



Human Resource Policy and Procedure Manual

Contents

HR Policy and Procedure Manual Introduction.....	3
Employee Recruitment, Selection, Promotion and Retention Policy.....	4
Employee Recruitment.....	4
Selection Process.....	4
Performance Appraisals.....	5
Prohibition on Participation in Political Activities.....	5
Promotion.....	5
Performance Evaluation.....	6
Employee Retention.....	6
Acknowledging Notable Achievements of Faculty.....	9
Departmental Operations Policy.....	11
Leave Policy.....	12
Annual Increment Policy.....	15
Employee Benefit Policy.....	16
Occupational Health and Safety Policy.....	17
Health Policy.....	19
Personal Conduct.....	21
Personal Communications Policy.....	23
End of Services.....	26
Resignation Policy.....	26
Performance Improvement Policy.....	26
Gross Misconduct.....	27
Disciplinary Action Policy.....	28
Termination of Services Policy.....	28
Gratuity.....	29
Grievance Settlement Policy.....	30
Equal Employment Opportunity Policy.....	31
Gender Discrimination Policy.....	31
Sexual Harassment Policy.....	31
Procedural SOPS's.....	32
Privacy and Confidentiality Policy.....	34
Intellectual Property and Security Policy.....	34
Conflict of Interest.....	34
Patient Privacy and Confidentiality Policy.....	35
Policy for Faculty Development at Rawal College of Dentistry.....	37



HR Policy and Procedure Manual Introduction



The RIHS Human Resources Policy and Procedure Manual provide the policies and procedures for managing and developing staff. It also provides guidelines RIHS will use to administer these policies, with the correct procedure to follow. RIHS will keep HR policies current and relevant. Therefore, from time to time it will be necessary to modify and amend some sections of the policies and procedures, or to add new procedures. Any suggestions, recommendations or feedback on the policies and procedures specified in this manual are welcome. These policies and procedures apply to all employees.


Rukhsana Parveen
Manager HR
RIHS



Employee Recruitment, Selection, Promotion and Retention Policy



Employee Recruitment

Rawal Institute of Health Sciences is dedicated to hiring qualified and diverse individuals for its workforce. The recruitment process is transparent, fair, and aligned with the institutions values of diversity, equity, and inclusion. This policy outlines the procedures for recruitment to attract the best talent to the institute.

Key Principles

- **Non-Discriminatory Hiring:**
Rawal Institute of Health Sciences ensures that recruitment is carried out without discrimination based on age, gender, race, religion, nationality, disability, or any other characteristic protected by law.
- **Equal Employment Opportunity:**
Rawal Institute of Health Sciences is committed to equal opportunity employment, promoting diversity in the workplace, and ensuring that all candidates are given equal consideration.
- **Job Advertising:**
Positions will be advertised both internally and externally to ensure a broad pool of candidates. Advertisements will specify job requirements, responsibilities, and benefits.

Selection Process

- **Application Screening:**
All applications will be screened to ensure they meet the minimum qualifications for the role.
- **Interview Process:**
Shortlisted candidates will be interviewed, with questions focusing on job related skills, experience, and cultural fit.
- **Assessment and Testing:**
Depending on the role, skills tests may be administered to assess candidate's technical abilities.
- **Reference and Background Checks:** Prior to a job offer, references and background checks may be conducted.
- **Equal Opportunity Employment:** Rawal Institute of Health Sciences is committed to equal opportunity employment, promoting diversity in the workplace, and ensuring that all candidates are given equal consideration.



- **Conclusion:** The recruitment policy is designed to ensure a structured, fair, and effective hiring process that attracts top talent and supports Rawal Institute of Health Sciences commitment to diversity and inclusion.

Performance Appraisals

Confirmation Appraisals

1. The performance of all employees must undergo a confirmation appraisal before the employee is confirmed.
2. The Department of Human Resources will forward a "Confirmation Appraisal Form" to the employee's immediate superior (the Rater) 3 weeks before the proposed confirmation date. The appraisal will be done by the immediate supervisor and reviewed by the next level of management (the Reviewer) before it is discussed with the employee. The appraisal form must be returned to the Department of Human Resources one week prior to the confirmation date.
3. If the employee is to be confirmed, the Department of Human Resources will send a letter of confirmation to the employee. If an extension of probation is required, the employee will be notified in writing. An extension of up to 3 months may be given if more time is required to evaluate the employee. If the employee is to be terminated, he/she will be notified in writing.
4. While reviewing the confirmation appraisal with the employee, the Supervisor must inform the employee of any shortcomings in the employee's performance, and explain any behavior/performance improvements that are expected.

Performance Appraisals

1. Salary increases will be based on job performance.
2. A performance appraisal will be done in the month prior to the employee's anniversary date, and any salary increase that is awarded will begin in the month of the anniversary date.
3. Performance appraisals will be done by the immediate supervisor and will be reviewed by the next higher level of management before being discussed with the employee.

Prohibition on Participation in Political Activities

- Faculty is strictly prohibited from participating in any form of political activity within the institute, such as gatherings, protests, campaigning or displaying political symbols. This restriction also applies to any other similar activities.
- Any violation of this may result in formal warnings, suspension or other disciplinary measures as deemed necessary by the disciplinary committee.

Promotion

- Faculty appraisal and performance evaluations are directly linked to incentives, including pay raises and benefits.
- Faculty members demonstrating excellence in teaching, research and clinical practice as assessed through institutional performance reviews, will be considered for salary increments and additional benefits
- However, promotions will be strictly based on Pakistan Medical & Dental Council (PM&DC) criteria, ensuring compliance with national accreditation standards.



- Faculty members seeking promotion must fulfill the PM&DC's eligibility requirements regarding qualifications, teaching experiences, research publications and professional contributions.

Performance Evaluation

Rawal Institute of Health Sciences recognizes the importance of regularly evaluating employee performance to foster professional growth, identify strengths, and address areas for improvement. This outlines the framework for performance evaluations.

- **Evaluation Process Frequency:**
Performance evaluations will occur annually, with mid-year reviews to track progress.
- **Criteria:**
Evaluations will be based on
 - i. Job-specific performance metrics (KPIs, project completion, etc.)
 - ii. Contribution to team objectives
 - iii. Organizational values and behavior (collaboration, integrity, etc.)
- **Feedback:**
Employees will receive feedback both verbally and in writing. Constructive feedback will be provided to guide improvement and development.
- **Self-Assessment:**
Employees will complete a self-assessment prior to the formal evaluation. This allows employees to reflect on their performance and contributions.
- **Development Plans:**
Employees who receive a rating that identifies areas for improvement will work with their managers to create a development plan with specific goals, timelines, and resources.
- **Reward System:**
Employees who exceed performance expectations may be rewarded with bonuses, raises, promotions. High performers will be acknowledged and celebrated publicly within the organization.
- **Conclusion:**
Rawal Institute of Health Sciences believes that regular, transparent, and constructive performance evaluations are essential for both the growth of employees and the organization.

Employee Retention

Staff retention may be defined as an employer's strategy to manage staff turnover and retain their valuable employees. This policy sets down the different ways in which an employer might seek to minimize staff turnover.



Retaining Employees

Retaining skilled employees is vital to the success of a business. A high rate of employee turnover can result in a loss of knowledge and skills, and can negatively impact a company's bottom line. The cost of losing an employee includes not only lost productivity, but also the expense of recruiting, selecting, and training a new employee.

Steps to Retain Employees

RIHS believes to retain its employees by taking care of their essential needs, providing them secured environment and job security. While inducting, HR ensures that all new employees feel welcome and are ready to start work safely and competently.

RIHS offers following competitive benefits to its employees for ensuring their retention:

1. Secure and Friendly Environment

RIHS provides sustainable, protected, friendly and career growth oriented environment to its employees. RIHS promotes an environment where work is meaningful, employees are valued, and where diversity and teamwork are embraced. We promote equal opportunity and fair employment practices pertaining to all conditions of employment.

2. Competitive Salary Packages

RIHS offers Competitive pay packages to its employee by:

- Periodically reviewing employees' jobs descriptions.
- Comparing them to similar jobs at competing Organization.
- Offering salaries that are fair relative to the industry to attract and retain top talent.

3. Medical and Dental Treatment Facilities

RIHS offers:

- Medical Policy
- Dental Treatment Policy

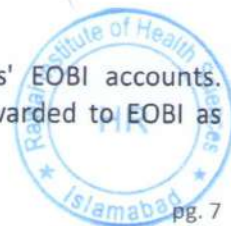
4. Leave Policy

RIHS offers following natures of leaves:

- Annual/Earned Leaves
- Casual Leaves
- Sick Leaves
- Maternity Leaves
- Educational Leaves
- Death on Service Leave
- Own Marriage Leave
- Short Leave
- Summer & Winter Vacations

5. Employees Registration in Employee Old Age Benefits (EOBI)

RIHS pays the required proportion of amount into employees' EOBI accounts. Employees' portion is withheld from their pay cheques and forwarded to EOBI as required by law.



Under EOBI Scheme, Insured Persons are entitled to avail benefits like:

- Old-Age Pension (on the event of retirement)
- Invalidity Pension (In case of permanent disability)
- Old-Age Grant (an Insured Person attained superannuation age, but does not possess the minimum threshold for pension)
- Survivor's Pension (in case an Insured Person is expired)

6. Faculty and Staff Training & Development Program

RIHS provides adequate training to its employees to enable them to perform their jobs skillfully and competently. RIHS believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

Funds are available to provide staff the opportunity to attain new skills or knowledge in a manner that will enhance a staff member's performance and be a specific benefit to their department and the College. Funds are administered by the Accounts Department.

7. Documenting and Communicating Challenges in Teaching and Training

- **Reporting:**

Faculty members should document teaching or training challenges in a structured format, specifying the nature of the issue, its impact, and any immediate solutions attempted. Challenges may include:

- Lack of learning resources
- Difficulties in student engagement or comprehension
- Scheduling conflicts affecting teaching efficiency
- Issues with curriculum implementation
- Technical difficulties

- **Submission**

Reports can be submitted through:

- Faculty Feedback Forms (collected at the end of each module/block)
- Email Communication to the Department of Medical Education (DME)
- Monthly Faculty Meetings
- Direct Reporting to HODs

- **Review and Resolution**

- The DME and Curriculum Committee will review reported challenges in bi monthly meetings and propose solutions.
- Urgent matters will be escalated to the Academic Council for immediate action.
- Faculty members will be informed about resolutions and any necessary modifications in teaching strategies or resources.



8. Day Care Facilities

RIHS provides a good day-care center to its faculty and other staff members which has a welcoming, friendly atmosphere and is known for its nurturing environment.

9. Transport Facility

RIHS provides transportation facility to its employees. Incentives/transport allowance are provided to eligible employees in the program.

10. Accommodation/Hostel Facility

RIHS provides accommodation facility to its employees whosoever applies.

11. Allowances

- RIHS provides a monthly allowance for cell phone and/or internet use and may provide a one-time equipment (Mobile) purchase allowance or transport allowance to eligible employees.
- RIHS provides monthly allowance for transport facility to eligible employees.

12. Employee Social Welfare Program

Employee Social Welfare Program includes:

- Children or Self-Marriage Fund
- Qualification Improvement Fund
- Loans

13. Health and Wellness Initiative

RIHS provides its employees:

- filtered water
- air-conditioning and heating systems checked and maintained
- healthier foods in the workplace
- chairs that are ergonomically designed to support the back
- flexible work hours

Acknowledging Notable Achievements of Faculty

Recognition Categories:

Faculty achievements may include, but are not limited to:

- Excellence in teaching and student mentor ship
- Research publications in reputable/index journals
- Securing research grants or funding
- Contributions to curriculum development and innovation
- Professional awards and honors
- Participation in national and international conferences as speakers or panelists



Methods of Acknowledgment:**Formal Recognition:**

- Certificates of appreciation presented during faculty meetings or annual events.
- Announcement of achievements in official meetings, including Academic Council meetings.

Public Acknowledgment:

- Publishing achievements in the institute's newsletter, website, and social media platforms.
- Displaying achievements on faculty notice boards.

Incentives and Awards:

- Nomination for institutional awards/certificates based on outstanding contributions.
- Research grants or funding support for faculty with significant academic contributions.

Professional Growth Opportunities:

- Sponsorship for national and international conferences or workshops.
- Priority consideration for leadership roles or academic promotions.

Process for Submission and Review:

- Faculty members or their department heads may submit achievement details to the Human Resources or Academic Office.
- A committee, comprising senior faculty and administrators, will review and verify the submissions.
- Recognized faculty will be informed and acknowledged through the appropriate channels.



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Departmental Operations Policy



Purpose:

This policy establishes that the Heads of Departments (HODs) at Rawal Institute of Health Sciences (RIHS) have full authority to operate independently in managing departmental affairs. It

ensures smooth academic and administrative functioning without the need for direct interference from top management.

Applicability:

This policy is currently in effect across all departments at RIHS.

Independent Functioning by HODs:

- HODs have complete operational control over their respective departments.
- All departmental decisions, including scheduling, resource management, faculty coordination, and student-related matters, are handled independently by the HOD.
- No direct interference from top management is required in routine matters.
- This system enables fast decision-making and ensures departmental efficiency.
- HODs are trusted with leadership roles and are accountable for the department's smooth operation.

Responsibilities of HODs:

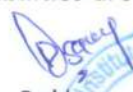
- Managing staff and faculty under their supervision.
- Ensuring the timely delivery of lectures, practical and other academic activities.
- Coordinating internally and externally without needing daily approvals from top management.
- Preparing brief reports for information-sharing with senior authorities when needed.
- Addressing departmental issues promptly and professionally.

Staff Cooperation:

- Faculty and staff are expected to fully cooperate with their HODs.
- Instructions given by the HOD must be followed with discipline and professionalism.
- Any concerns or issues are first handled at the department level.

Alternate Arrangements:

- In the absence of an HOD, a senior faculty member is nominated to handle duties independently.
- Advance notice is shared with the HR department, and responsibilities are formally handed over.


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Leave Policy



In accordance with prevailed section of THE WEST PAKISTAN AND ESTABLISHMENT ORDINANCE of 1969 (W.P ORD. VIII of 1969) reproduced as under, the criteria of leaves shall be complied with immediate effect to all Senior Faculty, Junior Faculty and Demonstrator of Rawal Institute of Health Sciences, Islamabad.

The management hereby makes following rules and regulations with the approval of Board of Directors in the meeting held in Rawal Institute of Health Sciences, Islamabad held on 23rd Jan, 2012.

In all cases leave shall be granted at the convenience of the Institution and it is mandatory for the staff to obtain prior approval from Principal except in case of an emergency. Leave shall be applied on the prescribed Performa. Unauthorized absences from the duty exceeding ten (10) days tantamount to misconduct and shall render the delinquent liable to termination of his services without any further notice. HR department is responsible for keeping up to date record for available and availed leaves.

Leave Sanction Authority:

- All leaves shall be granted by Principal through Head of Department.
- If any employee applies more than available leaves, Principal will sanction leave with the approval of Chairman.
- Principal of RCoD will send leave record of 30 days to Chairman.

Casual Leave:

Teaching Staff:

- No employee shall be allowed to avail more than one causal leave at a time.
- Maximum permissible causal leave per year is 10 days.
- Every concerned shall be liable to submit application on prescribed form, at least one working day prior to leave.

Non-teaching Staff:

- Causal leave is not applicable on non-teaching staff.

Earned Leave:

Teaching Staff:

- Maximum permissible earned leaves per year are 12 days.
- No employee shall be allowed to avail more than 03 days earned leaves at a time.
- No earned leaves can be accumulated for a maximum 02 years are 14 days.
- The earned leaves can be accumulated for a maximum 02 years. After three years the availed leaves will lapse.



Non-teaching staff:

- Maximum permissible earned leaves per year are 14 days.
- No employee shall be allowed to avail more than 03 days earned leaves at a time.
- No earned leave shall allow without prior approval of 03 working days.

Medical/Sick Leave

- Maximum sick / medical leaves permissible per year are 08 only out of which 02 sick leaves can be availed per month.
- If more than the allowed leave is required than a medical certificate from Consultant of Rawal General Hospital is to be required.
- Every concerned shall be liable to submit application on prescribed form on next working day after availing of such leave. This clause is applicable on non-teaching staff as well.

Maternity Leave/ Paternity Leave

As per the Maternity and Paternity Leave Act, 2023 of the Federal Government.

Leave Not Due

Advance leave up to a maximum period of 15 days may be allowed by the competent authority to meet unforeseen and emergency situation provided that concerned employee is likely to resume his duty on expiry of leave and further no leave is at his credit balance and he has completed at least two years meritorious in College and Hospital.

Festival/Gazetted Holiday

All the Rawal Institute of Health Sciences, Islamabad employees shall be allowed festival holidays duly notified and announced by the Government.

In Service Death

If any employee dies while in service, his family shall be given a lump sum payment of full pay for the leave at his credit.

Over Stay After Sanctioned Leave

An employee who remains absent after the end of his leave shall not be entitled to any remunerations pay for the period of such absence, if otherwise not regularized.

Ex-Pakistan Leave

All teaching shall be allowed for Ex-Pakistan leave for 1 or more years without pay.

Haji Leave

All employees shall be allowed for Hajj leave for 15 days, with pay after completion of 02 years' regular services. (Once in a career).

Umrah Leave

All employees shall be allowed for Umrah Leave for 07 days, with pay after completion of 02-year service. (Once in 03 years).



Faculty On Examination

All teaching employees shall be allowed on examination with pay, giving written proof and approval from Principal to different Medical Colleges, Universities and CPSP duty.

- Teaching program and diagnostics work should not suffer.
- Priority should be given to the examination of affiliated university.
- Patient should not suffer.

Educational/Academic Leave

- Educational/Academic leave cannot be granted to any employee automatically. Instead, educational leave will be considered by management on a case-to-case basis, and will be granted at management's discretion upto a maximum of 10 days per year.
- A Leave application form must be completed for educational leave.
- Daily wage and part-time employees will not be eligible for educational leave.
- Educational/Academic leave may not be taken during probation.
- The educational/ academic leave will be 100% paid without any deductions.

External Consultancy Leave

- External Consultancy Leave will be granted for 90 days (at the same time or in parts) once in 02 years only.
- External Consultancy Leave will be considered as leave without pay. During this leave no earned leave will be approved in any case.
- External Consultancy approval will be routed through concerned team leader and Chairman BHS/ CHS/ Department Head and for the final approval by the Principal / Dean, RIHS.
- During leave period OPD medical allowance will be apprehended. IPD medical insurance will continue with the deduction of insurance premium during leave period from the salary upon rejoining. Leave period will not be considered in total length of service for gratuity and experience policy.

Leave without Pay

- Leave without pay(LWP) can be granted in lieu of sick and casual days during the probationary period.
- When an employee does not return to duty on the day specified on the leave application form, the days missed will be considered as LWP.
- The number of working days without pay that may be granted to an employee at any time after his/her probationary period is at the management's discretion.
- Leave without pay cannot be attached to sick or casual leave days. If an employee is granted casual leave and does not return to work on the day specified on the leave application form, the entire time will be considered leave without pay.

Vacations

Summer holidays - 03 weeks

Winter holidays - 07 days


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RIHS





Annual Increment Policy



Purpose:

The purpose of this policy is to establish a structured and transparent system for annual salary increments at Rawal Institute of Health Sciences (RIHS). This policy ensures fair compensation adjustments based on performance and service duration.

Scope:

This policy applies to all permanent employees of RIHS who have completed one full year of continuous service.

Increment Percentage:

Eligible employees will receive an annual salary increment of 10% of their current basic salary. The increment will be applied in the month of March each year.

Eligibility Criteria:

To qualify for the annual increment, an employee must:

- Have completed at least 12 months of continuous service at RIHS.
- Have a satisfactory performance record as per the Performance Appraisal System.
- Have no major disciplinary actions recorded during the evaluation period.

Performance-based Adjustments:

Employees with outstanding performance may be considered for an additional performance based increase, subject to top management approval.

Implementation and Approval:

Performance evaluations are conducted in January and February, and increments are determined based on the results.

- The HR Department will process the approved increments in March.
- Final approval will be granted by top management.
- The revised salary will reflect in the employee's March salary slip

Policy Changes and Approvals:

RIHS may update this policy if necessary due to financial challenges, economic conditions, or institutional needs. Any special cases must be approved by top management and the HR Department.





Employee Benefit Policy



This policy is designed to ensure that employees of Rawal Institute of Health Sciences are provided with a comprehensive benefits package. The foundation believes in investing in its employees' well-being and offering benefits that are competitive, inclusive, and fair. The benefits are reviewed periodically to keep up with industry standards and legislative changes.

Benefits Overview

- **Health and Wellness Benefits:**
Rawal Institute of Health Sciences offers comprehensive health insurance plans to cover employees and their families. Benefits include medical, dental, and vision coverage. Employees are encouraged to maintain their health through wellness programs, which may include gym memberships, health screenings, and counseling services.
- **Retirement Plans:**
Employees are eligible for a retirement savings plan that includes contributions from the foundation. The institute may offer a match for employee contributions, depending on the plan's terms.
- **Paid Time Off (PTO):**
Employees are granted a certain number of paid vacation days annually. Sick leave, personal days, and holidays are also provided. Specific policies govern how PTO is accrued, taken, and reported.
- **Life and Disability Insurance:**
The institute provides life insurance coverage, as well as long-term disability insurance, to support employees in the event of unexpected life events.

Other Benefits

Additional benefits may include childcare assistance, tuition reimbursement, transportation allowances, and flexible work schedules.

Eligibility and Enrollment

- Employees who have completed their probationary period are eligible for most benefits.
- Enrollment is typically completed during the first three months of employment.
- Employees are required to update their benefits selections annually or when there are life changes.





Occupational Health and Safety Policy



Safety is not a particular individual's job, but a collective and combined responsibility of all concerned. It is a most wisely said 'Safety Rules are the Best Tools'. In this context RIHS as a long standing policy, endeavors to ensure as far as practicable a safe work environment for the health, safety and wellbeing of staff, visitors and general public who may have direct or indirect contact with the organization.

In order to achieve this goal:

1. Assess risks before commencement of new projects/works. This additionally includes installation of new equipment/hoary machinery and their associated SOPs. The same are also to be periodically reviewed.
2. Provide Staff, Patients and visitors with adequate facilities (such as clean toilets, cool and clean drinking water, food hygiene, hygienic eating areas etc.)
3. All effort has been taken to develop a culture of safety and security through implementation of safe working environment.
4. Ensure availability of protective clothing safety and equipment, and their due usage /implementation.
5. Provide safety information, guidance and training for employees Safety is a broad based term and essentially includes all aspects pertaining to safety of 'men and material'

All personnel, whether in a supervisory role, working role or as passive observers, are responsible/accountable for:

1. Identifying practices and conditions that could bring harm to staff, students, members of the public or the environment.
2. Taking charge/control of any situation with potential to cause harm or become a safety hazard. Controlling such situations or removing the risk to safety. If unable to control the situation, immediately report to superiors.

This invariably imposes binding compulsions on each and every individual irrespective of their position, to maintain positive, proactive attitude and performance with respect to protecting health, safety and the environment.

Physical Work

1. All employees must keep a watchful eye to identify safety hazards, which also includes those related to physical tasking of individuals. Report potential and actual manual handling hazards.
2. Due care must be taken that appropriate manual force is available for tasks requiring physical work. The philosophy to be adhered to is "Right person (effort) for the right job"
3. Never feel shy to highlight any associated problem and never hesitate to ask for assistance.



Smoking Policy

RIHS observes a strict No-Smoking policy. Accordingly, Smoking is NOT permitted within the premises of RIHS.

Hence smoking is considered detrimental to human health and environment and therefore measures to curb its spread will be enforced.

Alcohol and Drugs Policy

Added care and concern is accorded to factors affecting an employee's ability to safely and effectively perform in the desired manner/standard. Drug Abuse is a BIG NO as it can impair short-term or long-term work performance and is occupational health and safety hazard.

It is most pertinent to highlight that RIHS has a ZERO TOLERANCE POLICY* with regard to the use of illicit drugs. Any violation in this regard will lead to instant dismissal. Furthermore, working under the influence of liquor / intoxicants is considered a grave offence. Offenders will be liable to appropriate punitive action or dismissal.

Zero Tolerance Policy

A Zero Tolerance Policy imposes automatic punishment for infractions of a stated rule, with the intention of eliminating undesirable conduct. Zero-tolerance policy forbids persons in positions of authority from exercising discretion or modifying approved punishments appropriate to the particular circumstances. Pre-determined/ approved punishments are to be imposed, regardless of individual culpability, extenuating circumstances, or history. In case, further action is considered warranted, case is to be forwarded to next/appropriate authority for further necessary action.



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Health Policy



Employees are provided with Medical and Dental treatment facilities at RIHS.

Discount on Medical Treatment

- **Employees Salary Range (upto PKR 35,000):**

1. OPD Charges are 100% free.
2. 50% discount on Lab & Clinical procedure charges.
3. 50% discount on Procedure charges.
4. Ward facility is free of cost.

- **Employees Salary Range (PKR 35,000 to 70,000):**

1. 50% discount on OPD Charges.
2. 30% discount on Lab & Clinical procedure charges
3. 30% discount on Procedure charges.
4. Ward facility is free of cost.
5. 30% discount on the private room charges.

- **Employees Salary Range (PKR 70,000 to 1,25,000):**

1. 25% discount on OPD Charges.
2. 25% discount on Lab & Clinical procedure charges
3. 30% discount on Procedure charges.
4. Ward facility is free of cost.
5. 25% discount on the private room charges.

- **Employees Salary Range (PKR 1,25,000 and above):**

1. 25% discount on OPD Charges.
2. 25% discount on Lab & Clinical procedure charges
3. 30% discount on Procedure charges.
4. Ward facility is free of cost.
5. 25% discount on the private room charges.

- **Employees Families – Children and Spouse (salary under PKR 25,000):**

1. 50% discount on OPD Charges.
2. 25% discount on Lab & Clinical procedure charges
3. 25% discount on Procedure charges.
4. Ward facility is free of cost.

- **RIHS Students:**

1. OPD Charges are 100% free.
2. 25% discount on Lab & Clinical procedure charges
3. 25% discount on Procedure charges.
4. Ward facility is free of cost.
5. 50% discount on gold room.



- **Foundation Patients:**

As per Foundation Committee (Discretion/Approval)

1. 30% discount on OPD Charges.

Discount on Dental Treatment

Note: no discount on Dental X-ray

- **Employees Salary Range (upto PKR 35,000):**

1. OPD Charges are 100% free.
2. 50% discount on scaling / polishing.
3. 35% discount on all dental procedure (except orthodontic treatment, crown and bridge)
4. 25% discount on orthodontic treatment, crown and bridge (prosthodontics)
5. 50% discount on all OT Procedures.

- **Employees Salary Range (PKR 35,000 and above):**

1. 50% discount on OPD Charges.
2. 20% discount on scaling / polishing.
3. 25% discount on all dental procedure (except orthodontic treatment, crown and bridge)
4. 10% discount on orthodontic treatment, crown and bridge (prosthodontics)
5. 25% discount on all OT Procedures.

- **RIHS Students:**

1. OPD Charges are 100% free.
2. 50% discount on scaling / polishing.
3. 50% discount on all dental procedure (except orthodontic treatment, crown and bridge)
4. 25% discount on orthodontic treatment, crown and bridge (prosthodontics)
5. 50% discount on all OT Procedures.

- **Foundation Patients:**

1. OPD Charges are 100% free.
2. 50% discount on scaling / polishing.
3. 50% discount on essential dental procedure (extractions, RCT and fillings)
4. 10% discount on orthodontic treatment, crown and bridge (prosthodontics)
5. 50% discount on all OT Procedures.

- **Rawal Foundation and Zakat Patients:**

- Director foundation will recommend the Foundation and Zakat patient for final approval to Director hospital.
- In case, Director hospital is unavailable, co-chairperson and thereon any of the two available directors may sanction the approval.

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Personal Conduct



General Policy on Personal Conduct

RIHS expects its employees to always maintain a high standard of discipline, conduct and work ethics. Courtesy begets courtesy and it follows that good personal conduct invariably contributes to a conducive and friendly environment for all.

This involves all employees:

- Observing all policies, rules and regulation in vogue.
- Treating colleagues with courtesy and respect.
- Dealing with students and patients in a professional manner at all times
- Adhering to safe practices at all times.
- Ensuring safety of personnel and material.

Dress Code Policy

- Due care must be taken to ensure that individual's dress should be clean, tidy and professional. Donning of uniform/dress of an appropriate standard is a pre-condition of employment.
- All employees are to maintain good personal hygiene.
- Wearing of EMPLOYEE SERVICE CARD while on duty is mandatory. The card is to be worn as indicated and should be properly visible.

Male Staff

- All employees assigned a uniform/lab coat must wear it while on duty. The uniform/lab coat must be clean, pressed and in good presentable form.
- Employees how do not have a specified uniform must wear clean, pressed, smart, professional clothing. Jeans, long shorts, scarves, tight fitting clothing etc. are not permitted.
- Doctors and supporting staff are additionally to wear overall.
- Male clerical staff who come in direct contact with the public, will wear white or light colored dress shirt with dress trousers and a formal neck tie.
- Male employees are required to shave daily.
- Individuals keeping beards/moustaches are to keep them trimmed and well kept. Trimming (Khat) of beards is to be ensured.
- Nails are to be kept short, clean and neatly trimmed.
- Shalwar Suit with Waist Coat (Only allowed to non-technical Staff on Fridays)
- No Joggers Slippers or Sandals, (without back strap)
- Hair will be kept neat, clean and of conservative length and style.
- Bracelets, bands, ear rings or similar articles.
- No caps or head gear of any type.



Female Staff

- Normal length Shirt and Trouser with Dupatta.
- Shalwar Qameez with Dupatta.
- Abayas
- No skin tight dressing, and sleeveless shirts
- No T-Shirts
- Wearing of jewelry is to be kept to a minimum. No excessive or flashy jewelry is allowed.
- Female Staff are limited to small earrings, nose studs a wrist watch, and a conservative ring.
- Flat Court Shoes, (closed toed) and with non-skid soles.
- Shoes are to be kept clean and polished.
- Clean and appropriate color cardigans/pullovers/jackets etc. may be worn for extra warmth.
- Garments should not be of light material which may affect the sanctity of decorum of office surroundings or work place.
- Care may be taken to ensure that undergarments should be of appropriate light colors so that they are not visibly apparent.


Rukhsana Parveen
Manager HR
RIHS Badli



Personal Communications Policy



Phone Calls

It is expected private phone calls will be kept to reasonable levels.

Internet Usage

The internet is provided by RIHS for office use only. Limited private use is permitted if the private use does not interfere with a person's work and that inappropriate sites are not accessed e.g. pornographic, gambling. Management has the right to access the system to check if private use is excessive or inappropriate.

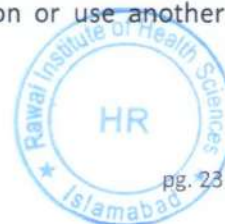
Failure to comply with these instructions is an offence and will be subject to appropriate investigation. In serious cases, the penalty for an offence, or repetition of an offence, may include dismissal. Staff needs to be aware that some forms of internet conduct may lead to criminal prosecution.

Email

1. Email facilities are provided for formal official correspondence.
2. Take care to maintain the confidentiality of sensitive information. If emails need to be preserved, they should be backed up and stored offsite.
3. Limited private use of email is allowed if it doesn't interfere with or distract from an employee's work. However, management has the right to access incoming and outgoing email messages to check if an employee's usage or involvement is excessive or inappropriate.
4. Non-essential email, including personal messages, should be deleted regularly from the 'Sent Items', 'Inbox' and 'Deleted Items' folders to avoid congestion.
5. All emails sent must include the approved business disclaimer.

To protect RIHS from the potential effects of the misuse and abuse of email, the following instructions are for all users.

1. No material is to be sent as email that is defamatory, in breach of copyright or RIHS confidentiality, or prejudicial to the good standing of RIHS in the community or to its relationship with staff, students, suppliers and any other person or business with whom it has a relationship.
2. Email must not contain material that amounts to gossip about colleagues or that could be offensive, demeaning, persistently irritating, threatening and discriminatory, involves the harassment of others or concerns personal relationships.
3. The email records of other persons are not to be accessed except by management (or persons authorized by management) ensuring compliance with this policy, or by authorized staff who have been requested to attend to a fault, upgrade or similar situation. Access in each case will be limited to the minimum needed for the task.
4. When using email, a person must not pretend to be another person or use another person's computer without permission.



5. Excessive private use, including mass mailing, "reply to all" etc. that are not part of the person's duties, is not permitted.
6. Failure to comply with these instructions is a performance improvement offence and will be investigated. In serious cases, the penalty for breach of policy, or repetition of an offence, may lead to dismissal.

Social Media Usage

RIHS expects its employees to maintain a certain standard of behavior when using social media for work or personal purposes.

This policy applies to staff members of RIHS who contribute to or perform duties such as:

1. Maintaining a profile page for RIHS on any social or business networking site (including, but not limited to LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter).
2. Making comments on such networking sites for and on behalf of RIHS.
3. Writing or contributing to a blog and/or commenting on other people's or business' blog posts for and on behalf of RIHS.
4. Posting comments for and on behalf of RIHS on any public and/or private web-based forums or message boards or other internet sites.

This policy applies to all employees, contractors and sub-contractors of RIHS who:

1. Have an active profile on a social or business networking site such as LinkedIn, Facebook, MySpace, Bebo, Friendster or Twitter;
2. Write or maintain a personal or business' blog;
3. Post comments on public and/or private web-based forums or message boards or any other internet sites.

This policy does not form part of an employee's contract of employment. Nor does it form part of any contractor or sub-contractor's contract for service.

Professional Use of Social Media

None of staff members of RIHS is to engage in Social Media as a representative or on behalf of RIHS unless they first obtain written approval.

If any employee of RIHS is directed to contribute to or participate in any form of social media related work, they are to act in a professional manner at all times and in the best interests of RIHS.

All employees, of RIHS must ensure they do not communicate any:

1. Confidential Information relating to RIHS or its faculty/staff/students.
2. Material that violates the privacy or publicity rights of another party; and/or information, (regardless of whether it is confidential or public knowledge), about business partners or suppliers of RIHS without their prior authorization or approval to do so; on any social or business networking sites, web-based forums or message boards, or other internet sites.

Confidential Information includes any information in any form relating to RIHS and related bodies, faculty or students or staff, which is not in the public domain.



Private/Personal Use of Social Media

RIHS acknowledges its employees, contractors and sub-contractors have the right to contribute content to public communications on websites, blogs and business or social networking sites not operated by RIHS. However, inappropriate behavior on such sites has the potential to cause damage to RIHS, as well as its employees.

For this reason, all employees, contractors and sub-contractors of RIHS must agree to not publish any material, in any form, which identifies themselves as being associated with RIHS or its clients, business partners or suppliers.

All employees, contractors and sub-contractors of RIHS must also refrain from posting, sending, forwarding or using, in any way, any inappropriate material including but not limited to material which:

1. Is intended to (or could possibly) cause insult, offence, intimidation or humiliation to RIHS or its clients, business partners or suppliers
2. Is defamatory or could adversely affect the image, reputation, viability or profitability of RIHS; or its clients, business partners or suppliers
3. Contains any form of Confidential Information relating to RIHS, or its clients, business partners or suppliers.

All employees of RIHS must comply with this policy. Any breach of this policy will be treated as a serious matter and may result in disciplinary action including termination of employment.

Other disciplinary action that may be taken includes, but is not limited to, issuing a formal warning, directing people to attend mandatory training, suspension from the workplace and/or permanently or temporarily denying access to all or part of RIHS's computer network.

For the purposes of this policy, the following definitions apply:

Social Media:

Includes all internet-based publishing technologies. Most forms of Social Media are interactive, allowing authors, readers and publishers to connect and interact with one another. The published material can often be accessed by anyone. Forms of Social Media include, but are not limited to, social or business networking sites (i.e. Facebook, LinkedIn), video and/or photo sharing websites (i.e. YouTube, Flickr), business/corporate and personal blogs, micro-blogs (i.e. Twitter), chat rooms and forums and/or Social Media.


Rukhsana Parveen
Manager HR
RIHS



End of Services



Resignation Policy

- To ensure that the RIHS receives adequate notice, and that all financial ties are ended when an employee resigns.
- Employees must give 24 hours' notice when resigning during probation, and 30 days' notice when resigning after confirmation.
- Management may request the employee to work the 30-day notice period, or give pay in lieu.
- During the notice period, employees will not be allowed to avail sick, casual, maternity or educational leave. Annual leave will only be allowed as a terminal leave benefit.
- Employees leaving the organization due to resignation / termination must complete a Clearance Certificate obtaining the signatures of all Department Heads, before final payment will be issued.

Performance Improvement Policy

Where warranted RIHS will use improvement processes to improve performance. Should such improvement processes be unsuccessful in improving an employee's performance, RIHS may decide to end an employee's employment. Depending on the circumstances, performance improvement action may include verbal or written warnings, counselling or retraining.

RIHS requires a minimum standard of conduct and performance which will be made clear to employees in management appraisals. If an employee does not meet this standard, RIHS will take appropriate corrective action, such as training. Formal performance improvement procedures will generally only start when other corrective action fails.

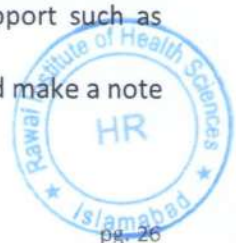
If an employee deliberately breaches RIHS policy or procedure, or engages in misconduct, RIHS may start improvement procedures, or, in cases of serious misconduct or breach of policy, may dismiss an employee.

Each employee must understand their responsibilities, be counselled and given the opportunity to reach the standards expected of them. RIHS will give an employee the opportunity to defend themselves before management takes further action.

Note: If employees have a disability that requires reasonable adjustments to be made to the workplace or job to allow you to work safely and productively, they should raise this with their manager/ section head. RIHS will only refuse such requests on reasonable business grounds.

Procedure

1. RIHS will advise the employee of any shortfall in their performance, and give them an opportunity to respond.
2. Once they respond, the manager/ section head will consider their response and decide if performance improvement action should be taken. RIHS will provide support such as training where appropriate.
3. If the employee is given a verbal warning, the manager/ section head should make a note of it, date it and sign it.



4. The manager will advise the employee in clear terms what they see as the performance problem or the unacceptable conduct. To highlight the deficiency, they should use specific examples, and refer to the correct policy or procedure.
5. The manager will allow the employee to respond before making a decision and consider the employee's responses. The employee may have a support person present at such meetings.
6. The manager/ section head will decide if more action is needed.
7. If a written warning is to follow, the manager is to:
 - Document it and give the employee a copy
 - Give the employee the opportunity (and their support person the opportunity) to sign the warning
 - Keep a copy on file
8. The warning must clearly define:
 - The deficiency
 - A clear explanation of the expected standard
 - By when the employee needs to achieve it
 - How the business will help the employee achieve the improvement required
 - Consequences of failing to improve
9. The manager concerned will keep a record of all meetings, training and/or coaching given and a summary of discussions, and put a copy on the employee's personnel file. This should include date, location and time of discussion.
10. They will continue to support the employee and note the support they give, for example, training or counselling.
11. If the employee's performance or conduct doesn't improve, the manager will give the employee a final written warning and follow steps 4–10 above. This document needs to warn the employee in clear terms RIHS will terminate their employment if there is not enough improvement, and a sustained improvement in, their performance.

Note: some circumstances justify going straight to a second or final warning.

Gross Misconduct

Instant dismissal for gross or very serious misconduct is possible (depending on the facts involved). Management should seek advice before taking this step.

1. The manager/ section head is to investigate the alleged offence thoroughly, including talking to witnesses, if any.
2. The manager/ section head should ask the employee for their response to the allegation (taking notes of this discussion) and allow them to have representation.
The manager/ section head should also have a witness present. The manager shall give genuine consideration to the employee's response and circumstances.
3. If still appropriate, following a thorough investigation, the manager can terminate/dismiss the employee.
4. The manager should keep a file of all evidence collected and action taken in these circumstances.
5. RIHS will send the employee a letter of termination noting brief details.



Disciplinary Action Policy

This policy outlines the procedures for addressing employee misconduct. Disciplinary actions are taken to maintain a respectful, professional, and productive work environment.

Types of Misconduct

Minor Misconduct:

Includes tardiness, inappropriate language, and failure to meet deadlines.

Major Misconduct:

Includes theft, substance abuse, and violent behavior.

Disciplinary Process

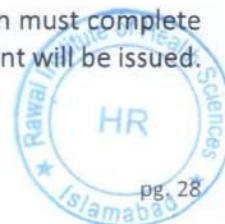
- **Verbal Warning:** First step for minor infractions.
- **Written Warning:** Issued for repeated or more serious offenses.
- **Suspension:** For serious infractions or continued misconduct.
- **Termination:** For severe or ongoing violations of policy.

Conclusion

Rawal Institute of Health Sciences is committed to a fair and consistent approach to discipline, ensuring that all employees are treated equitably.

Termination of Services Policy

- To swiftly, but fairly, terminate the services of employees who are not required or are not suitable for employment in the RIHS.
- An employee services may be terminated, during or after the probationary period, if the work performed does not meet the standards of the RIHS.
- An employee services may be terminated during the probation period, without reason, and with 24-hour notice.
- In an employee's services are terminated after the probation period, the employee must be given 30 days' notice or the equivalent of 30 days' pay. During the notice period, the employee will not be allowed to avail annual, sick, casual, maternity or educational leave.
- If a manager/ section head feels it is necessary, he/she may terminate the services of a permanent employee immediately. In cases involving misconduct, the employee's services will be terminated without pay or benefits; otherwise, an employee whose services are terminated without notice will receive the equivalent of 30 days' pay.
- No employee's services will be terminated without first consulting the HR Department.
- Employees leaving the organization due to termination or resignation must complete a "Clearance Certificate", obtaining all signatures, before final payment will be issued.



Gratuity

To provide end of service benefits to employees. Upon conclusion of employment employee will receive Gratuity equal to one-month Salary for each year worked at the time of separation, as per the current policy.

This benefit is generally payable if length of service is 04 years or more. Hence it is not payable for service of less than 04 years. The amount of gratuity will be based on the Gross Salary received. Gratuity will not be paid to employees who are dismissed for misconduct.


Rukhsana Parveen
Manager HR
NIHS



Grievance Settlement Policy



Rawal Institute of Health Sciences acknowledges the importance of addressing employee grievances in a timely and effective manner. This policy provides a process for employees to voice their concerns and seek resolution.

Procedure

Step 1 - Informal Resolution:

Employees are encouraged to first attempt to resolve grievances informally by discussing the issue directly with their supervisor or HR.

Step 2 - Formal Complaint:

If informal resolution is not possible, employees can file a formal grievance. This grievance must be submitted in writing, detailing the issue and the desired outcome.

Step 3 - Investigation:

HR will investigate the grievance and provide a response within a reasonable timeframe.

Step 4 - Appeal:

If the employee is not satisfied with the resolution, they may appeal the decision to a higher authority within the organization.

Conclusion:

Rawal Institute of Health Sciences values transparency and fairness and encourages open communication to resolve conflicts.

Rukhsana Parveen
Manager HR

RIHS





Equal Employment Opportunity Policy



Gender Discrimination Policy

Rawal Institute of Health Sciences is committed to providing a workplace free of gender discrimination. The institute strives to promote equality, where all employees, regardless of gender, have equal opportunities for career advancement and personal development.

Equal Opportunities

The foundation ensures that all employees are treated equally, with no discrimination based on gender in hiring, promotions, or pay.

Harassment-Free Environment

Any form of harassment based on gender is prohibited. This includes unwelcome comments, jokes, or behaviors that create a hostile work environment.

Pay Equity

Rawal Institute of Health Sciences is committed to ensuring pay equity, where employees are compensated fairly based on their roles and performance, not gender.

Reporting and Resolution

Employees who experience or witness gender discrimination should report it to HR or their immediate supervisor. The foundation will investigate all complaints promptly and take corrective action when necessary.

Conclusion

Rawal Institute of Health Sciences is dedicated to fostering a workplace where everyone is treated with respect, fairness and dignity, regardless of gender.

Sexual Harassment Policy

Rawal Institute of Health Sciences is committed to maintaining a workplace free of sexual harassment.

Definition of Sexual Harassment

Sexual harassment includes any unwelcome verbal, physical, or visual conduct of a sexual nature. Examples include inappropriate comments, gestures, or physical advances.

Zero Tolerance

Rawal Foundation has a zero-tolerance policy for sexual harassment. Any employee who engages in sexual harassment will face disciplinary actions, including possible termination.



Reporting Procedure

Employees who experience sexual harassment are encouraged to report the incident immediately to HR. Confidentiality will be maintained to the greatest extent possible.

Investigation

All complaints will be investigated thoroughly. If harassment is confirmed, appropriate disciplinary measures will be taken against the offender.

Conclusion

Rawal Institute of Health Sciences strives to create a safe and respectful work environment for all employees, free from sexual harassment.

Procedural SOPS's

- **Procedure: To make a complaint**

If you believe you are being, or have been, discriminated against, sexually harassed or bullied, you should follow this procedure.

1. Tell the offender the behavior is offensive, unwelcome, and against RIHS policy and should stop (only if you feel comfortable enough to approach them directly, otherwise speak to your section head). Keep a written record of the incident(s).
2. If the unwelcome behavior continues, contact your supervisor or Section Head for support.
3. If this is inappropriate, you feel uncomfortable, or the behavior persists, contact another relevant senior manager.

Employees should feel confident that any complaint they make is to be treated as confidential as far as possible.

- **Procedure: To receive a complaint**

When a section head receives a complaint or becomes aware of an incident that may contravene RIHS EEO Policies, they should follow this procedure.

1. Listen to the complaint seriously and treat the complaint confidentially. Allow the complainant to bring another person to the interview if they choose to.
2. Ask the complainant for the full story, including what happened, step by step.
3. Take notes, using the complainant's own words.
4. Ask the complainant to check your notes to ensure your record of the conversation is accurate.
5. Explain and agree on the next action with the complainant.
6. If investigation is not requested (and the manager is satisfied that the conduct complained is not in breach of RIHS EEO policies) then the manager should:
 - act promptly
 - maintain confidentiality
 - pass any notes on to the manager's manager



If an investigation is requested or is appropriate, follow the next procedure.

- **Procedure: To investigate a complaint**

When a Section Head investigates a complaint, they should follow this procedure.

1. Do not assume guilt.
2. Advise on the potential outcomes of the investigation if the allegations are substantiated.
3. Interview all directly concerned, separately.
4. Interview witnesses, separately.
5. Keep records of interviews and the investigation.
6. Interview the alleged harasser, separately and confidentially and let the alleged harasser know exactly of what they are being accused. Give them a chance to respond to the accusation. Make it clear they do not have to answer any questions, however, the manager will still make a decision regardless.
7. Listen carefully and record details.
8. Ensure confidentiality, minimize disclosure.
9. Decide on appropriate action based on investigation and evidence collected.
10. Check to ensure the action meets the needs of the complainant and RIHS.
11. If resolution is not immediately possible, refer the complainant to more senior management. If the resolution needs a more senior manager's authority, refer the complainant to this manager.
12. Discuss any outcomes affecting the complainant with them to make sure where appropriate you meet their needs.

- **Possible outcomes**

If after investigation management finds the complaint is justified, management will discuss with the complainant the appropriate outcomes which may include:

- disciplinary action to be taken against the perpetrator (counselling, warning or dismissal)
- staff training
- additional training for the perpetrator or all staff, as appropriate
- counselling for the complainant
- an apology (the particulars of such an apology to be agreed between all involved)


Rukhsana Parveen
Manager HR
RIHS



Privacy and Confidentiality Policy



Intellectual Property and Security Policy

All intellectual property developed by employees during their employment with RIHS, including discoveries or inventions made in the performance of their duties related in any way to the business of RIHS, will remain the property of RIHS.

Employees may be given access to confidential information, data, business property, keys to premises or any other business related property/information in the performance of their duties. This must be protected and used only in the interests of RIHS.

Employees must not:

- Disclose or use any part of any confidential information outside of the performance of their duties and in the interests of RIHS
- Authorize or be involved in the improper use or disclosure of confidential information; during or after their employment without the Employer written consent, other than as required by law.

'Confidential information' includes any information in any form relating to RIHS and related bodies, clients or businesses, which is not in the public domain.

Employees must act in good faith towards RIHS and must prevent (or if impractical, report) the unauthorized disclosure of any confidential information. Failure to comply with this policy may result in performance improvement proceedings including dismissal, and RIHS may also pursue monetary damages or other remedies.

Conflict of Interest

This policy ensures that employees act in the best interests of Rawal Institute of Health Sciences, avoiding any personal interests that might conflict with their responsibilities. A conflict of interest occurs when an employee's personal interests interfere with their ability to act in the best interest of the foundation.

Reporting

Employees must disclose any potential conflicts of interest to HR or their supervisor immediately.

Consequences

Failure to disclose a conflict of interest may result in disciplinary action, up to and including termination.


Rukhsana Parveen
Manager HR
RIHS





Patient Privacy and Confidentiality Policy



1. Introduction

Rawal Institute of Health Sciences (RIHS) is committed to safeguarding the privacy and confidentiality of all patient information. This policy outlines the measures we take to protect personal and medical data in accordance with legal and ethical standards.

2. Scope

This policy applies to all employees, contractors and third-party service providers who have access to patient information. It covers all forms of patient data, including electronic, paper and verbal communications.

3. Collection of Patient Information

We collect personal and medical information for the purpose of providing high-quality dental care. This may include:

- Personal details (name, date of birth, contact information)
- Medical and dental history
- Treatment records and radiographs
- Insurance and payment details

4. Use and Disclosure of Information

Patient information is used solely for diagnostic, treatment, billing and administrative purposes. Disclosure of patient information is strictly limited to:

- Healthcare professionals involved in the patient's care
- Insurance providers for billing purposes (with patient consent)
- Any other disclosures with explicit patient consent

5. Data Protection Measures

To ensure the confidentiality and security of patient data, we implement the following safeguards:

- Secure electronic record-keeping systems with restricted access
- Confidentiality agreements for all staff and third-party service providers
- Regular staff training on data protection and privacy regulations
- Secure disposal of outdated patient records
- Encryption and password protection for electronic communications



6. Patient Rights

Patients have the right to:

- Access their medical records upon request
- Request corrections to inaccurate information
- Withdraw consent for non-essential data sharing
- Lodge complaints regarding data privacy breaches

7. Breach of Confidentiality

Any unauthorized access, use or disclosure of patient information will be taken seriously and may result in disciplinary action or termination of employment or service contracts.


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Manager HR
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Policy for Faculty Development at Rawal College of Dentistry



Faculty development is a cornerstone of academic excellence in any institution of higher learning. In Rawal College of Dentistry (RCoD), where education, clinical expertise, research and patient care converge, the continuous professional growth of faculty members is essential to meet evolving educational standards, advances in dentistry and the diverse needs of students.

This Faculty Development Policy has been established to promote and support the ongoing academic, clinical, pedagogical and research-related enhancement of all faculty members. It outlines structured opportunities and resources aimed at improving teaching effectiveness, encouraging scholarly activity and fostering leadership and innovation in dental education and practice. It provides opportunities for faculty and staff at various levels of Rawal College of Dentistry.

Research Advisory Committee

The college has a Research Advisory Committee to guide and promote research activities among faculty members.

It plays a key role in mentoring faculty in:

- Research Methodology
- Ethical Approval Processes
- Analysis using SPSS
- Referencing
- Plagiarism
- Publication Support

Through this structured support, we aim to strengthen a culture of research, innovation and scholarly contribution across all departments.

Train the Trainers Program

A robust faculty development framework ensures that educators remain current with best practices in dental education, clinical methodologies and emerging technologies. It also helps cultivate a collaborative and progressive academic environment, enhances job satisfaction, reduces faculty burnout, and ultimately improves student learning outcomes and patient care quality.

It focuses primarily on the following aspects:

- Teaching Skills
- Assessment Methods
- Curriculum Implementation
- Leadership
- Continuous Professional Development (CPD)

A train the trainers program is also available.



Ongoing Challenges

To ensure the effectiveness of this policy, the institution recognizes the importance of identifying and documenting ongoing challenges faced by faculty in their professional growth. These insights are gathered through regular feedback, performance reviews and departmental discussions. Outlining these challenges not only helps in making targeted improvements to faculty development initiatives but also ensures that support remains relevant, responsive, and inclusive. Such challenges are then addressed by DME and are incorporated into the faculty development workshops.

Faculty Involvement in Continuous Dental Education

The dental college reinforces its commitment to academic excellence, accreditation standards and the professional success of both its faculty and students by investing in the continuous growth of its educators. In addition to the faculty development plan available by the RCoD the faculty is facilitated and motivated to attend national and international educational trainings as well. The trained faculty is hence also involved in institutional and academic unit governance at RCoD which is evident at various administrative and governance levels.

Learning Opportunities for Faculty Development

RIHS provides adequate training to its employees to enable them to perform their jobs skillfully and competently. RIHS believes training is a two-way process. We encourage employees to participate and to highlight any gaps in their own skills or knowledge they believe they have.

Training includes internal on-the-job training, written instructions such as standard operating procedures, coaching, external training and courses. Safety training takes precedence.

Funds are available to provide staff the opportunity to attain new skills or knowledge in a manner that will enhance a staff member's performance and be a specific benefit to their department and the College. Funds are administered by the Accounts Department.

Additionally, innovative teaching strategies are also being introduced to the faculty such as Peecha Kucha and infographics to name a few.

A faculty development program is available.

Acknowledging Notable Achievements of Faculty

An effective faculty development requires acknowledging the notable achievements of the faculty. The institution takes pride in recognizing and celebrating the accomplishments of its faculty like

- Excellence in teaching and student mentor ship
- Research publications in reputable/index journals
- Securing research grants or funding
- Contributions to curriculum development and innovation
- Professional awards and honors
- Participation in national and international conferences as speakers or panelists



Faculty Feedback

Faculty Feedback Process:

1. Faculty Evaluation Surveys (Every Block):

- Faculty members evaluate the curriculum structure, assessment & Teaching strategies, and available resources.
- Conducted through confidential online surveys.

2. Regular Faculty Meetings:

- Provides a platform for faculty to **discuss curriculum challenges, teaching methodologies, and student engagement.**
- Documented minutes ensure follow-up on suggested improvements.

Feedback Analysis & Implementation:

1. Data Compilation & Review

- The Department of Medical Education (DME) compiles feedback reports after each survey and session. (Annexure C)
- The Curriculum Committee reviews the feedback in scheduled meetings to discuss the required improvements.

2. Action Plan for Continuous Improvement

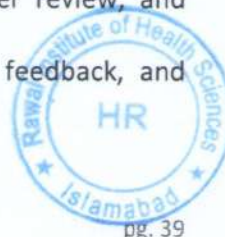
- Immediate concerns (e.g., technical issues, class scheduling) are addressed within 1-2 weeks.
- Long-term changes (e.g., curriculum modifications, faculty training needs) are incorporated into the annual curriculum review.

3. Communication of the changes

- Students and faculty are informed of actions taken based on their feedback via:
 - Official emails/official WhatsApp groups and notifications.
 - Announcements during faculty meetings.

Standard Operating Procedures (SOPs):

1. Establish a systematic, transparent, and standardized evaluation process.
2. Apply to student assessments, faculty evaluations, curriculum review, and feedback.
3. The Curriculum Committee oversees curriculum evaluation.
4. The Department of Medical Education (DME) implements evaluation strategies.
5. Faculty conduct assessments, provide feedback, and participate in self-evaluation.
6. Students participate in evaluations and provide anonymous feedback.
7. Faculty analyze student performance and conduct post-exam reviews.
8. Assessments follow a standardized TOS aligned with LOs.
9. Assessments are moderated and validated before finalization.
10. Exam results are reported through LMS, Notice Boards, and WhatsApp official groups.
11. Faculty evaluation includes self-assessment, student feedback, peer review, and performance review.
12. Curriculum is reviewed annually based on student performance, feedback, and alignment with regulations.



13. Curriculum changes are forwarded to Curriculum Committee Shaheed Zulfiqar Ali Bhutto Medical University (SZABMU) for approval and where applicable are additionally approved by the Academic council of RCoD.
14. Structured surveys are conducted after each block for student feedback.
15. Faculty feedback is collected through regular meetings.
16. The Department of Medical Education analyzes collected data.
17. Evaluation data is kept confidential.
18. SOPs are revised to enhance education quality.


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RIHS bad