



MEDICAL TEACHING INSTITUTION ABBOTTABAD
[AYUB MEDICAL COLLEGE-AYUB TEACHING HOSPITAL]
BOG SECRETARIAT



Email: secretarybog@ath.gov.pk Phone No: 0992-9311161

No. BOG/MTI/2025/ 7455

Dated: 03-07-2025

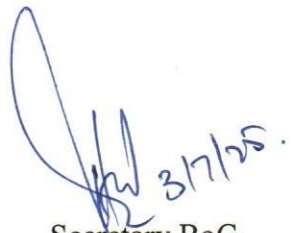
NOTIFICATION

Consequent upon the approval of the Board of Governors in its 111th BoG meeting dated 21-6-2025, Agenda Items, 02 " Approval of MTI-ATH Regulations, amended June 2025"

DECISION

The Board thoroughly reviewed the MTI-ATH Regulations (Amended) June 2025 and unanimously approved the proposed amendments with immediate effect. One amendment was proposed to the selection criteria for Dean's selection that was approved unanimously by the Board members and added to the amended regulations June 2025 and shall become part of Dean's selection criteria.

Attached: MTI-Regulations, amended June 2025


Secretary BoG
MTI(AMC/ACD, ATH)
Abbottabad

Copy to:

1. Board of Governors, MTI, Abbottabad
2. Dean/CEO, MTI Abbottabad
3. Hospital Director, ATH MTI Abbottabad
4. Medical Director, ATH MTI Abbottabad
5. Nursing Director, ATH MTI Abbottabad
6. Finance Director, MTI Abbottabad
7. Senior Manager HR, MTI Abbottabad
8. Incharge ST, (ATH, AMC) for uploading to official website.

REGULATIONS FOR MTI ATH/AMC/ACD, ABBOTTABAD

APPROVED BY THE BOARD OF GOVERNORS, JUNE 2025

Medical Teaching Institutions Act 2015

Short title, application and commencement:

- (1) These regulations will be called the Medical Teaching Institution (MTI-ATH/AMC/ACD, Abbottabad) Regulations, amended June 2025.
- (2) They shall come into force at once.

REGULATIONS

1. BOARD OF GOVERNORS

- a) There will be a Board of Governors of Medical Teaching Institution (MTI) - ATH/AMC/ACD, Abbottabad as per section 5 (1) of the MTI Act 2015 which shall administer and manage its affairs (all affairs and policies pertaining to MTI-ATH/AMC/ACD) and shall have overall superintendence and control over the functions and all matters of the Medical Teaching Institution.
- b) The conduct of business of Board of Governors shall be as prescribed and as given under section 6 of the MTI Act 2015, E&D regulations 2025 in line with Conduct of Business Regulations and similar to the functions and power of the Board are as prescribed under MTI Act 2015 section 7 (a) (b) (c) (c-i) (d) (e) (f) (g) (h) (i) (j) (k) (l) (2) (2A) (3) (4) (5).
- c) All the decisions of the Board shall be taken by consensus, in case of divided opinion the decision will be taken by majority of vote. However, in case of equality of votes the Chairman BoG shall have a second or casting vote, that is either the Chairman will cast his vote in favor or otherwise. The Board meetings shall be chaired by the Chairman of BoG. In the absence of Chairman BoG, as per rule 5 (sub-section section 6) Chairman BoG shall nominate a member of BoG to chair a session of Board meeting as acting Chairperson.

- d) The Board will ensure adherence to the minimum qualification standards for all posts in the Medical Teaching Institutions as prescribed under the law and under the MTI Act 2015, rules, regulations, Policy Board advise; provided that the Board may enhance such minimum qualification of merit at their discretion.
- e) The Board will meet at least every 3 months and more frequently if the Board deems necessary to carry out its responsibilities and duties.
- f) That each Board meeting will continue until all essential agenda items have been satisfactorily resolved.
- g) That Board meetings will be attended by the Hospital and Medical Directors, the Dean/CEO and the Nursing Director, as invited guests, to make presentations to the Board as required. These attendees may leave the Board meeting after their individual presentations unless otherwise required by the Board.
- h) That the Finance Director may be invited by the Board to the meeting to make a presentation of the Annual Financial Report to the Board once a year or as and when required, and will also attend the budget meetings of the Board or for any other matter that requires presentation or as deemed necessary by the Board.
- i) That any executive or any other co-opted member who, under compelling circumstances, cannot attend any meeting of the Board will require prior approval of the Board, with a written explanation sent to the Board at least seven days prior to the meeting.
- j) That any employee of the Institution may submit application to the Board in writing with evidence with a cogent reason through the respective executive only at least seven days before the Board meeting. The Board may approve or disapprove the request. Employee may address the Board for a maximum of five minutes and no discussion shall be permitted, except at the discretion of the Chairman of the Board.
- k) Employees may request a meeting with the Board, at a separate time from the Board meeting; the Chairman of the Board may approve or disapprove the request.

- l) The Board will complete the review of the annual Institutional budget and forward the same to Government by 31st March of each year.
- m) The Board will delegate to the Medical Director, Hospital Director, Nursing Director, and Dean/CEO the recruitment of all personnel under their respective authorities under the prescribed regulations made there under and approved by the BOG and all Rules and Regulations will be followed in all the said appointments and the principles of transparency, fairness, and equity will be followed. That all appointments made thereafter by the Dean, Hospital Director, Medical Director, Nursing Director will be finalized after approval of the BOG and all such faculty will be subject to review by the Board. Final approval of all medical faculty positions rests with the Dean; however, the Board may choose to review any appointments as they may deem fit. Approval of appointments to all Hospital positions at or above managerial level will rest with the Board to whom the relevant authority will present the candidate's file for approval. However, the Board may choose to review selected appointments below managerial level if they deem fit.
- n) The Board may constitute an Executive Committee, Finance Committee, and such other committees or sub-committees as it may deem appropriate, as provided under MTI Act 2015.
- o) The Board will name the Chairperson and membership of such committees.
- p) Each committee, at its first meeting, shall confirm membership and appoint a Secretary who shall take minutes and keep a record of each meeting
- q) The Chairperson of the committee shall call meetings of the committee as required in the specific terms of reference for that committee. The committee may also meet at the request of the Board.
- r) The Minutes of each meeting shall be forwarded to the Board.
- s) The Board will review, grant approval and oversee the implementation of annual work plans of Dean/CEO for AMC, Hospital Director (non-clinical), Medical

Director (clinical), Nursing Director (nursing division) & Finance Director (Finance Department both AMC, ACD & ATH).

- t) The Board will review performance of each of the Executives against their functions and responsibilities by the end of each quarter and its progress will be assessed as per targets specified by the Board as mentioned in his/her contract agreement and his/her progress report will be part of his/her personal file.
- u) The Board will specify targets for all Executives whose progress will be assessed regularly and achievements of Executive will be recorded in file.
- v) Annual Performance Evaluation Report of Executives will be done by the Board through Chairman of the Board.
- w) Officiating Executive will be appointed for a period of three (03) months amongst AMC/ACD, ATH employees/academic faculty staff as per Section 7 (4) of MTI Act-2015.
- x) That in case no appointment of Executive is made within prescribed period of 03 months due to any reason whatsoever then the Board has the power to extend the period of officiating appointment for three (03) months or till the appointment of full time Executive. All efforts shall be made to appoint permanent Executives as soon as possible, after following all codal formalities and selection process & criteria as listed below. All decisions, recruitments, promotions, appointments, terminations and any other actions taken by any officiating Executive shall be valid as is the case for a permanently appointed Executive.

2. GENERAL REGULATIONS FOR ALL EMPLOYEES OF THE MEDICAL TEACHING INSTITUTION.

- a) The general conduct expected of an employee is detailed in the Employee Handbook (Appendix 6) which will be given to each employee on joining service with the Institution.
- b) Employees are expected to uphold the highest standards of integrity, honesty, compassion and goodwill towards patients and their co-workers.

- c) Employees will, upon joining the Institution receive an orientation to the Institution, its functions and the expected Code of Conduct.
- d) All employees, upon joining the Institution will sign a document of acceptance indicating their full understanding of Institutional Code of Conduct, rules and regulations of Institution and MTI Act/Rules/Regulations, receipt of a copy of the Employee Handbook, and their understanding of the same and abiding by these.
- e) All employees shall ensure adherence to the MTI Act 2015, as well as any rules, regulations, and staff guidelines established therein or approved by MTI-ATH.
- f) All employees will be handled in accordance with the Efficiency & Disciplinary Regulations-2025 or as updated from time to time in the event of inefficiency, misconduct, abuse of authority, fraud, corruption, subversive activity, strike or incitement to strike or any other disciplinary matter.
- g) For all new appointments there will be a probationary period from 01 year or as decided by the competent authority.
- h) No candidate shall be considered against whom any departmental/Institutional proceedings or criminal proceedings are pending or he/she has been convicted or found involved in corrupt practices, concealment of facts until and unless he has been cleared from the appropriate forum as per law, rules and regulations applicable therein.
- i) That in case a candidate does not join within the prescribed given time of at least fifteen days (or any period as decided by the Board in any special circumstances) then the next candidate may be called for appointment or the Board may decide to re-advertise the position, as the Board may deem fit.
- j) Age limit for Executive position: The maximum age limit to apply for an Executive position is 65 years as at the last date of application or as mentioned in the advertisement according to decision of the Board. Board shall have full power to relax age limit to any extent for any of the Executive positions.
- k) Aged limit for recruitment: Board shall have full powers to relax age limit to any extent or to change age limit for any position.

The following are general guidelines for age limits for various positions, however, the Board may relax these age limits in case of candidates with exceptional qualification or experience.

Professor (BPS-21, IPS-9) 50-65 yrs, Associate Professor (BPS-20, IPS-8) 45 yrs, Assistant Professor (BPS-19, IPS-7) 45 40 yrs, Lecturer (BPS-17, IPS-5) 40 yrs, Doctors (BPS17 - IPS-5) 35 yrs, Specialty/Senior Registrar (BPS-18, IPS-6) 40yrs, Nurses (BPS-16, IPS-4) 35 yrs, Paramedics (BPS-12, IPS-2) 30yrs, Senior Manager HR & Senior Manager Maintenance (BPS-19, IPS-7) 45-65 yrs, all Managers positions (BPS-18, IPS-6) 50 yrs, Manager Quality Assurance (BPS-18, IPS-6) 50 yrs, Assistant Manager HR (BPS-17, IPS-5) 40 yrs, HR Officer (BPS-16, IPS-4) 40 yrs, DD F&P (BPS-18, IPS-6) 40yrs, IT position above (BPS-16, IPS-4) 35yrs, IT positions below (BPS-16, IPS-4) 30yrs, Maintenance staff (BPS-7, IPS-2) 30yrs, Clerical staff (BPS-11, IPS-2) 30yrs, Biochemist (BPS-17, IPS-5) 35 yrs, Health Educator (BPS-17, IPS-5) 35 yrs, Pharmaceuticals Chemist (BPS-17, IPS-5) 35 yrs, Bacteriologist (BPS-17, IPS-5) 35 yrs, Security Officer (BPS-18, IPS-6) 50 yrs, Accounts Officer (BPS-17, IPS-5) 35 yrs, Librarian (BPS-17, IPS-5) 35 yrs, Warden (BPS-17, IPS-5) 35 yrs, Clinical Technologist (BPS-17, IPS-5) 35 yrs, Director Physical Education (BPS-17, IPS-5) 35 yrs, Electro medical Supervisor (BPS-16, IPS-4) 35 yrs, Procurement Officer (BPS-17, IPS-5) 40 yrs, Civil Engineer (BPS-17, IPS-5) 35 yrs, Office Assistant (BPS-16, IPS-4) 35 yrs, Video Operator (BPS-16, IPS-4) 35 yrs, Hygienist (BPS-14, IPS-3) 35 yrs, Clinical Technician (BPS-12, IPS-2) 32 yrs, Photographer (BPS-11, IPS-2) 32 yrs, Electro medical Technician (BPS-11, IPS-2) 35 yrs, PET (BPS-11, IPS-2) 35 yrs, Sub-Engineer (BPS-11, IPS-2) 52 yrs, Store Keeper (BPS-11, IPS-2) 35 yrs, Hostel Superintendent (BPS-11, IPS-2) 35 yrs, Security Supervisor (BPS-11, IPS-2) 45 yrs, Artist (BPS-11, IPS-2) 35 yrs, House Keeper (BPS-11, IPS-2) 30 yrs, Imam Masjid (BPS-9, IPS-2) 45yrs, Projectionist (BPS-8, IPS-2) 35 yrs, Telephone Operator (BPS-7, IPS-2) 30 yrs, Class-IV (IPS-1) 40 yrs

Positions listed in this section shall be subjected to criteria approvals granted by BoG,

- i. The Management Committee (MC) has the discretion to request the Board to fix specific age limits for any position as per the institution's needs and requirements as the case may come from time to time or the Board may on own fix or relax age limit for any position as per requirement of the Institution.

- l) The Appointing Authority (i.e. Executive) has the discretion to grant age relaxation of up to 3 years based on the candidate's experience, qualifications, performance during the interview or test, the importance of the position in question, or shortage of human resources.
- m) The Board of Governors has full authority to grant age relaxation to any limit for any position, as they may deem fit.
- n) After appointment, if it comes to the knowledge of Board/respective competent authority, that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee or Executive found in disobedience of BoG directions/decisions/MTI Act/rules/regulations/law, then the Board/ respective competent authority will review his/her appointment and shall act as per MTI-ATH E&D regulations.
- o) Any MTI Employee or Government employee or Government servant must resign from that position before he/she can join any position offered by the MTI. The selected candidate must produce resignation letter duly signed by his/her employing authority along with the diary number endorsed by his/her current employer.

3. BOARD/COMMITTEE MEETINGS

- a) All members attending Board or Management Committee meetings must sign in to document their attendance.
- b) Written minutes will be kept of each Board and committee meeting by the Chairman or his designee.

4. HOSPITAL DIRECTOR

The Board will appoint a Hospital Director as prescribed under section 10 (1) (2) of the Act *ibid*.

- a) The qualifications and experience for the post of Hospital Director shall be as prescribed under Section 10 (2) of the Act *ibid*. The Hospital director will have a minimum experience at management level positions of seven years, except that

the Board may relax this condition in the case of an outstanding candidate, provided that the Board specifically documents the reasoning for the exception.

- b) No candidate will be considered who has been convicted or is found involved in fraud, corrupt practices, concealment of facts, sent on forced retirement or dismissed from service.
- c) After appointment if it comes to the knowledge of Board/ respective competent authority that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee found disobedience of BoG directions/decisions/rules/regulations/law, then the Board/ respective competent authority will review his/her appointment and act as per MTI-ATH E&D regulations. If a person selected for any Executive position is convicted by any forum for corrupt practices, fraud, agitation/strikes, dishonesty, misconduct etc after his/her appointment, the Board shall terminate his/her contract and re-advertise the position.
- d) The Hospital Director will be selected and appointed by the Board for a term of 5 years through a Selection Board, and shall be eligible for reappointment at the discretion of the Board based upon its overall performance and so documented by the Board, provided that no Board member shall be appointed as Hospital Director, no person may serve as Hospital Director for more than three terms.
- e) The minimum qualification for the appointment of Hospital Director will be at least Level-I Qualification with a Master Degree in Public Health, or any other Post Graduate Degree in Health Management Sciences or Hospital Management recognized by PM&DC or HEC.
- f) The method of appointment will be as prescribed under Section 10 (1) of the Act: A selection committee will be appointed by the Board consisting of appropriately qualified individuals including:
 - (i) A senior and a junior medical consultant representing the hospital
 - (ii) A senior representative from the Nursing department
 - (iii) The head of a non-medical department from the finance, or other hospital administrative

unit.

(iv) A reputable lay person who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society.

The Board will select a chairman of the committee from amongst the members of the selection committee.

- g) The Committee will make its selection and recommendation based on merit, and in a fair and transparent manner after fulfilling the prescribed procedure as laid down hereunder:
- h) The vacancies shall be advertised in at least four leading national newspapers (two English and two Urdu) specifying therein the prescribed qualifications, experience and other academic/technical requirements, etc.; the Board may direct to advertise the said position of Hospital Director in International journals / media if it so required.
- i) The selection committee will draw up a short list of candidates as per merit decided by the Selection committee for interview; at least three candidates will be interviewed. In case there are lesser number of candidates than three are made eligible for the interview by the Selection Committee, then in that case the said post shall be re-advertised. In case no candidate is selected in two interviews, the Board shall go ahead with headhunting for appropriate candidate, this will apply to selection of all Executive positions.
- j) Any member of the selection committee who has a conflict of interest in any form, either with a specific candidate or the position, or for any other reason, will withdraw himself from the process and inform the Board accordingly
- k) The Board may then choose to appoint another person meeting the criteria in (c) above.
- l) That the selection committee will present a list of three short listed candidates in order of preference to the Board for final approval. The selected individual will be presented for approval to the Board. The Board may accept or reject the nominee: in the case of rejection, the Board will provide written reasons for the rejection to the selection committee. The Board may then select an alternative applicant from the list of

candidates, keeping in view the listed order of preference of the selection committee. Alternatively, the Board may ask the selection committee to re-evaluate the candidates and select another individual from the applicants or begin the whole selection process again as in (d) to (h) above.

- m) Hospital Director shall have no right to do private practice.
- n) The functions, responsibilities and requirements of the Hospital Director will be as prescribed under section 11 (a) (b) (c) (d) (e) (f) of the Act *ibid* and further elaborated hereunder:
- o) The Hospital Director is responsible for overall administration of the Hospital/Dental Hospital and its staff, reviewing, creating, supervising and monitoring the annual work plans and activity schedules of non-clinical departments, ensure that they are adhered to.
- p) Hospital Director can be removed from the office by the Board, before the expiration period of FIVE years, at any time on any grounds which falls within the E&D Regulations 2025 or any other ground of misconduct, or not achieving targets set by the Board or such grounds as may be prescribed. That further the Board may also remove the Hospital Director without assigning any reasons by giving him one month notice or one month pay thereof.
- q) The hospital director is responsible for creating the Ayub Teaching Hospital's annual work plan for each fiscal year and submitting it to the board for approval.
- r) The hospital director will make sure that all administrative, maintenance and HR tasks for the staff are carried out in accordance with Section 2 of these regulations.

Pre-interview Mark Sheet - Hospital Director

Criteria	Scoring Guide	Max. Score	Candidates Score
PRE-INTERVIEW INFORMATION			
1- QUALIFICATION			
A) Educational requirements	Level -I MBBS along with recognized Master's Degree in Hospital Management, Health Services Management, Business Management, Public Health, Public Administration or Hospital Management or any other relevant management qualification-		

	minimum requirement so no score		
B) Post graduate medical qualification	Candidates having Post graduate medical qualification or Master's degree specific to hospital management or hospital administration will get 05 marks.	05	
C) Additional Education or qualification	Must be a recognized additional qualification which is pertinent to the professional role such as human resource management, financial management and budgeting, procurement and material management, facilities management. Qualification must be recognized by PMDC or HEC.	05	
2. EXPERIENCE	A minimum of seven years' experience at management level positions in health care will be required - minimum requirement so no score		
	Experience of working as head of a tertiary care and/or teaching or military hospital such as Hospital Director, Medical Superintendent, CEO, Commandant. 3 marks each year up to a maximum of 30 marks		
	Experience of working on a second in command position in Hospital administration such as Deputy/Associate Hospital Director, Deputy CEO, DMS (Administration only), Deputy Commandant, of a tertiary care and/or teaching or military hospital. 1.5 marks each year up to a maximum of 15 marks		
Total Experience marks are 30, a candidate may score varying marks in each category as per defined criteria and maximum score limits		30	
3. RECOGNITION OF EXCELLENCE	Awards from Professional Societies		
a) National		2	
b) International		3	
4. Presentations	Presentations pertaining to hospital functions in an international forum (3 marks per presentation) or in a national forum (0.5 marks per presentation). Proof of invitation and presentations must be provided	05	
SUB Total of Pre-interview		50	
Interview marks Candidate must obtain 70% marks in interview in aggregate to be eligible for the position.		50	

5. MEDICAL DIRECTOR

- a) The Medical Director will be selected and appointed by the Board for a period of five years, renewable for further terms of five years at the discretion of the Board based upon performance and so documented by the Board. No person may serve as Medical Director for more than three terms.

- b) No candidate will be considered who has been convicted or is found involved in corrupt practices, fraud, concealment of facts, sent on forced retirement or dismissed from service. After appointment if it comes to the knowledge of Board/ respective competent authority that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee found disobedience of BoG directions/decisions/rules/regulations/law, or is convicted after his/her appointment, then the Board/ respective competent authority will review his/her appointment and act as per MTI-ATH E&D regulations leading to termination of job.
- c) Candidates will have record of excellence in clinical care and have at least three years experience in leading major hospital clinical unit in any clinical discipline, including sub-specialties.
- d) The Medical Director, on appointment, shall simultaneously receive a faculty appointment at a level commensurate with his qualifications and the prescribed Institutional requirements for the faculty post, which appointment shall not be limited to the term applicable to the office of the Medical Director.
- e) The Medical Director shall possess a recognized Medical Degree with management or administrative experience in management positions in a Health institution or organization as may be prescribed by the Board & having level III qualification as per PM&DC criteria.
- f) Candidates will have a record of excellence in clinical care, and have a minimum of at least three year experience in leading a major hospital clinical unit or any other clinical discipline, including medicine and its subspecialties, surgery and its subspecialties, pediatrics and its subspecialties, obstetrics/gynecology and its subspecialties, radiology and imaging services, pathology, and any other major clinical units. The Board may utilize the services of a reputed agency to assist with recruitment and short-listing process.
- g) A selection committee will be appointed by the Board consisting of appropriately qualified individuals including:

- (i) 02 senior and 02 junior medical consultants representing different specialties in the hospital
- (ii) a senior representative from the Nursing department,
- (iii) a head of a non-medical department from the finance, or other hospital administrative unit.
- (iv) a reputable lay person who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society.

The Board will select a chairman of the committee from amongst the members of the selection committee.

- h) The Committee shall make its selection and recommendation based entirely on merit and in a fair and transparent manner after fulfilling the prescribed procedure laid down here under.
- i) The vacancies shall be advertised in at least four leading national newspapers (two English and two Urdu) specifying therein the prescribed qualifications, experience and other academic/technical requirements etc; the selection committee may also advertise in International Journals/media if it so desires.
- j) The selection committee will draw up a short list of candidates to interview based on the merit decided by the Selection committee, at least three candidates must be short listed for interview. In case of less than three candidates for interview, the position shall be re-advertized.
- k) In case no candidate is selected in two interviews, the Board shall go ahead with headhunting for appropriate candidate, this will apply to selection of all Executive positions.
- l) That in case a candidate does not join within the prescribed given time of at least fifteen days (or as decided by the Board under special circumstances) then the next candidate may be called for appointment or the Board may decide to re-advertize the position to be filled in afresh.

- m) Any member of the selection committee who has a conflict of Interest in any form, either with a specific candidate or the position, or for any other reason, will withdraw himself from the process and inform the Board accordingly
- n) The Board may then choose to appoint another person meeting the criteria in (b) above
- o) The short-listed candidates and the selected candidate will then be presented for final approval from amongst the said three candidates as per merit to the Board. The Board may accept or reject the nominee. In the case of rejection, the Board will provide written reasons for the rejection to the selection committee. The Board may then select an alternative applicant from the list of candidates, keeping in view the listed order of preference of the selection committee. Alternatively, the Board may ask the selection committee to re-evaluate the candidates and select another individual from the applicants or begin the whole process of selection again.
- p) No candidate will be considered in case he/she has been convicted or found involved in corrupt practices, agitation, misconduct, concealment of facts or any other criminal offence unless he/she has been cleared from the appropriate forum as per law, rules and regulations applicable therein.
- q) Medical Director can be removed from the office by the Board, before the expiration period of five years, at any time on any grounds which falls within the E&D Regulations 2025 or any other ground of misconduct, or not achieving targets set by the Board or such grounds as may be prescribed by the Board. That further the Board may also remove the Medical Director without assigning any reasons by giving him one month notice or one month pay thereof.
- r) The functions, responsibilities and requirements of the Medical Director will be as prescribed under section 13 of the Act and further elaborated in the Regulations.

- s) The Medical Director is responsible for reviewing, creating, supervising, and monitoring the annual work plans and activity plans of the clinical departments, as well as ensuring adherence to them.
- t) The Medical Director is responsible for creating the Ayub Teaching Hospital's Annual Work Plan for Clinical Activities for each fiscal year and submitting it to the Board for approval.
- u) Medical Director must do Institutional based private practice. He/she shall not be allowed to do private practice in any private set-up and must do all practice within MTI-ATH premises. Failure to do so shall lead to termination of contract.
- v) Medical Director shall be responsible for ensuring institutional based private practice by all MTI employees selected/appointed after the promulgation of MTI-Act 2015. Medical Director shall also be responsible for strict implementation of sehat sahat program and safe keeping of all its data and timely uploading the data on SSP portal for re-imbursement and any other task given by the Board.

Pre- Interview Mark Sheet-Medical Director

Criteria	Scoring Guide	Maximum Score	Candidate's Score
PRE INTERVIEW INFORMATION			
EDUCATION & QUALIFICATION			
A) Basic medical education	MBBS in minimum requirement, so no score for MBBS		
B) Post graduate medical qualification	Recognized level III or equivalent by PM&DC and Policy Board, minimum requirement so no score. In case of MD or MS from any University in Pakistan, candidate must be full time recognized supervisor of CPSP (not just rotational or part training) in the specialty and be CPSP approved examiner. Certificates of both to be produced.		
C) Additional Education or qualification	Must be a recognized additional qualification which is pertinent to the professional role. 03 Marks for any Level III additional qualification	3	
2. EXPERIENCE	Experience has to be for leading a unit (division, department, unit or program) in a recognized teaching hospital, up to three years in minimum requirement, so no score is given up to three years.		
	<u>Marks distribution shall be as follows above baseline requirement of 03 years:</u> - Head of a recognized Institution as full time/acting charge basis, Dean/Director of Institute/Associate Dean/Vice Dean or MD: 2 marks per year - Chairperson or Head of Department or Clinical Unit (full time):	16	

	1.5 marks per year. - Experience of 08 months or above shall be counted as full year experience while experience less than 08 months in any position shall not be counted. Total marks up to a maximum of 20.		
3. Research Publications			
D) Original Research Publications. Minimum 15 original research publications are mandatory.	Credit for 1 st /corresponding author only, as below a) 5 marks for original research articles in HEC recognized journals with impact factor more than 1.0 b) 2 marks for each research article in HEC recognized journals with impact factor between 0.5 and 1.0 c) 0.25 marks for journals in the PMDC or HEC list, excluding the ones noted above. Case reports, case series, review articles, commentaries, editorial, poster presentations or abstract presentation at conferences etc shall not be considered. Only original research articles published in recognized medical journals as above shall be considered for marking. No more than 5 publications should be in the same journal. In case more than 5 publications/research articles in the same journal, no marks shall be allotted for over 5 research articles. Five publications should be in the previous 5 years and 10 publications in the previous 10 years. Only 50% weightage shall be given to publications from 10 up to 15 years. No marks for research articles older than 15 years.	15	
E) Presentation	At national or international professional society meeting (must produce letter of invitation and letter of presentation).	1	
F) Journal editor	PM&DC or HEC recognized Journals	1	
4. TEACHING			
a) Undergraduate	If candidate is a teacher of undergraduate students	2	
b) Post graduate	If candidate is a teacher of postgraduate students	3	
c) CPSP Supervisor	Must provide CPSP Supervisor Certificate	2	
d) CPSP examiner	Must provide CPSP examiner Certificate	3	
5. RECOGNITION OF EXCELLENCE	Membership or awards from Professional Societies, certificate of excellence or major contributions to the Institute from competent authority only.		
d) National		3	
e) International		4	
SUB Total of Pre-interview		50	
Interview marks Candidate must obtain 70% marks in interview in aggregate to be eligible for the position.		50	

6. DEAN/CEO

The Board shall appoint a Dean for the Medical College for a period of five years, renewable for further terms of five years at the discretion of the Board based upon performance and so documented by the Board. No person may serve as Dean for more than three terms.

- a) The Dean will be a medical academic.
- b) That the minimum criteria for the appointment of Dean will be as prescribed by the PM&DC and Policy Board which is as follows:
 - i. MBBS or equivalent qualification.
 - ii. Level-III qualification like FCPS, FRCP, FRCS, US Board certification or other equivalent qualification in clinical subjects and PhD in Basic Science Subjects.
 - iii. Should have been a professor for at least five years in a recognized medical teaching institution.
 - iv. The Dean shall be of national, and preferable international reputation in his/her field. Should have at least seven years administrative experience (relax able in case of exceptional candidate, see below) as head of department, unit, program (program should be accredited by Government or recognized teaching institution and must have administrative, strategic planning as well as financial responsibilities involved and a certificate to this effect by competent authority of the Institution) or institution with recognized leadership qualities, a track record in teaching, and a commitment to medical education and research. Experience may be relaxed by the Board in case of an exceptional candidate. Description of exceptional candidate shall be possessing at least three of the following: (i) local qualification (FCPS) along with at least level IIb or higher foreign/international additional clinical qualification recognized/registered by PM&DC; (ii) more than 20 publications overall, in PM&DC and/or HEC recognized journals; (iii) certificate of appreciation/excellence in performance in a leading organizational role

issued by a Board of Directors, Board of Governors, Board of Trustees or competent authority of Health Department; (iv) at least one fast track promotion during his/her professional career; (v) excellent academic track record during medical school/college exhibited in the form of being awarded a gold medal or best graduate in medical college; or any other criterion as approved by the Board.

- v. Should have at least fifteen publications in PM&DC and/or HEC recognized journal, out of the total fifteen publications five should be during his tenure as professor in the past five years and ten publications should be in the previous ten years (see selection criteria below for detail). Not more than five publications should be in the same journal. In case more than 5 publications/research articles published in same journal, no marks shall be allotted. All publications shall be original research articles published in HEC/PMDC recognized impact factor journals as per criteria below. Case reports, case series, review articles, opinions, letter to the editor, conference abstracts or poster presentations etc shall not be considered.
- c) The Board will constitute a Selection Committee for the appointment of Dean of at least 8 members, consisting of;
 - (i) at least four representatives at associate professor or higher level from at least 2 clinical and 2 basic science departments.
 - (ii) a representative from the medical student body chosen by the Board based on academic achievement or, in the case of the Lady Reading Hospital, an individual representing the house staff, trainee medical officers, and junior registrars will be chosen by the Board based on performance and academic achievement in place of a medical student until such time as a medical college is affiliated with the hospital.
 - (iii) a non-clinical representative from the Hospital, designated by the Hospital Director, and
 - (iv) a representative of the Nursing Department.
 - (v) a lay person of repute nominated by the Board of Governors

The Board will designate a Chairman of the Committee from the members of the selection

committee and the committee may co-opt 2 further members if it feels that further expertise is necessary.

- (i) Provided that the Board may choose to renew the appointment of an existing Dean for a further term at their discretion based upon the performance of the Dean. In this case the Board will document a written explanation for such an action. No person may serve as Dean for more than two terms.
- d) The method of appointment will be as prescribed under Section 10 (1) of the Act.
- e) The Committee will make its selection and recommendation based entirely on merit, and in a fair and transparent manner after fulfilling the prescribed procedure as laid down hereunder:

The vacancies shall be advertised in at least four leading national newspapers (two English and two Urdu) specifying therein the prescribed qualifications, experience and other academic/technical requirements, etc.; the Board may direct to advertise the said position of Dean in International journals / media if it so required.
- f) The selection committee will draw up a short list of candidates as per merit decided by the Committee for interview; at least three candidates shall be short-listed for interview based on the merit decided by the Selection Committee. In case there are lesser number of candidates then three than in that case the said post shall be re-advertised.
- g) In case no candidate is selected in two interviews, the Board shall go ahead with headhunting for appropriate candidate, this will apply to selection of all Executive positions.
- h) Any member of the selection committee who has a conflict of interest in any form, either with a specific candidate or the position, or for any other reason, will withdraw himself from the process and inform the Board accordingly
- i) The Board may then choose to appoint another person meeting the criteria in (c) above.

- j) That the selection committee will then present a list of three short listed candidates in order of preference based on overall performance to the Board for final approval. The Board may accept or reject the nominee. In the case of rejection, the Board will provide written reasons for the rejection to the selection committee. The Board may then select an alternative applicant from the list of candidates, keeping in view the listed order of preference of the selection committee. Alternatively, the Board may ask the selection committee to re-evaluate the candidates and select another individual from the applicants or begin the whole process of selection again.
- k) Simultaneously with his appointment as Dean, the selectee will also receive a faculty appointment at the appropriate level in a department appropriate to his specialty, which appointment shall not be limited to the term applicable to the office of the Dean/CEO.
- l) Dean/CEO can be removed from the office by the Board, before the expiration period of five years, at any time on any grounds which falls within the E&D Regulations 2025 or any other ground of misconduct, or not achieving targets set by the Board or other such grounds as may be prescribed by the Board. That further the Board may also remove the Dean/CEO without assigning any reasons by giving him one month notice or one month pay thereof.
- m) No candidate will be considered in case he/she has been convicted or is found involved in corrupt practices, agitation, misconduct, strikes/agitation, sent of forced retirement, concealment of facts or any other criminal offence until or unless he/she has been cleared from the appropriate forum as per law, rules and regulations applicable therein.
- n) After appointment if it comes to the knowledge of Board/ respective competent authority that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee found disobedience of BoG directions/decisions/rules/regulations/law, or is convicted after his/her

appointment then the Board/ respective competent authority will review and terminate his/her appointment and act as per MTI-ATH E&D regulations.

7. FUNCTIONS AND DUTIES OF THE DEAN

- i) The Dean will be Head of the Medical College and will also under section 9-A of the MTI Act 2015 will be Head of the Management Committee and will also be responsible for all undergraduate and postgraduate medical teaching and research, and will report to the Board.
- ii) He will be responsible for all budgetary and financial matters relating to the medical school and its functions as Principal Accounting Officer for AMC.
- iii) That as per section 9-B (7) the Board from amongst the chairperson may appoint a Vice Dean to perform the functions of the Dean in the absence of the Dean.
- iv) The Dean will also select from the faculty an Associate Dean for undergraduate education, and an Associate Dean for postgraduate education, to be approved by the Board and designated as such, provided that the Dean may not simultaneously hold the position of Dean or Vice Dean or Associate Dean. The appointments of Associate Deans shall be sent to the Board for final approval or otherwise.
- v) That Vice Dean, if appointed and approved by the Board, in absence of Dean will act as a Dean and will have all the powers necessary to run day to day affairs of the medical college.
- vi) The Associate Dean for Postgraduate Medical Education will represent the Institution at the Postgraduate Medical Institute (PGMI) and will look after the affairs of postgraduate Medical education in consultation and approval of Dean and in his absence from the Vice Dean.
- vii) The Dean will select an Associate Dean for Research and final approval of the same or otherwise will be given by the Board.
- viii) **ACADEMIC COUNCIL:** The Dean will be advised by an Academic Council, of which he will be Chairman; the Academic Council will consist of

the Heads of all the Medical School departments plus 2 faculty members elected by the faculty one each from the basic and clinical science faculties - plus the Vide Dean & Associate Deans. In MTIS with affiliated Institutes, the head of the relevant Institute, by whatever title, will be a member of the academic council.

- ix) The Dean will act in all clinical matters in close liaison with the Hospital and Medical Directors.
- x) **The Dean as Chief Executive Officer:** Notwithstanding anything contrary to provisions of the act, the Dean as Chief executive Officer will act as the deciding authority on matters referred by the respective HD, MD, DN, DF or directors of affiliate Institutes. He/ she will also ensure resolution of any disputes amongst the directors and Chairpersons of the concerned Institute.
- xi) That as per section 9-B (4) The chairpersons/HOD/Head of Unit of various departments or units or ward for Medical Institutions shall be appointed by the Dean, from amongst the medical faculty on such terms and conditions and in such a manner as may be prescribed by the Board. A chairperson may be removed by the Board on the recommendation of the Dean and similarly under section 9-B (5) the Dean may be removed from the office by the Board, before the expiration of the period of five (5) years, at any time on such grounds as may be prescribed including failure to achieve targets set by the Board and similarly vide 9-B (6) in the performance of functions, the Dean shall be responsible to the Board and the chairpersons of the department shall be responsible to the Dean and Academic Council.
- xii) That the Board on any count can remove the Dean by giving him one month notice or one month pay thereof.
- xiii) The Dean/CEO is responsible for reviewing, creating, supervising, and monitoring the annual work plans and activity plans of the departments, or any other task handed by the Board as well as ensuring adherence to them for Ayub Medical College.

- xiv) The Dean/CEO is responsible for creating the Ayub Medical College's Annual Work Plan for each fiscal year and submitting it to the Board for approval.

Pre- Interview Mark Sheet Dean/CEO

Criteria	Scoring Guide	Maximum Score	Candidates Score
PRE INTERVIEW INFORMATION			
EDUCATION & QUALIFICATION			
A) Basic medical education	MBBS in minimum requirement, so no score for MBBS		
B) Post graduate medical qualification	Recognized level III or equivalent by PM&DC criteria, minimum requirement so no score for this. In case a candidate has MD or MS from any University in Pakistan, then CPSP full time supervisorship certificate (not only partial or rotational) and being examiner of CPSP shall be mandatory.		
C) Additional qualification in medical education	Must be a recognized additional qualification which is pertinent to the professional role: 03 Marks for additional qualification in medical education (MHPE or MCPS-HPE or equivalent). CHPE certificate is mandatory so no marks.	3	
2. EXPERIENCE	Experience has to be for leading a medical institution, unit, division, department or program (program should be accredited by Government or recognized teaching institution and must have components of administrative, strategic planning as well as financial responsibilities involved with certificate to this effect by the competent authority of the Institution) in a recognized teaching hospital, up to seven years is minimum requirement (relaxable in case of exceptional candidate), so no score is given. Experience may be relaxed by the Board in case of an exceptional candidate. Description of exceptional candidate shall be possessing at least three of the following: (i) local qualification (FCPS) along with at least level IIb or higher foreign/international additional clinical qualification recognized/registered by PM&DC; (ii) more than 20 publications overall, in PM&DC and/or HEC recognized journals; (iii) certificate of appreciation/excellence in performance in a leading organizational role issued by a Board of Directors, Board of Governors, Board of Trustees or competent authority of Health Department; (iv) at least one fast track promotion during his/her professional career; (v) excellent academic track record during medical school/college exhibited in the form of being awarded a gold medal or best graduate in medical college; or any other criterion as approved by the Board.		
	<u>Marks distribution shall be as follows:</u> -Head of a recognized Institution/Dean/Director of Institute, Associate Dean, Vice Dean or MD: 2 marks per year - Chairperson of Department: 1.5 marks per year. - Head of department/unit 01 mark per year. Total marks up to a maximum of 15.	15	
3. Research Publications			
D) Original Research Publications. Minimum 15	Credit for 1 st /corresponding author only, as below a) 5 marks for original research articles in HEC recognized journals with impact factor more than 1.0	15	

research publications are mandatory	<p>b) 2 marks for each research article in HEC recognized journals with impact factor between 0.5 and 1.0</p> <p>c) 0.25 marks for journals in the PMDC or HEC list, excluding the ones noted above.</p> <p>Case reports, case series, review articles, opinions, letter to the editor, commentary, poster presentations or abstract presentation at conferences etc shall not be considered. Only original research articles published in recognized journals as above shall be considered for marking. No more than 5 publications should be in the same journal. In case more than 5 publications/research articles in same journal, no marks shall be allotted for over 5 research articles. For eligibility for marks, at least 5 publications should be as a professor and in the past 5 years and at least 10 publications should be in the last 10 years. Only 50% weightage shall be given to publications that are 10-15 years old. No marks for research articles older than 15 years.</p>		
D) Presentation	<p>At national or international professional society meeting (must produce invitation to present and presentation certificate). One mark per invited presentation – must provide letter of invitation on official letter head from a Professional body/association. Letters from individuals or letters from pharmaceutical companies shall not be acceptable.</p>	3	
E) Journal Reviewer	Journal must be indexed or recognized by HEC, PMDC or CPSP (one mark per journal)	2	
4. TEACHING			
a) Post graduate	If candidate is a teacher of postgraduate students	3	
b) CPSP Supervisor	Must provide CPSP Supervisor Certificate	3	
c) CPSP Examiner	Must provide CPSP Examiner Certificate/letter	3	
5. Research or major Project funding	<p>Research project receiving funding of over 5 million rupees. Proof of approved project PC-I, project completion, research project completion and funding received and utilization must be provided.</p>	3	
SUB Total of Pre-interview		50	
Interview marks	A candidate must achieve 70% pass marks in the interview in order to be considered for the post of Dean.	50	

8. NURSING DIRECTOR

- a) The Nursing Director will be appointed by the Board for a term of 5 years which may be renewed by the Board at their discretion, for a further term, provided that no Board member shall be appointed as such. The renewal will be based upon the performance of the Incumbent, and the Board will document a written explanation for such an action. No person may serve as Nursing Director for more than three terms.

- b) No candidate will be considered who has been convicted or he/she is found involved in corrupt practices, strikes/agitations, misconduct, sent on forced retirement, concealment of facts or any criminal activity, unless he/she has been cleared from the appropriate forum as per law, rules and regulations applicable there in.
- c) After appointment if it comes to the knowledge of Board/ respective competent authority that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee found disobedience of BoG directions/ decisions/rules/ regulations/law, or is convicted of any offence, then the Board/ respective competent authority will review his appointment and act as per MTI-ATH E&D regulations.
- d) The Nursing Director will be a qualified nurse (RN), with an advanced degree in Nursing (BScN), preferably MScN/equivalent qualification, with at least seven years administrative and teaching experience in a reputable health care facility, and Current Nursing Council Registration.
- e) The Board will constitute a selection committee, with the Medical Director as chairman, including the Hospital Director, a representative of the Dean, plus one Medical Consultant to recruit and recommend a suitable candidate to the Board for the position of Nursing Director.
- f) Nursing Director can be removed from the office by the Board, before the expiration of contract period, at any time on any grounds which falls within the E&D Regulations 2025 or any other ground of misconduct, or not achieving targets set by the Board. That further the Board may also remove the Nursing Director without assigning any reasons by giving him one month notice or one month pay thereof.
- g) The Selection Committee will follow the same procedure as given under section 14 (1, 2, 3, 4, 5, 6, 7, 8) of the MTI Act 2015.

9. FUNCTIONS AND DUTIES OF THE NURSING DIRECTOR

- a) The Nursing director will report to the Board as prescribed under section 14 (5) (6) (7) (8) of the MTI Act 2015.
- b) The responsibilities of the Nursing Director will be as prescribed under section 14 (7) of the MTI Act 2015.
- c) The Nursing Director is responsible for reviewing, creating, supervising, and monitoring the annual work plans and activity plans of the Nursing Division, as well as ensuring adherence to them.
- d) The Nursing Director is responsible for creating the Nursing Division's Annual Work Plan for each fiscal year and submitting it to the Board for approval.

Pre- Interview Mark Sheet - Nursing Director

Criteria	Scoring Guide	Maximum Score	Candidate's Score
PRE-INTERVIEW INFORMATION			
EDUCATION & QUALIFICATION			
A) Basic Nursing Education	Diploma in Nursing is a minimum requirement, so no score		
B) Bachelor's Degree in Nursing	Nursing (BScN)	5	
C) Master's degree in nursing	MScN / or equivalent as decided by the selection committee	10	
2. EXPERIENCE	Experience has to be for heading a unit (division, department or program - program should be accredited by Government or recognized teaching institution and must have administrative as well as financial responsibilities involved)) in a recognized hospital. Up to seven years administrative and teaching experience, and Current Nursing Registration.		
	1 mark for each full year above the baseline requirement of 7 years, up to a maximum of 10 years	10	
3. Research			
D) Publications	Credit for 1 st /corresponding author only, as below a) 5 marks for original research articles in HEC recognized journals with impact factor more than 1.0 b) 2 marks for each research article in HEC recognized journals with impact factor between 0.5 and 1.0 c) 0.25 marks for journals in the PMDC or HEC list, excluding the ones noted above. Case reports, case series, review articles, opinions, letter to the editor, poster presentations or abstract presentation at conferences etc shall not be considered. Only original research articles	10	

	published in recognized journals as above shall be considered for marking. No more than 5 publications should be in the same journal. In case more than 5 publications/research articles in same journal, no marks shall be allotted for over 5 research articles. At least 5 publications should be in the past 5 years and at least 10 publications should be in the last 10 years. 50% marks shall be given for research articles 10 to 15 years old. No marks for research articles over 15 years old.		
E) Presentation	At national or international professional society meeting	2	
F) Journal editor	Journals must be indexed or recognized by HEC, PMDC or CPSP	2	
G) Journal Reviewer	Journal must be indexed or recognized by HEC, PMDC or CPSP	2	
4. TEACHING			
a) Undergraduate	If candidate is a teacher of undergraduate students	1	
b) Post graduate	If candidate is a teacher of postgraduate students	2	
c) Teaching awards	To be counted, the award must be based on documented formal student feedback	3	
5. RECOGNITION OF EXCELLENCE	Membership or awards from Professional Societies		
d) National		1	
e) International		2	
SUB Total of Pre-interview		50	
Interview marks	A candidate must achieve 70% pass marks in order to be considered for the post of Dean.	50	

10. FINANCE DIRECTOR

- a) A Finance Director will be appointed for a term of 3 years and shall be eligible for re-appointment at the discretion of the Board.
- b) After appointment if it comes to the knowledge of Board/ respective competent authority that appointee has concealed relevant facts/major facts and manipulated his appointment by concealing these facts or any employee found disobedience of BoG decisions/rules/regulations/law, or is convicted after his/her appointment, then the Board/ respective competent authority will review his appointment and act as per MTI E&D regulations.
- c) The Board will appoint a selection committee headed by a chairman, who will be appointed by the Board, and will include, Medical Director, the Dean and a reputable person with experience in financial matters to recruit a Finance Director to head the Finance Department of the institution.

- d) The Finance Director shall be:
 - i. A chartered accountant with 5 years' post qualification experience in major private or public finance and/or accounts in a company/institution OR
 - ii. Or 8 years of ICMAP certification or a master's degree in finance or accounts, recognized by the HEC with 08 years' post qualification experience in finance and/or accounts in a major private or public company/institution.
- e) Recruitment will be by a transparent process of public advertisement and evaluation as prescribed under MTI Act 2015 and rules regulations.
- f) Finance Director can be removed from the office by the Board, before the expiration period of five years, at any time on any grounds which falls within the E&D Regulations 2025 or any other ground of misconduct, or not achieving targets set by the Board. That further the Board may also remove the Finance Director without assigning any reasons by giving him one month notice or one month pay thereof.

11. Functions and Duties of the Finance Director.

- (i) Coordinate and supervise all financial accounting matters of the institution,
- (ii) Prepare the detailed regulations and procedures for the financial management of the institution for approval by the Management Committee see Regulation 12, below) and the Board.
- (iii) Advise the Hospital and Medical Directors and the Dean on all financial matters, ensuring transparency and fiscal probity,
- (iv) Ensure all the accounts are kept according to rules and regulations approved by the Board
- (v) Assist in the development of the Medical College/school and Hospital budgets by the Dean and the Hospital and Medical Directors, respectively, ensuring that the financial projections and financial accounts are accurate.
- (vi) Prepare an Annual Financial Report for approval of the Hospital and Medical Directors and the Dean, and present the approved annual financial report to the Board.

- (vii) Ensure facilitation of any external audit of the accounts Instituted by the Board or Government and implement the recommendations of the audit.
- (viii) Any differences arising on financial issues between the Hospital Director/ Dean/Medical Director and the Finance Director, shall be placed before the Board for a final decision.
- (ix) The Finance Director is responsible for reviewing, creating, supervising, and monitoring the annual work plans and activity plans of the Finance departments of AMC/ACD & ATH, as well as ensuring adherence to them.
- (x) The Finance Director is responsible for creating the Financial/finance Department's Annual Work Plan for each fiscal year and submitting it to the Board for approval.

Pre Interview Mark Sheet - Finance Director

Criteria	Scoring Guide	Max. Score	Candidates Score
PRE-INTERVIEW INFORMATION			
1- QUALIFICATION			
A) Educational requirements	a chartered accountant OR • have ICMAP certification or a master's degree in finance or accounts- minimum requirement so no score		
B) Additional Education or qualification	Must be a recognized additional qualification in the field of Finance & Accounts	06	
2. EXPERIENCE	CA with 5 years' post qualification experience in finance and/or accounts in a major private or public company/institution OR • have ICMAP certification or a master's degree in finance or accounts with 8 years of experience- minimum requirement so no score		
	Finance & Accounts Experience above the eligibility requirement 01 marks each year up to a maximum of 15marks	15	
	Experience of working in a tertiary care hospital or well reputed public or private institution as Head of Finance Department etc 3 marks each year up to a maximum of 15 marks	15	
	Experience of working in a tertiary hospital or well reputed public or private institution as Dy. Head of Finance Department etc 1.5 marks each year up to a maximum of 9 marks	9	
Total Experience marks are 39 ,a candidate may score varying marks in each category as per defined criteria and maximum score limits		39	
3. RECOGNITION OF EXCELLENCE	Awards from Professional Societies National or international	02	
4.Presentations	Presentations pertaining to Finance & Accounts functions	03	

	in a National or international		
SUB Total of Pre-interview		50	
Interview marks		50	

For All Executive Positions, Applications will be submitted to Board, In charge HR ATH & AMC shall assist Secretary BoG for processing the recruitment.

12. MANAGEMENT COMMITTEE

A management committee will be formed for the overall coordination of the Institution. The management committee will be chaired by the Dean/CEO and includes:

- i. The Hospital Director
- ii. The Medical Director
- iii. The Finance Director
- iv. The Nursing Director
- v. Two persons nominated by the Board on the recommendation of the Dean.

The secretary to the Dean will act as secretary to the committee.

- a) The committee will report to the Board.
- b) The committee will meet every month or more frequently if the committee or the Board deem necessary.
- c) The committee will review the overall performance of the institution. Implement processes to streamline departments, preventing duplication and ensuring the most efficient and functions across departments, preventing duplication and ensuring the most efficient and cost-effective function.
- d) Subject to delegation of powers by the Board, appoint or terminate any and all employees of a Medical Teaching Institution in accordance with the rules and regulations framed under this Act.

- e) Review and recommend for approval to the Board, the annual budget, strategic plan, operational plan for the Medical Teaching Institution, as prescribed by regulations.
- f) Review, recommend and approve annual work plans submitted by the Departmental Chairpersons of all the departments of the MTI (AMC, ACD, ATH) to the Board.
- g) Review and recommend the Coordinate efforts to ensure achievement of the base standards.
- h) Submit a quarterly report on management, health care services and financial management on a prescribed format to the Board.
- i) Recommend to the Board any addition of the department, facility or post at the Medical Teaching Institution; and
- j) Perform all such functions as may be specifically prescribed by the Board as per MTI Act, 2015 or the MTI Regulations thereof.
- k) The Management Committee will have authority to approve all payments above Rupees two million and five hundred thousand, so long as they are within the approved budget for the institution and ensuring that all Institutional rules and procedures have been documented and followed in a transparent and fair manner.
- l) Payments equal to or less than Rupees two million and five hundred thousand may be approved respectively by the Hospital Director for Hospital expenditures, and by the Dean for Medical College expenditures, so long as they are within the approved budget for the institution and ensuring that all Institutional rules and procedures have been documented and followed in a transparent and fair manner.
- m) Review and recommend for approval to the Board, the Annual Budget, Annual Work plans for the MTI (AMC, ACD, ATH).

13. HOSPITAL APPOINTMENTS

For all other appointments in the Hospital, apart from the Hospital and Medical Directors, the Finance Director and the Nursing Director, the Board may delegate authority to the Medical Director, Hospital Director and Nursing Director.

- a) Initial appointments of non-clinical positions for Ayub Teaching Hospital would be through selection committee and thereafter recommendations by the Hospital Director. The selection committee will be constituted by the Hospital Director.
- b) Initial appointments of clinical positions for Ayub Teaching Hospital would be through selection committee and thereafter recommendations by the Medical Director. The selection committee will be constituted by the Hospital Director.
- c) Initial appointments for Nursing Staff positions for Ayub Teaching Hospital would be through selection committee and thereafter recommendations by the Nursing Director with consultation of Medical Director & Hospital Director. The selection committee will be constituted by the Nursing Director.
- d) Within MTI - Ayub Medical College/ACD and Ayub Teaching Hospital, employees may be transferred based on the need for their services in a particular role and its availability.
- e) All employees, particularly those in the administrative or ministerial cadre at MTI (AMC, ACD, ATH), are subject to transfer or posting to another department that offers a suitable position equivalent to their current one after serving for no more than three years in one capacity irrespective of their appointed position.

1) Annual Performance Reports:

- a) That all ACRs of Clinical side will be signed by the Head of Department who will then forward it to the Chairperson, who will then after giving his comments send it to Medical Director, who then will counter sign the ACRs with comments and will send it to Dean/CEO.
- b) The ACRs of clinical consultants, including MOs, Junior Registrars, Registrars, pharmacy, paramedics will be signed by the HoD then to Chairperson and then to MD.

- c) The ACRs of Nursing staff will be signed by the Unit Head Nurse, and then will be submitted to Nursing Director.
- d) The Annual Performance Reports of non clinical side will be signed by the HOD and will be sent to Hospital Director for ATH and Dean/CEO for AMC and ACD respectively

14. MEDICAL CONSULTANTS

- a) Only Medical faculty, duly recruited as in item 21, below, may be appointed as medical consultants to the Hospital.
- b) Medical consultants will be qualified physicians with MBBS or BDS degrees from recognized institutions or equivalent degrees and a higher diploma, such as FCPS, MRCP, FRCS, or a Diplomate American Board USA or equivalent in specialty and/or in a subspecialty.
 - a. Such other Diplomas or equivalent qualifications as approved by the Pakistan Medical & Dental Council.
 - b. Qualifications such as MD/MS from any university from Pakistan shall not be considered for faculty position.
- c) At the Initiation of the Act, all medical consultants working at the Hospital will continue in their current positions.
- d) All medical consultant positions will be reviewed at least annually and their clinical privileges will be assessed by the Clinical Privileges Committee.
- e) All consultants/faculty members appointed under MTI Act 2015 must perform mandatory Institutional Based Private Practice within the Hospital premises. Private practice outside the Hospital premises shall not be allowed in any capacity for consultant as well as faculty members appointed after the promulgation of MTI-Act 2015.
- f) All duties within the Hospital or otherwise, may be assigned accordingly by the Medical Director in consultation with the Dean and Department Chairpersons.
- g) Initial appointments of clinical and non clinical positions for Ayub Medical college and Ayub College of Dentistry would be through selection committee and

thereafter recommendations by the Dean/CEO. The selection committee will be constituted by the Dean.

- h) The Medical Director will submit the application to the Clinical Privileges Committee (CPC) for approval and assignment [see Regulation 14 (h)].
- i) In the case of rejection of a candidate by the CPC, a full written report indicating the rationale for the rejection will be provided to the Medical Director who will forward it to the Dean.
- j) In the event of disagreement between the Medical Director and the Dean, the matter may be referred to the Board for a final decision.

15. CLINICAL EXECUTIVE BOARD

- a) A clinical executive board will be formed to advise the Medical Director on all clinical matters,
- b) It will consist of the Medical Director, Medical Department heads, Director of Nursing and with the Hospital Director and QA coordinator as ex-officio members.
- c) It will review any current clinical hospital and clinical problems,
- d) It will monitor and ensure the highest quality of medical care at the Hospital
- e) It will advise and develop clinical performance metrics
- f) It will plan future clinical development and programs for the hospital
- g) It will recommend corrective actions for individuals and departments
- h) It will appoint a Clinical Privileges Committee as noted in Medical Staff Bylaw No. 7.4 (Appendix 7) with the membership and functions delineated therein.

16. CIVIL SERVANTS

- a) Before the commencement of the Khyber Pakhtunkhwa Medical Teaching Institutions Reform (Amendment) Act, 2018, all the civil servants serving in the existing Medical Teaching Institution who opted for the employment of the Medical Teaching Institution shall be subject to terms and conditions of the employment as prescribed by the regulations including but not limited to their service structure, promotion, and disciplinary matter. Such opting employees

shall be entitled to post-retirement benefits and emoluments as per existing government laws and rules. The Medical Teaching Institution shall deposit pension contribution on their behalf.

- b) Civil Servants who do not opt for absorption in the Medical Teaching Institution, so notified, shall be dealt with in such a manner as provided in section 11A of the Khyber Pakhtunkhwa Civil Servants Act 1973 for their future posting, which includes deputation to the Medical Institution subject to a request being made by the Board.

Provided that a civil servant working in a Medical Teaching Institutions, shall at all times be deemed to be on deputation. All documents made from the pay of such civil servants shall be deposited by the borrowing authority.

- c) A civil servant, at the request of the Board, may be sent on deputation to a Medical Teaching Institution by the Government. For all civil servants on deputation the Medical Teaching Institution, pension contribution shall be made by the Medical Teaching Institution. The deputations of a civil servant to a Medical Teaching Institution may be terminated by the Board at any time without assigning any reason thereof and such servants services shall revert to the Government immediately upon such termination being notified by the Board.
- d) After the commencement of this Act, if the provisions of this Act are applied to any newly established Medical Teaching institution within the meaning of section 3 of this Act, all the civil servants serving in such Medical Teaching Institution shall be dealt in a manner as provided in sub-section (3).
- e) A civil servant who opt to serve the Medical Teaching Institution shall cease to be civil servant from the date of his absorption in the service of the Medical Teaching Institution concerned and their seniority, pension and other matters vis-a-vis employment in the Medical Teaching Institution, shall be determined in the manner, as may be prescribed by the Board.
- f) If at any time a Medical Teaching Institution reverts to Government for running under its own administration and management for any reason, the employees

appointed under section (1) shall continue to serve the Medical Teaching Institutions, on the same terms and conditions as applicable to them immediately before such reversion.

- g) The deputation of a civil servant to a Medical Teaching Institution may be terminated by the Board at any time without assigning any reason thereof and such civil servants services shall revert to the Government immediately upon such termination being notified by the Board.
- h) Annual performance reports on all civil servants serving in the Institution will be completed as for other employees and placed in their records. These annual performance reports will be available to government for purposes of promotion, assignment or any other official activity.

17. PRIVATE PRACTICE

- i) Employees who opt for Institutional private practice may be entitled to such increase in salary, adjustment, bonuses or other ancillary benefits, as the Board may approve. All staff, faculty and consultants employed after MTI Act 2015 by the MTI, shall perform mandatory institutional based private practice within the MTI-ATH premises and shall not be allowed to do any sort of private practice outside the MTI-ATH premises. Explanation, show cause notice leading to termination shall ensue in case of non-compliance.
- ii) Employees, employed before commencement of the MTI Act 2015, who do not opt for Institutional private practice within the premises of the hospitals, clinics, imaging facilities and laboratories of the Medical Teaching Institution, shall not be entitled to any increase and adjustment, incentives, bonuses or other ancillary benefits or any administrative posts, which includes, but not limited to, Dean, Hospital Director, Medical Director, Chairpersons or Head of Department, Head of Unit, or any other administrative position, except in case of extraordinary need, as decided by the Board. This section to be read in conjunction with MTI Act 2015.

- iii) Consultant's professional fee shall not exceed the usual and customary fees charged for the same services in the community, assuring efficiency, and value for money to the clients.
- iv) Private patient billing shall consist of the professional fee component and the Institutional charges representing the charges of the clinic, imaging facility, laboratory services, or other Institutional charges. Provided that all patient billing shall be done only by the hospital, clinic, imaging facility, or laboratory, and the professional fee component shall be returned to the Consultant.
- v) No reduction of the professional component income to the Consultant from the patient shall be permissible by the Medical Teaching Institution.

18. GOVERNANCE STRUCTURE OF HOSPITAL

The Hospital will have an administrative structure under the Hospital Director (see Appendix 1) and an clinical administrative structure under the Medical Director (see Appendix 2)

19. HOSPITAL EXECUTIVE COMMITTEE

- a) The Hospital Director will have a Hospital Executive Committee consisting of the Heads of all the departments under his authority, including Nursing (see Appendix 1).
- b) The Executive Committee will meet on a monthly basis under the Chairmanship of the Hospital Director to discuss and resolve issues with Hospital non-clinical functions such as space, building maintenance, information services, procurement and materials management, patient flows, parking, etc.

20. NURSING DEPARTMENT

- a) The nursing department organizational structure is shown in appendix 3.
- b) A Nursing Advisory Board, consisting of all nurse managers will meet on a monthly basis, under the chairpersonship of the Nursing Director, to review and

discuss current nursing functions and plan future nursing programs and expansions.

21. MEDICAL COLLEGE/SCHOOL

- a) The Medical college and faculty will function under the Dean, as shown schematically in Appendix 4.
 - b) That as per section 9B (7) of the MTI Act 2015 the Board from amongst the chairperson shall appoint a Vice-Dean to perform the functions of the Dean in the absence of the Dean.
 - c) The Associate Deans will be selected by the Dean for approval by the Board.
 - d) The Associate Dean for postgraduate education will:
 - i) represent the Institution on the joint induction committee of the PGMI and will also undertake any other duties at the PGMI assigned by the Dean.
 - ii) Oversee postgraduate medical education in the Institution and provide regular reports at 3 month intervals to the Academic Council,
 - iii) Assist in the recruitment of trainee house staff for the Institution and other Institutions in Khyber Pakhtunkhwa
 - iv) Perform such other functions as prescribed by the Dean and Academic council.
 - v) The Dean, at the recommendation of the Academic Council, may abolish or add any functions to the Associate Dean for Postgraduate Education as they deem fit.
- d) APPOINTMENT OF TRAINEE MEDICAL OFFICERS/HOUSE STAFF**
- (i) The PGMI may oversee the recruitment and training of trainee medical officers for the province of Khyber Pakhtunkhwa.
 - (ii) A joint Induction Committee comprised of Associate Deans of postgraduate education of all MTIS and headed by the CEO, PGMI, shall be constituted to oversee the process of induction.

- (iii) That there will be an associate dean who will be over all in charge of the training medical officers (TMO) in respect of there over all supervision to the extent of MTI Abbottabad.
- (iv) The Medical Teaching Institution will have the right to designate the number of posts available for trainees in any specialty up to the maximum number approved by the College of Physicians and Surgeons for that specialty for that institution & thereafter will be distributed to the concerned department through head of unit who will then distribute TMOs as per the seniority of the faculty or as per requirments in the department.
- (v) All leaves of trainee registrars (TRs), specialist registrars (SpRs)/experiential registrars, TMOs & MOs will be subject to the formal approval of the Head of Unit or Department.
- (vi) that in case any of the TMO wants to transfer him/herself from the supervisor concerned to any other supervisor besides other legal requirements as per PGMI and CPSP, the concurrence the Head of unit and PGMI will be mandatory

22. FACULTY

- a) The Board will delegate authority for recruitment and appointment of medical faculty, both basic science and clinical, to the Dean and Academic Council.
- b) All appointments will be made solely on merit in a transparent and fair manner.
- c) At the initiation of the Act all existing faculty will continue in their current positions subject to MTI-Act and provisions thereunder.

d) FACULTY RECRUITMENT

- i) The need for new faculty will be generated by the concerned department/Unit chairperson/head, with full justification and job description, indicating the level of the post (specialist/experiential registrar, assistant professor, associate professor etc), along with the required qualifications/training/publications/experience if any, over and above those laid down for each level by the PM&DC, Policy Board for MTIs, Khyber Pakhtunkhwa and the College of Physicians and Surgeons of Pakistan.

- ii) This will be discussed by the Academic Council and Dean and approved or disapproved.
- iii) For an approved post, the Human resources department will arrange to advertise as noted in Regulations 4 (e).
- iv) All advertisements shall be open advertisements till filling of the post and the level of initial recruitment (assistant professor, associate professor or professor) shall be determined by the selection committee considering the qualifications, experience, publications and other accomplishments of each candidate (with the approval of the Board of Governors of MTI-ATH).
- v) All selected candidates must resign from their previous post and submit a copy of letter of resignation duly endorsed by his/her employing authority. Experience and seniority in the MTI-ATH shall be from the date of appointment. All selected candidates must perform institutional based private practice in side ATH premises while practicing in any capacity outside of the hospital shall not be allowed.
- vi) Specialist registrars (SpRs)/experiential registrars shall be governed by rules and regulations of Policy Board for MTIs, Khyber Pakhtunkhwa as well as MTI-ATH and their posting as SpR/experiential registrars shall be for a specific time period as specified by the Policy Board. After that period, they shall be relieved from their duties and they shall not eligible for promotion to any other position unless they are selected through an open advertisement for a senior position and shall resign from the current position. Their seniority as Assistant Professor or above shall start from the date of their appointment after going through the selection process after advertisement of that position and their selection by the selection committee. Specialist registrar is full time post so they will not be allowed to do private practice in any capacity outside the MTI-ATH premises, they may be allowed to do IBP at MTI-ATH.
- vii) Suitable candidates will be invited for interviews by a selection committee constituted by the Dean consisting of Chairman of the concerned department/HOD or Head of Unit and at least two (one senior and one junior)

faculty members if present in the unit and one faculty member from a different department nominated by the Dean. Senior Manager HR shall be part of the selection committee. In case only one or two faculty members are present in the unit, the Dean may appoint any faculty member as deemed appropriate or invite a subject specialist from another Institution.

- viii) A reputable person who may be a retired senior civil servant or senior retired armed services officer or a recognized philanthropist or reputable member of civil society may also be nominated, if desired.
- ix) All reviewers will provide written comments on a prescribed standardized form.
- x) The department chairman will present his written recommendation along with the candidate's file and selection committee recommendations to the Dean for approval. At the same time the Chairman will provide a list of all applicants and the reasons for their rejection.
- xi) The Dean will inform the Board and the academic council and send the appointment letter to the candidate.
- xii) In the case of rejection of the candidate by the Dean, the Dean will provide a written explanation to the department chairman for the basis of the rejection.

e) FACULTY PROMOTION (See Appendix 8)

- (i) Faculty at the level of Assistant Professor or Associate Professor level will be considered for promotion as per Policy Board criteria for Faculty Board regulations (Appendix-8) Faculty Selection & Promotion Criteria Regulations for MTIs as amended by the Policy Board.
- (ii) The initial requirements for initial appointment at each level will be as recommended for that level by as decided by the Academic Council and the Board, provided that all promotions will be based entirely on merit and meet Policy Board faculty Selection & Promotion Criteria Regulations.
- (iii) The Initial decision to proceed with promotion or initial appointments is to be made by the chairman at the departmental level, by the Departmental Promotions Committee, except at the 8th year when the promotion process

must proceed regardless. Those faculty members who could not be promoted according to Policy Board criteria (Appendix-8) must resign from their posts or be issued termination letter by the Dean, after approval of the Board, and these faculty members should vacate their post within six months of notice.

- (iv) The candidate's dossiers, if approved by the Departmental Promotions Committee will be presented to the Medical College Promotions Committee.
- (v) If approved by the Medical College Promotions Committee, the candidate will be promoted and the Board so informed for final approval. Promotion shall be from the date of final approval of the Board.
- (vi) If disapproved the candidate may apply again in the subsequent year.
- (vii) Provided that a candidate for promotion from Associate Professor to full Professor who is unsuccessful may continue in his post and apply again within 2 years. In the event of disapproval for a second time, or no promotion within 8 years on the same post, the candidates service shall end within six months.
- (viii) No lateral entry from any other cadre to the teaching faculty (assistant professor or above) shall be allowed.

viii) DEPARTMENTAL PROMOTIONS COMMITTEE.

The faculty members in each department will form a departmental promotions committee, chaired by the Departmental Chairman and consisting of all departmental faculty members above the rank of the individual being considered for promotion. Thus, for a candidate for promotion from assistant to associate professor, all departmental faculty who are associate or full professors will form the committee, whereas for a candidate for promotion from Associate to Full Professor, only faculty members who are full professors will form the committee. The committee will consist of at least three members, including the department chairman. In the event that there are insufficient requisite faculty members in a Department, the Dean will invite faculty members of appropriate rank from other departments to complete the minimum requirement of three members. In case of appointment of departmental chairperson, DPC may be constituted by the Dean

comprising of members from any department but equal or above the post of professor. Rules/regulations of Policy Board (Appendix 8) shall apply.

ix) MEDICAL COLLEGE PROMOTIONS COMMITTEE.

The Dean will appoint a medical college promotions committee consisting of seven members of the faculty at Professor level and the Medical Director but excluding department chairmen and members who were part of departmental selection committee. However, if there is an insufficient number of professors in the Institution, faculty at associate or assistant professor level, in that order, may be included to fill the vacancies due to the absence of professors. The faculty so included will relinquish these positions as soon as a sufficient number of faculty are appointed to professorial posts. The Dean will appoint a chairman of the committee from amongst the members. The Dean may not nominate himself nor be a member of this committee. The tenure of members of the committee will be 02 years or at the pleasure of the Board of Governors, at the end of which period the Dean will appoint new members, provided that an existing member's term may be renewed for one more term. No member may be appointed to the committee for more than two successive terms. The committee will receive the promotion recommendation from the departmental promotions committee and make a final decision which will be provided in writing detailing the reasons for the decision to the chairman of the candidate's department.

The Dean shall review the recommendations of IPC and then inform the Board after ensuring that all the codal formalities have been met and shall be notified after information to the Board. Rules and regulations of Policy Board (Appendix 8) shall apply.

x) APPOINTMENT OF DEPARTMENT CHAIRMEN, HOD, HEAD OF UNITS

The Dean will form a search committee to recommend candidates for the post of each Department Chairman, Head of Department or Head of Unit, as appropriate. The committee will consist of one faculty member from the concerned

department and two other faculty members from other departments, or in case there is none then from any other department, Dean may invite a subject specialist from another institution in case there is only one faculty member in a Unit. The committee will also include the Medical Director of the Hospital or his nominee. The Dean will appoint a chairman from amongst the members of the committee. The search committee will Invite applications and proceed as per Rules Regulations.

The committee will make its recommendation to the Dean who may accept or reject it. In the event of rejection, the Dean will provide a written explanation for his action to the search committee, which will then proceed to recommend another candidate following the procedure mentioned above.

Chairpersons/HOD, Head of Units shall be first advertised within the MTI-ATH and preference given to those already performing IBP at MTI-ATH or showing their willingness, in writing, to do IBP if selected. If no faculty member applies, or if no faculty member is selected by the selection committee, then external advertisement shall be placed in newspapers and selection made based on experience and qualifications and given the faculty position at AMC/ACD/ATH commensurate with his/her qualifications and experience.

xi) Department Chairperson/Hod/Head of Unit will serve for a term of three years renewable for two further terms of two years each at the discretion of the Dean and the advice of the Academic Council based upon performance and so documented by the Dean. No person may serve as Department Chairman/HOD/Head of Unit for more than three terms (total of seven years).

A Chairperson/HOD/Head of Unit may be removed by the Board of Governors, ATH, on the recommendation of the Dean before the expiration of the period, at any time on such grounds as may be prescribed including failure to achieve targets set by the Dean, Medical Director or Board for failure in the performance of functions, failure to achieve targets, failure in administrative matters, misconduct, participation or incitement to agitation, strikes etc. After expiry of the term, the Chairperson/HOD/ Head of Unit shall

relinquish charge of the office and inform Dean accordingly. Dean shall then appoint officiating Chairperson by official notification till the appointment of full time Chairperson or Head of Unit. Any person whose term has expired and has not officially been re-appointed through a notification, shall automatically be considered as relieved from the charge of the office of Chairperson/HOD/Head of Unit.

Departmental Chairperson, Head of Department, Head of Unit Selection Criteria:

1. Qualification:

Total 12 Marks

The marks for qualification shall be awarded in the following manner:

Qualification	Level II-a	Level II-b	Level III	Level IV	Maximum
Marks allocated for Post graduate qualification as per level allocated by PMDC and Policy Board/MTI-ATH at the time of induction	2	3	4	6	6
Marks allocated for Additional Postgraduate qualification in the subject or sub-specialty of the subject, MHPE in medical education or diploma/degree in hospital administration (if more, then may be added up but shall not exceed than maximum i.e 06 marks)	2	3	4	6	6

2. Teaching Experience:

Total 20 Marks

Teaching experience in the subject	As Assistant Professor	As Associate Professor	As Professor	Maximum
One (01) mark per year of experience rendered in the respective post	2	3	4	20

3. Research Papers: (duly recognized by HEC) Total 10 Marks

1st or Corresponding Author

01Mark/paper

2nd to 6th Author

0.5 Marks/ paper

Note: Research publications must be original research articles in an HEC recognized impact fact journals. Half marks for only PM&DC recognized journals. Abstracts, poster presentations, conference presentations, case reports, case series, commentaries, review articles, editorials etc shall carry no marks. No marks for more than 05 research papers in the same journal. At least five publications must be in the past 05 years.

4. Administrative Skills:

Total 08 Marks

- Participation in institutional Committees as Chairman/Member: 5 Marks (02 marks for Chairman and 01 mark as Member)

5. Documented contribution towards uplift/ improvement of the respective department/institution.

Total 03 Marks

Proof of the same, such as approved PC-I, letter from donor agency etc and a letter from HD/Dean must be provided.

6. Interview:

Total 50 Marks

Note: Passing marks in the interview shall be 60% (30 marks). Any candidate not achieving passing marks shall be declared ineligible for the post.

Total

100 Marks

Important Note:

All selected candidates for ANY administrative post, including but not limited to, Chairperson, Head of Department, Head of Unit etc, shall do mandatory institutional based private practice (including radiology, pathology and biochemistry but excluding other basic sciences). Any person selected for the administrative posts as above found practicing outside ATH premises in any capacity shall be de-notified and disciplinary action shall be initiated as per MTI-ATH E&D regulations.

f. EMPLOYEE GRIEVANCE PROCEDURE

All employees of a Medical Teaching Institution, except the Dean, Hospital Director, Medical Director, Nursing Director and Finance Director, shall have the right to appeal against any penalty, censure or termination of their employment to the Board.

i) The aggrieved employee should appeal within 30 days of the adverse action and the Board shall decide within 30 days.

ii) Any employee aggrieved by a decision of the Board may seek resolution of the grievance by referral of the grievance or dispute to the Appellate Tribunal for Medical Teaching Institutions.

g. DISCIPLINARY PROCEEDINGS

In the event that an employee is suspected to have committed an infraction of the MTI Act-2015, Rules and Regulations and policies, or the expected code of conduct, or violation of the employment contract, or the ethical obligations for medical staff, or other illegal activity, he/she may be suspended by the competent

authority and an enquiry may be conducted as per E&D Regulations 2025. For details see MTI-ATH Disciplinary E&D Rules 2025.

23. BUDGETARY PROCESS

The annual budget development process is shown in Appendix 5

- i) Annual Budgets will be prepared separately by the Medical College (AMC/ACD) and by the affiliated teaching Hospital (ATH).
- ii) These budgets will be prepared by a process whereby every department and division will submit an annual budget, to include capital equipment and expenses, to the Chief Financial Officer of each Institution.
- iii) These budgets will be reviewed, adjusted and forwarded to the Finance Committee of the Institution for approval and submission to the Dean and Academic Council in the case of the Medical College, and to the Hospital & Medical Directors in the case of the Teaching Hospital.
- iv) These approved budgets will then be submitted to the Management Committee for approval and thence to the Board of Governors for final approval.
- v) The Board of Governors will ask the Finance and Accounts subcommittee of the Board to review the budgets and recommend approval or revision. The Board of Governors will then approve the final budgets.
- vi) Once the budgets are approved by the Board of Governors, each Institution (Medical College and Teaching Hospital) will proceed to utilize their funds according to the approved budget - no further approvals will be required, so long as the expenditure is according to the approved budgetary plan.
- vii) At the end of each fiscal year, the financial performance of each Institution will be reviewed and audited by the Board of Governors to ensure that budgetary recommendations were followed and the approved budget allocations were appropriately followed and the budget was not exceeded, as well as to ensure that all financial processes were transparent and ethical.

24. No Objection Certificate:

1. NoC for Ex-Pakistan leave incase of executives and all MTI employee(s) shall be subject to approval of the Chairman Board of Governors as per the Delegation of Power document and authorities defined therein. For all staff including Executives, written NOC issued by the concerned issuing authority must be obtained before travelling abroad. Mere acceptance of application shall not be acceptable for travel abroad.
2. As per Esta code provisions an MTI (AMC, ACD. ATH) employees shall take written NoC from the Board of Governors with regards to meeting any Government functionary at district level, provincial or federal level or political representative.
3. The Employee shall state reasons for meeting the Government Functionaries at any district, provincial or federal level or political representative.
4. No MTI Employee regular or contractual (or any trainee doctor/nurse/paramedic etc. undergoing any training program at MTI-ATH) is hereby permitted to interact with Media, give interviews to social media without approval of the competent authority, Board of Governors or its nominated Executive. Only nominated spokesperson is allowed to speak/post contents to the media/social media, official website or give interviews after approval of the competent authority (ies). Any employee posting contents on social media, giving interviews, without permission of the concerned Executive, or interviews against the Institution or its employees or posts content or news that are vulgar, shows disrespect, invades privacy/confidentiality, create hate, racism, ethnic, violent or creates material for violence against any patient, public, government functionaries, MTI employee(s), MTI Board member (s) or any Pakistani while being an employee of the MTI or using MTI platform, he/she shall be liable to disciplinary proceedings/ action as per MTI-ATH E&D regulations 2025.
5. The MTI employee in violation of this section of regulations will be treated under E&D regulations 2025.

25. **Standard Operating Procedures for dealing for strikes/protests by MTI Employees (also see MTI-ATH Disciplinary Rules 2025)**

Taking of Notice by MC:

1. There shall be zero tolerance for any strikes, halt of operation/disruption of work/hindrance in health care delivery at the MTI.
2. An area (well away from the points of operation activities/services delivery) shall be designated for PEACEFUL Protests, if at all. Peaceful protest can only be carried out after due intimation and knowledge of MTI's authorities. (written)
3. Upon knowledge of any potential strike or protest by any cadre of employees, whether via NOTICES or other authentic means of information shall warrant an emergent Management Council meeting solicited by one or more members and participation of all members shall be mandatory. A collective decision shall be taken to pre-empt the situation.
4. Full cover to all the patients will be provided by the employees during strike including emergency and electives.
5. Essential Services Act applies to all health care workers.
6. The District Administration specifically the deputy commissioner shall be immediately informed of such a potential situation and if deemed appropriate, District Administration shall then impose section 144 and MPO in the area in and around the MTI premises (as per the government Orders)
7. A fact-finding committee shall be immediately constituted by the MC to probe into any non conforming incidents form thereon.
8. The committee shall submit respective reports within two (02) days using all kinds of evidences/information (third party/videos surveillances etc) to the relevant competent authorities as follows:
- 9.

CADRE of EMPLOYEES	COMPETENT AUTHORITY
Faculty members and other staff of the Medical College	Dean/CEO

HOs/MOs, Paramedics	Medical Director
All non-clinical staff of ATH	Hospital Director
Nurses	Nursing Director
TMOs	Associate Dean PGME

ACTION to BE TAKEN as per MTI E&D Regulations 2025 (see these rules separately).

10. Action against an employee/employees based on the facts shall be immediate and collective by the MC, yet executed through the relevant competent authority.
11. In case of employees in BPS-18 and above, actions shall be recommended to the Chairman BoG being the competent authority.
12. Action pathway shall be as follows (and as per Govt. Laws):
 - a. immediate suspension of the employee/employees for ninety (90) days as per Government rules;
 - b. Show cause notice for punitive action to be issued and answered with in seven (07) days followed by personal hearings.
 - c. An appropriate order to be passed after personal hearing in compliance with MTI E&D Regulations 2025.
 - d. As per MTI E&D Regulations 2025, in the presence of substantial evidence against any employee (third party/video surveillance cameras etc.) amounting to gross misconduct (as defined under the law), the employee/employees may be terminated from service with immediate effect by the concerned competent authority.
13. MTI-ATH (AMC/ACD, ATH) Abbottabad prohibits unregistered unions and labor organizations from operating on its premises because health care is an essential service for patient care in both times of peace and unnatural conditions (war, natural catastrophe, emergencies, etc.). Any activity by an unregistered union or association shall be considered illegal and action shall be taken against participating employees as per E&D 2025 regulations. All registered and

AMC/ATH recognized associations must take written permission from the concerned authority before any gathering failing which disciplinary action as per E&D regulations 2025 shall be initiated and appropriate penalty recommended and enacted.

14. Minimum requirements for any Association/Organization/Union: An authenticated Government agency Registrar's registration certificate, permission from the concerned Executive duly approved by the BOG ATH, the organization's, association's or union's charter, information on yearly contributions of funds and receipts/expenditure, yearly internal and external audit, tax payments and audit, the cabinet members names and CNIC, names of registered members and other documents are required of all registered organizations to be submitted to relevant competent authority.
15. The MTI E&D Regulation 2025 will apply to all such elements and pressure groups that are not registered with registration authorities or approved by laws or acts of the Government of Pakistan as mentioned in the paragraph above.

26. WORKING HOURS FOR HOSPITAL EMPLOYEES

Regular working hours for employees will be from 08:00 am to 02:00 pm, including a thirty minute lunch break, Six days a week. The Board of Governors of ATH may allow 5 days a week working hours, to be notified by the concerned Executive along with official timings, not less than 8 hours a day (08 am to 04 pm).

However, timings may vary for employees working in shift-based department as the Hospital works in three shifts. Shift timing are:

Regular Shift	08:00 am to 02:00 pm
Morning Shift or 5 days a week shift	08:00 am to 04:00 pm
Evening Shift	04:00 pm to 12:00 am
Nigh Shift	12:00 pm to 08:00 am

- Employees shall observe working hours as determined by their departmental manager or supervisor.
- All employees of MTI (AMC, ATH) shall mark their attendance through biometric attendance system policy. Pay of all employees shall be linked with biometric attendance and timing.
- Those who have completed their night shift will be off the next day after handing over the patients or as per instructions from Policy Board
- Provided that medical staff, including consultants, and house staff, and essential staff may be required to attend at public holidays, weekends and nights as determined by the department head and the Medical Director, in order to provide complete medical service to patients at all times. Such attendance would be on a roster basis, ensuring that each medical staff member is treated equitably and sufficient consideration given to avoid excessive overwork.

27. DRESSCODE:

Dress code is introduced for all MTI employees to ensure uniformity in dress code for identification of MTI employees at workplace to ensuring uniformity, discipline and preserving dignity of white collar employees.

All MTI staff shall wear formal prescribed uniform/dress code, name plates with name and designation on their dress during duty hours all the time in each and every department of MTI (AMC, ATH).

- Nursing Staff:

As per Pakistan Nursing Council uniform/dress code for registered nurses working in clinical side in the hospitals

For Females: Dark Blue Shalwar Kameez, Name Plate, with white coat/blue scarf or dupatta

For Males: Dark Blue scrub with name plate

- For winter: Blue color sweater/coat is allowed.

- If any Nurse uses abaya or naqab, it shall be in conformity with the uniform.

Nursing Assistants:

Male - Blue Scrub + white overall with Name plate

Female - Blue Scrubs + along with white dupatta/Shawl, black shoes and white long overall below knee length. Name plate

- For winter: Blue color sweater/coat is allowed.
- If any Nursing Assistant uses abaya or naqab, it shall be in conformity with the uniform.

- Medical College Students Male/female:

As per KMU dress code Ayub Medical College medical students will follow the dress code. It must be followed by all students during lectures, practical, tutorials, seminars, outdoor and indoor hospital duty and during all Institutional functions. Uniform is compulsory when student visits the Institute either taking classes or not. The students must wear white coat while attending laboratories, dissection hall and hospital.

1. Female Student's Dress Code

Maroon color shirt, white shalwar (no pajama) and footwear with no high heel along with white dupatta/Shawl, black shoes and white long overall below knee length.

- For winter: Maroon color sweater/coat is allowed.
- If any student uses abaya or naqab, it shall be in conformity with the uniform.

2. Male Student's Dress Code

White Shalwar Kameez with white overall where necessary along with Peshawari black Chappal or white shirt with full sleeves with gray pant along with black

shoes. No tight jeans and half sleeves. For winter maroon color sweater/coat is allowed

- Paramedics/OT/ Lab staff Male & Female

Maroon Scrubs + Blue Overall, shoe, with name plate. For winter maroon color sweater/coat is allowed

- Administration/IT staff

Formal private dress

- Ward Boys (to wear uniform during duty hours all the time)

Khaki Plain clothes, Peshawar chapel/shoe with Red Cap, Name plate

For winter maroon color sweater/coat is allowed

- Support Staff/Office Boys (to wear uniform during duty hours all the time)

- Engineering & Maintenance Staff (to wear uniform during duty hours all the time)

Engineers - Formal private dress

Supervisors and Helpers (to wear during duty hours all the time)

Dark Green Coverall (dangri), Rubber Shoes/shoes, with name plate

Head of Engineering and Maintenance to ensure; Use of Proper Personal Protective Equipments (PPEs) during construction, repair work and welding plant work, and dealing with Electric items especially 11,000KV Transmission lines.

- Security Staff male & female (to wear uniform during duty hours all the time)

uniform dress, Cap, Name plate and DMS shoes.

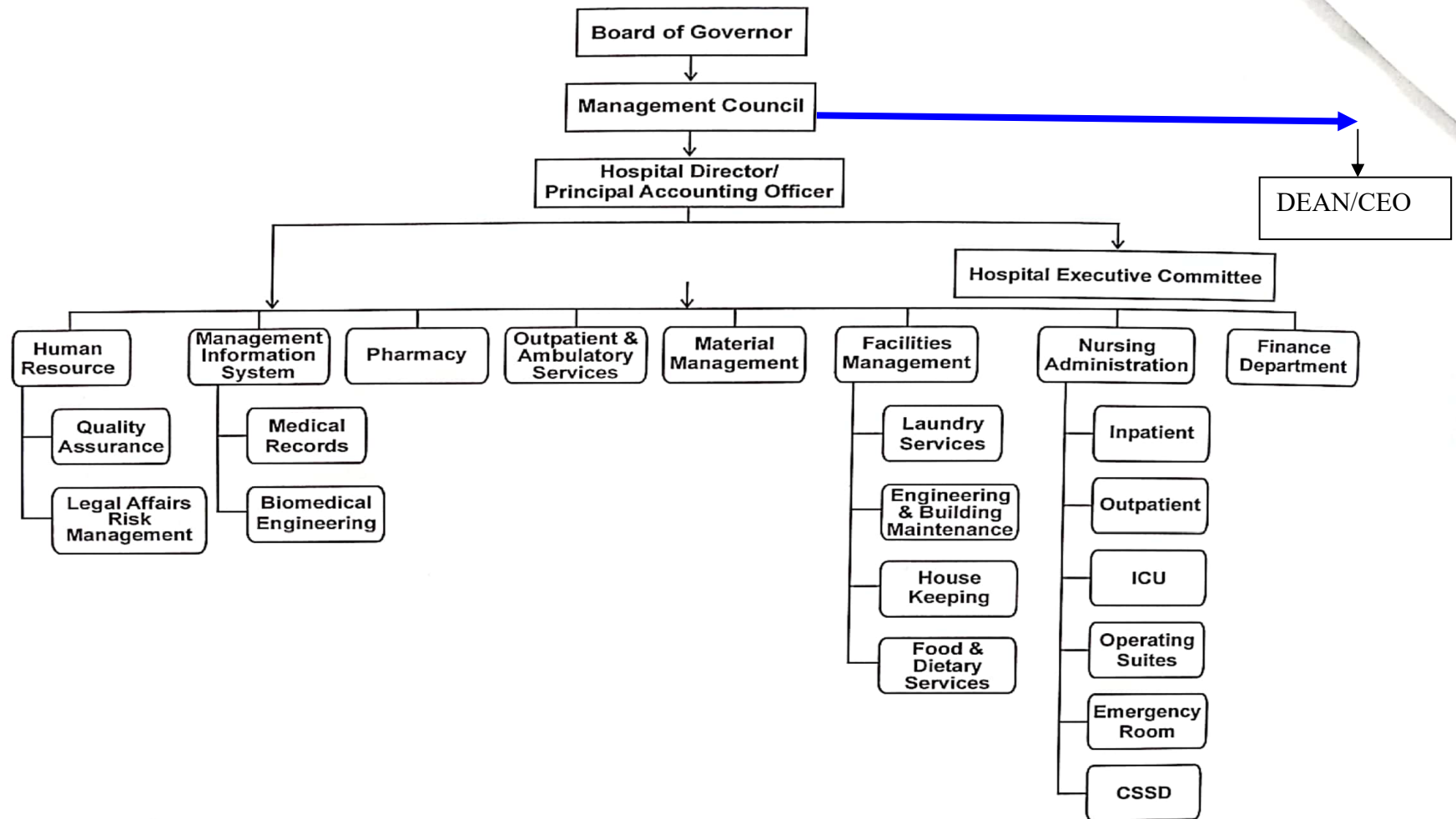
For winter same color sweater/Coat with conformity with the uniform,

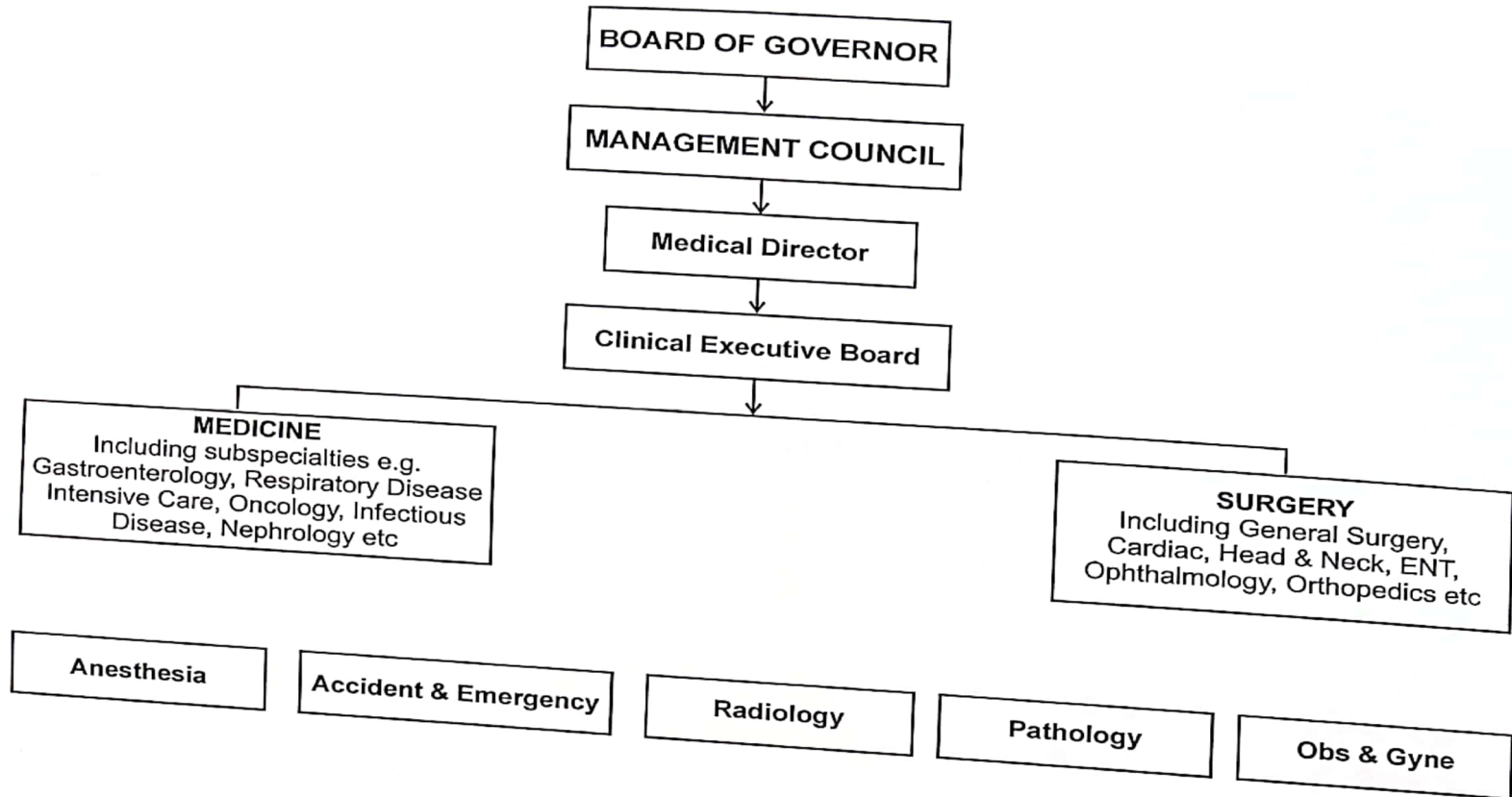
- Sanitation staff (including contractual staff) (to wear uniform during duty hours all the time)

Yellow Coveralls (dangri), rubber shoes, with name plate for Male staff

Yellow Visibility Jackets for Female staff

Winter sweater/jackets with conformity with the uniform.





ORGANISATIONAL STRUCTURE OF MEDICAL COLLEGE

