



Standing Operating Procedure for Hiring

CMH Lahore Medical College & Institute of Dentistry

General

Hiring of employees is a regular phenomenon in CMH Lahore Medical College & Institute of Dentistry. A need is felt to formulate comprehensive SOP for newly hired employees, covering details regarding their induction procedure and maintenance of documents as per PM& DC for faculty, teaching and technical staff and as per TO&E for managerial & lower managerial staff.

Objective

The objective of Appointment procedure is to describe the procedure of appointment in detail. It provides a systematic guideline for all types of hiring new employees in order to make sure that the most suitable candidate is hired in CMH Lahore Medical College & Institute of Dentistry for the vacant position.

Types of Appointment

1. Contractual Appointment:-

These appointments are on full time basis and employees are hired for specific period of time.

HR department prepares a contract in which all the terms and conditions are mentioned. The employee and representatives of CMH Lahore Medical College & Institute of Dentistry sign this contract.

2. Visiting faculty:-

Visiting faculty is only entitled for salary (per Lecture) offered by CMH Lahore Medical College & Institute of Dentistry.

A. Muhammad

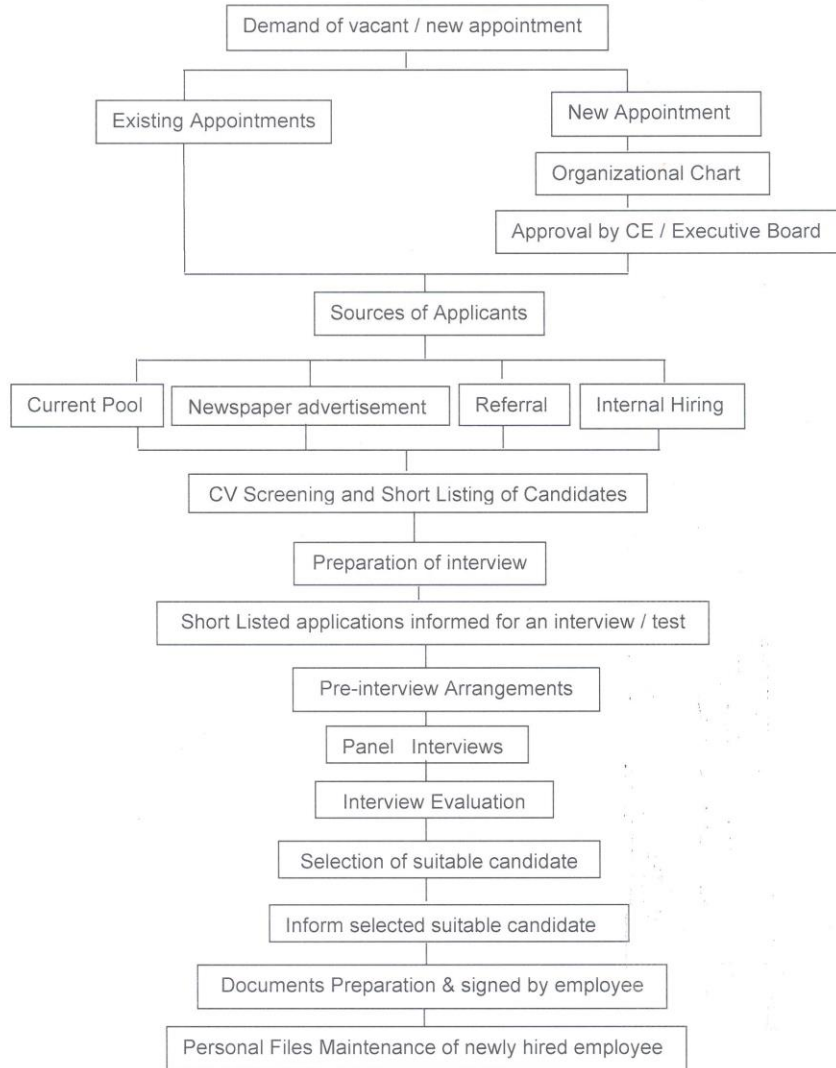
Principal / Chief Executive

Vice Principal / Dy Chief Executive

M. Javed

Dean - IOD

**Flow Chart of Appointment Procedure
CMH Lahore Medical College & Institute of Dentistry**



A. Waqar
Principal / Chief Executive

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Vice Principal / Dy Chief Executive

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Dean - IOD

Following are all the Steps that are involved in the process of appointment:

Step I - Demand of vacant / new appointment

Concerned Head of the department informs HR Department to fill the vacant / new appointment according to the need and requirement of the department. The status of vacant position is either Approved or unapproved in TO&E or PM&DC in case of faculty.

- **Existing Appointments** means the post already exists in the organizational chart and is vacant due to resignation, termination or retirement of the employee.
- **New appointments** means creation of new job title in the organizational chart due to expansion, consolidation or re-alignment.

In case of **new appointments** before proceeding further, Chief executive / Executive board approval is required.

Step II - Sources of Applicants

Following are the sources that are used for finding a suitable candidate for the vacant post in CMH Lahore Medical College & Institute of Dentistry.

1. Current Pool / CV Bank

First of all, HR department searches from current pool of existing CVs for suitable candidate for vacant position.

2. Newspaper Advertisement

HR department prepares an appropriate advertisement for the vacant post / new post. Then it is put up to the Head of the Departments for proof reading and approval on min sheet from Higher Mgmt. Once approved, it is published in the leading newspapers (Urdu & English) preferably in Sunday edition.

3. Referrals

Some times Higher Mgmt or Head of the Department provides CVs for the vacant / new post in the College.

4. Internal Hiring

After advertisement, the employees of CMH Lahore Medical College & Institute of Dentistry (who are eligible for the said post) can apply. Employees should have an equal opportunity for applying the existing vacant post.

Step III - CV Screening and Short Listing of Candidates

When all the CVs are collected through all the sources mentioned in step II, HR department starts initial screening and short-listing of all the candidates who fit in and fulfill the requirements of the department and forwarded them to concerned Head of Department for final shortlisting.

Step IV - Interview schedule

HR department prepares interview schedule which consists of the following details:-

- Date and time of interview
- Designation & Department
- Interview venue


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Step V - Short listed candidates are informed for an interview

HR Department informs short listed candidates through telephone calls and SMS. Interview panel is informed about the interview schedule so that interview will be held according to the schedule and they must adhere to it.

Step VI - Pre-interview Arrangements

HR Department makes sure that pre interview arrangements are according to the schedule. Interview place is free during that time; required number of Interview Assessment Sheets and Copies of CVs are available.

Step VII - Interviews and their Evaluation

Presence of HR personnel is mandatory in interviews at all levels.

Rating scale from 1 to 5 is given in interview assessment sheet, according to the performance of the candidate.

Relevant Additional information regarding the candidate can be written in available blank spaces in the form.

During the interview, according to the nature of job different questions are asked from the candidate during the interview by the panel members e.g.

- Basic and Technical Knowledge
- Personal
- Job motivation
- Strengths, weaknesses and skills
- Interpersonal & communication skills
- Qualification & experience

Step VIII - Selection of suitable candidates

After the interviews most suitable candidate(s) is/are selected and called for joining and inform to the concerned Head of the department. A meeting can be conducted by concerned department head, to have more understanding of applicant's knowledge regarding relevant field.

Step IX

Selected candidate provides following documents to HR Department

1. CV / Resume
2. Attested photocopies of credentials / experience certificates
3. Two passport size latest photographs
4. Copy of national Identity Card / passport
5. NOC (if any)
6. All other documents mentioned in CV etc

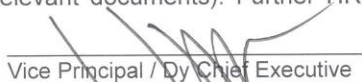
Step X - Preparation of Documents

HR department prepares a list of documents for the newly hired employee.


- a. The selected candidates will report to HR department at the given date and time.
- b. HR department will ask them to provide list of required documents (i.e. Updated CV, 2x passport size photographs, Copy of valid CNIC, all educational and experience certificates mentioned in CV, Domicile, valid PM&DC registration certificate in case of MBBS & BDS, Recognition of experience by PM&DC in case of faculty and any other relevant documents). Further HR department will issue



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- police verification form (to all the employees for security clearance) and degree verification form (in case of non MBBS/BDS civil employees).
- c. Simultaneously he/she will report to Director Medical Education and submit the documents for faculty registration.
 - d. Selected candidate will report to concerned department. Head of Department will intimate Principal and Director Medical Education about the joining of newly hired employee.
 - e. Based on the above document, HR department will issue joining report signed by the Principal to the employee.

Signing of Contract



- a. HR department will ask the employee to arrange stamp papers for contract deed within 2 working days of joining the College.
- b. A draft contract deed will be prepared and shown to the employee for his / her consent.
- c. A draft contract deed contains all the clauses as per PM&DC (such as no employee is allowed to involve in any political activity) and college rules and regulations.
- d. Contract deed duly typed on the stamp paper will be put up to Dir Adm within a week time for his signature.
- e. After signing the contract, a copy will be provided to the employee whereas original will be kept in his / her personal file.
- f. In case of delay in signing of contract or submission of required documents by the employee, HR department will inform Chief Executive / Dir Adm within a week (after the joining date), which may lead to cancellation of appointment.

Release of Salary

- a. On completion, HR department will forward all documents (i.e. copy of approved min sheet, CNIC and signed employment contract) to Accounts & Finance department.
- b. Accounts & Finance Department will not release salary until all the above referred documents including contract agreement are received by them.

Step XI - Maintenance of personal file

HR Department prepares and maintains personal files of employees. Personal file contains all the above-mentioned documents and / or any other document relating to the employee.

		
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RENEWAL OF CONTRACT **STANDARD OPERATING PROCEDURE**



The duration of initial and renewed contract (Contract will be renewed based on performance, punctuality, HOD and Vice Principal recommendation and approval by the Principal) of all the designations of CMH Lahore Medical College and Institute of Dentistry is as follows:-

Pay scale	Designation	Initial contract	Renewal	Remarks
E - 1	Principal / Chief Executive (Retd from Army)	3 yrs	-	As per HQ 4 Corps policy
E - 2	Vice Principal/Deputy Chief Executive (Retd from Army)	3 yrs	-	
D - 1	Director (Retd from Army)	3 yrs	-	
	Assistant Director (Retd from Army)	3 yrs	-	
D - 2	Assistant Director (Civil)	2 yrs	2 yrs	
M - 1	Managers (Retd from Army)	3 yrs	-	As per HQ 4 Corps policy
	Managers (Civil)	2 yrs	2 yrs	
M - 2	Assistant Manager (Civil)	2 yrs	2 yrs	
M - 3	Officers (Civil)	2 yrs	2 yrs	
LM-1	Senior Supervisor Level (Retd from Army)	2 yrs	2 yrs	
LM/T-1	Senior Supervisor Level (Civil)	2 yrs	2 yrs	
LM/T-2	Supervisor Level (Retd from Army)	2 yrs	2 yrs	
LM/T-2	Supervisor Level (Civil)	2 yrs	2 yrs	
LM/T-3	Asst Supervisor Level (Civil)	2 yrs	2 yrs	
LM/T-4	Lower/Followers (Civil)	2 yrs	2 yrs	
F-1/3	Prof (HOD), Prof/Associate Prof / Asst Prof	3 yrs	3 yrs	
F-4/7	Other Teaching Staff (Snr Reg-Demo)	2 yrs	2 yrs	
F - 5	FCPS Part (II) Trainees (till the completion of training)	1 yr	1 yr	

A. Usman

Principal / Chief Executive

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Vice Principal / Dy Chief Executive

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Panel for Hiring and Promotion

a. Committee A1

This committee will select individuals for the post of Principal / Chief Executive, Vice Principal / Deputy Chief Executive and Dean - Institute of Dentistry

1. Chairman - Comd 4 Corps
2. Members
 - a) GOC 10 Div
 - b) Principal (Existing)
 - c) Comdt CMH Lahore
 - d) Most Senior Professor of the College

b. Committee A2

This committee will select individuals for the post of Head of Medical Education Department, Head of Departments and Professors

1. Chairman - Principal / Chief Executive
2. Members
 - a) Vice Principal / Deputy Chief Executive
 - b) Comdt CMH Lahore
 - c) Head of Medical Education Department
 - d) Dean - Institute of Dentistry

c. Committee B

This committee will select individuals for the post of Associate Professors, Assistant Professors, FCPS Part (II) Trainees, Demonstrator and other technical staff.

1. Chairman - Principal / Dean - Institute of Dentistry
2. Members
 - a) Vice Principal/Associate Dean-Institute of Dentistry
 - b) Concerned Head of Department

d. Committee C

This committee will select individuals for the post of Head of Administrative Departments.

1. Chairman - Principal / Chief Executive
2. Members
 - a) Vice Principal / Deputy Chief Executive
 - b) Director Adm (CMH LMC)
 - c) Director Education (HQ 4 Corps)

e. Committee D

This committee will select individuals for the post of miscellaneous junior staff of the college.

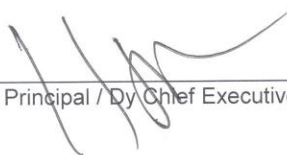
1. Chairman - Director Adm (CMH LMC)
2. Members
 - a) Assistant Director Adm & Coord (CMH LMC)
 - b) Concerned Head of the Department
 - c) Representative from HQ 4 Corps

Secretary

Manager HR



Principal / Chief Executive



Vice Principal / Dy Chief Executive



Dean - ICD



PROMOTION
STANDARD OPERATING PROCEDURE



General. Promotion of employees in CMH Lahore medical College & Institute of Dentistry means vertical movement of him / her within the organization. It refers to the upward movement of an employee from one job to another higher one, with increase with salary, status and responsibilities.

Aim. To streamline promotion procedure for all the employees in the college.

Purpose of promotion

- i. To reward and motivate employees to higher productivity
- ii. To promote employees satisfaction and boost their morale.
- iii. To retain and attract, trained, competent skilled and talented employees.

Grounds

Availability of slot as per PM&DC for faculty, teaching & technical staff.
Availability of slot as per TO&E of the college for Managerial, Lower Managerial Staff

Procedure

- a. Request is initiated by the employee (through Head of concerned Department). After that, remarks is taken from Principal / Dean and request reaches to HR Department.
- b. HR Department provides employee's evaluation performance, educational and technical qualification and indicate other employees (if available) in the college of same caliber (keeping in view, PM&DC rules and TO&E).
- c. Composition of promotion board (for different designations) is same as of hiring committees.
- d. On recommendations / decision of panel, employee is promoted after taking approval from the worthy Principal / Dean on min sheet.

A. Ahmad

Principal / Chief Executive

[Signature]
Vice Principal / Dy Chief Executive

[Signature]
Dean - IOD



TERMINATION
STANDARD OPERATING PROCEDURE



General. Contract of Service of employees of CMH Lahore Medical College & Institute of Dentistry can terminate anytime purely based on recommendations by the concerned Head of the department on poor performance or as a disciplinary measures.

Aim. To streamline procedure for termination of contract.

Grounds

- a. Disciplinary grounds
- b. Moral Turpitude
- c. Irresponsible Act or attitude
- d. Sexual Harassment
- e. Disobedience
- f. Poor performance / Careless & causal attitude towards tasks assigned
- g. Violation of rules & regulations of the college

Procedure

- I. There should always be a strong reason to terminate a contract.
- II. Before termination of contract (Irresponsible Act or Attitude, Disobedience, Poor performance / Careless & Causal Attitude towards tasks assigned, Violation of Rules & Regulations of the college etc) sufficient chance be given to improve employee's performance by giving verbal and issuing 03 written warnings by HODs.
- III. In case of lack of improvement and / or unwillingness to improve, the matter will be forwarded to Principal CMH Lahore Medical College / Dean Institute of Dentistry.
- IV. The Principal / Dean will formulate a committee who will investigate and give recommendations / appropriate actions to be taken according to finding of the committee.
- V. On moral turpitude / sexual harassment etc. proper inquiry will be ordered, if found guilty, contract will be terminated immediately.

Principal / Chief Executive

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FACULTY TRAINING & DEVELOPMENT
STANDARD OPERATING PROCEDURE



General. Faculty Training and Development is essential for ongoing success of CMH Lahore Medical College & Institute of Dentistry. In this context college ensures that faculty members are involved in continuous Medical & Dental Education.

Aim. To streamline faculty training & development procedure for all the faculty and teaching staff in CMH Lahore Medical College & Institute of Dentistry as per PM&DC rules and regulation.

Definition: Training is a program that helps faculty & teaching staff learn specific knowledge or skills to improve performance. Development is more expansive and focuses on faculty & teaching staff growth and future performance.

Purpose: To improve the performance and help in updating faculty skills to adopt any technical advancement in the fields of Medicine & Dentistry.


Faculty Development Program: CMH Lahore Medical College and Institute of dentistry has a structured faculty development plan issued by the Department of Research & Development. All faculty and teaching staff will be required to participate in regular CME / CPD activities arranged by the institute from time to time.


National & international training: All faculty & teaching staff is eligible to apply for attending full funding for training through ORIC. Detail is as follows:-


- One National conference / training per year
- One International conference / training after two years.

Procedure

- a. Request is initiated by the Faculty member (through Head of concerned department & ORIC with supportive documents). After taking remarks of Vice Principal / Deputy Chief Executive and Principal / Chief Executive, the request reaches to HR department.
- b. Approval of leave to attend training / conference will be taken min sheet initiated by HR department.
- c. Faculty member, other departments (concerned, Medical Education and Accts & Fin) are informed about the leave through letter signed by Manager HR.
- d. After attending the training faculty member is required to submit receipt of expenditure to AD Finance, certificate of participation to HR and detailed report on the activity with the copy of certificate of attendance to ORIC.


Principal / Chief Executive


Vice Principal / Dy Chief Executive


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