :-

- a. Vacation category : 18 days /year
- b. Non-vacation category : 24 x days / Year
- c. It should not ordinarily exceed 10 days at a time and may be granted in conjunction with Sunday or public holidays.
- d. It should not be combined with any other kind of leave or vacations or joining time.
- e. Unutilized CL in a calendar year will lapse.

7. **EARNED LEAVE (EL).** EL authorization and rules will be as under :-

- a. An employee in vacation category shall earn leave with pay which shall be calculated at the rate of **one day** for every calendar month.
- b. The employees belonging to non-vacation category shall earn leave with pay which shall be calculated at the rate of **two days** for every calendar month.
- c. Duty period of fifteen days or less in a calendar month shall be ignored and that of more than fifteen days shall be treated as full calendar month for the purpose of calculation of EL.
- d. EL will not be counted for the period of any leave without pay, study leave, iddat leave, maternity leave and leave ex-Pakistan etc.
- e. An employee shall be entitled for encashment of EL on completion of three years of service or period of initial contract.
- f. An employee will be admissible maximum up to 06 months (180 days) EL encashment as per the CMDHEL Encashment Policy.

8. MEDICAL / SICK LEAVE. The maximum period of leave on medical grounds that may be granted at one time shall be to 10 days in a calendar year. If an employee does not recover in this period then it will be debited to their CL / EL account or LWOP. An employee can avail sickness leave as under :-

- a. Sickness leave will be considered if an employee is admitted in hospital or specialist doctor (AP and above) has recommended them for bed rest, *otherwise* this leave will be debited to their CL / EL account.
- b. Medical certificates / discharge slip from a government hospital or a hospital affiliated with CMDH only will be considered valid for grant of sickness leave.

9. MARRIAGE LEAVE. All employees are entitled for 10 days paid leave on their own marriage after prior approval from the sanctioning authority.

- a. The marriage card should be submitted as proof to the HR Department.
- b. Such leave will not be debited to their casual or earned leave accounts.
- c. Extension of such leave will be debited to casual / earned leave .

10. MATERNITY LEAVE. Maternity leave will be admissible to female employees as under :-

- a. The employee must inform in advance about likely leave schedule.
- b. Paid maternity leave will be authorized, outside the casual or earned leave accounts.
- c. 2 x paid maternity leaves (each of 45 days duration) may be granted with a gap of 3 years in entire service.
- d. No paid maternity leave shall be admissible during first year of service.

11. IDDAT LEAVE. A female employee, on the death of her husband or divorce, may be granted paid iddat leave for a period not exceeding one hundred and thirty days (4 months & 10 days) as under :-

- a. Such leave shall not be debited to her casual or earned leave accounts.
- b. Such leave shall commence from the date of the death of her husband.
- c. She will have to produce an authentic death certificate issued by National Database Regulatory authority (NADRA) be submitted with the leave application to the HR Department.

12. HAJJ / UMRAH LEAVE. An employee may be granted 40 days paid Hajj leave for once in service provided he has completed initial contract of service in college and has performed Hajj before. If the employee leaves for Hajj before initial contract the leave will be suitably adjusted against CL or LWOP.

13. LEAVE EX-PAKISTAN. Leave ex-Pakistan up to 10 days per calendar / year may be granted against CL / EL account to faculty attending medical conference engaging in examinations or other academic activities etc.

14. STUDY LEAVE (WITHOUT PAY). A faculty member can be granted study leave for 02 years, for higher study, extendable by another one year with approval of Principal, under following terms and conditions :-

- a. During such leave the employee will not receive any salary from the college..
- b. The employee to whom such leave is granted should have been in continuous service for a period of not less than three years.
- c. It does not guarantee re-employment after the return. This may be subject to availability of a vacant post in the same cadre, among other factors.
- d. For higher designation, the returning employee will have to go through induction / promotion procedure.

15. SHORT LEAVE. A short leave is an emergency leave of not more than **3 hours** during duty time for errands outside the college hospital premises.. HOD / OIC may grant this leave to an employee. It may be taken as under:-

- a. An employee is entitled 2 short leaves in a calendar month.
- b. 3rd short leave in the same month will be debited as one CL.
- c. HOD is responsible to inform HR Department on prescribed form for record purpose.

16. TRAINEES

- a. Residents of FCPS(postgraduate trainees) : as per CPSP rules
- b. Trainee nurses : as per PNC rules
- c. House officers (HOs) : 12 paid leaves per rotation (6 months)

17. EXAMINER DUTIES. Senior faculty may be allowed to act as examiner at their own expenses as under :-

- a. For CPSP or other postgraduate institutions : Once in a year
- b. For undergraduate examination : Twice in a year
- c. Faculty member will take prior approval of HOD and Vice principal / Principal.
- d. It should not affect the academic activities or other assigned duties.

18. PROCEDURE FOR LEAVE. Leave application may be submitted as under:-

- a. Leave will be applied on prescribed leave form and entered in leave record register maintained in respective department and HR Department.
- b. Leave form shall be submitted duly recommended by the HOD 3-5 days before proceeding on leave, except in cases of emergency.
- c. Clinical faculty must route their all types of leave applications to the Principal as under :-
Applicant → HOD → Undergraduate Dean / Vice-principal → Principal.
- d. Leave can only be availed after approval.
- e. Employee must request their immediate superior for leave from home in case of emergency.
- f. Departure without permission, will be considered as “Absent from duty” and liable to disciplinary action / deduction of pay for the period of absence.
- g. HOD will make sure that departmental work is not affected before recommending leave.
- h. Except CL no leave can be availed during probationary period.
- i. Saturday, Sunday and gazetted holidays falling between the leave period shall be counted as leave deductible to leave account.
- j. Due to exigencies of work, the college may recall an employee already on leave of absence before the expiry of their leave.
- k. In case of termination of an employee on disciplinary grounds by the college all kinds of leave in balance will stand annulled.

19. LEAVE SANCTIONING AUTHORITIES. Following will be sanctioning authorities for leaves of absence :-

<u>Ser</u>	<u>Sanctioning Authority</u>	<u>Level of leave of absence</u>
a.	Chairman BOG	Principal's leave Leave ex-Pakistan 2 years study leave (without pay)
b.	Principal CMDH	Dir Adm, Faculty leaves & Exam Duty
c.	HODs	Director Admin
d.	Director Admin	AM and above
e.	Senior Manager Admin	Office Supervisor (OS) and below

20. These leaves rules shall take effect from January 1, 2026 and replace all previous rules on the subject.

PART - IV

WELFARE POLICES

1. E.O.B.I. PENSION POLICY

- a. All CMDH employees (faculty & admin) will be given EOBI pension cover as per EOBI policy.
- b. Admin Department shall be responsible for immediate enrollment of new employees in the online system at the time of their initial joining.
- c. After enrollment in the system, Finance Department will ensure salary deduction on monthly basis as per regulation.
- d. Monthly EOBI deduction is Rs. 1500/- (employee contribution: Rs. 500/-, employer contribution: Rs. 1000/- per month).

2. HEALTH & MEDICAL POLICY

- a. Chairman BOG CMDH has approved medical treatment to CMDH employees and their spouses at CMDH hospitals.
- b. OPD consultation will be provided free of cost and in-Patient medical treatment / consultations and investigations will be on government charges which will be paid by CMDH.
- c. However, CMDH staff will not be entitled to any medicines from medical store nor to special tests like CT / MRI scan, dental treatment or implants.

EARNED LEAVES (EL) ENCASHMENT POLICY

3. As per CMDH Leave and Vacations Rules – 2025, employees or CMDH its constituent institutes inclusive are authorized to encash maximum of 180 days of EL on retirement / leaving the service. A policy has been formulated for the subject purpose considering the financial constraints of employees and to address increased liability on the organization. Details are as under:-

- a. Employees completing initial contract period will be entitled to apply for encashment of EL during service.

-
- b. Employees are divided into three categories on the basis of pay scales for encashment of EL :-
- c. For the employees who have rejoined CMDH, their previous EL encashment record will be taken into account for calculation of EL for the second term.
- d. Maximum limit of accumulation for encashment of EL is 180 days. For those who will apply for EL encashment during service, their leave will be deducted / adjusted from 180 days EL account.
- e. Employee will only be eligible to re-apply for encashment of EL during service after completion of three years term since previous encashment.
- f. Employee can encash maximum upto 70% of EL as per para 3.b above. The remaining balance will be encashed on completion / termination of contract / service.
- g. Maximum number of applications to be approved for the encashment during one month will be as under :

Description	No of Employees	No of applications allowed per month
Faculty	172	01
Non-teaching staff	80	03

- h. An amount of Rs. 15,000,000 (rupees Fifteen million) shall be earmarked for the subject purpose during a financial year.

- i. Applications will be approved on first- come first- served basis and approved by a board comprising as under :-

(1) **President** Principal CMDH

(2) **Members**

(a) Vice principal

(b) Director Administration

4. This policy will supersede all previous EL encashment policies / practices in vogue with immediate effect and will be applicable to all employees serving in the college.

5. **LOAN POLICY**

- a. Administrative staff with one year of service will be eligible to avail loan facility.
- b. Maximum amount of loan granted will be Rs. 20,000/-.
- c. Monthly installment as per following detail will be deducted from the salary of employee who has been granted the loan.

Ser	Loan	Deduction per month
1	Rs. 20,000	Rs. 2,000
2	Rs. 15,000	Rs. 1,500
3	Rs. 10,000	Rs .1,000

- d. A maximum of ten loan applications will be entertained per month in the order of chronological priority.
- e. An amount of Rs. **1100,000** will be earmarked for the provision of loan during the financial year.
- f. An individual who has been granted loan will not be eligible for another loan before one year after deposit of last installment.

6. WELFARE POLICY ON DEATH Welfare policy to provide moral and financial support to the employees of CMDH (self / spouse / children and dependent parents) is as under :-

- a. In case of in-service death of CMDH employee (faculty as well as other staff) following actions will be taken:-
 - (1) Financial Assistance of Rs. 50,000/- for funeral arrangements / transportation etc, on behalf of CMDH will immediately be provided.
 - (2) A minimum of 72 days (equal to encashment entitlement meant of 3 years service) EL encashment will be paid to the family of the deceased employee even if their service was less than 3 years.
 - (3) 1 x son / daughter / Sister / brother / spouse will be preferred for job, in CMDH or its hospital, if the concerned relative qualifies the pre-requisites and on occurrence of vacancy.
- b. In case of death of wife / children and dependent parents:-
 - (1) **Financial Assistance**
 - (a) Rs. 25,000/- for the employees of Pay Scale A & A-1
 - (b) Rs. 20,000/- for the employees of Pay Scale A-2
 - (2) **Funeral prayer** In case of station funeral following actions will be taken :-
 - (a) Maximum persons of concerned department and other available members of college staff will participate in funeral prayer.
 - (b) Wreath on behalf of Principal and staff of CMDH will be laid on deceased grave (employee only).
- c. On receipt of information from concerned individual, Admin Department will communicate the necessary details i.e time and location of the funeral prayer to all concerned. . Director Administration shall nominate a person who will be responsible for the preparation of wreath and the Director them selves will lay it on the grave.

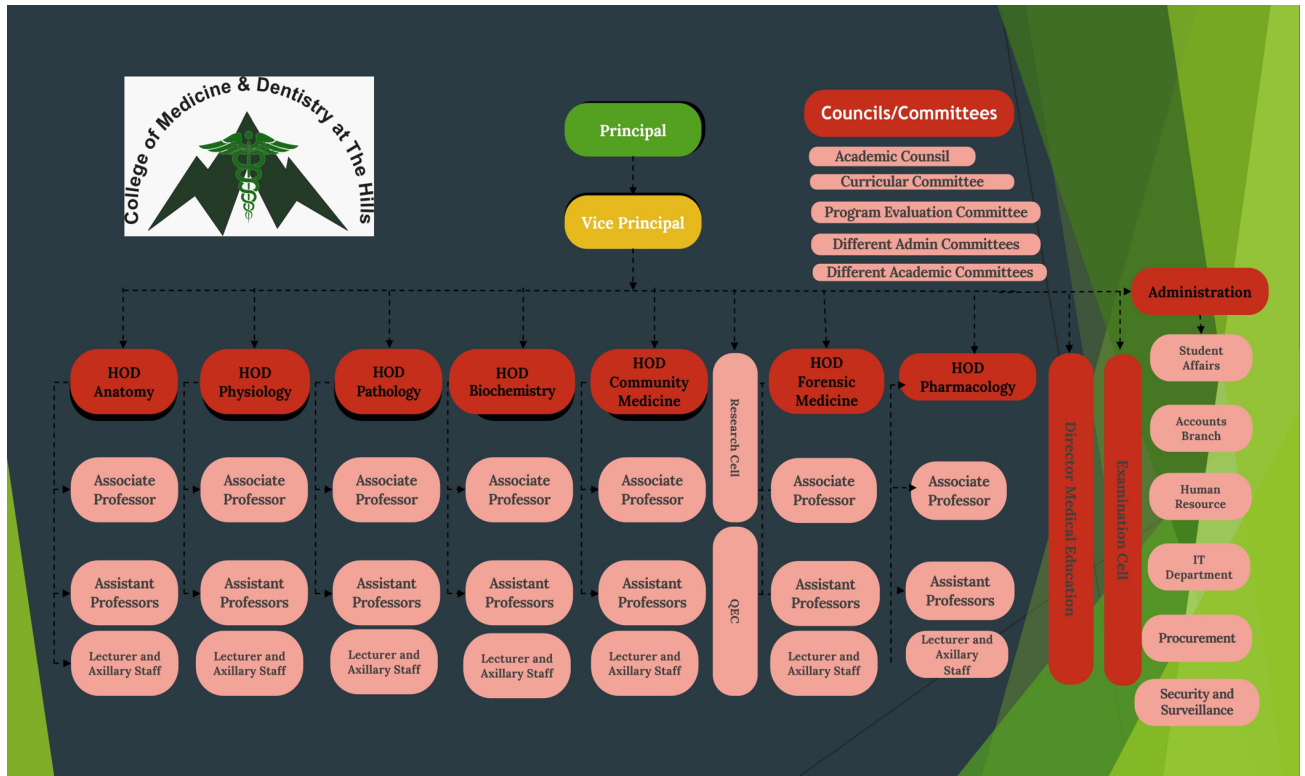
7. HEALTH INSURANCE POLICY CMDH will offer health insurance to its employees including faculty and other staff. Salient features are as under :-

- a. This health program will provide comprehensive medical and hospital benefits to employees, their spouses and children.
- b. Summary containing information about benefit coverage of available

medical plans will be circulated among all employees upon start of this program and to new employees on appointment.

- c. This plan will be fully sponsored as the college will share the cost by paying the premium on behalf of its employees.
- d. Employees enrolled in this health insurance plan are subject to eligibility rules and benefits outlined in health insurance plan.
- e. It will be a discretionary welfare scheme and employees will have the option to opt for or declining health insurance policy.

8. SADAQAH POLICY In accordance with Islamic teaching there is immense value of "Sadaqah" . Therefore Rs 10,000/- on monthly basis will be given as sadaqah for divine protection of CMDH students, employees and all assets from any loss / damage.



Administrative Staff Criteria for Induction – 2025

Designation	Scale	Criteria
Director Admin	A-7a	Preferably retired officer of Armed forces (Equivalent to the rank of colonel or lieutenant colonel))
Senior Manager Admin	A-7b	Retired officer of Armed forces (equivalent to lieutenant colonel or major (Lt Col/ Maj), or MS / M Phil. with requisite experience
Manager	A-7	Having qualified Masters degree in relevant field Minimum 5-7 years post qualification experience preferably in a similar organization / institution
Deputy Manager / Librarian	A-6	Having qualified masters Degree in relevant field Minimum 3-5 years post qualification experience preferably experienced in a medical institution
Bio-Statistician	A-6	Having qualified MPhil (Statistics) along with minimum 2- years experience
Assistant Manager	A-5	Having qualified Master Degree in relevant field with 2 years experience or Graduate with 5- years relevant experience
Senior. Accountant	A-4	Having qualified Master Degree in relevant field (fresh candidate may be considered) or Graduate with B.Com with 5 years relevant experience
Office Supervisor / Deputy Librarian	A-4	Retired *JCO / NCO /of Armed forces of Armed forces or Graduate / Masters with good computer and typing skills and 3 - years experience in relevant field
Security Supervisor / Supervisor (P&S, Q. Section, Transport, Messing, Hostels)	A-4	Retired *JCO of Armed forces (equivalent to subedar Major or subedar)graduate with 3 years in relevant field
Embalmer / Curator of Museum	A-4	Matric / FA with 3-5 years relevant experience
Senior. Computer Operator / Accountant / Document list	A-3	Graduation with With good computer and typing skills and 2 - years experience in relevant field

Assistant Supervisor (Security / Administration)	A-3	Retired JCO/NCO of Armed forces
Technician (Laboratory / AC / Hardware)	A-3	Retired Technicians of Armed forces or candidates wit diploma / Certificate in relevant field with 3 years experience
Computer Operator / Junior. Accountant	A-2	Condition with intermediate / education and computer skills, with good typing speed and graduation and experience will be preferred.
Receptionist	A-2	Retired individual for Armed forces (preferably corps of signals) Matric / FA with Computer and typing Skills Experience will be preferred
Dispenser Laboratory Assistant / Telephone Technician / Store - keeper /	A-2	Retired technician of Armed forces/ FA / FSc with relevant technician certificate /course (qualified candidate preferably experienced)
Driver / Dispatch Rider	A-2	Preferably retired from Armed forces educated up to middle / matric preferable with valid relevant driving license and 5 years experience
Skilled Labourer / Tradesmen (Artist / Electrician / Plumber / Painter /Carpenter / Mason, Cook,) Head Gender / Head sanitary worker	A-2	Matriculate (intermediate education is preferably) Having qualified respective trade course, with 5 years experience
Data Entry Operator (DEO)	A-1	Matriculate (intermediate education is preferably), with good computer knowledge and Typing speed of 35-40 words / minutes
Security Guard	A-1	Retired Armed forces soldiers only, Aged below 45 years, with sound health
Lab Attendant / Dissection Hall Attendant (DHA) / Animal House Attendant	A-1	Matric with Science subject preferably experience,

Gender/unskilled Labourer / Sanitary Worker / Office Boy / Naib Qasid / Room Attendant	A-1	Education up to primary school (middle school or matric preferably) Aged: between 30 - 45 years with sound health Experience will get priority
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Administrative Staff Criteria for Promotions-2025

Designation	Scale	Criteria
Manager	A-7	Minimum 5 -years experience in CMD Hwith requisite qualification Minimum 3 consecutive positive *AERs
Deputy Manager / Librarian	A-6	Minimum 3 - Years experience in CMD Hwith requisite qualification Minimum 3 + consecutive positive *AERs
Bio-statistician	A-6	No further promotion (Additional increments may be considered at the time of enrollment)
Assistant Manager	A-5	Minimum 3- years experience in CMDH with requisite qualification Minimum 3 consecutive positive AERs
Sr. Accountant	A-4	3- years relevant experience in CMDH with requisite qualification
Office Supervisor / Supervisors / Dy Librarian	A-4	5-7 years relevant experience in CMDH with requisite qualification
Sr. Computer Operator / Accountant	A-3	5- years relevant experience in CMDH with requisite qualification.
Document list	A-3	MILS with Computer Skills and 3-years post qualification experience in CMDH
Computer Operator / Jr. Accountant / Receptionist	A-2	Graduation with good computer skills and 3-years experience in CMDH with requisite qualification
Lab Assistant	A-2	5 years post- diploma experience; Graduate preferable
Store keeper	A-2	5- years in CMDH with requisite qualification & sound health
Data Entry Operator	A-1	Matriculation (intermedia education preferable) with 2 years experience in CMDH and good computer knowledge and Typing speed of 35-40 words / minute

Note: If an employee in any designation improves their qualification is eligible for a post other than their cadre / trade, they may apply for that position if vacancy is available.

AERs: Annual Evaluation Reports (Performance Appraisal)



CONFIDENTIAL
ANNUAL EVALUATION REPORT (A.E.R) FOR FACULTY

ANNEXURE-D

(For the period from 01st Jan _____ to 31st Dec _____)

PART – 1

1. Personal Data (To be filled by the reported officer)

Name: _____ PMDC No.: _____ Date of birth: _____

Date and position at entry in CMDH _____

Post held during the period of report _____

_____ Academic qualifications _____

Workshops / training (attended during the period of report)

Workshop / Course	Duration / Dates	Institution & Country

Any achievement during the period at CMDH
(publication, award, paper presentation, etc)

PART 2

(Evaluation by the reporting officer)

2. Performance "A" Very good, "B" Good, "C" Average, "D" Below average

		A		
1	(good comprehension)	Intelligent	Dull, slow	
2	confident and resolute	Confidence & will power	Uncertain, hesitant	
3	prepared to take it	Acceptance of responsibility	Reluctant to take responsibility	
4	Calm and reliable	Reliability under pressure	Confused and easily flustered	
5	(cooperative, trusted) (work in team) (courteous and effective)	Relation with superior colleagues subordinates	Uncooperative A difficult colleague Intolerant	
6	(logical and decisive)	Ability to decide matters	Indecisive	
7	(well informed)	Knowledge of relevant laws, rules, regulations, instructions and	Ignorant and uninformed	

		procedures.		
8	(work of exceptionally high quality)	Quality of work	Generally, produces work of poor quality	
9	(up-to-date)	Output of work	Behind schedules	

PART 3

(Reporting officer's evaluation)

3. Pen Picture (Comments on aspects other than Part (2))

Special aptitude _____

4. Recommendations for Future Training

Overall grading	Reporting officer	Counter signing officer
Very good		
Good		
Average		
Below average		

5. Fitness for promotion:

	Reporting Officer	Countersigning officer
Fit for promotion		
Recently promoted		
Not yet fit for promotion		
Unlikely to progress further		
Medical fitness		

Signature: _____
(Reporting officer)

Signature: _____
(Reported officer)

Designation: _____
Date: _____

Designation: _____
Date: _____

PART 4

(Remarks of the countersigning officer)

6. Evaluation of the quality of assessment made by the reporting officer

Exaggerated _____ **Fair** _____ **Biased** _____

7. Comments (if any) and Final Grading

Signature: _____
(Countersigning Officer)

Designation: _____

Date: _____

**CONFIDENTIAL****ANNEXURE- E**

**ANNUAL EVALUATION REPORT (A.E.R.) FOR
ADMINISTRATIVE & SPORT STAFF**

For Employees for the Period from 01st Jan _____ to 31st Dec _____

1. Personal Data (To be filled by employee)

Employee`s identify number _____ Name _____
 _____ Age __ Designation _____ Department __
 _____ Qualification _____ Date of joining
 _____ Short Leaves _____ C/L _____ E/L _____ Warnings _____

2. Performance. "A" Excellent, "B" Very good, "C" Good, "D" Average, "E" Below Avg

Sr	Description	A	B	C	D	E
a.	Knowledge / intelligence					
b.	Acceptance of responsibility					
c.	Reliability					
d.	Willingness to improve / excel					
e.	Discipline / moral values					
f.	Attitude / punctuality					
g.	Medical fitness					

3. Pen Picture

4. Recommendation (√ mark)

Retention		Promotion		Demotion		Termination	
Yes	No	Yes	No	Yes	No	Yes	No

5. Grading Outstanding Above Average High Average Below Average

 REPORTING OFFICERE

 EMPLOYEE REPORTED UPON

 COUNTER-SIGNED

INSTRUCTIONS

1. AER is to be initiated by November and completed by 28th February each year.
2. All "outstanding and below average" AERs are to be seen by the Principal.
3. AERs will also be initiated in respect of employees with three months service.
4. On 2 consecutive non-retention recommendations, service will be terminated.
5. After completion it will be filed in employee's personal file in HR Department.

