



RECRUITMENT & STAFFING POLICY

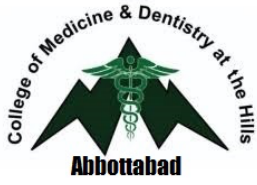
COLLEGE OF MEDICINE AND DENTISTRY AT THE HILLS ABBOTTABAD

This Recruitment and Staffing Policy serves as a guiding framework for all faculty hiring, appointment, and promotion processes at CMDH, ensuring transparency, meritocracy, and compliance with PMDC regulations; it will be thoroughly revised after one official calendar year from today.

2025-26

MORE INFO

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Disclaimer

This document is subject to periodic revision to ensure compliance with any amendments, circulars, or new policies issued by the PMDC or other relevant regulatory authorities. CMDH reserves the right to update, modify, or revise this policy without prior notice to align with the latest legal, academic, and regulatory requirements.

1. Recruitment and staffing policy

- 1.1. These principles propose rule of selection at the College of Medicine and Dentistry at the Hills Abbottabad to bring at par with the rules of the Pakistan Medical & Dental Council.
- 1.2. These regulations may be called the regulations for the appointment of faculty teachers examiners principals deans administrative staff in undergraduate medical & dental institutions and lay down the binding criteria for appointments and promotions and grant of teaching experience.

2. Definitions

- **“Disciplinary Committee”** means a committee constituted by the Executive Board to deal with matters relating to infamous conduct in any professional or moral respect and negligence of a staff member.
- **“Teaching staff”** means Senior Registrars, Assistant Professors, Associate Professors and Professors appointed as per these regulations
- **“Faculty”** a professorial staff duly registered as faculty with the Council whose experience qualification and publications have been certified.
- **“Standing Committee” (SC)** of the collage is a group of employes having the powers to approve qualifications and experience.
- The words and expressions used but not defined herein shall have the same meaning as are assigned to them under these rules or in other regulations.

3. Minimum Levels of Qualifications Requirement in CMDH

| Learning Levels | Duration | Clinical Medical/Dental Qualification | Basic Sciences Qualification |
|-----------------|------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------|
| Level – I | 5-6 years | MBBS/BDS | |
| Level – IIa | 1 year after Level-I | Diploma | MSc Basic Sciences |
| Level – IIb | 02 years after Level-I | MCPS/MSc/MPH/MSPH/or other relevant diploma of 2year training. | MPhil and equivalent qualifications with other nomenclature. |
| Level – III | 4 years after Level-I | MD/MS/MDS/FCPS and equivalent qualifications with other nomenclatures | FCPS/PhD and equivalent qualifications other nomenclatures. |

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|------------|---------------------------|---------------------------------------------|----------------------------------------|
| Level – IV | 2 years after Level – III | Sub-speciality fellowship second fellowship | DSc or any post-doctorate nomenclature |
|------------|---------------------------|---------------------------------------------|----------------------------------------|

- Equivalent nomenclatures qualifications with other nomenclature shall to be decided by Standing Committee (SC).
- Local MPH of one year was ceased to be awarded after 2015 and holders of degrees of one year obtained after 2015 shall not be eligible for teaching position. MPH from foreign countries can be placed in Level-II b as per decision by the SRC of the Council.
- Local MDS of 03 years was ceased to be awarded after 2015.
- Phd in clinical sciences shall not be accepted as a qualification for teaching.
- Appointment as teacher of holders of Level II-b qualifications in clinical or basic Medical / Dental Qualifications in clinical subjects / basic sciences subjects shall be governed by requirements of appointment mentioned in each specialty in pages ahead.

(FOR CRITERIA OF APPOINTMENT AND PROMOTION OF PROFESSORIAL STAFF IN CMDH, PLEASE REFER TO ANNEXURE 1.)

4. Promotion Protocol

CMDH adheres to the promotion criteria set by the Pakistan Medical and Dental Council (PMDC) as outlined in the 2025 Teaching Regulations. Faculty promotions are based on academic qualifications, research contributions, teaching performance, and service to the institution.

Current Criteria (as per PMDC 2025)

- These follow the faculty promotion framework specified by PMDC for medical and dental colleges.
- These require the minimum number of years in current rank and a specified number of PMDC- recognized publications.
- Peer-reviewed teaching portfolios and administrative contributions are considered in the evaluation.

CMDH Future Criteria (Effective January 2026 Onward)

- CMDH aims to raise its academic standards by introducing enhanced promotion benchmarks, in line with global best practices they are outline below:
- Research Publications: minimum three (3) publications per year in PMDC-recognized or indexed journals (e.g., PubMed, Web of Science)
- Conference Participation: At least one national or international conference presentation annually (oral or poster)
- Self-assessment Report: Annual submission by the faculty documenting achievements in teaching, research, community service, and academic leadership

- Teaching Feedback: Student and evaluator feedback to carry a 30% weightage in the promotion review, ensuring evidence of teaching effectiveness

These revised criteria will be incorporated into the performance review process and implemented across all departments starting January 1, 2026.

4.1. Employee Requisition

- The head of the concerned department should send their justification for induction on Employee Requisition Form (of document number “CMDH/HR-001” to HR) department for verification & scrutiny.
- The Administration Section shall fill the HR portion in Employee Requisition form & forward it to Principal /Dean for recommendation/ approval.
- Approval from Executive Board is needed in case an additional/new position is being created.
- in case of replacement, Principal Dean is authorized to approve the existing vacant post.
- Once the Personnel Requisition Form is properly completed & approved by Principal/Dean. Administration Section shall initiate the search for suitably qualified & experienced candidates.

4.2. Internal Recruitment

- Internal recruitment is required so that the eligible person(s) can be either promoted within the institution or transferred from one department to another department for the fulfillment of position(s).
- Employees shall submit their application form from time to time for internal recruitment when the vacancy is available, Those employees who meet the criteria subject to “No Objection Certificate (NOC)” provided from head of concerned departments, would be called for interview by a panel of evaluators appointed by the collage. After recommendation from all panel members, the employee shall be re-designated once a relief is arranged by Administration Section.

4.3. External Recruitment

- When a vacancy arises, Administration scrutinizes existing applications from curriculavitae (CV) Bank & shortlist the required candidates who meet the criteria (based on qualification & experience) defined in service structure.
- The search process can be conducted through the existing CV Bank, in case of internship where fresh candidates are required; Advertisement can be done in educational/technical institutes.
- If no desired candidate is found in CV Bank, then it shall be advertised in local & national newspapers.

- The recruitment test shall include the basic knowledge of the concerned position & computer skills. The test shall be conducted by the Administration in consultation with the requisitioning department.

4.4. Short- listing

5. The Administration Section in consultation with head of the requisitioning department shall review the candidates' profiles & shortlist the candidates to appear for an interview. Criteria for short-listing shall be clearly mentioned according to service structure.

5.1. Interview Panel

- 5.1.1. The interview is conducted by college Selection Committee approved by the Board of Governors (BOG). The panel shall include head of requisitioning department or nominee.

5.2. Interview/Selection Procedure

- Administration Section shall prepare Interview Assessment Sheet of all candidates who are called for interview. Assessment sheet for each member of the Interview Panel along with a copy of the candidates Employee Application Forms with supporting documents shall be placed in the Conference Room.
- Head of the requisitioning department head should have already informed all members of the selection committee at least 24 hours in advance about the date & time of interview, in writing.
- At the appointed time, the panel members must assemble & interview the candidates one by one. Each member of the panel shall independently mark their assessment on the Assessment Sheet based on candidate's eligibility, general competency (aptitude, attitude & appearance).
- For each candidate interviewed, an Interview Evaluation and Assessment Form (IEAF) is to be completed and duly signed by member of the Interview Panel with recommendation the candidate who is deemed to have successfully qualified the interview.
- Interview notes shall be approved & signed by Principal / Dean. Original notes are placed in the respective folder & copy of recommended candidate assessment sheet shall be filed in their personnel file.

5.3. Employment Health Screening of Staff

- This pre-employment screening is a tool of assurance in that candidates are recruited with excellent physical and mental well-being.
- This policy applies to all candidates for Clinical side selected in CMDH clinical staff comprising doctors, nurses, technician, and phlebotomists ward boys and other healthcare-providers who are in direct contact with patients. Routinely, all of these employees must undergo complete blood count (with erythrocyte sedimentation rate), urinalysis, hepatitis B surface antigen, antibody to hepatitis C virus, antibody to human immunodeficiency virus and chest radiography.
- The cost of screening shall be recovered monthly installments from the employees' monthly salary.

- Final fitness for employment shall comprise clinical examination, reports of investigations mentioned above and task- specific capability. This shall be determined by a board appointed by the collage.
- The Administration Section will make sure that every clinical staff of CMDH undergoes the pre-employment health screening. However, the employee shall be required to take and pass a medical examination at any time CMDH deems it to be necessary.
- The Administration Section must ensure that Pre-employment Health Screening Questionnaire is properly filled in by the candidates.
- College standing medical board after examining the candidate and relevant tests will issue Medical Fitness Certificate and forward it to Administration Department.

5.4. Reference Checks

- The Administration section shall then conduct checks –comprising verification of educational qualification , experiences and reference of previous employers. In the case of no previous employment ; references may be sought from educational institutes and/or personal acquaintances.
- In case of internal recruitment reference check shall be conducted by the Administration, from previous department .
- This may take place over the phone or in writing.
- The Employment Verification Form with document number “CMDHHR-005” should be completed obtaining as much detail as possible.

5.5. Employment Offer

- The successful candidate shall be given a letter offering the vacant position and The offer letter will contain details concerning & job title, compensation and date of commencement.
- If the candidate fails to return a signed copy of the offer letter within 7 working days, the offer shall be considered void. In such an event the next successful candidate shall be offered the employment in the manner prescribed earlier.

5.6. Arrival Report

5.6.1. An arrival report is given to the employees at the time of employment that includes the designation, date of joining, name and signature of the employee. This report goes to the personal file of the employee.

5.7. Self-Declaration

- Family relations or economic interests do not make an employee ineligible for employment at CMDH, but failure to report such relations, or other conflicts of interest shall be considered a breach of employment conditions and code of conduct of the collage.

- The purpose of self-declaration form is to avoid conflicts of interest by informing managers on relations and interests of the employees that can potentially lead to situations of conflicting interests.
- Declaring family relations and economic interests enables Administration to ensure that employees should not be put in a situation of conflicting of interests.

5.8. Employment Contracts

- The employee shall sign the employment contract to ensure a uniform and standardized approach for effective and regulated use of employees.
- CMDH offers following types of career opportunities:
 - Permanent employment
 - Consultancy- based employment
 - Temporary employment
 - Contractual employment
 - Trainings and residencies

5.9. Terms & Condition of Probation period

- In accordance with CMDH's employment practices, the employee shall be subject to a probationary period of three months during which they will be expected to demonstrate they ability as mentioned in their Job description.
- The probationary period shall not apply to renewal/extension of contracts.
- If an employee during they probationary period is noticed not to be meeting the prescribed standards of employment for the position, they may be terminated at any time during the probationary period.
- During the probation period, only a 12- hour' notice is required for discontinuation of service on either side of the contract.
- Before the completion of probation period of an employee, Administration Department will forward the Employee Rating Form to the pertaining department of employment . The ERF shall be duly filled by head of department (HOD) to rate their performance during the probation period and send it back to the Administration Department with further recommendations.
- During the probation period, the employee is not entitled for any leaves of absens, except short leave in emergent case. for, in special circumstances, refer to "Casual Leaves' of "Leaves Section".

5.10. Confirmation of Employment

5.10.1. If an employee's performance is deemed suitable on the Employee Rating Form, the administration shall draft an Employment Confirmation Letter prepared on the last day of the probation period. After the confirmation letter received from head of the concerned department HOD, the Manager Administration (Induction Section) shall submit one

original copy to the employee and another shall be filed in the employee's personnel file.

5.11. 3.18 Start Working with CMDH

5.11.1. Employee Card: Each CMDH staff member shall be issued an Employee Card and made aware to wear it during working hours. CMDH uses a standard format of CMDH Employment Card. An identify card has a CMDH logo along with name, designation, date of joining name of department and of the bearer. Additional information on the identity card shall comprise CMDH number , punch number , stamp of the office and singnature of the bearer of the card.

5.12. 3.19 Employee Documentation

- On the day the new employee joins the collage, Administration Department shall complete the following information of the employee and provide details of salary and the date of commencement administration department shall retain a copy in the employee's Personal file. In addition, the employee shall be required to submit the following documents on the day of they join.

- Completed application form for employment
- Updated curriculum vitae
- Photocopy of their national identity card (front & rear)
- Four recent passport size pictures
- Photocopy of certificates/degrees cited on CV
- Every employee's personal file will contain a checklist that will clearly show the documents included and the documents missing.

5.13. Separations

5.13.1. Continued employment is subject to certain conditions, including the need for the position, the continuance of the program in which the individual is employed, and the performance of the employee.

5.14. Resignation/Voluntary Separation

- Employees who wish to resign must submit a letter of resignation to the Administration Department through their own department.
- A minimum of one month's notice, or one month's gross salary in lieu thereof, is required if the employee has completed the probationary period.
- Employees on probation are not required to give any notice of resignation or salary in lieu thereof.
- Kindly refer to the Annual Leave Policy for adjustment of notice period against annual leave.

5.15. Separation for Cause/Involuntary Separation

5.15.1.1. Separation for cause may be based on misconduct, malfeasance, abandonment of position or unsatisfactory performance of duty.

5.16. Termination

6. Absence

- An employee is given a written two weeks' notice of termination from service before terminating his contract of employment on recommendation of Director/HOD.
- If the employee fails to reply within the stipulated time frame his service is terminated as per CMDH policy.

7. Dismissal

- On recommendation of Disciplinary Committee or incident of gross misconduct service is terminated.
- Notice period on part of CMDH is not required in such cases
- Employer will not be required to give a notice or compensation when service of employee is terminated/dismissed for the reason of indiscipline or violation of CMDH Rules. Please refer to investigation and disciplinary action policy for further detail.

7.1. Experience letter

- Experience letter is an evidential document ensuring that the person bearing the letter has experience with the institution for certain duration of time.
- After voluntary separation (resignation) and proper clearance the employee is given an experience certificate bearing the employees designation, name, date of joining, service completion date and a brief description about their performance.

Principal

CMDH Abbottabad