

# CHAPTER - 1

## DEFINITIONS, ORGANISATION AND DUTIES

### 1.1 Introduction

a. BAHRIA Foundation was established by the Government of Pakistan as a Charitable Trust under the Endowment Act of 1890 by Gazette Notification No. F-8-2/80-SW-II dated 7<sup>th</sup> January 1982, having its Head Office at 6<sup>th</sup> Floor, BAHRIA Complex-II, M T Khan Road Karachi and Regional Offices at Islamabad and Lahore. A Committee of Administration headed by the Chief of Naval Staff, as its Chairman, acts as the Supreme Governing Body of BAHRIA Foundation. The Committee of Administration consists of eight members including the Managing Director of BAHRIA Foundation. A Board of Directors headed by Managing Director is the corporate body responsible for overseeing operational activities of the BAHRIA Foundation. The Managing Director, being the executive head, manages all activities of the Foundation.

b. The BAHRIA Foundation is engaged in diversified industrial, commercial and development activities. In addition to these businesses, the noblest activity of public service that BAHRIA Foundation is engaged in, is the field of Education. BAHRIA Education and Training Services (BEATS) was established in 1998 and ever since it has vigorously pursued the goal of providing quality education to children all over the country. BEATS, by the grace of Allah, now has an established network of educational institutions all over Pakistan. BAHRIA Foundation Colleges have earned a reputation for excellence in quality of education, discipline and character building. Efforts of BAHRIA Foundation in spreading quality education in the country must continue to grow for further improving the standard of education in Pakistan.

c. BAHRIA Foundation Colleges are established as a contribution of BAHRIA Foundation towards nation building and character development of Pakistani youth. Achievement of this goal entails employment of teachers and other staff with outstanding academic capabilities, impeccable character, social manners and exemplary discipline. The management aims at providing a fair and congenial working environment which is conducive to efficient performance of employees.

### 1.2 Mission

The mission of BAHRIA Foundation College is as under:

The BAHRIA Foundation colleges envisage the provision of quality education to its students on modern lines commensurate with national aspirations and present day technological demands, in an atmosphere conducive to their healthy, mental and physical development while maintaining fair competition with private institutions of similar nature.

### 1.3 Implementation of Rules

a. These rules shall come into force with immediate effect. All employees working in BAHRIA Education and Training Services and BAHRIA Foundation Colleges are advised to read these rules carefully, understand them and abide by them. Principals are to ensure that all the teaching and non-teaching staff

have read and endorsed their signatures to this effect and Admin Officers/Admin Supervisors have explained relevant portions to the less educated non-teaching staff members. BAHRIA Foundation Administration reserves the right to cancel, modify, add to any or all of these rules or make new rules at its discretion. In the event of any difference of opinion or dispute as to the interpretation of any rule contained herein, or any issue not covered by these rules, the decision of the Board of Directors, BAHRIA Foundation (as defined in clause **1.5** below) shall be final.

b. In these rules, BAHRIA Education and Training Services (BEATS) and/or BAHRIA Foundation Colleges when referred to as 'the Administration' means Board of Directors of BAHRIA Foundation acting through the powers vested in the Managing Director BAHRIA Foundation (MD), Director General BAHRIA Education and Training Services (DG BEATS), Regional Heads (DMD North/ DMD Centre), Director Finance (DF), Executive Directors Education and Training (EDET), General Manager Finance (GMF), Deputy Directors, Managers Finance, Assistant Directors, Assistant Managers Finance, Principals, or any other authorized functionary of BEATS or BAHRIA Foundation Colleges (BFCs).

#### **1.4 Patron-in-Chief**

Chief of the Naval Staff is the Patron-in-Chief of the BAHRIA Foundation Colleges.

#### **1.5 Board of Directors (BOD)**

a. The Board of Directors of BAHRIA Foundation will deal with major policy matters concerning BAHRIA Education and Training Services. The composition of BOD is as follows:

(1)	MD	Chairman
(2)	DG BEATS	Member
(3)	DMD (North)	Member
(4)	DMD (Centre)	Member
(5)	DF	Member
(6)	Secy BOD	Secretary

b. The Board of Directors will be responsible for:

- (1) Formulation of policies for efficient and smooth functioning of the colleges.
- (2) Approval of annual budget.
- (3) Approval of additions/amendments in BF College Rules.

c. The Board of Directors shall normally meet once every six months. However, an extra ordinary meeting may be convened at any time, if an urgent business so warrants, at the discretion of the Chairman Board of Directors.

d. The Secretary Board of Directors shall circulate the notice for convening a meeting along with the agenda at least 7 days before the meeting.

## **1.6 Inter Regional Meeting**

Inter-regional BEATS Coordination Meeting will be held half yearly under the chairmanship of DG (BEATS) in order to achieve uniformity and standardization in the three Regions. It will be held in rotation at the Head Office or one of the Regional Offices.

## **1.7 Principal Conference**

A Principal's conference will be held once a year at the Regional level at a convenient time during Summer Vacations. It will be chaired by the Regional Head and all policy & general points for academic/ administration of colleges may be discussed in this forum. However, specific cases particular to any BFC or individual will not be discussed in this Conference.

## **1.8 Review and Amendment of BFC Rules**

- a. Board of Directors shall review the BFC Rules in the light of changing needs or policy decisions and amend the Rules accordingly.
- b. Proposals for amendments may be forwarded through Regional Heads.
- c. Before forwarding the proposed changes to the Board of Directors, the Regional Heads shall study all aspects of the proposal and give their recommendations.
- d. Proposed amendments, if approved by the Board of Directors, shall be incorporated in the BAHRIA Foundation College Rules through Addenda forwarded to all concerned by Secretary IRBC.

## **1.9 BAHRIA Education and Training Services (BEATS) Organization**

The BAHRIA Education and Training Services is headed by Director General BAHRIA Education and Training Services (DG BEATS). He has two distinct functions. Firstly he is the overall Incharge of Education & Training Services for achieving uniformity and standardization in all the three Regions. Secondly he is the Regional Head for BEATS South. DMD (North) and DMD (Centre) are the Regional Heads for BEATS North and Centre respectively. Regional Heads exercise financial and administrative control over their Regions and report directly to the MD. Organization of BEATS is shown at **Annex "A"**. Administratively BEATS is divided into the following three regions.

- (1) BEATS (South) covers Sindh and Baluchistan and its offices are located with the BAHRIA Foundation Head Office at Karachi.
- (2) BEATS (Centre) covers lower and central Punjab and its offices are located within the BAHRIA Foundation Regional Office at Lahore.
- (3) BEATS (North) covers northern Punjab, Azad Kashmir and Khyber Pakhtoon Khwah and its offices are located within the BAHRIA Foundation Regional Office at Islamabad.

## **1.10 Duties of DG BEATS**

Director General BAHRIA Education and Training Services (DG BEATS) shall be responsible to MD BAHRIA Foundation for the following duties:

- (1) Formulation of overall Policy and Guidelines for BEATS of all regions i.e. South, Centre and North with the view of achieving standardization as far as possible. However, Management, Financial and Administrative Control of BEATS (Centre) and (North) will remain with DMD (Centre) and DMD (North) respectively.
- (2) Overall Management, Financial and Administrative Control of BEATS (South).
- (3) Proposing the annual budget of BEATS (South) and BF Colleges of Southern Region to the Managing Director and presenting it to the Board of Directors for approval.
- (4) Ensuring Total Quality Management (TQM) and Quality Control of all aspects of administration and education of BEATS (South) and giving guidelines/ advice concerning TQM and Quality Control in BEATS Centre and North.
- (5) Ensuring effective training and evaluation of teaching staff of BEATS (South) and giving guidelines/ advice concerning training of teachers in BEATS Centre and North.
- (6) Ensuring that quality of education is maintained through review of syllabi and examination system for BEATS (South) and giving guidelines/ advice concerning these aspects to BEATS (Centre) and (North).
- (7) Introducing new educational management techniques in BAHRIA Foundation Colleges (South) and giving guidelines/ advice on their implementation in BFCs of North and Centre.
- (8) Liaising with Government and Semi-Government Organizations, NGOs and other reputable National/ International Organizations for promoting the cause of BAHRIA Education & Training Services.
- (9) Expanding educational institutions after due feasibility study.
- (10) Carrying out feasibility and coordinating with Federal/ Provincial/ Local Governments for taking over of existing Colleges/ Schools as already done in the past.
- (11) Analyzing the feasibility of educational projects proposed by BEATS (North) and (Centre) and giving recommendations to the MD.
- (12) Periodically carrying out comprehensive studies to evaluate prospects of future growth and consolidation of the BAHRIA Education and Training Services and making recommendations to the MD.
- (13) Carrying out any other duty/ responsibility given by MD BAHRIA Foundation from time to time.

### **1.11 Duties of Secretary Inter Regional BEATS Coordination - Secy IRBC**

The Secretary Inter Regional BEATS Coordination is responsible to DG BEATS for the following duties:

- (1) Assist DG BEATS in all educational/office management matters.
- (2) Overall supervision of DG BEATS secretariat.
- (3) Regular conduct of biannual IRBC meetings.
- (4) Coordination with regional BEATS for current update on implementation status of decisions of the COA /BOD/ IRBC meetings.
- (5) Compile boards' results of all three regions and put up consolidated position for information of DG BEATS and MD Bahria Foundation.
- (6) Regular upgrade of BEATS webpage to incorporate SSC, HSC and O level board results, students' achievements in co-curricular activities, and mailing addresses of all BFCs.
- (7) Prepare write up for English newspapers, Navy News and Newsletter for the promotion of BFCs' brand.
- (8) Maintain updated record of yearly profit of all regional BEATS; addresses and contact number of principals; strength of students, faculty and non-faculty; number of sections; BFCs' buildings rent; date of expiry of registration and affiliation of BFCs with the concerned department and educational boards; approved Book List; Centralised Scheme of Studies and Calendar of Events etc.
- (9) Supervise implementation of BEATS Vision-2018 for the expansion of BF educational system.
- (10) Prepare draft directives for standardizing procedures and improvement in BFCs of all three regions.
- (11) Liaise with Regional BEATS and finance department for acquiring data needed for policy decisions.
- (12) Coordinate with concerned departments for ISO Certification and Trade Mark Registration of BEATS/BFCs and BGSs.
- (13) Provide assistance to BFCs on implementation of Bulk SMS for timely dissemination of information to the parents of BFCs' students.
- (14) Initiate actions on emails addressed to DG BEATS by parents of BFC students or BFC employees for the overall improvement in BF educational system.

### **1.12 Duties of DMD (N), DMD (C)**

Deputy Managing Director (North) and Deputy Managing Director (Centre) shall be responsible to MD BAHRIA Foundation for the following duties concerning BAHRIA Education and Training Services (BEATS) of their respective regions:

- (1) Management, Financial and Administrative Control of BEATS (North/ Centre) under the approved BFC Rules/ Policy and overall

guidelines/ advice given by DG BEATS with the view of achieving standardization as far as possible in all regions i.e. South, Centre and North.

(2) Proposing the annual budget of BEATS (North/ Centre) and BF Colleges of (Northern/ Central) Region to the Managing Director and presenting it to the Board of Directors for approval.

(3) Ensuring Total Quality Management and Quality Control of all aspects of administration and education of BEATS (North/ Centre) under the approved BFC Rules/ Policy and guide lines/ advice given by DG BEATS concerning TQM and Quality Control in BEATS (North/ Centre).

(4) Ensuring effective training and evaluation of teaching staff of BEATS (North/ Centre).

(5) Ensuring that quality of education is maintained through effective educational management techniques and periodic review of syllabi and examination system for BEATS (North/ Centre).

(6) Liaising with Government and Semi-Government Organizations, NGOs and other reputable National/ International Organizations for promoting the cause of BAHRIA Education & Training Services.

(7) Expanding educational institutions after carrying out feasibility.

(8) Carrying out feasibility and after approval coordinating with Federal/ Provincial/ Local Governments for taking over of existing Colleges/ Schools.

(9) Carrying out any other duty/ responsibility given by MD BAHRIA Foundation from time to time.

### **1.13 BEATS Regional Organizations**

The Regional Organization of BEATS, reflecting planning for future growth, is at **Annex "B"**. Only the required appointments are to be filled in by each region, as per actual workload, after obtaining approval of MD. However, appointment of civilians must be commensurate with their qualification and experience and retired naval officers with their substantive rank as follows:

- (1) Executive Director Education and Training - Commodore (Retd)
- (2) Senior Deputy Director - Captain (Retd)
- (3) Deputy Director - Commander (Retd)
- (4) Assistant Director - Lt Commander (Retd)

### **1.14 Duties of Executive Director Education & Training – EDET**

a. Ensuring that BAHRIA Foundation Colleges located in the area of responsibility are supervised and managed effectively and efficiently.

b. Ensuring that academic standards and quality of education is maintained in BAHRIA Foundation Colleges located in the area of responsibility.

- c. Ensuring the employment of well qualified and suitable teachers in BAHRIA Foundation Colleges located in the area of responsibility and their subsequent training.
- d. Exercising administrative control over the functioning of all BAHRIA Foundation Education & Training entities in the area of responsibility.
- e. Formulating annual budget under appropriate heads for BEATS and BFCs in the area of responsibility.
- f. Approving Capital and Revenue expenditure, within financial powers for BEATS and BFCs in the area of responsibility.
- g. Ensuring that all funds allocated to Education & Training are used most judiciously.
- h. Approving Annual Increments, Honorarium and over time of BF College employees in the area of responsibility.
- j. Periodically reviewing, restructuring and proposing revision of pay scales of employees of BF Colleges in the area of responsibility and presenting them for approval of MD through DG BEATS/ Regional Heads.
- k. Periodically reviewing, restructuring and proposing the revision of fee structure of the BF Colleges in the area of responsibility and presenting them for approval of MD through DG BEATS/ Regional Heads.
- l. Giving decisions on matters of immediate nature and issuing of policy letters in the area of responsibility. However, if any important policies are desired to be made part of the BF College Rules, the same are to be put for BOD's approval.
- m. Examining all proposals of new projects in detail and submitting them to DG BEATS/ Regional Head along with recommendations.
- n. Coordinating the preparation of feasibility studies in-house or by outside consultants in consultation with Director Finance and presenting the same before the Board of Directors.
- p. Ensuring maintenance of proper records of each project separately.
- q. Developing and maintaining cordial relationship with organizations/ companies/ Government Departments/ authorities and individuals who can be useful to BAHRIA Foundation Education and Training Services.
- r. Proposing creation of new posts/ deletion of existing posts for approval of DG BEATS/ Regional Heads.
- s. Selecting and appointing suitable teaching and other staff in sanctioned vacant posts against funds allocated/ generated by the respective projects subject to the BFC Rules.
- t. Keeping DG BEATS/ Regional Heads informed of all important activities of BAHRIA Foundation Colleges in the area of responsibility.

- u. Rendering monthly and half yearly reports on activities of BAHRIA Foundation Education & Training in the area of responsibility to DG BEATS/ Regional Heads.
- v. Maintaining Personal Files of all officers of BAHRIA Foundation Education & Training in the area of responsibility.
- w. Carrying out any other duty/ responsibility given by MD BAHRIA Foundation/ DG BEATS/ Regional Heads from time to time.

### **1.15 Duties of Senior Deputy Director Education Quality Assurance – DD(EQA)**

He/ she is responsible to the EDET for:

- (1) Ensuring that the academic standards are maintained in the BFCs located in the area of responsibility.
- (2) Examining the proposed syllabi & examination schedule and ensuring that the selected syllabi & books and the conduct of examination are in accordance with the HEC prescribed rules.
- (3) Ensuring that the funds allocated for the purchase of books are utilized most judiciously.
- (4) Ensuring timely preparation of calendar of events of BFCs.
- (5) Ensuring that quality education is imparted to the BFC students and BFCs are well equipped with learning material and equipment as per requirement.
- (6) Supervising all academic and co-curricular activities and ensuring high standards in academic achievements and also ensuring that co-curricular activities have been included in the college curriculum to enhance the students learning experience.
- (7) Updating information regarding Govt. Boards /HEC policy about schedule/ conduct of exam, academic session and holidays etc.
- (8) Ensuring that proper study/ prep periods are held in the hostels with appropriate staff available assisting the students / hostelries.
- (9) Elaborating the criteria for teachers' evaluation and working out the evaluation programme. Periodically review this and make changes if required.
- (10) Keeping liaison with leading Teachers' Training Organizations, studying and evaluating the teachers' training. Recommend the selected workshops for the teachers of BFCs for individual attendance and assess their performance.



- (11) Periodically conducting professional seminars/ workshops for the Principals /Coordinators /teachers and promulgating recommendations for implementation, when appropriate.
- (12) Organizing centralized teachers training for selected teachers of all BFCs, through appropriate Teachers Training Development Organizations.
- (13) During inspections/visits of BFCs evaluating performance / skill of the teachers.
- (14) Recommending various programme for students' character building.
- (15) Planning inspection programme of all BFCs in coordination with the Senior Deputy Director and prepare reports of evaluation including individual reports on teachers' performance.
- (16) Analyzing typical shortcomings and suggesting the ways to overcome these in post inspection session with the teachers.
- (17) Working out the students' evaluation policy and assessing students' knowledge of syllabi as well as their general knowledge and recommendation for improvement during visits of BFCs.
- (18) Acting as a member of interview board for appointments of Principals / Teachers in the BF colleges as and when ordered.
- (19) Popularizing methods utilized in Montessori / KG / Nursery groups among the teachers of Pre-School sections of BFCs and providing them relevant guidance during each visit.
- (20) Carrying out any other duty/ responsibility given by MD BAHRIA Foundation/ DG BEATS/ Regional Heads from time to time.

#### **1.16 Duties of Deputy Director Syllabi and Examinations - DD (SE)**

He / She is responsible to EDET through Sr. DD (EQA) for:

- (1) Periodically reviewing the BFC Syllabi and putting up recommendation for improvement and standardization.
- (2) Periodically reviewing of textbooks and putting up recommendations for implementation in BFCs.
- (3) Implementation of standardized examination system and schedule.
- (4) Preparation of consolidated syllabus for the whole year having all topics of various subjects divided term-wise and week-wise and classified class wise and subject-wise.
- (5) Timely preparation of Consolidated Calendar of Events for BEATS/BFCs for each academic year.

- (6) Carrying out annual inspections and submitting inspection report for follow up action.
- (7) Carrying out surprise visits of the colleges ensuring that educational routine is being followed as per schedule and briefing EDET about the visit.
- (8) Ensuring that all Labs/Library are adequately equipped, well maintained and are being utilized up to their optimum capacity.
- (9) Ensuring that all examinations are being conducted as per the prevailing system /policy.
- (10) Ensuring that co-curricular activities have been included in the college curriculum.
- (11) Providing necessary guidance / assistance to the colleges in organizing big events specially those where some senior officials are being invited.
- (12) Updating information regarding Govt. Boards /HEC policy about schedule/ conduct of exam, academic session and holidays etc.
- (13) Ensuring that proper study/ prep periods are held in the hostels with appropriate staff available assisting the students / hostelries.
- (14) Carrying out any other duty assigned by the MD BAHRIA Foundation, DG BEATS or EDET.

### **1.17 Duties of Assistant Director Syllabi – ADS**

He/ she is responsible to the DDSE for:

- (1) Checking and implementing the updates of the syllabi most recently approved by the Board of Education.
- (2) Checking for the optimum utilization of the libraries/ laboratories by the students and ensuring that the libraries/ laboratories possess the requisite books/ equipment etc to carry out the academic activities as per the requirement of Board of Education.
- (3) Ensuring that the selected syllabi for the non-board classes (i.e. from Montessori to Class VIII) are conducive in developing the academic base of the students.
- (4) Ensuring that the students are provided with the opportunity to co-relate studies with practical applications by arranging educational trips.
- (5) Checking whether the syllabi are well balanced in terms of class assignments, presentations etc, so as to enhance the students comprehension and the confidence level.

- (6) Inviting feedback from the colleges under jurisdictions about the usefulness of the syllabi selected for each class and any recommendations to improve the enforced syllabi.
- (7) Planning visits to the BFCs for discussing the progress on enforcement of syllabi and assessing their effectiveness.
- (8) Carrying out any other duty/ responsibility given by superior officers from time to time.

### **1.18 Duties of Assistant Director Examinations - ADE**

He/ she is responsible to the DDSE for:

- (1) Checking the proposed time table for examination and the date sheets.
- (2) Promulgating the schedule of examination to the colleges from Montessori to Class VIII.
- (3) Assessing the standard of the formulated examination papers in comparison with the criteria's put forth by the Board of Educational and prevailing standards in reputable educational institutions.
- (4) Carrying out surprise checks, when examinations are in progress, at various colleges under jurisdiction.
- (5) Ensuring that each college has evolved effective measures to prohibit any kind of misconduct during the examination.
- (6) Ensuring that the evaluation of the students' answer books is done properly and in accordance with standard procedures so as ensuring fairness, transparency and security.
- (7) Monitoring the examinations in BFCs and checking that they have been conducted properly.
- (8) Maintaining year wise record of results of each class of BFCs and to report the trends regarding improvement or decline in the results.
- (9) Making recommendations for academic standards by offering incentives to individual students who perform outstanding in the respective boards.
- (10) Carrying out any other duty/ responsibility given by superior officers from time to time.

### **1.19 Duties of Deputy Director (Teachers' Training and Evaluation) – DD (TTE)**

The Deputy Director (TT&E) is responsible to the EDET through Sr. DD (EQA) for the following duties:

- (1) Elaborating the criteria for teachers' evaluation and working out the evaluation programme. Periodically reviewing these and making changes if required.

- (2) Keeping liaison with leading Teachers' Training Organizations, study and evaluate their performance in order to find the best for training of the teachers of BFCs. Recommend selected workshops for the teachers of BFCs for individual attendance.
- (3) Periodically conducting professional seminars/ workshops for the Principals/ Coordinators/ teachers and promulgating recommendations on improvement of teaching style for implementation, when appropriate.
- (4) Twice a year organizing centralized teachers' training for selected teachers of all BFCs. Working out the training programme and choosing the most appropriate for this purpose Teachers Development organization.
- (5) Evaluating performance of the teachers, who attended the training and also newly appointed teachers during inspection visits of BFCs.
- (6) Analyzing typical shortcomings and showing ways to overcome these during post inspection sessions with the teachers.
- (7) Planning annual/ terms inspection visit programme of all BFCs in coordination with the DD (S&E) and DD (CA) and preparing reports of evaluation including individual reports on teachers' performance.
- (8) Recommending various programmes for teachers training/ development.
- (9) Checking the student's evaluation done by teachers and the effectiveness of teaching methods in improving the knowledge of the students.
- (10) Analyzing and evaluating shortcomings observed during inspections and working out guidelines and detailed recommendations for improvement of teaching methodology in BFCs.
- (11) Revising and periodically updating the teacher's lesson plan guide, and checking during each visit of BFCs that teachers follow this.
- (12) Acting as a member of interview board for appointments of teachers in the BF colleges as and when ordered.
- (13) Popularizing methods utilized in Montessori/ KG/ Nursery groups among the teachers of Pre-School sections of BFCs and providing them relevant guidance during each visit.
- (14) Regularly obtaining updated information on education from the Internet and utilizing it during teachers' training sessions.
- (15) To give necessary input to DDSE for generation of main Calendar of Events.
- (16) Carrying out any other duty/ responsibility given by EDET from time to time.

### **1.20 Duties of Assistant Director (Teachers' Training and Evaluation) ADTTE (I & II)**

The ADTT&E (I & II) is responsible to the DD (TT&E) for the following duties:

- (1) Forecast the future training needs of the BFCs teaching staff for the BFCs under jurisdiction.
- (2) Study and evaluate the performance of leading Teachers' Training Organizations and recommend the selected ones for training of BFCs teachers.
- (3) Maintain correspondence with Teachers' Training Organizations in order to organize training of teachers of BFCs.
- (4) Maintain record of teachers of each BFC who has acquired in service training.
- (5) Visit the colleges to evaluate the standards of teaching and utilization of training aids by the teachers.
- (6) Conduct the workshops in the BFCs on the selected topics when and where required.
- (7) Ensure that the recently trained teachers share their experience with their colleagues within one month after receiving training.
- (8) Maintain a library of the educational material used during the workshops, training courses, seminars etc.
- (9) Keep a file / album with Montessori material (photographs, pictures etc) in order to spread new ideas among the Montessori teachers in all BFCs.
- (10) Carry out any other duty/responsibility given by superior officers from time to time.

### **1.21 Duties of Senior Deputy Director Administration – SDD (Admin)**

He/ she is responsible to the EDET for:

- (1) Efficient Human Resource Management and Administration of the BFCs located in the area of responsibility.
- (2) Formulating the annual budget for the BFCs in the area of responsibility.
- (3) Dealing with various problems pertaining to the employees as well as with the requirements of the colleges and to monitor the faculty, non-faculty and helping staff in order to keep their strength within prescribed

limits as per BFCs' Rules.

(4) Conducting periodic inspection (administration), managing pay structure & honorariums of employees and fee structures of BF Colleges.

(5) Scrutinizing store demand requisition of BFCs and their timely procurement through FTA / local market.

(6) Arranging Principals Conference, inspection of BFCs and generating main calendar of events based on input of colleges and other departments of BEATS.

(7) Maintaining close liaison with Ministry of Education, Education Boards and other organizations regarding various matters related to Administration of BFCs.

(8) Exploring and recommending new sites / buildings for opening of BAHRIA Foundation Educational Institutions.

(9) Ensuring that codal formalities have been completed by the BFCs for all Civil Works / Projects and supervising their timely completion.

(10) Carrying out feasibility studies in coordination with provincial Govt for taking over Public Schools and extension of their lease periods.

(11) Hiring buildings and executing extension in contracts of existing buildings of private owners for establishing / upgrading BFCs and preparing their terms and conditions in the consultation with ALA, in order to safeguard the interests of BAHRIA Foundation.

(12) Preparing drafts of contracts/ agreements with regard to hiring/ construction in consultation with ALA for approval of the Competent Authority.

(13) Preparing annual rent of all hired BFCs buildings and liaising with their owners in connection with matters pertaining to the payment of rent.

(14) Performing any other duty assigned by DG BEATS / EDET(S) from time to time.

## **1.22 Duties of Deputy Director Colleges Administration – DDCA**

He/ she is responsible to the EDET through Sr. DD Administration for:

(1) Matters pertaining to logistic support and efficient and effective functioning of Colleges' administration.

(2) Effective Human Resource Management of BFCs employees and dealing with all cases of hiring and termination of employees.

(3) Monitoring the faculty, non-faculty and helping staff of BFCs in order to keep their strength within prescribed limits as per BFC Rules.

(4) Dealing with various problems pertaining to the employees as well as requirements of the colleges as per rules and policy in vogue.

- (5) Arranging / preparing progress reports / returns for submission to higher authorities as and when required.
- (6) Preparing annual budgets of all colleges in area of responsibility.
- (7) Maintaining close liaison with Ministry of Education, Education Boards and other organizations on various matters related to Administration of BFCs.
- (8) Managing the ACRs of all employees of BFCs.
- (9) Managing all aspects of pay structure and Honorariums for employees of colleges.
- (10) Managing all aspects of the fee structure of colleges.
- (11) Scrutinizing and compiling the proposals for annual budget received from BFCs and presenting them for approval.
- (12) Scrutinizing the Stores Demand Requisition (SDR) of BFCs for approval and onward rendering to FTA or the college for procurement from local market.
- (13) To arrange visits of inspection teams for annual inspection of BFCs and Inspection Progress Review Meeting (IPRMs).
- (14) Acting as member of Head Office Inspection Team and preparing inspection report with regard of area of responsibility.
- (15) Arranging Principals conference in coordination with other departments of BEATS and Principals of BFCs.
- (16) Giving necessary input to DDSE for generation of main calendar of events based on input of BFCs.
- (17) Collecting data and arranging monthly co-ordination meetings.
- (18) Performing any other duty assigned by DG BEATS / EDET from time to time.

### **1.23 Duties of Assistant Director Colleges Administration – ADCA (I & II)**

He/ she is responsible to the DD(CA) for:

- (1) Scrutinizing matters pertaining to logistic support for efficient and effective functioning of colleges administration.
- (2) Assisting in Human Resource Management of BFCs employees.
- (3) Keeping check and monitoring the faculty, non-faculty and helping staff and submitting recommendations in order to keep their strength within prescribed limits as per BFC Rules.
- (4) Studying and proposing recommendations pertaining to various problems of the employees as well as requirements of the colleges as per

rules and policy in vogue.

- (5) Preparing / initiating progress reports / returns for submission to higher authorities as and when required.
- (6) Compiling and preparing draft of annual budgets of all colleges in area of responsibility.
- (7) Scrutinizing and preparing the cases of Stores Demand Requisition (SDR) of BFCs for approval and onward rendering to FTA or the college for procurement from local market.
- (8) Compiling and drafting agenda points for Principals' conference.
- (9) Giving presentation on BFCs in area of responsibility during Monthly Co-ordination Meeting.
- (10) Performing duty assigned by superior officers from time to time.

#### **1.24 Duties of Deputy Director Projects and Contracts – DD(P&C)**

DD (P&C) is responsible to EDET for following functions:

- (1) Exploring and recommending new sites / buildings for opening of new BAHRIA Foundation Education Institutions.
- (2) Ensuring that codal formalities have been completed by the BFCs for all Civil Works/ Projects and supervising their timely completion.
- (3) Assisting in carrying out feasibility in coordination with provincial Govt. for taking over Public Schools and extension of their lease periods.
- (4) Hiring buildings/ executing extension in contracts of existing buildings of private owners for establishing/upgrading BFCs and preparing their terms and conditions in consultation with ALA, in order to safeguard the interests of BAHRIA Foundation.
- (5) Making draft contracts/ agreements with regard to leasing / hiring / construction with the consultation of ALA for approval of the Competent Authority.
- (6) Assisting in preparation of annual rent of all BFCs hired buildings.
- (7) Keep Liaison with the colleges' building owners in connection with matters pertaining to the payment of rent.
- (8) Supervise all construction and civil works.
- (9) Keep liaison with civil/ military authorities in the area of responsibility as required.
- (10) Performing any duty assigned by superior officers from time to time.

#### **1.25 Duties of Assistant Director Projects – ADP**



Assist Director Projects is responsible to DD (P&C) for following functions:

- (1) Acting as staff officer to Deputy Director Projects and Contracts.
- (2) Examining all proposals of new projects in detail and submitting them to DD (P&C) along with recommendations.
- (3) Supervising all construction/ civil works.
- (4) Developing and maintaining effective liaison with the owners/ individuals who are connected with the projects that are being considered.
- (5) Ensuring maintenance of proper records of each project separately.
- (6) Keeping DD (P&C) informed about progress of all important projects.
- (7) Carrying out any other duty/ responsibility given by superior officers from time to time.

#### **1.26 Duties of Assistant Director Contracts – ADC**

Assist Director Contracts is responsible to DD (P&C) for following functions:

- (1) Act as staff officer to Deputy Director Projects and Contracts.
- (2) Assisting in preparing the rents of all hired BFC buildings and liaising with owners of buildings.
- (3) Assisting the DD (P&C) for hiring buildings and executing extensions in contracts of existing buildings of private owners for establishing upgrading BFCs and preparing their terms and conditions.
- (4) Assisting DD (P&C) in preparation of drafts / contracts/ agreements with regard to hiring / construction etc.
- (5) Maintaining & updating files of all contracts of BEATS.
- (6) Carrying out any other duty/ responsibility given by EDET and DD (P&C) from time to time.

#### **1.27 Duties of Principal**

Principals of BAHRIA Foundation Colleges are academicians as well as administrators. As heads of the institutions, they are expected to display the highest level of administrative and leadership skills. They are responsible for every aspect of their colleges. They are to run their colleges efficiently, ensuring quality education while remaining within the available resources. They are to use their good judgment and discretion on the aspects not covered in the BF College Rules and instructions issued from time to time. They are responsible to the EDET for:

- (1) Smooth and efficient running of the campuses in their charge.

- (2) Discipline of the staff and students and dealing with all disciplinary cases according to laid down rules.
- (3) Ensuring that college premises are neat and clean, the students wear neat uniforms and have proper haircut.
- (4) Evaluating the teachers (at least once in a quarter) according to the “Teacher’s Evaluation Proforma” (**Annex ‘C’**) and counseling them to improve upon their teaching skills and keeping record of the same.
- (5) Holding regular conference/meetings with the staff on matters concerning the academic and administrative aspects of the BFC and ensuring that the decisions taken in the meeting are implemented and record is maintained.
- (6) Rendering ACRs of all the college employees. Adverse remarks are to be underlined in RED ink and told to individual and his/her signatures obtained. It should be the effort of the Principal to groom and train his/her subordinates. If an employee fails to come up to the required expectation he/she should counsel him/her. However, if he/she does not improve despite all efforts, he/she should be warned in writing. This procedure needs to be adopted before endorsing adverse remarks in ACR.
- (7) Safe custody of college buildings, furniture, equipment and other assets and maintaining stores ledgers.
- (8) Control and supervision teaching staff and other employees of the college and organizing their duties.
- (9) Judicious use of college imprest funds to meet running expenses of the college in accordance with BAHRIA Foundation Financial procedure/ Instructions.
- (10) Rendering monthly account of college imprest Fund to BAHRIA Foundation Finance Department and EDET.
- (11) Timely (by 28<sup>th</sup> of each month) distribution of fee challans to all students and ensuring that students pay their fee on time through designated Bank.
- (12) Maintenance of up-to-date college accounts and organizing audit on regular basis and ensuring recovery of all receivables under fee head .
- (13) No fee in cash or donation is to be collected from the students / parents by any college staff.
- (14) Rendering monthly financial statement to BAHRIA Foundation Finance Department and EDET.
- (15) Preparing annual budget of his/her College for the next financial year by 15 April each year.
- (16) Maintaining liaison with the local Education Board/ University/ British Council to remain abreast of any changes in policies/syllabi and

timely registration/ affiliation of the campus at SSC, HSC/ 'O' Level.

(17) Having good liaison and rapport with the local Govt. agencies and information media.

(18) Ensure muster of library and the Laboratories is carried out half yearly as per BAHRIA Foundation policy and its record is maintained.

(19) Ensuring timely recognition with the respective Board / University to ensure timely enrolment of F.Sc / HSC, 'O' Level, Matric students for respective Board / University examinations.

(20) Organizing test/interviews for candidates seeking admission in the college.

(21) Rendering salary entitlements of all staff to BAHRIA Foundation Finance Department by 25<sup>th</sup> of each month.

(22) Producing newsletters of the college and yearly printing of college magazine.

(23) Ordering formal inquiries into any cases which may lead to disciplinary action against a student or an employee.

(24) Supervising classroom instructions in accordance with laid down syllabi and programs. Also providing advice, assistance and information to the Academic Coordinators when required.

(25) Ensuring that modern, enlightened and progressive education is imparted to the students and that the campus environment also reflects these qualities.

(26) Arranging of continuous teachers' training sessions within the college conducted by senior, experienced or prominent teachers in order to keep abreast of modern educational theory and practice. These may be done in the form of demonstration lessons, followed by detailed analysis, study of teaching methods alongwith practical sessions and sharing teaching ideas.

(27) Ensuring that teachers who have attended the workshops outside the college disseminate contents of the same to the rest of the faculty.

(28) Arrangement of visual aids lab (room, corner) where various maps, pictures, schemes, models provided by the administration as well as prepared by the teachers and students will be kept.

(29) Compilation of Principal's Standing Orders and updating them as and when required.

(30) Ensuring that college employees have read Principal's Standing Orders and BF College Rules.

(31) Ensuring timely actions on all the mail.

(32) Ensuring to maintain high academic standards, organize extra co-curricular activities and administer the college efficiently.

(33) Ensuring that parent-teacher meetings are held regularly and parents' complaints are addressed judiciously.

(34) Ensuring proper conduct of college examinations, preparation of question papers / marking of answer sheets as per standard pattern and maintaining secrecy of examination record preferably through a separate examination cell.

(35) Ensuring that college records are maintained, updated and countersigned by the Principal on monthly/weekly basis, as appropriate.

(36) Attending all college activities including morning assembly.

(37) Ensuring that BFCs having hostel facilities issue orders and instructions for smooth conduct of the hostel affairs. All possible measures are to be taken to ensuring safety and security of the students living in the hostel. Also ensuring that all fees are deposited in bank.

(38) Principals are not to leave station without prior approval of the EDET.

(39) Such other responsibilities as may be assigned by the Head/ Regional Office.

### **1.28 Chain of Command During Principal's Leave / Absence**

a. Whenever the principal is away for less than 03 days from BFC due to sickness / C/L or temporary duty etc, the senior most coordinator will automatically assume the charge of the acting principal and manage day to day matters and no Temporary Memorandum for handing / taking over duties will be issued, however if the principal is proceeding on more than 03 days leave / sickness / Ty duty then the principal is to issue a Temporary Memorandum detailing the senior most coordinator / Teacher to act as principal in his absence. The matter is to be informed immediately to the Head Office, by the principal (if possible) or by the senior-most Coordinator.

b. The Head office will then issue written instructions for the next senior-most to take over duties of the Principal, who will normally be the senior coordinator. However, if for any reason the senior coordinator cannot be appointed another suitable coordinator or teacher will be nominated. In case the dates of joining of the senior most coordinators / teacher (s) are the same, seniority will then be determined by age.

c. Acting official will only carry out day to day functions of the department and should not exercise the following powers of appointment:

(1) Financial power.

(2) Power of appointment and termination.

(3) Issuances of policy letters & directives. Such cases should be referred to next superior officer in BAHRIA Foundation Head office/ Regional Office.

d. Acting Principal working for a month or more would be authorized to the additional allowance equal to 50 % of his / her gross pay.

### **1.29 Duties of Vice Principal**

The Vice Principal of BAHRIA Foundation colleges is responsible to Principal for:

- (1) Conduct of morning assembly and inspection of students turn-out through Coordinators.
- (2) Maintenance of roll call registers of students as well as the faculty. Grant of 1 day casual leave to the teaching staff and maintenance of leave record. Grant of leave to the students as delegated by the Principal.
- (3) Supervision of classroom instructions in accordance with the syllabi breakdown (scheme of study) and daily timetable.
- (4) Supervision /Planning of instructional programme / time-table as well as co-curricular activities.
- (5) Maintenance of Teachers Weekly Work Diaries, lesson plans and Laboratory Breakage Registers of various labs.
- (6) Supervision / Preparation of examination schedules, question papers and other matters pertaining to admission tests and interviews.
- (7) Arrangement for prompt marking of answer scripts and tabulation of all results.
- (8) Making recommendations for eligibility of candidates for admission and promotion.
- (9) Initiating procurement of all equipment and aids for curricular and co-curricular activities as per instructions of the College administration.
- (10) Arranging seminars, holding meetings of the staff and students separately for improving discipline, academics, sports and overall atmosphere.
- (11) Planning and conducting of Send-ups /Pre Board Examinations for classes IX to XII and preparation of results expeditiously.
- (12) Nomination of teachers as internal examiners for conduct of practical in various science subjects.
- (13) Prompt preparation of school leaving and provisional certificates for students after declaration of exams results.
- (14) Helping and assisting Principal in the admission process.
- (15) Supervision of all the laboratories, including monitoring the work of Lab In-charges and ensuring the coverage of syllabi for practical work.

- (16) Supervision of all the projects and regular feedback from the project supervisors.
- (17) Assigning a person who should stay with students in case of extra classes or practical exams after the college timings.
- (18) No fee in cash or donation is to be collected from the students / parents by any college staff.
- (19) Any other duty assigned by the Principal.

### **1.30 Duties of Coordinator**

He / She is responsible to the Principal for:

- (1) General running of the assigned section under his / her charge.
- (2) Efficient and effective discharge of duties by the teachers under his / her charge.
- (3) Rendering relevant section of ACRs on all teachers under his / her charge.
- (4) Preparing annual calendar of events of his / her section.
- (5) Interviewing parents during admission of children in his / her section.
- (6) Neat and clean appearance of his / her section.
- (7) Coordinating preparation of timetable for his / her sections.
- (8) Ensuring that all teachers in his / her sections complete the syllabi of their respective subjects / classes according to a pre-determined schedule.
- (9) Monitoring the academic progress of classes and performance of teachers by observing and evaluating their lessons, emphasizing time and class management, application of various educational methods, usage of visual aids/material, and continuous interaction with the students.
- (10) Preparing and promulgating instructions concerning his / her section in consultation with and approval of the Principal.
- (11) Suggesting ways and means to achieve a high academic level in his/ her section.
- (12) Monitoring and evaluating the students' results and taking necessary measures for improvement whenever required.
- (13) Suggesting new ideas and recommending measures for improvement of teaching skills and learning process.
- (14) Recommending changes in syllabi for improvement of academic

level in line with the latest directions from Board of Education, British Council etc.

- (15) Recommending new text books for his / her section.
- (16) Taking frequent rounds of his / her section and monitoring the quality of teaching.
- (17) Supervising all academic and co-curricular activities and ensuring high standards.
- (18) Checking lesson plans and coverage of syllabi by teachers on weekly basis.
- (19) Supervising preparation the scheme of study (monthly / weekly break down syllabus) for different classes by subject teachers and its implementation.
- (20) Random inspection/checking of students' homework / class work / notebooks / files of all classes under his/her section.
- (21) Making appropriate arrangements for the conduct of the term, annual and Board examinations.
- (22) Allocating leave relief for absenting teachers.
- (23) Maintaining discipline among students and ensuring punctuality and regularity of teaching staff in his / her section.
- (24) Encouraging student's participation in co-curricular activities to build up their confidence.
- (25) Attending the morning assembly, ensuring that teachers and students of his / her section make speeches on topics of general interest and encourage participation of the weak / less confident students.
- (26) Training new teachers of his / her section.
- (27) Acting as resource person in workshops and quiz competitions.
- (28) Maintaining list of outstanding students of his / her section and provide them opportunities for intellectual growth commensurate with their potential.
- (29) Ensure that no fee in cash or donation is to be collected from the students/ parents.
- (30) Carrying out any other duties/responsibilities assigned by the Principal.

**Note:** All duties assigned to Coordinator as laid down in **article 1.30** will be carried out by the Principal when Coordinator is not appointed.

### **1.31 Duties of the Hostel Warden**

a. The Hostel Warden is to devote himself to the harmonious development of the personality of the students who are in his charge. Specific duties of the Hostel Warden are:

(1) **Academic**

- (a) To inculcate the spirit of co-operation and fellowship among the boarders.
- (b) To see that the boarders of his house follow the daily routine regularly with punctuality.
- (c) Ensuring that they wear proper uniform and offer five times prayers in the school mosque.
- (d) To look after the academic progress of students.
- (e) To supervise the Preps and to see that the Boarders regularly do their homework / assignments.
- (f) To guide them in the studies with the help of Prep Masters.
- (g) To check their monthly and terminal reports and hold interview with them in order to guide for better performance.
- (h) To discuss their academic problems with the Principal and find out possible solutions.
- (i) To inform the parents about their progress, aptitude and problems and invite parents, if necessary, for discussion, after approval of the Principal.
- (j) To arrange extra coaching for the weak students with the approval of the Principal and consent of the parents if necessary.
- (k) To serve as a liaison between the parents and the college.

(2) **General Administration**

- (a) Ensuring that the dress and discipline of the boarders are of the highest possible standard. The boarders should know the college and house rules and should follow them in letter and spirit. The Hostel Warden will set the dormitories(dorms) according to the classes and age group of boarders. A dorm monitor should be selected.
- (b) Ensuring that cleanliness of the house and surrounding is of the highest possible standard and also see that there is no damage and wastage of water, electricity or gas.
- (c) To carry out weekly inspections of the clothing, books, stationery, cupboards and dormitories.
- (d) Ensuring personal cleanliness, hygienic parade may be conducted once a week, to check teeth, hair-cut, nails etc.



- (e) To organize house activities, indoor games, pasting of all papers, house functions and excursions.
- (f) Ensuring the care of ailing boarders and to see that they get proper medical aid and diet. If necessary, to accompany serious ailing cases to Civil Hospital and inform the Principal and parents.
- (g) To appoint a House Captain and prefects with approval of the Principal.
- (h) To assign definite duties and responsibilities to the prefects.
- (i) To distribute pocket money and keep its record.
- (j) To maintain the house fund records, daily messing record, leave out register, personal files and attendance register of the house.
- (k) To check that lights are off/on as per daily routine.
- (l) To submit the daily house report to the Principal every day in the morning on prescribed form.
- (m) To be ready at any time for the inspection of the Principal which is to take place at least twice a month.
- (n) To ensure that the boarders do not keep costly items / valuables.
- (o) To carryout night surprise checks on request basis.
- (p) To grant leave to the boarders, maximum for two days on the request of the parents or due to any pressing need (the leave should be discouraged as much as possible). Leave for more than two days will be referred to the Principal for approval in writing.
- (q) To ensure that no boarder is found absent from the house during night hours without permission.
- (r) Ensuring that smoking is not done by the boarders.

### **1.32 Duties of Deputy Hostel Warden**

a. The duties of the Deputy Hostel Wardens are of the same nature as those of a Hostel Warden. He is supposed to assist and help the Hostel Warden in house routine and activities.

- (1) He will devote himself specifically to those duties which are entrusted to him by the Hostel Warden from time to time.
- (2) The Deputy Hostel Warden will reside in the house and supervise the Dining Halls. He will take meals with the boarders.

(3) He should not go on leave from the house without the prior permission of the Principal.

### **1.33 Duties of In charge Examinations / Examination Cell**

He/ She is responsible to the Principal for:

- (1) Preparing timetable for examinations and issuing date sheets.
- (2) Obtaining question papers in manuscript CD/floppy disk from the teachers for all examinations and presenting the same for vetting and corrections by the Principal.
- (3) Coordinate typing/printing of approved question papers and maintaining their secrecy.
- (4) Preparing seating plans and making seating arrangements in consultation with the Coordinators and Principal.
- (5) Issuing invigilators' roster with the approval of Principal.
- (6) Collecting worked answer books / sheets on the day of examination.
- (7) Distributing worked answer books / sheets to respective examiners on the day of examination.
- (8) Collecting evaluated answer books / sheets alongwith 'Award List' from the examiners.
- (9) Making arrangements for centralized evaluation of worked answer books / sheets within the campus as per the Principal's instructions and recording the daily completed evaluation work.
- (10) Re-checking the evaluated answer books/sheets by other teachers and put up the same for approval by the Principal.
- (11) Submitting result sheets to the Principal.
- (12) Presenting examination stationery demand to the Principal through Coordinators well in advance of the start of examination and ensuring its timely availability for the examination.
- (13) Ensuring that duly completed 'Progress Report Cards' are submitted to Coordinator(s) and the Principal for corrections and their remarks.
- (14) Maintaining old examination papers file.
- (15) Displaying Examination Results on main Notice Board.
- (16) Maintaining registration, examination forms, roll number slips, result cards and result records of Board classes.

(17) Maintaining the examination cell and keeping all examination record/ material there in a secret manner under safe custody.

(18) Carrying out any other duties assigned by the Principal.

### **1.34 Duties of Faculty Staff**

#### **a. Teachers**

Teachers are responsible for quality education. They are required to:

(1) Prepare lesson plans according to the lesson plan pro forma (**Annex-‘D’**) and use them while delivering lessons.

(2) Complete the syllabi on time.

(3) Ensures that students wear clean uniform and have proper haircut.

(4) Maintain strict discipline in their classes.

(5) Inculcate good habits in students and educate them to adopt good manners.

(6) Prepare good citizens of Pakistan by developing moral consciousness of the students based on an understanding of teachings of Islam. Make them confident and inculcate in them desire to seek and share knowledge.

(7) Be excellent role models for the students.

(8) Prepare and submit results well in time as required by the Principal.

(9) Be aware of and execute college policies and procedures.

(10) Follow sound professional ethics and hold all information in confidence concerning children, teachers or school affairs.

(11) Attend all meetings, seminars or teachers’ training sessions carried out in or outside the college when required.

(12) Ensure preparation and usage of visual aids as an important part of teaching.

(13) Facilitate the timely collection of fees by the college Administration.

(14) Desist from engaging in behavior which is professionally inappropriate for teachers or which are unlawful for any citizen.

(15) Refrain from obscene, profane or abusive language in college premises.

(16) Carry out any other duties assigned by the Principal.

#### **b. Campus Doctor**

He / She is required to:

- (1) Examine all the students at least once a year and maintain their health records as per Medical Examination Card placed at **Annex 'E'**.
- (2) Provide medical aid to the students / teachers when required.
- (3) Guide the students and staff for prevention of diseases by delivering short lectures and organizing discussions with the students.
- (4) Give short informative lectures in accordance with the syllabi during Science / Biology periods.
- (5) Ensure that vaccination for polio and hepatitis are given to all staff / students as required.
- (6) The doctor will also act as a teacher of Bio and will conduct his / her lessons in accordance with the syllabi.
- (7) Carry out any other duties assigned by the Principal.

c. **Physical Training Instructor**

He / She is required to:

- (1) Impart physical training and inculcate discipline among the students.
- (2) Prepare sports schedule and conduct various sports activities.
- (3) Maintain records of all tournament results.
- (4) Maintain discipline and supervise movement of students before and after morning assembly, breaks and at closing time each day.
- (5) Assist in organization of various sports events and other functions held by the college.
- (6) Report to the campus half an hour before the Assembly and not to leave the campus until all students depart at secure.
- (7) Ensure that the students do not leave the college during the college hours.
- (8) Maintain up to date record of sport gear.
- (9) Carry out any other duties assigned by the Principal.

d. **House Master/ House Mistress**

He / She is required to:

- (1) Prepare the students for the various extra-curricular events and competitions organized by the college.
- (2) Appoint House Prefects in accordance with the prescribed

procedure.

- (3) Prepare records of all competitions.
- (4) Write the remarks about the students of his / her respective Houses.
- (5) Educate the students to adopt good manners.
- (6) Inculcate good habits in the students.
- (7) Guide them for solving their problems.
- (8) Carry out any other duties assigned by the Principal.

### **1.35 Duties of Non-Faculty Staff**

#### **a. Librarian**

He / She is responsible for the following:

- (1) To maintain readers' register and library cards of the students and the teachers.
- (2) To conduct library periods and help the students choosing books for reading.
- (3) To arrange temporary exhibitions on prominent Urdu and English writers and their best works and discuss these later during library periods.
- (4) To initiate and maintain all correspondence relating to the reference books and general reading material of the library.
- (5) To make arrangements for proper storage, custody and up keep of all the books / periodicals of the library.
- (6) To maintain record of all reference books, textbooks and periodicals of the library.
- (7) To issue books to the students and staff promptly.
- (8) To provide list of books required for procurement to the Principal.
- (9) Assist and guide the Purchase Committee regarding purchase of books.
- (10) To prepare annually the future requirement of the library books and periodicals.
- (11) To maintain good physical standard of library.
- (12) To display covers of new arrivals on the library notice board.
- (13) To maintain ledger / stock register of library books.

- (14) To maintain book issuing register.
- (15) To ensure and arrange timely muster of the library and maintains its record for inspection.
- (16) To decorate library with relevant material, display books subject wise, display library instructions / rules and ensure their implementations.
- (17) Carry out any other duty assigned by the Principal.

b. **Admin Officer (where appointed)**

He is responsible to the Principal for the following:-

- (1) Maintenance of security & cleanliness of the college premises.
- (2) Maintenance of discipline of non-teaching staff.
- (3) Assisting Principal and faculty in maintaining discipline amongst students.
- (4) Maintenance of the college buildings, furniture / fixture / office equipment and other facilities such as hostel, sports grounds and lawns / gardens (where existing).
- (5) Maintenance of personal files and leave record of all non teaching staff.
- (6) Custody of personal files of staff.
- (7) Maintenance of stock register and periodical inspection of stocks / inventories.
- (8) Administrative support in the academic activities of the college as and when required.
- (9) Liaison with transport contractor and parents of students to resolve day to day transport problems and to organize outdoor trips and educational visits for the students. Also responsible for operation and maintenance of college transport (where existing).
- (10) Administrative arrangements for VIP visits and all college functions (Annual Day / Sports etc).
- (11) Organizing duties of non-teaching staff and rendering their ACRs.
- (12) Performance as a member of the College Appointment Committee of non-teaching staff.
- (13) Checking hygienic condition of food and eatables provided by the Contractor to the Hostel mess (where applicable).

- (14) Insurance of economic use of utilities such as electricity, gas, water and telephone etc.
- (15) Monitor rates and quality of items provided in the college Tuck Shop.
- (16) Performance as a member of Purchase Committee of the college.
- (17) Carrying out other responsibilities / duties as may be assigned by the Principal.

**Note:** All duties assigned to Admin Supervisor as laid down in **article 1.35.c** will also be carried out by the Admin Officer where Admin Supervisor is not appointed.

c. **Admin Supervisor**

He is responsible to the Principal through Admin Officer for the following:

- (1) Discipline and smooth & efficient work of the subordinate staff.
- (2) Cleanliness and security of the college's premises, its furniture, fittings and the garden.
- (3) Keeping the Admin Officer informed about allocation of any specific work of important nature to any member of the administrative / helping staff and report about any lapse or negligence on their part.
- (4) General security and safety of the college premises.
- (5) Keeping guard against anti-social or any undesirable activities of the helping staff, contractors and their staff etc.
- (6) Overall supervision of the repair / maintenance / uplift works of the college buildings / premises.
- (7) Supervising safe departure of students, their transport and ensuring that no student is left in the college premises after college hours.
- (8) Ensuring that the college premises are properly closed.
- (9) Safe custody of old record like Attendance Registers, Dossiers and other relevant documents.
- (10) Safe custody and record of duplicate keys and maintaining of key register.
- (11) Attending complaints of parents about transport.
- (12) Preparing college transport route and time table under Admin Officer's supervision.

(13) Carrying out any other duty assigned by the Principal / Administrative Officer.

**Note:** All duties assigned to Admin Officer as laid down in **article 1.35.b** will also be carried out by the Admin Supervisor where Admin Officer is not appointed.

d. **Senior Accountant / Accountant/ Accountant-II/ Accounts Assistant**

Following duties are to be performed by the Accountant / Assistant Accountant of the college under supervision of Principal:

- (1) Preparation of students fee slips, which are to be handed over to students by the 28<sup>th</sup> of each month for the following month. He / she will not collect cash from any student / parent except when specially authorized by the Head office.
- (2) Preparation of monthly payroll, pay slips and tax calculations to reach Regional Officer by 25<sup>th</sup> of each month. Cutoff date for preparation of payroll is 20<sup>th</sup> of each month.
- (3) Preparation of monthly withholding tax returns of BAHRIA Foundation Colleges by 12<sup>th</sup> of following month.
- (4) Preparation of annual withholding tax returns of BAHRIA Foundation College to reach by 12<sup>th</sup> July of each year.
- (5) Preparation of employees' tax statement by 12<sup>th</sup> of each month, maintenance of tax deduction record and issuance of challans on as and when required basis within 2 days of casualty.
- (6) Preparing payment / receipt vouchers; posting them in respective heads of Accounts and dispatching original copy of these vouchers to GM (Finance).
- (7) Preparation of daily and monthly petty cash positioning. A summary is to be submitted to Regional Office by 1<sup>st</sup> week of the following month.
- (8) Preparation of Balance Sheet/Financial Statement as per **Annex 'F'** and Cash Flow as per **Annex 'G'** to these instructions.
- (9) Preparation of Annual Budget in consultation with Principal, which is to be submitted by 15<sup>th</sup> April each year.
- (10) Compliance with all the financial procedures/ instructions.
- (11) Proper security, safety and maintenance of all financial assets and documents.
- (12) Preparation of Asset Cards of each asset as per **Annex 'H'**.



- (13) Timely submission of periodical financial returns required by the Head Office and Government Departments.
- (14) Maintenance of the Books of Accounts on double entry basis, such as Cash Book, Ledger and Petty Cash.
- (15) Preparation of monthly Bank Reconciliation of all accounts and dispatch the same to GM/Manager (Finance).
- (16) Preparing quarterly, half yearly and yearly Trial Balance and dispatch it to GM/Manager (Finance).
- (17) Preparing monthly, quarterly, half yearly and yearly Progress Report and dispatch it to GM/Manager (Finance)
- (18) Dealing with EOBI and medical insurance matters.
- (19) Reconcile record of the tuition fee slips received from the bank daily.
- (20) Making weekly reports in writing to the Principals about financial state, receivables and monthly fees defaulters.
- (21) Preparation of the accounts books for annual audit by the Regional Office staff.
- (22) Ensuring that fee concession record is updated with supporting documents.
- (23) Carrying out any other duties assigned by the teacher in charge/Admin Officer / Principal.

**Note:** All duties assigned to an Office Assistant as laid down in **Article 1.35(e)** will also be carried out by the Accountant / Assistant Accountant where Office Assistant is not appointed

e. **Office Assistant**

Following duties will be performed by the Office Assistant:

- (1) Maintenance of Leave Record of all college teaching staff.
- (2) Receipt, dispatch and distribution of official mail and maintenance of correspondence record and office files.
- (3) Maintenance of register of permanent stores / goods.
- (4) Maintenance of the consumption registers of all consumable goods.
- (5) Keeping record of all furniture, fixture and fittings of the college.
- (6) Any other duty assigned by the Principal / Administrative Officer.

f. **Laboratory Assistant**

He / she is responsible for the following:

- (1) Organizing and equipping the laboratory / laboratories.
- (2) Completion of arranging of laboratory works prescribed for respective classes as per syllabus.
- (3) Proper and safe storage of equipment, glass wares and chemicals.
- (4) Operational condition of all computers and related equipment (Computer Lab).
- (5) Availability of adequate firefighting / safety equipment in each laboratory.
- (6) Any other duties assigned by the teacher in charge / Principal / Admin Officer.
- (7) Maintaining an updated record of all items consumed during conduct of practical.
- (8) Taking on charge all lab apparatus on Ledger.
- (9) Maintaining record of breakage of laboratory equipment.

g. **Laboratory Attendant**

He / she is responsible for:

Arranging all equipment of the respective laboratory.

- (1) Cleanliness of all laboratories.
- (2) Setting up necessary apparatus / chemicals before the conduct of each practical for students.
- (3) Any other duties assigned by the teacher in charge / Principal / Admin Officer.

h. **Medical Assistant (where Doctor is not appointed)**

He / she is required to:

- (1) Examine all the students at least once a year and maintain their health records as per Medical Examination Card placed at **Annex 'E'**
- (2) Provide medical aid to the students when required.
- (3) Guide the students and staff for prevention of diseases by delivering short lectures and organizing discussions with the students.
- (4) Give short informative lectures in accordance with the syllabi during Science/Biology periods.

(5) Ensure that all relevant vaccinations are given to the staff and students as required.

(6) Carry out any other duties assigned by the Principal.

i. **Drivers**

Responsible to the Admin Supervisor for the following:

(1) Driving the vehicle assigned safely in accordance with traffic rules in neat and tidy uniform.

(2) Maintenance of vehicles.

(3) Cleanliness of vehicles.

(4) Maintaining record and log book.

(5) Punctuality of time at arrival and departure.

(6) Polite attitude towards parents and students.

(7) Any other duty/duties assigned by the Admin Supervisor.

j. **Conductor (where college has its own bus)**

Responsible to the Admin Supervisor for the following:

(1) Cleanliness of the buses and wearing a neat and tidy uniform.

(2) Safe and proper pick and drop of the students.

(3) Using civilized language and showing good manners while dealing with parents and students.

(4) Any other duty / duties assigned by the Admin Supervisor.

k. **Office Messengers/ Maids**

Responsible to the Admin Supervisor for the following:

(1) Opening of the college at least one hour prior to the scheduled opening time.

(2) Arrange closing of the college at the scheduled time or late hours as per requirement.

(3) Arrange cleaning of the premises/equipment maintaining a high standard of cleanliness.

(4) Deliver mail to various offices, agencies and post office.

(5) Prepare tea/coffee for guests and staff.

- (6) Look after the students as per instructions issued.
- (7) Any other duties assigned by the Admin Supervisor.

1. **Duties of Security Guard**

- (1) He is to remain awake and alert during his duty hours particularly at night.
- (2) He is to take frequent rounds of the building to ensure that all places and equipment are properly secured.
- (3) He is to ensure that no undesirable person enters the college.
- (4) He is to be firm but courteous while dealing with visitors to the college.
- (5) He is to be always neatly dressed.

## CHAPTER - 2

### GENERAL RULES REGARDING FUNCTIONING OF BEATS HEAD/ REGIONAL OFFICES AND BF COLLEGES

#### 2.1 Functioning of BEATS Head/ Regional Offices

Manning of BEATS Head/ Regional Offices should be based on number of BFCs and students in their respective Region and should be organized as per **Annex 'A'**. Only necessary billets are to be filled in.

#### 2.2 BEATS Inspection Team

a. The BEATS Inspection Team comprising of Deputy Director (Syllabi & Examination), Deputy Director (Teachers' Training & Evaluation), Deputy Director (College Administration) and Assistant Manager Finance will inspect BAHRIA Foundation Colleges in their jurisdiction and will generate the report in four parts as stated under:

- Part-I Syllabi & Examinations
- Part-II Teachers Training & Evaluation
- Part-III Administration
- Part-IV Financial Audit

b. This report will be put up to Regional Head through the EDET for approval. The final report containing four parts will be dispatched to the concerned BFC under the signature of EDET. Subsequently, an item/ point-wise progress report on the observations contained in the inspection report is to be submitted by the BFC within a month's duration to the Regional / Head Office. Finally an Inspection Progress Review Meeting (IPRM) will be held to discuss point-wise the progress made by the concerned BFC. The meeting would be chaired by the DG (BEATS) / Regional Head.

#### 2.3 Syllabi & Examinations

For the purpose of the formulation of inspection report concerning Syllabi & Examinations, the following aspects should be specifically examined:

- (1) Syllabi
- (2) Examinations
- (3) Academic Calendar of Events
- (4) Co-Curricular Activities
- (5) Miscellaneous

#### 2.4 Teachers Training & Evaluation

For the purpose of the formulation of inspection report concerning Teachers Training & Evaluation, the following points should be specifically examined:

- (1) Lesson Plans prepared by teachers.
- (2) Teaching Techniques.
- (3) Visual aids and teaching materials.
- (4) Students Assessment by the teachers.
- (5) Individual assessment of the teachers as per the "Teacher's observation Pro forma" (**Annex 'C'**).

## **2.5 Administration**

The formulation of inspection report concerning Administration must include examination of the following aspects:

- (1) Human Resource Management.
- (2) Security.
- (3) Building structure & civil works.
- (4) Equipment, Appliances & Miscellaneous stores.
- (5) Transport.
- (6) Records & Correspondence.
- (7) Contracts.
- (8) Medical examination of the students.
- (9) Any other observation/recommendation.

## **2.6 Financial Audit**

The following heads are audited under this clause:

- (1) Petty cash.
- (2) Security deposits.
- (3) Income from all sources and Fee defaulter.
- (4) Fixed assets.

## **2.7 Guidelines for Teachers**

### **a. Preparation of Lesson Plan**

Desired objective of the learning should be specified in advance, therefore a teacher should prepare a comprehensive lesson plan. The format of this is given in **Annex 'D'**. Nevertheless the pattern given is not fixed and rigid, but determined by the lesson objectives. However in most of the lessons the emphasis is on developing new learning and revising the previous knowledge of the children. Proceeding therefore from the known to the unknown, the teacher arranges material in such a way that a child is able to understand the logic behind it. Techniques of narration, questioning and explanation, as well as practical work or experiments, observations, group discussion, educational games etc must be mentioned in the lesson plan. These lesson plans are to be submitted to the Coordinator each Monday after lessons for scrutiny and approval and given back on Tuesday. The Principal is to check them at least once a month. When a teacher plans to be absent he/she must send her lesson plans for that day to his/her substitute teacher.

### **b. Evaluation of Lesson Plan**

After each lesson, teachers must write a short note in their lesson plan under the heading "Evaluation", assessing the lesson delivered by giving their comments as to whether objectives were achieved or not, motivation preplanned was adequate students' interest was evoked and kept throughout the lesson, methods utilized were appropriate and students' response was positive, time management during the lesson was successful and which were the weak points in the lesson. The lesson is considered to be successful if objectives are achieved, which can be gauged by questioning the students.

c. **Teachers Knowledge of Training Aids / Equipment**

It is essential for the teacher to know what training aids / equipment related to their subjects is available in the college, where it is located and how to use it. While planning the lessons the teachers must be aware about the availability of the visual aids and make extensive use of these in order to evoke interest in the students.

(1) Teachers are to walk around the class throughout the whole period, by this way anticipating discipline problems, keeping students alert and enthusiastic and awarding and motivating individual students with a word of praise. The teachers are not recommended to sit even when students have their tests/written work, as this is the time to gauge their performance by moving from student to student, prevent them from talking and give possible assistance to non-confident students. This time is not to be used for checking student's copy-books or doing any other work except as mentioned in the lesson plan.

(2) Children are very observant and impressionable. Each action of the teachers is immediately noticed by them. The teachers must therefore be at their best at all times in the vicinity of their students, be it their dress, their manners, their language or their lessons. In fact they must consciously conduct themselves as role models for the students. Frequent use of words like 'thank you' 'you are welcome' 'excuse me' 'sorry' etc would soon get imbibed in the children's mind and make them polite and considerate.

(3) All class teachers must visit their classrooms first time in the morning before assembly and check cleanliness.

d. **Teachers' Direct Interaction With Parents**

Direct interaction between parents and teachers is not permitted except on Parents Teachers meeting day, result day and other important school functions. Special Meetings of teachers with parents are to be arranged in the office of the Principals.

e. **Language of Communication**

In today's world the importance of the English Language cannot be over-emphasized. Keeping this in mind teachers are ensuring that all the students and the teachers converse only in English. This applies particularly to lessons in the classrooms except when the nature of the subject being taught demands otherwise. Any lapse on the part of teachers in this regard would be taken as a professional weakness. Principals should also ensure that teachers and students communicate in English and make continuous efforts to improve their English. Failure to abide by these rules and regulations may result in disciplinary action against the teacher.

## **2.8 Parents' Opinion About Teachers**

Parents judge the teacher's performance through the children's note books. Teachers must be very thorough in checking the notebooks. Any mistake of the student left uncorrected or any mistake (spellings, grammar, veracity of content

etc) paints a very poor image of the teacher and brings a bad name to the college.

## **2.9 Work load of Teachers**

Teachers are expected to take classes for approximately 18 hours (26-28 periods) per week. Workload is counted in hours and teachers have different number of periods per day, therefore the Principal of particular college should convert 18 teaching hrs into number of periods according to their timetable and bring this to the teacher's knowledge. In case the workload available is less than this, teacher may be required to perform other duties related to the college.

## **2.10 Rewards by Teachers**

Rewards are to be utilized by the teachers as a powerful tool. Two kinds of rewards are distinguished in psychology: extrinsic (marks, grades, stars, prizes, public commendation) and intrinsic (warm feeling from a job well done, satisfying one's curiosity, achieving the goal or standard one has set for himself). The connection between the two is often overlooked, for the skillful manipulation of extrinsic reward over a period of time can lead to the more desirable intrinsic kind. It is important to remember that praise must always be merited. Cheap praise both offends and disappoints and breaks down the distinction between good and bad.

## **2.11 Coordinator**

The Principals are responsible for the smooth and efficient running of the Colleges. However good management demands that Coordinators be afforded a certain amount of independence and authority within their sections. The Principals have the overriding authority over the Coordinators. Recommendations by Coordinators will, on merit, be given due weightage for selection / retention of teachers and other staff for their sections.

## **2.12 Students Inter College Transfer**

Students desiring transfer from BAHRIA Foundation College in one city to a BAHRIA Foundation College in another city would be provided this facility free of cost. However, they will have to pay the difference of security deposit if it is different from what they paid at the time of their initial admission. The Principal of the college will issue inter college transfer certificate. In case of transfer within the same region one copy of certificate will be forwarded to the EDET and another one to the BAHRIA Foundation College where the student is being transferred. In case of inter-regional transfer one copy of certificate will be forwarded to EDET of regional office, one copy to EDET of other regional office and college where the student is being transferred.

## **2.13 Maintenance of Staff Record**

### **a. Personal Files of Teachers & Staff**

Principals are to maintain personal files of teachers and staff of their campus. The teachers on joining are to sign acceptance on their letters of appointment. Original letter with acceptance will be kept by the Principal in the teacher's personal file; a copy of which is to be sent to the Director Finance / General Manager Finance BAHRIA Foundation with a copy to DG (BEATS) / EDET.



Standard format of letter of appointment for regular, contract, casual and visiting employees is placed at **Annex “Q to T”** respectively. No person related to Principal, Coordinator, Administration Officer or Accountant can be employed in any capacity as employee, vendor, contractor directly or indirectly at the respective campuses without the approval of the Regional Office.

b. **Complete Record of All College Staff**

A record register is to be maintained for all employees by the Principals of the respective campuses. These registers are to have columns for Serial Number, Name, Designation, Addresses – Permanent and Temporary, Telephone Nos. Name of Next of Kin, Appointment letter No., Date of joining, Date of leaving, and Address for further correspondence.

c. **Disposition of College Records**

All college record shall be kept in a fire proof location in the office. A Computer disc of all record is to be kept in the Principal’s office. A duplicate copy computer disc of whole record will be sent to Regional Office annually.

**2.14 Advertisement in Newspaper**

a. In accordance with BAHRIA Foundation’s policy, publicity of any kind through any media is to be undertaken with prior approval of the DG (BEATS) / EDET. Principals desiring to place an advertisement, display a placard, banner or publicity on TV, are to forward the proposal well in time to EDET for further necessary action.

b. (1) The competent authority has accorded approval for placement of Advertisements for hiring of teachers in the classified section of Newspapers by the Principals of BFCs without referring to the Head Office.

(2) It is to be ensured personally by the Principal that there are no grammar or spelling mistakes in the advertisement. The cost of the advertisement will be paid by the BFC from Petty Cash.

**2.15 Letter of Proceedings**

A formal Letter of Proceedings (LOP) reporting all important events of the previous month is to be submitted to the EDET by each Principal at the end of every calendar month. LOP must reach EDET office by 5<sup>th</sup> of following month. Format of LOP is placed at **Annex ‘K’** to these Instructions.

**2.16 Cleanliness**

Cleanliness must be at its best at all times in the classroom and all over the Campus. Teachers must be well dressed and they are to wear gowns as prescribed in College Rules. Class Teachers are responsible ensuring their pupils turned out properly, they are to check their uniform, haircut and shave/beard, in case of older boys/students on daily basis.

**2.17 Annual College Magazine**

Each campus should issue its own “College Magazine” annually. At least two

copies of "College Magazine" are to be forwarded to Head Office / Regional Office as well as to other colleges. No controversial political, religious or any other sensitive issue is to be printed in the college magazine.

### **2.18 Annual Medical Checkup of Students**

In order to monitor students health, medical checkup of students should be carried out once in a year. In this regard, BFCs which have doctors are to provide their services to BFCs without doctors according to a mutually agreed schedule. However, if this is not possible then endeavors should be made to obtain the services of volunteer doctors in the area. In case, volunteers are not available, then a doctor may be hired after negotiating the rate per student. The name of the doctor, proposed amount to be paid and schedule of medical checkup should be forwarded to the Head Office for approval and issue of cheque in the name of the doctor.

### **2.19 Annual Calendar of Events**

Each campus is to make its Annual Calendar of Events and it is to be sent for approval by EDET at least 15 days before the commencement of the academic session.

### **2.20 News Letter**

Each campus should issue its own News Letter for circulation amongst the parents once during each academic term. Copy of the News Letter is to be sent to Head Office / Regional Office as well as to other colleges regularly.

### **2.21 Leave Record**

Leave of all staff is to be centrally maintained by the Admin Officer / Accountant of each campus. Leave applications form is placed at **Annex 'L'**. After approval or refusal of leave, the application form is to be placed in the personal file of the applicant.

### **2.22 Temporary / Out of Station Duty**

No staff is to proceed out of station on duty without approval by EDET. Format of Temporary Duty Approval Form is placed at **Annex 'M'**.

### **2.23 Educational/ Recreational Trip**

When it is intended to arrange any Educational/ Recreational Trip for students of the BFC. Permission of Head Office/ Regional Office is to be taken on the prescribed pro forma shown at Annex **'AM'**. Proposal must be forwarded at least 15 days in advance of the intended trip/ visit. The teachers and staff are to remain vigilant to ensure the safety of their students. The expenditure on tickets and refreshment for the teachers and staff accompanying the students is to be paid from 'Sundries' and it should not be charged from the contribution made by the students.

### **2.24 Punishments for BFC Students**

All Forms of Corporal Punishments are forbidden in BFCs:

- (1) When there is a serious breach of the rules the need for

punishment may arise, though the teacher should do his / her best to anticipate and avoid incidents which are likely to culminate in punishments. The allowed forms of punishment are:

- (a) Setting a student apart from the rest of the class but within the classroom (the isolation should not last long).
  - (b) Limitation of privilege (missing part of an interesting party/function, a desired recreational activity, play time).
  - (c) Formal detention with some work to do that is not directly connected to the lesson.
  - (d) Sending a child to the Coordinator / Senior teacher (as a last resort as such an action weakens teacher's authority).
  - (e) Writing a note to the parents and ensure its acknowledgment. If no result follows, consult with the Coordinator/Senior teacher and decide whether it is necessary to call parents to the College.
  - (f) If the College property is damaged the student may be required to repair or replace the item.
- (2) Following kinds of reprimand/punishment are to be avoided:
- (a) Collective punishment, such as keeping the whole class in when only one or two individuals are culpable.
  - (b) Mental punishments such as severe personal criticism, ridicule, sarcasm or rebuke.
  - (c) Making a child stand out-side the classroom.
- (3) It is better if a warning precedes a punishment so as to give the student the opportunity of stopping his/her misconduct. There are certain requirements and criteria for use of the punishment, which are:
- (a) It should follow closely the offence.
  - (b) It should be short and as mild as is consistent with indicating displeasure.
  - (c) It should be executed when persistent misbehavior leaves no alternative.

## **2.25 Circulars to Parents**

All circulars pertaining to the students / parents may be sent to the parents by the Principal at his own discretion.

## **2.26 Private Tuitions**

BAHRIA Foundation College teachers are not permitted to give private tuitions to BAHRIA Foundation College students. Non observance of this instruction

would render the teacher liable to disciplinary action, resulting in termination of service.

## **2.27 Dress**

a. The dress is the first indication of one's personality. A well-groomed, well turned out person invites instant respect and admiration – two primary requisites of a teacher. All members of the staff must therefore pay particular attention to the dress they wear. Teachers are also to observe the dress and personal hygiene of the students constantly and draw the attention of the concerned parents to any untidiness of their children.

b. Following are the guidelines for the dress of the College Staff:

(1) **Men**

Shirt with a tie and trousers or safari suit(s) or Shalwar Kameez with Waist coat and closed shoes.

(2) **Ladies**

A neat and decent dress in conformity with cultural and religious norms of Pakistani society.

(3) **Subordinate**

Helping staff, ayahs and janitorial staff are required to wear uniforms which will be issued by the college.

c. All teachers, except Montessori teachers, when involved in some specific activities, are to wear college gowns of approved colour during working hours.

## **2.28 Uniform For BAHRIA Foundation Colleges Employees**

a. With immediate effect the following uniforms are prescribed for various categories of BAHRIA Foundation College employees.

(1)	Drivers / Security Guard & Office Messenger	Grey Trouser & Shirt Black Leather Shoes.
(2)	Maids / Sanitary Workers	Grey Shalwar Kameez & Dupatta Black Shoes
(3)	Ground Man/ Sanitary Worker	Grey Overall Black Leather Shoes

b. Material for all uniforms is to be cotton polyester (65 / 35).

c. Annual allowance for all employees is one pair of shoes and two pairs of clothes.

## **2.29 Long Leave for Students**

Students needing long leave for parents posting abroad or for any other valid

reasons may be granted such leave provided they continue paying half the college fees for entire duration of leave so as to retain their seats in the college.

### **2.30 Establishment of “Honour Shop” in BF College**

Colleges are to establish “Honour Shops” to inculcate self-discipline and integrity among the

students. Items like pencils, erasers, sharpeners and eatables like sweets, toffees etc are to be placed alongwith the price tag. Children after going over the price list and having bought the items would place money in a box placed next to the items on sale.

### **2.31 Discipline**

Discipline amongst the staff and the students are of a paramount importance. Principals will always remain accountable for all matters at their campuses. They, as reps of BEATS are to ensure proper handling of affairs at their colleges. Any irregularity of any kind detected is to be reported to the Head office immediately and disciplinary action initiated accordingly. In case of non-reporting of any incident / irregularity it will tantamount to have taken place in connivance of the Principal.

### **2.32 Principal’s Standing Orders**

Principals are to compile and update their Standing Orders for smooth conduct of their colleges. These orders should in no way contravene any BF college rules or law of the land.

### **2.33 Appointment of Hostel Warden & Deputy Hostel Warden**

The Principal shall appoint Hostel Warden and Deputy Hostel Warden from amongst the teaching staff, who must be persons of high administrative caliber. The Hostel Warden / Deputy Hostel Warden will be entitled to draw an allowance of Rs.3,000/- & Rs.2,000/-per month respectively in addition to free meals and free accommodation in the Hostel.

### **2.34 Hostel Rules and Regulations**

a. Hostel Rules are promulgated to carry out day to day routine smoothly. These rules can be changed or amended as and when the need arises with prior approval of competent Authority. No other person is authorized to make any change or amendment in these rules. All mess members are advised to read these rules within 15 days of joining the College. Hostel Warden and Deputy Hostel Warden must read and make all students conversant with these rules and also implement them strictly. The newcomer, either staff member or student is to be made aware of the rules. If anyone has any suggestion, may put up the same through his immediate superior to the Principal who will consider or otherwise.

b. The Hostel is governed by the Hostel Warden and Deputy Hostel Warden directly under the supervision of the Principal. They both are responsible to the Principal for the following:

- (1) **Routine**

The approved daily routine will be strictly observed. It should be ensured that there must be no pilferage, theft or any misuse/damage to the College property. Hostel Warden and Deputy Hostel Warden are responsible to Principal for any mishap in the hostel. They are responsible for looking after the hygiene and clean ship of the rooms and running daily routine smoothly.

(2) **Discipline**

The Hostel Warden and Deputy Hostel Warden are responsible directly to the Principal for maintaining proper discipline in the house. They must take frequent rounds during silent hours and if any irregularity is noted, this is to be reported to the Principal at the earliest. Strict measures must be taken against breach of security and discipline. All students are expected to maintain discipline all the time especially while the students are marching from college to hostel or from hostel to college in the morning and also during preps, meals, sports and prayers time.

(3) **Recreation**

Hostel Warden and Deputy Hostel Warden are responsible for providing the facilities to the boys during recreation time. The students are to make use of available recreation facilities. There should be no misuse of T.V and the items provided for indoor games.

(4) **Prayers for Hostel Students**

The prayer timings for Muslim students are to be promulgated according to the summer and winter seasons. Students are to be encouraged to offer prayers and also recite Holy Quran in spare time. Those who do not contribute to the Islamic School of thought are to be accommodated / allowed to discharge their religious obligations and arrangements for this be made as far as possible / applicable.

(5) **Morning PT & Evening Sports**

In daily routine the timings for both the events are given. Strict compliance may be ensured by P.T.I. This is very necessary to keep the students fit and healthy.

(6) **Messing Rules**

Following Hostel and messing rules are promulgated for the up keep of mess and hostel:

(a) Mess menu must be prepared quarterly by the Admin Officer, Hostel Warden and Rep of messing committee. After preparation, the menu will be forwarded to the Principal for perusal and approval. The distribution will be as under:

- i. The Mess Contractor
- ii. Hostel notice board
- iii. Hostel Warden
- iv. Office main file

(b) The mess contractor is not to change the menu. If menu should be changed due to some un-avoidable reason then mess committee should be informed and the same be brought to the knowledge of Principal.

(c) Every meal must be ready at least 15 minutes before the mealtime. If there is delay due to any reason it should be in the knowledge of mess committee and Principal.

(d) All mess members should be smartly dressed up for the meals. They should either wear shalwar qamiz or trousers and shirt. Use of bathroom chappals is strictly prohibited in dining hall.

(e) The Contractor's staff must be in proper dress. Their dresses should be neat and clean all the time specially when they are serving in dining hall. Their medical checkup be held once a quarter.

(f) All mess members are to be advised to come in time in the mess. If for any reason they come late, they must inform the contractor's staff in advance. Mess timings are given below:

	<u>Weekdays</u>	<u>Sundays</u>
Breakfast	- 0715 - 0745 hrs	0800 - 0900 hrs
Lunch	- 1430 - 1515 hrs	1330 - 1500 hrs
Dinner	- 2030 - 2115 hrs	2030 - 2115 hrs

(g) The above mentioned times of meals are to be observed strictly. The summer and winter season's timing will be different and will be promulgated in accordance with the season. During the Holy month of Ramzan the Sehri, Iftar and dinner timings will be strictly observed.

(7) **Leave Out**

(a) Leave-out is allowed to the boarders on alternate Sundays, from 8:00 a.m to 6:00 p.m.

(b) Junior boarders may not be allowed to go on leave-out, all alone, they should be sent out in groups, with prefects or masters.

(c) Leave-out slips should be issued to the boarders who proceed on leave and their names should be entered in the leave-out register, showing date, time of arrival and departure. In case of coming back late without cogent reasons, their next leave-out may be cancelled. In case of over stay, Principal and parents are to be informed.

(8) **Punishment**

Following punishment can be given by the Hostel Warden:

- (a) Extra Drill
- (b) Extra Prep
- (c) Detention

- (d) Fine up to Rs.100/-
- (e) Cancellation of leave-out
- (9) **Visiting Hours for Parents**

- (a) Saturday: 4:00 P.M to 6:00 P.M
- (b) Sunday: 8:00 A.M to 12:30 P.M
- 4:00 P.M to 6:00 P.M

## **2.35 UTILIZATION OF MECHANICAL TRANSPORT BY BAHRIA FOUNDATION COLLEGES**

### **a. General**

Various BFCs have been provided with different type of mechanical transport. In order to guide MT department personnel towards efficient performance of their duties, this directive is promulgated for the guidance and compliance by all concerned. Principals concerned are to ensure full compliance of this directive in true spirit.

### **b. Sanctioning Authorities**

BF College transport is to be used for bonafide official duties only. The authorities competent to sanction the use of transport are given as under:

(1) For 'In station' Duties – Principal of the college (The term 'In station' normally means places within the Municipal limits of the City / Town at which the BF college is located or within 30 km radius of where the BF college is located such that a single two way trip within station should not exceed 65 km.)

(2) For 'Out station' Duties – (Written request giving nature of duty should be sent to the Head Office so as to reach at least 72 hours in advance. No outstation duty will normally be sanctioned which can be performed by train / public transport, unless essential.)

### **c. Condition For Use of Transport**

If approved, vehicle is to be provided to authorized users as per under mentioned conditions:

(1) Nature of duty should be clearly stated e.g 'Official visit to DCO office' or 'Private visit to Bazar'. Vague and undefined nature of duty e.g "Duty with Principal" is not permissible.

(2) No unauthorized private use of any vehicles is allowed unless specifically approved by the Regional Office. However, Staff cars / Suzuki vans provided to the BF colleges may be used by the Principals for pick up and drop or private use upto a maximum distance per month as shown below. However, official use shall always take precedence over private use.

- (a) Karachi - 1500 km per month
- (b) Other cities - 800 km per month



- (c) In case of Private use, the same must be mentioned in Duty Register of the vehicle. Distance in excess of above mileage will be charged to the Principal @ Rs. 8/- per km.
- (3) Vehicles may be provided for recreational trips of students or staff if approved by the Principal within station and by the Regional Office for out station.
- (4) BF college transport acquired through Government grants may be provided to Government Departments on payment for official duties on receipt of written request within station after the approval of the BAHRIA Foundation Regional Office.
- (5) Before Education/ Training Trip are arranged by the BFC, permission of Head Office/ Regional Office is to be taken on the prescribed pro forma shown at Annex 'AM'. Proposal must be forwarded at least 15 days in advance of the intended trip/ visit.

d. **M T Documents**

**Duty Register**

- (1) A register is to be maintained for every vehicle having following columns:
- (a) Date
  - (b) Nature of duty
  - (c) From and To
  - (d) Route
  - (e) Time Out and Time In
  - (f) Milometer Out and Milometer In
  - (g) Total distance covered
  - (h) In case of outstation duties, approval letter number
- (2) Register is to be signed by the Admin Officer / Supervisor prior deployment of vehicle on duty / trip and weekly by the Principal.
- (3) M T Register is auditable document and is to be preserved for at least two years after audit.

e. **POL Register**

- (1) A register is to be maintained for every vehicle having following columns:
- (a) Date
  - (b) Quantity of Petrol / Diesel / Lubricant filled
  - (c) Milometer reading
  - (d) Total distance covered
  - (e) Average distance covered per liter
- (2) Register is to be signed weekly by the Admin Officer / Supervisor and monthly by the Principal.

(3) POL Register is auditable document and must be preserved for at least two years after audit.

f. **M T Safety / Security Discipline**

Following measures must be strictly implemented while ensuring safety and security of BF college vehicles to prevent their misuse.

(1) No person other than Drivers who are employees of BAHRIA Foundation and Principals, if in possession of valid driving licenses, are permitted to drive BFC vehicles.

(2) Deviation from or extension of the authorized route is not permissible.

(3) It is to be ensured that the number of passengers is not beyond the carrying capacity of the vehicle.

(4) Drivers of the BFC vehicles are not allowed to smoke or talk on mobile phone while driving.

(5) Speed limits and traffic rules must be strictly adhered to by the drivers.

(6) Drivers are responsible for the security and safe custody of fittings, accessories and tool kits of vehicles.

(7) All vehicles are to be parked within the college premises when not in use unless approved by the Head Office for parking at another location.

(8) Vehicles are to be checked daily at closing time by the Admin Supervisor for deficiencies and damages if any which should be investigated immediately.

(9) Drivers should be given frequent lectures on the importance of careful driving and maintenance of the vehicles.

(10) Speedometer, tail lights, rear view mirrors and indicators of all vehicles must be operational.

(11) CO<sub>2</sub> / Dry Powder fire extinguishers should be kept in all vehicles and drivers should be conversant in their use.

(12) No unauthorized person is to be allowed to drive any vehicle belonging to the BF college or sit in it as a passenger. If any case of misuse of BFC vehicles is reported, the Driver, the Admin Supervisor and the Principal will be held responsible for such lapse.

g. **Monthly Return**

Monthly return in respect of all vehicles on charge of the college is to be forwarded along with Letter of Proceedings as per format given below:

**Monthly Transport Return**

**S No   Type of Vehicle   Total Petrol / Diesel / CNG Filled During the Month   Total Distance Covered During the Month**

### **2.36 Periodical Reports/ Returns**

The following periodical reports/ returns are to be forwarded to DG (BEATS) / EDET with copy to DF (where applicable) on the dates mentioned against each:

<b><u>Occasions</u></b>	<b><u>Date</u></b>	<b><u>To</u></b>	<b><u>Copy To</u></b>
(1) <b><u>Monthly</u></b> (a) <b>Letter of Proceedings.</b> A report on all activities of the college's important events, sits of distinguished persons, movements of staff and students, outdoor trips, building and equipment maintenance and new purchase and anything else worth reporting along with students borne strength, new admissions, withdrawal class wise	5 <sup>th</sup> of each month	EDET	
(b) <b>Petty Cash Return</b>	5 <sup>th</sup> of each month	DF	EDET
(2) <b><u>Half Yearly</u></b> Nominal Rolls of Teaching Staff & others (a) Progress Report as per <b><u>Annex 'W'</u></b> (b) Fee concession reports	7Jan to 7 Jul	EDET	DF
(3) <b><u>Yearly</u></b> (a) Calendar of events (b) ACRs on all employees (c) College time table (d) Inventory list	25 Feb 5 Jan 15 Apr 7 Jan	DG BEATS /EDET	
(4) <b><u>Occasionally</u></b> Joining Report of Employment	Soon after joining but not later than 15 days	EDET/ DF	

### **2.37 College Record**

Following records are to be maintained by the college. These records are to be signed by the Principal monthly / weekly:

- Scheme of studies of all classes
- Daily students attendance
- Parents suggestions / observations register
- Inventory cards of items in every room of the college
- Admin / Helping staff attendance register
- Teachers' daily attendance register
- Teachers' casual leave record
- Admin / Helping Staff casual leave record
- Inward / Outward mail record
- Petty cash record
- Personal files of college employees
- Cash book
- Fee record register
- Duty teachers' register
- Lesson plans of individual teachers for the current term .
- Telephone call register
- Defect Book
- Record of late comers (students)

Master Stock Register & Permanent loan Record of various departments made separately.

Stationery Receipt / Issue Record.

Sale of Prospectus Record.

G.R Register.

Security Deposit Register.

Policy File.

Principal's Standing Orders.

Lesson observations register (separately by Principal and coordinators)

Record of Addresses of College Employees.

Health Insurance Scheme record for each employee.

EOBI cards and payment record of each employee.

Quasi permanent stores record.

BFC's local telephone directory.

Employees joining & leaving record.

Daily record of students Admissions / Leaving.

Updated class wise students nominal roll.

Library stock register.

Library book issuing register.

Library muster record register.

Lab stock register.

Lab wear / tear record.

Lab muster record register.

## **2.38 Disposal of Unserviceable / Surplus Items By BFCs**

a. For declaring the items unserviceable/beyond economical repair and to recommend disposal of these items as well as those considered spare by the college, a Disposal Committee is to be formed by the Principal comprising of following three members and disposal certificate will be prepared as per **Annex 'AK'**.

- (1) Senior Teacher / Teacher of Relevant Department.
- (2) Admin Officer / Admin Supervisor (as applicable).
- (3) College Accountant.

b. Disposal Committee is to recommend disposal of items to the Principal who is to forward the case to Regional Office for approval along with his / her recommendations as well as approximate Auction/Re-sale / Scrap value of the items.

c. Regional Office will process the case for approval of the competent Financial Authority as per Administrative Corporate Affairs Manual.

d. After obtaining the approval, Regional Office may exercise following options with regard to disposal of items:

- (1) Approve disposal of items through Auction/Re-sale/as Scrap.
- (2) Transfer items to other BFC / BFCs or BEATS office for utilization or storage.

e. The disposal of fixed assets may be done as per Financial and

### **2.39 Muster Committee**

a. The Disposal Committee will also act as the college muster committee that should carry out muster of all Lab / Library and other items held on charge of respective BFC at least after every six months i.e by every 30 June and 31 Dec.

b. **Role / Responsibilities**

(1) To carry out muster of their respective assigned department i.e. Library, Science Lab, or Computer lab etc.

(2) After muster a certificate to this effect duly signed by the committee members, respective Coordinator and counter signed by the Principal would be kept in record.

(3) A copy of such muster certificate is to be added to the muster file of respective department which the respective Library / Lab in charge would present to the BF Head Office Inspection Team for checking.

(4) This committee (also acting as the disposal committee) can also recommend certain unserviceable items to be written off / disposed of (if applicable).

### **2.40 Constitution of Committee for Local Purchase of Stores**

a. Each college is to form a Purchase Committee consisting of at least two members for purchase of required items valued at more than Rs. 8,000/-.

b. The committee is to ensure compliance of the following guidelines:

(1) Prepare detailed specifications of the items required.

(2) Advertise in newspaper the requirement or intimate to supplier by phone or other means available ensuring free and fair competition.

(3) Ensure that prices of the items quoted by the suppliers are in conformity with the prices prevailing in the local market and they are as per specifications.

(4) Prepare a comparative statement on the basis of quotations received.

(5) Obtain at least three quotations. Negotiate with the firm/suppliers whose specifications are nearest to the requirement for reduction in the rates.

(6) Discuss with supplier at negotiation stage and include in the contract / purchase order in favour to the college “after sales service” and “repair & maintenance” and “guarantee” clauses.

c. Forward the SDR to Head Office / Regional Office for approval. After receiving approval from Head Office the contract/ purchase order is to be concluded with the firm, which has quoted the lowest rates and meets the specifications. On receipt items / store should be inspected for correctness of specification quality and quantity.

d. **Demand of Stores**

(1) All BF colleges will demand various stores / items comprising machinery, computers / accessories, stationery, furniture etc on Stores Demand Requisition (SDR) Form given as per **Annex 'AL'**. Following may be ensured.

(a) All instructions in the Stores Demand Requisition are to be strictly complied with.

(b) Before raising the demand, the BF College should obtain at least three quotations from the market. The minimum quoted amount is to be mentioned in the Requisition. However, the quotations are not to be attached while forwarding the Stores Demand Requisition for approval.

(2) Following procedure will be followed for processing the Demand:

(a) On receipt, the Demand Requisition will be scrutinized by BEATS at the respective Regional Office. If the Demand is justified and the Demand Requisition is correctly filled, it will be put up for approval of EDET / Regional Heads as applicable.

(b) After approval the form will be sent to FTA for intimation to BEATS Office, within 4 days for Urgent demands and within 20 days for Routine demands, whether FTA is interested to supply the items at the minimum quoted price in the Requisition plus 7.5 % commission before the specified last date for delivery of stores.

(c) If FTA accepts the requisition, it will send the accepted requisition to BEATS Office duly signed by Manager FTA retaining photocopy. FTA will then commence the procurement process.

(d) However, if FTA cannot supply the items in accordance with the requirements, it will return the form immediately to BEATS Office regretting the same under the signature of Manager FTA. In such a case, the BEATS Office will send the approved demand to the BFC, authorizing it to procure item itself while following the proper financial procedure as prescribed in BFC Rules and subsequently send the bill along with complete documents, including at least three quotations and Comparative Statement with signatures of the Purchase Committee and Principal for processing release of cheque for payment.

## **2.41 Maintenance of Office Equipment**

a. Following procedures will be adopted for repair / maintenance of office equipment:

(1) Multimedia, computer, Photostat machine, typewriter, duplicators and other office equipment are to be accounted for exactly in the same way as permanent stores. In addition the prescribed office machine registers are also to be maintained as below.

(2) Each machine is to be entrusted to the charge of an office assistance/ operator engaged on full time photo copying/ typing/ duplicating work etc. Where a machine is in general use an individual is to be made responsible for its care, maintenance and custody.

(3) Accessories received with each machine e.g. brush, dustproof cover, etc are to be taken care of and accounted for. The individual responsible for the machine will ensure its safety and care along with its accessories and will be responsible for its daily cleaning, periodical oiling etc. Each machine is to be covered when not in use.

(4) Servicing and maintenance is to be carried out regularly. In this connection it must be remembered that the manufacturers and or supplier usually guarantee free service for the first twelve months from the date of receipt or usage of the machine by the recipient.

(5) A register in respect of all office machines held on charge is to be kept in each office as per attached pro forma using a separate page for each machine.

(6) A senior staff member is to be nominated for the administration of all office machines who will inspect these personally at least once every quarter. Ensuring that these are being maintained properly as per existing instructions issued on the subject with particular reference to the points referred to in preceding paragraphs. He will record his observations on the Office Machine Register and take necessary corrective steps. This register is to be produced during the annual inspections.

- (a) Description of Machine \_\_\_\_\_
- (b) Name of Department \_\_\_\_\_
- (c) Office \_\_\_\_\_
- (d) Name/ Make & No. of Machine \_\_\_\_\_
- (e) Type, Manual/ Electrical \_\_\_\_\_
- (f) Size \*Portable/ Standard / any other \_\_\_\_\_
- (g) Model No. \_\_\_\_\_ Purchase Price \_\_\_\_\_
- (h) Date of Procurement \_\_\_\_\_ Date of Issue \_\_\_\_\_ to office
- (i) Condemnation/Declaration as Beyond Economical Repair:
- (j) No. and date of BF letter) \_\_\_\_\_ (when applicable)

**ISSUE, MAINTENANCE AND INSPECTION RECORD**

Name and Designation of individual to whom issued on charge with signature & date	Date of repairs Servicing Adjustment etc.	Detail of major parts repaired/ replaced with date & cost	Cost of repairs & name of firm carrying out the repairs	Remarks of Inspecting Officer with his signature and date
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<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

## **2.42 Feasibility Study for Opening a New BFC**

When a new BFC will be opened its feasibility study will be carried out. Following points will be considered:

- (1) Introduction.
- (2) Geographical location.
- (3) General view about locality and surrounding area.
- (4) Population & living standard of the Peoples in surrounding areas.
- (5) Existing educational facilities.
- (6) Fee structure of existing schools.
- (7) Scope of new educational institution.
  - (a) Availability of building with covered area consisting of No. of
  - (b) class rooms, No. of Labs , No. of offices, play grounds, assembly area and general appearance of the building.
  - (c) Availability of students.
  - (d) Availability of Faculty / non faculty staff.
  - (e) Availability of public transport.
  - (f) Availability of water, gas, electricity & telephones.
  - (g) Options available i.e Option – I, Option – II, Option–III.
- (8) Prediction about profit / loss.
- (9) Recommendations.



## CHAPTER - 3

### TERMS AND CONDITIONS OF SERVICE

#### 3.1 **Employment with BEATS Head/ Regional Offices and BFCs**

a. Officers and staff employed in BEATS Head Office and Regional Offices are BAHRIA Foundation employees and will be governed by BAHRIA Foundation Rules and not by BFC Rules.

b. Candidates for employment with any BAHRIA Foundation College are required to submit their applications on plain paper along with a copy each of their CV, testimonials and CNIC to the relevant Principal BFC.

(1) Short listed candidates would be called for interview. All such candidates would be required to fill in an application form as per **Annex 'N'** before the interview.

(2) After final selection pro forma as per **Annex 'P'** may be filled in and forwarded to EDET, duly signed by College Local Selection Committee, for approval and thereafter an appointment letter would be issued by the Head / Regional office. The letter of appointment shall state the terms and conditions and salary breakdown applicable to each employee.

(3) All employees are required to sign an undertaking of the acceptance of these BAHRIA Foundation College Rules. (Generally on the office copy of the appointment letter)

#### 3.2 **Classification of BAHRIA Foundation Colleges Employees**

The BAHRIA Foundation College employees are classified as follows:

(1) **Teaching Staff**

It includes Principal, Coordinator, Teachers, Campus Doctor, Music Teacher, Pesh Imam, Montessori Helper, Librarian, Demonstrator, House Master/ House Mistress, PTI.

(2) **Non-Teaching Staff**

It includes Administrative Office, Account Officer, Maintenance Officer, Transport Officer, Sport Officer, Administrative Supervisor, Accountant, PA, Typist / Office Assistant, Library Assistant, Lab Assistant, Lab Worker, Nursing Assistant, Hostel Warden, Electrician, Plumber, Machinery Operator, Office Messenger, Maid, Security Guard, Grounds Man, Transport Mechanic, Transport Driver, Transport Maintainer, Cook, Steward, Sanitary Worker.

#### 3.3 **Employment Categories**

The employment categories would be as under:

(1) **Regular Employees / Confirmation**

All contract teachers will be assessed by the BEATS staff for

confirmation when they visit the college for inspection. Principals are to ensure that cases of those contract teachers whose performance has remained good at least for two consecutive years are forwarded to Regional BEATS for consideration. However, the time alone should not be the criteria for regularization. Employees enrolled as regular will be issued appointment letter as per **Annex-'Q'**. They are to be confirmed from the date of their joining the service as regular employee. If the performance of newly regular employees is not up to the mark they are to be counseled by the Principal, and if they fail to improve, then a written warning is to be issued to give them sufficient time to show improvement. Persons above 55 years age cannot be offered Regular employment. They may however continue to be re-employed on contract.

(2) **Contract Employees**

As a prelude to regular employment and in special cases e.g. when an employee may not be fulfilling the minimum qualifications for the post at the time of appointment awaiting examination results etc or when special terms and conditions of service need to be offered to an employee, he/she may be hired for less than one year on contract. In such a case normal College rules will not be applicable. All the terms and conditions as per the contract only will apply. Format of appointment letter is at **Annex 'R'**.

(3) **Casual Employees**

For a limited period, (less than 3 months) on a need basis, whole time or part time, for specific or general utilization, a person can be employed on daily / monthly wages as per **Annex-'S'** with the approval of the EDET.

(4) **Visiting Faculty**

Illustrious scholars, teachers and other distinguished citizens may be associated with college activities. They may choose to offer their services on gratis basis or against an honorarium. If a subject specialist teacher leaves the college without serving any notice, this emergent requirement can be fulfilled by having a teacher who will visit the college to take some allocated periods as per **Annex 'T'**. He / she will be paid an amount per period/ lecture which will be fixed by EDET on recommendation of college.

### **3.4 Employment of Personnel**

a. **Employment of Principal**

The selection / appointment and termination / resignation of the Principal of a BAHRIA Foundation College will be approved by MD BAHRIA Foundation.

b. **Employment of Teachers**

Generally the strength of teachers of a college should depend on the teachers / sections ratio of 1.5 (approximately). That means for two classes there should be three teachers. Employment of teachers should be done in a way that a

specialist teacher in each subject is available to the college. Two Montessori Helpers will be counted equivalent to one teacher for the purpose of teacher – section ratio so as to provide sufficient Montessori helpers to the BFCs. Colleges requiring teachers are to forward draft of the advertisement for publication in the newspaper to the regional office. Following procedure is to be followed after receipt of the applications.

- (1) Applications are to be short-listed to call suitable, experienced and academically sound candidates for interviews.
- (2) All such candidates will fill an application form as per **Annex 'N'** at the venue of the written test / interview before they go in for written test.
- (3) Candidates found suitable be enlisted as per merit.
- (4) The selection procedure is to be indicated in the call letters.
- (5) List of the candidates finally selected is to be forwarded to the concerned EDET on the prescribed proposal form indicating their qualifications and proposed salaries etc for approval.
- (6) Approved copy of the proposal will be returned to the college along with appointment letter.
- (7) Selection committees comprising the following are to be constituted in colleges for appointment of teaching and admin staff:

(a) **For Teaching Staff**

- i. Principal
- ii. Coordinator
- iii. Senior subject teacher

(b) **For Admin / Helping Staff**

- i. Principal
- ii. Admin Officer / Admin Supervisor

- (8) The selection committee will endorse their signatures on the proposal form.
- (9) While enrolling new teachers, college will be conscious of the availability of budget in the “Salary Head” of the college.
- (10) Upon accepting the job candidates are to sign an undertaking of the acceptance of service terms and conditions.
- (11) Colleges are to maintain a data bank of the prospective candidates of all subjects along with their CVs, photographs and updated addresses and telephone numbers. When giving advertisement in newspapers for new appointments, replacements is considered uneconomical, candidates are to be called from the data bank.

c. **Employment of Admin / Helping Staff**

- (1) For enrollment of such staff for new colleges ad will be published in the newspapers or placed at PN Recruitment Centers.
- (2) Candidates will submit applications to the college as asked in the advertisement or, in case lesser number of staff is required, candidates from the data bank will be called.
- (3) Candidates for Admin / Helping staff other than the retired PN personnel are normally to be the residents of the same city where the college is located.
- (4) Admin Officers, Admin Supervisors and PTIs will preferably be retired Pakistan Navy personnel.
- (5) The proposal alongwith draft appointment letter of the finally selected candidates will be forwarded to the respective Regional Office for approval. Appointment letter will be issued under signature of EDET. Detailed justification for creating any new billet will first be sought from the concerned Regional Office before starting induction procedure against that billet.

d. **Appointment of Contract Employees**

Individuals being enrolled on contract basis should be employed for a period of less than one year. Normally an 11 months contract is made. Upon completion of contract period, the employee should be discharged from service and with a gap of at least one day, he / she may be hired again on a fresh contract. In case of change from "Contract" to "Regular" employment or change of cadre of regular employees, it will be w.e.f. the date of regularization or change of cadre and not from the date of commencement of contract or date of initial appointment. The salaries of contract employees cannot be enhanced during their contract period, however, they may be recommended by the College for pay increase, depending on their performance and requirement at the time of renewal of their contract.

**3.5 Promotion Policy – BFC Regular Employees**

a. A BFC Regular employee shall become eligible for promotion to next higher scale after rendering 5 years service in a particular scale and having unblemished record for the last three years continuously, provided he/ she has the requisite educational/ professional qualification for the grade/ pay scale that he/ she is to be promoted to and a vacancy also exists in that grade. Following procedure is to be adopted for promotion to next higher scale for regular employees for BFCs.

- (1) While rendering the ACR at the end of the year the Principal may recommend the name of a regular employee for promotion in the appropriate column of ACR provided he is eligible and a vacancy also exists. However, if an individual is eligible but not recommended for promotion, the Principal should also indicate this in the appropriate column with reasons.

(2) Principals are to forward seniority list, personal files and list of recommended candidates and also candidates who are eligible but not recommended to the Head Office/ Regional office along with ACR forms by 5<sup>th</sup> January each year.

(3) At the Head Office/ Regional Office, a committee consisting of three officers will be constituted for evaluation of promotion cases of college staff. The President of the Committee should at least be Deputy Director level and the members should at least be of Assistant Director level.

(4) The Committee will thoroughly scrutinize each case in accordance with the following guidelines/ criteria and submit their recommendations for approval of EDET:

(a) Ensure that the individual is eligible for promotion in terms of education/ professional qualifications and experience.

(b) Ensure that a vacancy exists in the next higher grade on which the individual can be promoted.

(c) Ensure that the overall ACR grading of an employee should have been assessed at least as 'Good' during last three years.

(d) Examine the record of any inquiries conducted against the individual and/ or any warnings/ punishments given to him/ her.

(e) Examine the record of the individuals performance and any training received by him/ her.

(f) Make a comparison of all factors, including seniority and suitability amongst all persons who are eligible for the same vacancy.

(g) Prepare final recommendation, for all promotion cases by 31 March each year for approval of EDET.

(5) All individuals approved for promotion shall be promoted w.e.f 1 July of each year.

(6) The promotion of Principals will be considered on case to case basis. On the recommendations of the EDET the promotion of Principal will be approved by DG (BEATS) after obtaining concurrence of MD.

(7) The basic pay of an employee who is promoted shall be fixed in that stage of the next higher pay scale which is just next higher in terms of financial benefit as compared to the situation if the employee would have continued in his/ her existing pay scale.

### **3.6 Resignation**

a. Any college employee may resign on giving a written notice to the Principal who will forward it to the concerned EDET for obtaining necessary approval. Resignation of the Principal will be approved by the MD BAHRIA Foundation. The notice periods of various categories of employees are as under:

	<b><u>Categories of Employee</u></b>	<b><u>Notice Period</u></b>
(1)	Confirmed Regular Employee	One month
(2)	Regular Employee on Probation	One week
(3)	Contract Employee	As per contract
(4)	Casual Employee	One week

b. Notwithstanding resignation, termination or dismissal from service, the Regional Office / College Management shall have the right at all times to proceed against employees for acts of misconduct or other acts of omission or commission of a serious nature during such employees' service with BAHRIA Foundation College.

c. If an employee resigns giving notice such that a portion of notice period falls within vacations, the employee will not be paid for the said portion, unless he/she is actually performing duty during that period. If an employee resigns during vacation, the Regional Office / College Management reserves the right to release him / her with immediate effect. In that case the employee will not be paid salary for the period of notice. Such employees will be released from service with effect from the last day before the commencement of the vacation and their accounts will be finalized accordingly.

d. If a member of the staff gives notice of resignation and then applies for sick leave, the leave may be granted only after the college medical officer or a medical practitioner nominated by the Principal certifies the sickness and recommends leave. In any case, sick leave so granted shall not extend beyond the notice period. When a member of the staff has served a notice of resignation, no leave shall be granted to him/her other than sick leave.

e. The salaries for the period of summer vacations i.e. June and July in respect of contract teachers (if vacations are falling within the period of their contract ) and newly appointed regular teacher with less than 12 month service shall be paid as follows:

(1)	For the month of June	50% Salary on 1 <sup>st</sup> July 50% Salary on 1 <sup>st</sup> Aug
(2)	For the month of July	50% Salary on 1 <sup>st</sup> Sep 50% Salary on 1 <sup>st</sup> Oct

f. Provisions of Para 3.6.e above shall apply mutates mutandis for winter vacations i.e. December and January in respect of teachers serving in BFCs located in cold regions. However, the salary for summer or winter vacation, as applicable, would not be admissible if the teacher gives a notice for leaving or actually leaves the service without notice during the annual vacations or within the next two months. The instant rule shall be applicable to contract and newly appointed teachers only. The notice for resignation and payment of salaries of non-teaching staff shall continue to be governed by the existing BFC Rules or as per the terms of their contract.

g. In order to ensure smooth transition of duties, Principals and Accountants of the BFCs shall have to give two months notice for resignation from Service irrespective of whether they are regular or contract employees.

### **3.7 Termination of Service**

a. The services of a regular employee on probation can be terminated with one week's notice or one week's gross salary in lieu thereof without assigning any reason.

b. The services of a contract / casual employee can be terminated with seven days notice or seven days gross salary in lieu of notice. This condition is to be included in the appointment letter.

c. Services of a confirmed Regular employee can be terminated on giving two month's notice or two month's gross salary in lieu thereof without specifying any reason.

(1) No notice or salary in lieu of notice shall be given for termination of service on disciplinary grounds. Such employee will not be entitled to any benefits, including gratuity.

(2) An inquiry will be invariably conducted depending upon circumstances to give fair chance to the individual. The decision of the Regional Head / DG BEATS will be considered final for terminating service of any college employee on disciplinary grounds.

(3) An employee whose service is terminated on disciplinary grounds or misconduct will not be eligible to get job in any of the BAHRIA Foundation Colleges. An office order will be circulated to all the BF Colleges by the EDET / Secy BOD giving bio-data of such employee. However, if such individual manages to get job in any of the BF Colleges, his/her services will be terminated without any benefit immediately upon his/her identification.

(4) If the services of a confirmed employee who has put in continuous service of at least one year are terminated on the commencement of vacation, he / she will be entitled to gross salary for one month's notice period only.

(5) Regional Office approval is to be obtained prior terminating services of any employee.

### **3.8 Gratuity**

Regular employees are eligible for gratuity upon retirement, termination of service or voluntary resignation from service. Gratuity will be paid at the rate of 1.10 times one month's basic pay for each completed year of continuous service, or service for more than six months. Basic pay for the purpose will be the last basic pay drawn at the time of leaving service. Gratuity may not be payable to those who are dismissed or discharged for misconduct. The gratuity is liable to tax in accordance with the provisions of the Income Tax Ordinance 2001.

### **3.9 Inter College Transfer of Regular and Contract Employees**

a. BFC Regular employees desirous of transfer to other BF Colleges may

apply to their Principal, who will forward their applications to the Principal of the college where transfer is sought with a copy to the respective Head Office / Regional Office. The Service of a BFC employees who is transferred will continue to be counted from the date of first joining as Regular Employee and he/she shall continue in the same pay scale and stage. However, allowances admissible may change according to the new duties. If the Principal of the BFC where the employee is being transferred agrees to accept the employee on the above terms and conditions he shall inform the BFC concerned with a copy to the Head Office / Regional Office.

b. Regular Employees may also seek transfer to another BFC as a Contract employee through the same procedure as explained in **para 'a'** above; in which case, he / she shall be released from Regular Service after settlement of all dues in the normal manner and may be employed as a fresh candidate on new terms and conditions with a higher or lower salary and allowances than previously drawn.

c. Contract Employees may also be transferred to another BFC in the same manner as explained in **para 'b'** above.

### **3.10 Annual Increment**

Increment is not a right and shall be granted subject to satisfactory performance and at the discretion of the Regional office. Only those employees will be entitled to it who are in service of BAHRIA Foundation Colleges at the time when increment becomes due i.e. 1st of January. Employees with more than six months service on 1st January will be entitled to full increments as per approved pay scale. No increment shall be admissible to employees with less than 6 months continuous service on 1st January.

### **3.11 Annual Confidential Reports (ACRs)**

Efficiency of all staff shall be continually assessed and recorded annually through Annual Confidential Reports (ACRs). Principals of all BAHRIA Foundation Colleges are to render ACRs of all regular members of the Staff on prescribed forms as **Annex 'U'** (for Teaching staff) and **Annex 'V'** (for Non-Teaching staff) by 05 January each year to the EDET. While completing ACRs, the following are to be considered:

- (1) No column is to be left blank.
- (2) General remarks are to coincide with the overall grading.
- (3) Recommendation for Individual Performance Honourarium (IPH) should be commensurate with the overall assessment of the individual employee.
- (4) Adverse remarks are to be underlined in red ink and they are to be read to the concerned employee and his/her signatures are also to be obtained on the ACR to this effect. Adverse remarks are to be entered only after counseling / warnings fail to produce positive improvements in the employee's performance.



### **3.12 Special Report**

If after due process outlined in para **3.17.a** the merits of a case warrants that performance of an employee deserves special observation over an extended period, the employee may be placed on Special Reports to be rendered on the 10<sup>th</sup> day of each calendar month by the authorized reporting officer. Normally an employee may be kept on Special Reports for a period of three months. On expiry of the said three months period, the Management will take a final decision on the future status of the employee.

### **3.13 Conduct**

a. Any act or conduct prejudicial to the smooth and efficient working or good name of BAHRIA Foundation College shall constitute indiscipline. Contravention of College Rules, agitation/political activities or infringement of accepted norms of good behavior shall also render an employee liable to disciplinary action.

b. Each staff member shall be responsible for ensuring maintenance of good order and discipline in his / her area of responsibility and his/her environs on the premises of the college at all times.

### **3.14 Confidentiality of Information**

Information pertaining to the college e.g. terms & conditions of service, college performance, individual pay and allowances, examination papers, ACRs etc are to be treated as confidential and not divulged even to other colleagues. Any breach of this rule will / may lead to disciplinary action.

### **3.15 Timings, Punctuality and Attendance**

a. Regular attendance and punctuality are essential for satisfactory job performance.

b. College/Office timings will be promulgated for each station by the management.

c. All staff other than teachers i.e. Principals, Office Assistant and Admin staff will observe Saturdays as working days. However their timings will be as promulgated by the management.

d. All employees will sign the in-coming and out-going time in the attendance register or punch cards according to the College / Office clock.

e. Late coming to work i.e. after the specified College / Office time will be marked with a red circle on the Attendance Register against the individual's name. Three red circles against an employee's name will forfeit his/her one day Casual Leave or one day's pay.

f. Following shall be considered as absence and the provisions of **Rule 3.34** will be applied in all such cases:

- (1) Three instances of late coming.
- (2) Partial presence during working hours.
- (3) Absence from College / Office meetings.

(4) Absence from College workshops / Seminar / Training programme and other formally scheduled events. However, in the rare event of genuine emergencies being the cause of above occurrences the Management may condone the absence.

### **3.16 Power to Impose Penalties**

a. The Director General (BEATS) / EDET himself or through an authorized officer may impose any of the following penalties on a member of the staff for inefficiency, indiscipline, misconduct, and infringement of College Rules or violation of the terms and conditions of service.

- (1) Dismissal / Removal from service (without notice and benefits)
- (2) Termination of service.
- (3) Stoppage of increment.
- (4) Censure.
- (5) Warning.

b. An employee may be suspended from service pending inquiry.

### **3.17 Disciplinary Issues**

#### **a. Performance**

Where a Section Head or the Principal is dissatisfied with the performance or conduct of a staff member, after due counseling and direction, he/she shall:

(1) Record this fact by way of a written warning to the concerned employee. Section Heads are to endorse a copy of the warning to their Principals.

(2) In case the employee's performance does not show any improvement within the period specified in the warning the Principal will forward a copy of the warning to the EDET with his/her recommendations.

(3) Recommendations of the Principals would normally be implemented. However, the employee may be given an opportunity to defend himself / herself before the EDET if he / she so desires. Where dismissal or termination is recommended approval of the Regional Head is mandatory.

#### **b. Misconduct, Indiscipline**

In cases where a serious infringement of rules, an act of indiscipline or misconduct takes place involving an employee or a student:

(1) The Principals shall, where necessary, make a preliminary inquiry, and if a prima facie case is made out, the Principals shall have the matter investigated by a committee of three teachers to be nominated by the Principals.

(2) The committee shall inform the concerned individual of the charges against him/her and shall afford him/her an opportunity to explain his / her position in writing and to be heard in person. Where the committee

calls witnesses, the person under investigation shall be afforded an opportunity to cross-examine such witnesses. If the person does not respond within 07 days of intimation of charges, it will be presumed that the person has nothing to say in defense and the proceedings will be continued ex parte and a decision reached on the basis of evidence available to the committee.

(3) The Principals on receipt of the committee's recommendations shall refer the case to respective Regional Offices along with his / her comments and recommendations for disposal.

c. In the event of gross misconduct requiring immediate action, DG(BEATS) / Regional Head may ask EDET / DD SE to conduct an inquiry. If satisfied that immediate action is necessary EDET may recommend to impose any of the penalties listed in para **3.16** above DG (BEATS) / Regional Head. The employee is to be afforded an opportunity to be heard to clear his/her name as far as possible and subject to exigencies.

### **3.18 Redress of Grievances**

Where an employee feels wronged, he / she may address an application / petition through his / her immediate superior for forwarding to the next higher authority for consideration. In no circumstances is the chain of authority to be circumvented. Contravention will be liable to disciplinary action. The decision of the Principal, Director General BAHRIA Education & Training Services / EDET / Regional Head as applicable will be conveyed in due course. Decision of the DG (BEATS) will be considered final in all cases.

### **3.19 Board of Inquiry**

a. A Board of inquiry is an assembly of two or more officers / teachers, directed to collect evidence, record their findings and to make recommendations with regard to any matter, which may be referred to them. The senior most person detailed to conduct the inquiry will be the President of the Board of Inquiry and the remaining shall be members.

b. A Board of Inquiry may be assembled by Head Office / Regional Office or Principal of respective BFC according to the importance and nature of the investigation whenever, there is a situation which warrants holding of an inquiry, the Principal must consult the Head Office immediately whether he should convene a Board of Inquiry or the Head Office would convene it.

c. Where the Board is directed to express an opinion, which may bear upon the conduct, character or professional reputation of an officer / Principal / teacher/ employee, the President of the Board of Inquiry shall not be junior in rank or seniority to that officer. In case of Principal of a BFC, the Head office will nominate the Principal of another BFC or suitable officer from the Head Office as President Board of Inquiry.

d. Members detailed to constitute the Board of Inquiry shall have no personal interest in the subject matter of the inquiry and where the inquiry may involve technical or professional knowledge or skill of any description, at least one member having appropriate qualifications shall be included in the Board as a member.

- e. The authority convening the Board of Inquiry shall furnish the Board with term of references and the investigation required.
- f. Notice shall be given by the President of Board of Inquiry to the persons required to appear before the Board of Inquiry and record their evidence.
- g. It shall be the duty of a Board of Inquiry to put such questions to a witness as they may think desirable for the purpose of testing the truth or accuracy of any evidence he/ she has given.
- h. If after hearing the evidence, the Board are of the opinion that blame attaches to any person the Board shall inform such person accordingly and draw his attention to the particular evidence on which such opinion is based and shall then ask him if he desires any further evidence to be taken or has any further statement to make. Any such further statement or evidence shall be taken down and any new point brought to light shall be investigated.
- i. Any member who is unable to agree with any finding of fact or recommendation arrived at by other members may write his note of dissent which shall be attached to the proceedings and shall be forwarded by the President to the authority who assembled the Board.
- j. The Board may be re-assembled as often as the convening authority directs, for the purpose of recording additional evidence or for reconsideration of their Findings.
- k. The report of a Board of Inquiry is privileged. This report or any information / extract therefore, are not to be disclosed in any form verbal or physical to any person except the persons who are required to deal with case.
- l. The inquiry report must comprise of the under mentioned basic parts:
- (1) **Summary of the Case (Part-1)** Based on the evidence recorded, this part should be a complete account of What, Where, How, When, Why, a certain thing happened or a situation/ mal practice was discovered.
  - (2) **Findings (Part-II)** Based on the evidence, this part should include clear statements giving the cause / reasons for the incident, situation / malpractice etc, the person/ persons responsible for it and to what extent blame is attributable to each one of them.
  - (3) **Recommendations (Part-III)** Based on the findings this part should include specific recommendation for proposed punishment/ action to be taken against the persons blamed for the incident, situation / malpractice etc and measures to be taken to prevent such an incident, situation/ malpractice occurring again in future.
  - (4) **Proceedings (Part-IV)** This should include a diary of when the Board assembled and adjourned. All the signed statements of persons whose evidence is recorded and items of evidence, if any, along with a list of the same should be attached in this part.
- m. A case study on conducting inquiry and report writing for BAHRIA Foundation Colleges prepared by ALA has been provided to all BFCs, it is to be

thoroughly studied & understood by all Principals, President and members of the Board of Inquiry Committee so that Board of Inquiry is conducted properly complying with all legal requirements and the inquiry report is prepared in a professional manner as per the example given in case study.

### **3.20 Life and Health Insurance**

On successful completion of probation period and confirmation, BFC Regular Employees will become entitled to life and health insurance as per BAHRIA Foundation College Rules.

### **3.21 Removal on Medical Grounds**

It shall be lawful for the Management at any time if satisfied on medical evidence that an employee is unfit by reasons of ill health to discharge his / her duties as a teacher / staff to forthwith terminate his / her service on paying him / her one month's salary less any amount which may have been paid to him / her last as leave allowance after the date of his / her last appearance in the college for the regular discharge of his / her duties as teacher / staff as settlement of account and thereupon his / her service shall absolutely cease and terminate.

### **3.22 Superannuation**

The retiring age shall be 60 years extendable at the discretion of President Managing Committee.

### **3.23 Yearly Efficiency Award**

Colleges showing outstanding performance in academics and extra-curricular activities during the complete previous academic year may be issued a Letter of Commendation by Competent Authority of BAHRIA Foundation in March every year.

### **3.24 Leave Entitlement**

Leave entitlement of various types of employees and the leave granting authorities are given in **Annex 'X'**.

### **3.25 Leave**

The following type of leaves will be admissible:

(1) **Sick or Casual Leave**

A total of 15 days of sick or casual leave may be admissible to all BAHRIA Foundation College Regular employees in a calendar year, however, 10 days of this leave will be encashable.

(2) **Summer Vacation (Winter Vacation for cold stations)**

The following leaves will be entitled:

Teaching Staff (Regular Employees)	15 days less than the total vacation period.
---------------------------------------	--

Contract Teachers	As an extra privilege, contract teachers may normally be allowed to avail summer/ winter vacations as per the entitlement of regular teachers with the exception that in case they are re-called or not allowed to proceed on leave by the Principal for Summer Camp, they will be entitled for compensation for the days they actually perform duty for this purpose.
Administrative Staff (Regular Employees)	30 days less than the total vacation period but Helping Staff will join 30 days before commencement of classes or as per leave plan if issued by the Principal

(3) **Winter/ Spring Holidays**

No leave will be entitled to the teaching staff for winter / spring holidays. However, up to three days of leave on rotational basis may be given to the teachers by the Principal. Special requests for leave above this will be at the discretion of the regional heads.

(4) **Vacation Leave**

BF College employees can accumulate their vacation leaves for availing the same for performing Hajj. However, the number of teachers of one college willing to avail this facility at the same time will be approved by the Regional Office on recommendation of the Principal.

(5) **Hajj Leave**

30 days Hajj Leave will be admissible to BFC staff once during whole tenure having at least 5 years continuous service.

**3.26 Fifteen Days Extension in Summer / Winter Vacations**

Any extension in vacation will be dealt with on case to case basis and approval by Regional Heads.

**3.27 Maternity Leave**

A confirmed female employee of BAHRIA Foundation College will be entitled to maternity leave which shall not exceed a period of two months at a time and may be availed only twice during the entire length of service of such employee. However, a female employee shall be eligible for her second maternity leave only after a period of two years has elapsed between the completion of the first maternity leave and commencement of the second such leave.

**3.28 Leave with Holidays/ Weekends**

Any kind of leave will be permitted in continuation with Public Holidays/ Weekends in the following manner:

- (1) Leave can be availed by suffixing Public Holidays / Weekends.
- (2) Leave can be availed by prefixing Public Holidays / Weekends.
- (3) Leave can be availed by suffixing and prefixing Public Holidays /

Weekends i.e. grant of leave with Public Holidays/ Weekends coming before and after the granted leave.

(4) Public Holidays / Weekends however, should not lie between or within the granted leave period. Any leave so availed would render the relevant holidays / weekend to be counted towards the total leave availed by the individual and would be deducted from his / her leave balance.

### **3.29 Leave Benefits for Part Time / Casual Employees**

No Earned / Casual/ Annual leave or vacation is admissible to part time/casual employees unless specially mentioned in their contract. They are not entitled to any pay for scheduled vacations either.

### **3.30 Absence Without Leave**

Absence without leave, except when necessitated by provable emergency to the satisfaction of the Management, can render a person liable to disciplinary action. Employees found habitual of absenting themselves without leave risk termination of their services on disciplinary grounds.

### **3.31 Pay for Leave Period**

a. Pay for the period of summer / winter vacation is admissible for employees immediately on their confirmation. However, in case of unconfirmed / contract employee pay for vacations will be given in accordance with BFC Rule 3.6 (e).

b. Casual / Part time employees are not entitled to vacation / break salary, casual leave or any kind of leave and deductions for absences will be made on a pro-rata basis. However, they will be paid for the number of days they work during vacation / break.

c. Contract / Casual / Part time employees are not entitled to any benefits e.g. fee concession, gratuity, medical insurance or any other beneficiary scheme financed by the college.

### **3.32 Deduction of Pay on Account of Absence**

Pay for the days of absence without leave will be deducted if the absentee does not have earned / casual leave to his/her credit, otherwise an equal number of days earned / casual leave will be deducted. Deduction from the vacation period allowed to teachers in lieu of earned leave will not be admissible and in such cases deduction from salary will be made.

### **3.33 Grant of Leave**

Leave application shall be routed to the Principal through the Sectional Head allowing sufficient time for a decision and alternate assignment of duties. Grant or refusal shall be communicated to the employee by the Section Head. Commencement of leave shall be with the permission of the Section Head even after grant / approval, and the employee shall report to his Section Heads upon return from leave. Requests for extensions shall also be addressed to the Principals through Section Heads. Barring exceptional circumstances, leave shall not be availed except with the prior permission of the competent authority.

(1) **Emergency Leave**

When it is necessary for a teacher or an employee to be absent due to illness or other cause, he/she should notify his / her Principal as soon as possible in order that arrangement can be made for substitute. Upon return the teacher / employee will be required to sign an official absence report in Principal's office stating reason for absence.

(2) **Anticipatory Leave**

Leave when inescapable, but not due, may be granted in anticipation at the discretion of EDET provided if leave is not adjusted against subsequent entitlement; salary deduction shall be made for the period of such leave.

(3) **Leave Ex-Pakistan**

Leave ex-Pakistan may be granted by EDET at his discretion on such terms as EDET may determine, provided the employee draws pay in local currency and leave is otherwise due.

(4) **Summer School Camp**

It may sometimes become necessary to provide extra coaching to classes during holidays / vacations. The Principals would normally ask for volunteers to forego their earned leave during the relevant vacation and undertake the extra assignments. In case suitable volunteers are not forthcoming, the Principals may require any teacher to remain on duty during the said period. Regular and contract teachers performing duties in Summer Camp will also be entitled for compensation for the days they actually perform duty for this purpose.

### **3.34 General**

a. All the energies and resources of College employees need to be harnessed towards attainment of the academic goals of the institution. Whereas, this would require regular attendance of all employees during the on-going academic programme, this requirement is accentuated by "time sensitive" periods in the College calendar. Equally, human needs have to be met. In the matter of leave, therefore, a fine balance between institutional and personnel needs is to be maintained.

b. In addition to the leave entitlement vide para **3.25** the teaching staff of BAHRIA Foundation Colleges shall normally be afforded the opportunity of availing as much of the Colleges' scheduled vacations as is possible subject to curricular/extracurricular dictates of the institution. However it must be understood that leave of all types is a privilege and not a right. Grant of leave is therefore at the discretion of the competent authority. Even leave duly granted may be curtailed/revoked at the discretion of the competent/granting authority who shall also have the power to recall an employee before the expiry of his / her leave.

c. Except as stated in para **3.25** above no employee shall proceed on any type of leave until leave is requested in writing and duly approved / granted by



the competent authority, and permission is granted to commence the leave.

d. In determining grant or refusal of leave the competent authority shall be guided by the employee's need and the academic and administrative requirements of the educational institution, provided institutional needs shall at all times receive a higher priority over individual's needs. Within these parameters, equally, leave shall not be unreasonably denied.

e. Employees proceeding on leave, after due approval, shall be required to report back on due date upon completion of leave. Failure to do so shall be treated as 'misconduct'.

f. Requests for extension when on leave, if unavoidable, are to be made in writing well in time to allow the competent authority to decide upon the request and convey the decision to the applicant. It shall be the responsibility of the employee for ensuring that the request for extension is actually received by the competent authority.

g. It shall not be permissible to combine various types of leave e.g. casual leave with earned leave, similarly no type of leave shall be combined with vacations.

h. An employee on leave shall not accept any employment or office or undertake any business or activity for profit.

i. It shall be within the purview of the Regional Heads to regularize absences against the leave rules, on terms that he may specify to meet unavoidable / unforeseen circumstances provided such regularizations shall always be in the best interest of the college and in accordance with good administrative practices.

j. Any matters regarding leave not provided herein shall be decided on merit at the discretion of the Regional Heads.

k. An employee shall have his/ her leave account duly maintained by the college for reference as and when required.

### **3.35 College Council**

The college council comprises the principal and nominated senior teachers. It reviews and scrutinizes all serious lapses of discipline and academics before a final action is taken against any student. The decision of the College Council is irrevocable.



## CHAPTER 4

### FEE STRUCTURE, FEE CONCESSION AND SCHOLARSHIPS

#### 4.1 Categories of BFCs

a.. BAHRIA Foundation Colleges shall be placed in one of the following categories at the time of establishment of new BAHRIA Foundation College. Subsequently the category may be revised by DG (BEATS) / Regional Head depending on the situation.

- (1) Category 'A'
- (2) Category 'B'
- (3) Category 'C'

#### 4.2 Increase in Fee Structure

a. In order to absorb the financial impact of inflation in the country and to meet the additional expenditures due to increase in material cost, rent of BFC buildings, utility charges i.e gas, water electricity and increase in pay of teaching and non-teaching staff, it becomes necessary to increase the monthly fee of BAHRIA Foundation Colleges. The increase in fee structure is also necessary to make those Colleges financially sustainable which are in loss and to avoid other Colleges from going into loss in future.

b. DG (BEATS) / Regional Heads will propose upto 10% increase in gross monthly fee at the commencement of each academic year for the approval of BOD to cover the inflation, provided it is not contrary to Government's instructions to private schools. Approval of BOD will also be required if any increase in monthly fee is proposed to be implemented from a date other than the start of academic year. The format of the fee structure of above mentioned categories showing various components including i.e. Tuition fee, College fund, Magazine fund, Computer fee, Lab Fund, Library Fund, Annual charges, Admission fee and Security deposit etc are placed at **Annex-'Y'**.

#### 4.3 Fee Concession

##### a. Children of BF College Employees

The children of the confirmed employees of BF college may be entitled to the following fee concession:

	<u>Admission Fee</u>	<u>Security Deposit</u>	<u>Tuition Fee</u>	<u>Other charges/Funds Fees (except) Annual Charges</u>
1st child	100% exempt	100% exempt	100% exempt	100% exempt
2nd child	50% exempt	100% exempt	50% exempt	100% exempt

**Note:** Such concession shall be continued if the employee dies while in active service of BAHRIA Foundation Colleges.

b. **Children of Naval Personnel**

All the children of Naval personnel (Serving and Retired) including civilian employees of the Navy will be entitled for the following concessions:

<u>Admission Fee</u>	<u>Security Deposit</u>	<u>Tuition Fee</u>
50% exempt	50% exempt	65% exemption

c. **Children of BAHRIA Foundation Employees**

(1) All children of BAHRIA Foundation employees will be entitled for the following concessions:

<u>Admission Fee</u>	<u>Security Deposit</u>	<u>Tuition Fee</u>
50% exempt	50% exempt	50% exempt

(2) Such concession shall be continued if the employee dies while in active service of BAHRIA Foundation.

d. **Children of Army / Air Force Personnel**

All children of Army / Air Force personal (serving and retired) will be entitled for the following concession:

<u>Admission Fee</u>	<u>Security Deposit</u>	<u>Tuition Fee</u>
50% exempt	50% exempt	25% exempt

**Note:** In case of Defence personnel only one concession i.e. Defence or Brothers / Sisters will be allowed.

e. **Brothers / Sisters Concession**

Brothers and sisters will normally be allowed following concessions in tuition fee only. However, Regional Heads may use their discretion in this regard specially when there is a large number of siblings.

<u>Brothers/Sisters</u>	<u>Tuition Fee</u>
1 <sup>st</sup>	Nil exempt
2 <sup>nd</sup>	10% exempt
3 <sup>rd</sup>	20% exempt

g. **Children of Shaheed/Martyrs of Defense Personnel/Deceased**

## Guardian

(h)

The Regional Heads may consider granting the following concession after thorough scrutiny to the children of Shaheed/ Martyrs of Defense personnel/whose guardian dies during their study at BFC:

<u>Admission Fee</u>	<u>Security Deposit</u>	<u>Tuition Fee</u>
100% exempt	100% exempt	100% exempt

h. **Fee Concession to Students on Merit**

Students attaining positions and high grades in 9<sup>th</sup>, 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> classes will be given fee concession as follows:

(1) The student who attains overall first position in Matric/ Intermediate exams of Federal Board or any other Board of Intermediate & Secondary Education will be given 100 % fee concession for the next academic year.

(2) Top three students who have 'A One' grades in Matric and get more than 80 % marks in the college admission test will be allowed 80 % concession in tuition fee in 11<sup>th</sup> class. This concession will continue in 12<sup>th</sup> class only if 'A One' grade is obtained by the student in 11<sup>th</sup> class Board Exam Result.

(3) Students attaining aggregate of 80% or more in 9<sup>th</sup> Class Board Exam and obtain more than 80% aggregate in a test specially arranged for this purpose would be given 80% tuition fee concession till completion of 10<sup>th</sup> class. This concession is to be allowed to maximum of three students per college.

(4) Students attaining aggregate of 80% or more in 10<sup>th</sup> Class Board Exam and obtain more than 80% aggregate in a test specially arranged for this purpose would be given 80% tuition fee concession till completion of 11<sup>th</sup> class only. This concession is to be allowed to maximum of three students per college.

(5) Students attaining aggregate of 80% or more in 11<sup>th</sup> Class Board Exam and obtain more than 80% aggregate in a test specially arranged for this purpose would also be given 80% tuition fee concession till completion of 12<sup>th</sup> class. This concession is to be allowed to maximum of three students per college.

(6) Students getting concession in payment of tuition fees will have to pay full fees if they fail to maintain their percentage marks/grades in any of the exams before final examination. In case their aggregate percentage falls below in one exam they are to be issued warning in writing. If they are not able to get the required grade/aggregate percentage (above 80%) in the next subsequent test/examination they are to be removed from the merit list for fee concession.

(7) Students of 'O' Level will be given fee concession as follows:

(a) Students attaining 'A\*' grade in all subjects of 'O' level II examination conducted by the British Council will be given 80% concession in tuition fee till completion of 'O' Level III.

(b) Students attaining 'A\*' grade in at least four subjects in 'O' level III examination will be allowed 80% concession in Class 11<sup>th</sup>. They will be considered for concession in Class 12<sup>th</sup> subject to getting at least 75% marks in all subjects of 11<sup>th</sup> Class Board Examination.

i. **Fee Concession and Scholarship On Merit Cum Poverty**

(1) All BFCs will forward Fee Concession and Scholarship on Merit cum Poverty requests to concerned Regional Office BAHRIA Foundation on separate prescribed forms given at **Annex 'Z'** for Fee Concession & **Annex 'AA'** for Scholarship on Merit Cum Poverty Form. The Fee Concession Form may be handed over to the students or their parents/guardians; however the Form for Scholarship on Merit cum Poverty should NOT be handed over to the students, parents or guardians. Instead it should be filled by the Class Teacher and Principal based on the application/ information received from the parents/ guardian.

(2) Class Teachers and the Principals' should satisfy themselves that the form has been properly filled, the information provided is correct and supporting documents, if required, have been attached before signing and forwarding the form to the BEATS Regional Office for approval.

(3) The existing fee concessions shall remain valid for the current academic year. However, for the next academic year Fee Concession Forms of students are to be forwarded duly completed alongwith supporting documents to the BEATS Regional Office by 01May for approval and for new students soon after their joining. Once approved the Fee Concessions, except the MERIT category, shall remain valid unless the approval is cancelled for any reason.

(4) Fee Concession Forms of MERIT category only and Scholarship forms of MERIT cum POVERTY category are to be forwarded to the Regional Office soon after compilation of final exam results and before close of the academic session each year. They shall only be valid for one academic year at a time. However, they may be cancelled at any time by the Regional Office if any misinformation is discovered or if the student is involved in any misconduct.

j. **Discretionary Power of Regional Head**

In special cases the Regional Heads may also use their discretion regarding concession in admission fee.

k. **Collection of Advance Fee / Annual Charges**

Following instructions with regard to collection of fee and annual charges are promulgated herewith for strict compliance.

(1) Fee from students of class X & XII is to be charged till entire

month in which external practical examinations are held or as per instructions of the Govt / BISE.

(2) Monthly fee is not to be collected in advance. Separate fee vouchers for the months of June and July are to be issued to students at the start of summer vacation.

(3) Annual charges for the next academic year are to be collected from the students alongwith the fee of April.

(4) All examination results including Board / College Internal Examination (CIE) examination result of fee defaulters is to be withheld till clearance of the college dues by them.

(5) Fee defaulters of previous academic year are not to be carried forward to the next academic year.

l. **Fees Deposit**

All fees and other dues of the students are to be deposited by them directly into the relevant BAHRIA Foundation College bank account which shall be operated jointly by DG (BEATS) / Director Finance / Regional Heads / Principals/GM(Fin) of BAHRIA Foundation. No fee in cash or donation is to be collected from the students / parents by any college staff.

m. **Fee Challans**

College accountant is to prepare fee challans as per **Annex 'AB'** of all students in quadruplicate by the 21<sup>st</sup> of each month and deliver them to the Principal / Coordinator for distribution to the students. Last date for payment, and the validity of challan would be the 10<sup>th</sup> and 15<sup>th</sup> of billing month respectively. Fixed late fee of Rs. 50/- would be charged after the due date.

n. **Fee Defaulters**

All Principals are to make concerted as well as personal efforts to recover outstanding receivables at the earliest. Following SOP is to be adopted / complied by all BFCs:

<b>S No.</b>	<b>Default Period</b>	<b>Action to be taken</b>
(i)	First month	Written notice should be sent to the parents that the dues should be cleared immediately otherwise the name of the student will be struck off from the college.
(ii)	Second month	A letter should be sent by name to the parents asking them to clear the dues within the 15 days, (specific date should be given) after which name of the student would be struck off from the college GR register. If the parents ask for re-admission, they shall have to pay the admission fee again.

o. Late fee as revised from time to time will be charged if payment is made after the due date till the expiry of fee challan, however, if fee is not paid till expiry of the fee challan then the next amount payable including late fee will be included as arrears in the next month fee challan.

p. **State of Fee Defaulters**

All BFCs indicate the state of fee defaulters in their monthly LOPs, as per **Annex 'AC'** which is the total amount not recovered during the last month. In order to make the state of fee defaulters more realistic, the total amount due against these defaulters of one, two, three, four and above months should be shown separately in the LOP as per following format.

<b>Default Period</b>	<b>Number of Students</b>	<b>Amount (Rs.)</b>
One month		
Two months		
Three months		
Four months and above		
Total		

q. **Issuance of Transfer Certificate (T.C) or Duplicate T.C**

Following will be charged on issuance of transfer certificates whereas the duplicate certificates should bear the same serial number as on actual with stamp of **'DUPLICATE'** on them.

- |     |                                      |   |          |
|-----|--------------------------------------|---|----------|
| (1) | First TC                             | - | Free     |
| (2) | Duplicate TC                         | - | Rs.300/- |
| (3) | Duplicate school leaving certificate | - | Rs.400/- |



## CHAPTER - 5

### BUDGET AND FINANCIAL PROCEDURES

#### 5.1 Budget

- a. Principals are to prepare their annual budgets for the next financial year by 31<sup>st</sup> March each year and forward their budgetary proposals to Head Office / Regional Office BAHRIA Foundation by 15 April each year. These proposals should have revenue and capital expenses to be incurred in the following year and income expected from all sources.
- b. All expenditure should be within the limit of budgeted amount. In case of requirement of over and above budget limit, the case with full justification shall be forwarded to Head Office for approval from the Competent Financial Authority.
- c. Financial procedures are given in Financial & Accounting Manual, a copy of which has been provided to each Principal. Principal & the staff are to read this Manual and are to conform to the procedures laid down in this Manual. Gist of these procedures is as follows, however in case of an investigation, this gist cannot be cited as authority. Financial & Accounting Manual will remain the sole authority for reference and compliance.

#### 5.2 Financial & Accounting Manual

Principals and Accountants/Accounts Assistants are to make themselves thoroughly conversant with the Financial & Accounting Manual of BAHRIA Foundation and abide by the instructions contained therein.

#### 5.3 Imprest Account

A separate bank account called Principal BAHRIA Foundation College Imprest account will be maintained to meet the running expenses of the college. This account will be operated jointly by the Principal / nominated Section Head. Regional Office, Finance department in first week of every month, will deposit a fixed amount approved by Regional Head on the basis of college monthly requirement in college "Principal BFC" Imprest account". College accountant will prepare detailed expenditure statement. A fixed balance will be maintained in this account, which will be replenished on rendition of monthly expenditure details to the Director Finance. Limit of the Principal's financial powers is Rs. 10,000/-, notwithstanding the provisions of Financial & Accounting Manual.

#### 5.4 Purchase Committee of BF Colleges

- a. A purchase committee (PC) for the purchases of capital items valued more than Rs. 10,000/- is to be formed by the Principal comprising three members as mentioned below:
  - (1) Admin Officer / Teacher.
  - (2) Accountant.
  - (3) One member from the department for which items is being purchased.
- b. PC may obtain at least three quotations and prepare comparative

statement duly signed by all members of PC and countersigned by Principal. Principal shall forward comparative statement to Regional Office for approval.

c. After purchasing the item, all original document e.g. comparative statement, quotations, purchase bill shall be forwarded to Finance Department, Regional Office through EDET for issuance of cheque in favour of the suppliers. However, in case of amount required to be paid from Principal BFC Imprest Account it should be clearly mentioned and approval be obtained from DG(BEATS) / EDET.

### **5.5 Petty Cash**

Every BAHRIA Foundation College will be given an amount in advance, depending upon the requirements for petty expenditure of which a sum not exceeding Rs. 8000/- may be kept with the accountant for meeting emergency needs of the college. Colleges will forward a head wise summary of petty expenditure per month as per **Annex 'AD'** to these instructions, to the Regional Office.

### **5.6 Principal's Joint Bank Account**

Each college will open an account at the nearest authorized commercial bank (at present Allied Bank Limited) Branch titled "Principal BAHRIA Foundation College \_\_\_\_\_" for keeping the advance amount received from Regional Office for petty expenses. An (Resolution by Circulation) RBC to this effect will be issued for this purpose. Principal and any one of the following will be authorized signatories of this account.

- (1) Admin Officer.
- (2) Accountant.

### **5.7 College Bank Account**

The two main College Bank Accounts will be opened for each campus titled "BAHRIA Foundation College Receipts and BAHRIA Foundation College - Payments" at the nearest authorized commercial bank branch. It will be operated as per Financial & Accounting Manual and a Resolution by Circulation (RBC) be issued accordingly. Fees and other receipts will be deposited in "BFC Receipt" account. Credit balance exceeding Rs.1,000/- will be transferred from "College Bank Account" to (Head Office) Regional Office Account No.1624-3 at Allied Bank Limited, BAHRIA Complex-I, Queens Road Branch, M T Khan Road, Karachi on every week on Mondays. The signatories of this Account will issue standing instructions for weekly transfer. All payments irrespective of suppliers and salaries will be paid from "BFC Payment" bank account. Funds may be arranged through transfer of amount from Head Office. Similarly, salary amount transferred in this account for credit in the respective bank account of employee or cash cheque will be issued for disbursement of salary of low paid employees. Preparation of Bank reconciliation statements of both the above accounts will be carried out by the College Accountant, duly signed by the Principal with a copy of bank statement and forwarded to the Regional Office as per specimen at **Annex- 'AD'** to these instructions by 5<sup>th</sup> of each month. The account titled 'BF payment A/C' may also be included. The transfer of amount from Bank to Head Office may be made on fortnightly rather than weekly basis for ease of operation.

## 5.8 Books of Accounts

All College Accountants are to maintain Books of the Accounts on double entry basis, either on a computer or manually. All payment/receipt vouchers have to be supported with the relevant documents, for e.g. receipt bills duly signed by the Principal with the approval of competent authority wherever applicable etc. Similarly all payment vouchers must have approval of competent authority. Every College Accountant through his Principal will be responsible for ensuring.

- a. Preparation of students fee slips, which are to be handed over to students by 28<sup>th</sup> of each month for the following month.
- b. Preparation of monthly payroll, pay slips and tax calculations to reach Head Office by 25<sup>th</sup> of each month. Cutoff date for preparation of payroll is 20<sup>th</sup> of each month.
- c. Preparation of Monthly Withholding Tax Returns of BAHRIA Foundation Colleges by 12<sup>th</sup> of following month.
- d. Preparation of Annual Withholding Tax Returns of BAHRIA Foundation College to reach by 12<sup>th</sup> July of each year.
- e. Preparation of Employees Tax Statement by 12<sup>th</sup> of each month, maintenance of Tax deduction record and issuance of challan on as and when basis within 2 days of casualty.
- f. Preparation of Receipts and Payment Vouchers.
- g. Preparation of Tuition Fee Statement as per **Annex 'AE'** and Reconciliation of Fee Receivables (defaulters) statements as per **Annex 'AB'**.
- h. Preparation of daily and monthly Petty Cash Positioning. A summary is to be submitted to Regional Office by 1<sup>st</sup> week of the following month.
- i. Preparation of Vouchers and Posting for BAHRIA Foundation College Account.
- j. Preparation of P & L Cash Flow, "Balance Sheet" as per Annexes **'F& 'G'** to these instructions.
- k. Preparation of Annual Budget in consultation with the Principal, which is to be submitted by 15<sup>th</sup> April of each year.
- l. Compliance with the applicable provisions of Financial and Accounting Manual, Administrative & Corporate Affairs Manual and BAHRIA Foundation College Rules.
- m. Proper security, safety and maintenance of all assets and documents.
- n. Preparation of Asset Cards of each asset as per **Annex 'H'**
- o. Insurance of BFC Assets.
- p. Timely submission of periodical returns, required by the Head Office and

Government Departments.

q. Preparation of audit schedules by 15<sup>th</sup> July each year for the fulfillment of the requirement of external audit as per **Annex 'AF'**

r. Execution of and undertaking any other task assigned by management from time to time.

## **5.9 Payment of Tax**

It will be ensured that every supplier and contractor has NTN (National Tax Number). Tax has to be deducted at source on payment to the:

(1) Salaried personnel on average basis.

(2) Suppliers of Goods @ 3.5% / as per Govt. policy on total amount (where amount exceeds Rs.25,000/- in a year).

(3) Contractors/Services @ 5% / as per Govt. policy on total amount (where amount exceeds Rs.10,000/- in a year). Income Tax statement of deductions at source will be deposited in National Bank of Pakistan through Tax challan mentioning BAHRIA Foundation NTN 0803344-7 and copies of tax challan will be forwarded to the local Income Tax office by 15<sup>th</sup> of each month. A copy of statement should be forwarded to the Head Office as per **Annex 'AG'** to these instructions. All tax deductions will be deposited within 7 days in National Bank of Pakistan through a tax challan. One original copy is to be retained in office and one is to be sent to the person whose tax was deducted.

## **5.10 Registration with EOBI**

Principals are to ensure that their campuses are registered with the local EOBI for regular monthly payments and amount due for EOBI is to be intimated to Regional Office on last day of each month.

## **5.11 Safeguard of Assets**

Principals are responsible for the safeguard of assets of their campus. Sample of asset card is placed at **Annex 'H'** to these instructions.

## **5.12 Audit of College Accounts**

Each college Principal & Accountant are responsible for auditing the college accounts.

## **5.13 Financial Statements**

Monthly, Quarterly, Yearly financial statement as per Financial & Accounting Manual must reach (Head Office) Regional Office by 12<sup>th</sup> of each month.

## **5.14 Financial Powers**

a. Principals are academic-cum-admin managers. They are to exercise financial powers judiciously. Limit of the Principal's financial powers is Rs. 10,000/-, notwithstanding the provisions of Financial & Accounting Manual.

DG (BEATS)/ EDET approval for expenditure above Rs. 10,000/- and for any capital expenditure shall be obtained in advance, which will be approved for payment when such request is forwarded by the college.

b. No capital expense is to be incurred by Principals even if the item is in their budget. Prior approval of DG (BEATS)/ EDET/ Regional Head is necessary in this respect.

c. For all purchases/ expenses beyond Rs. 10,000/- three quotations from different sources are to be obtained. Any expense beyond Rs. 50,000/- is to be expended through a Purchase Committee. Approval of recommendations of Purchase Committee by EDET is necessary prior purchasing.

d. Examples of Revenue / Capital Expenditure Example of Revenue items are payment of bills of electricity, gas etc. Capital items are like purchase of furniture, computers etc.

### **5.15 Delegated Financial Powers for Expenditures**

Financial management and control of BAHRIA Foundation is laid down in the Financial and Accounting Manual. Financial powers given to various functionaries by the BOD are as under:

<b>Appointment</b>	<b>Revenue</b>	<b>Capital</b>
Managing Director	Rs. 2,000,000/-	Rs. 2,000,000/-
Deputy Managing Director	Rs. 1000,000/-	Rs. 500,000/-
Director General (BEATS)	Rs. 1000,000/-	Rs. 500,000/-
Directors	Rs. 800,000/-	Rs. 300,000/-
Executive Directors	Rs. 800,000/-	Rs. 300,000/-
General Managers	Rs. 300,000/-	Nil
Division Managers/Principals	Rs. 100,000/-	Nil

### **5.16 Payment Procedure**

All payments are to be made by cheque deducting the Government Taxes as per rules, for expenses other than petty cash items, after completion of all formalities. Principals are to forward the necessary invoices along with the details, approvals etc for payment from the Regional Office. After due scrutiny payments will be made through crossed cheque signed by co-signatory of Regional Office (Head Office) except cash salary cheque where second signatory is the respective BFC Principal.

### **5.17 Payment of Insurance and Final Dues to Legal Heirs of BF/ BFC Employees**

Presently insurance money and other service dues of the deceased BF/ BFC employees are released to their legal heirs on production of succession certificate. Appreciating the inconvenience and delay in this process, competent authority has approved release of insurance and other dues in respect of deceased Ex-Armed Forces personnel on production of heirship certificate and affidavit by the nominee mentioned in service pension/ discharge book. Succession certificate will however be required in case of death of civilian employees.

### **5.18 Maintenance of Inventories**

All items purchased are to be taken on charge and accounted for as per Financial & Accounting Manual.

### **5.19 Payment of Salaries**

Pay-rolls in respect of the staff at the respective campuses must reach Regional Office by 25<sup>th</sup> of each month through courier service. All staff members are to be directed to open their personal accounts in ABL branches, where campus account is held to ease transfer of their pay every month. Transfer of the amount from Central account to respective Accounts of the Campuses along with advice for transfer to individual account as per pay-roll forwarded by the Campuses will be effected by the last day of the month.

### **5.20 Financial Reports**

a. Monthly progress report is to be included in the Letter of Proceedings. Quarterly Financial Progress Reports are to be submitted separately by each Principal to the Regional Office as per Financial & Accounting Manual.

b. Reconciliation of accounts between Colleges and Regional Office may be made at an average interval of 4 months.

### **5.21 Principals Financial Responsibility**

Principals are personally responsible that all expenses are in accordance with the budget and their institutions never go into any loss due to any reason. They must always keep a good eye on all types of payment specially the bills of utilities i.e. electricity, telephone, gas, water etc.

### **5.22 Salary Structure of BFC's Employees**

#### **a. Payment of Salaries**

All employees other than sub-ordinate staff of the college must open their personal accounts with the same bank where the college account is maintained to ease transfer of their pay every month. All payments to the staff will be made through the bank. The college accountant is to prepare monthly entitlements of all staff by the 25<sup>th</sup> of each month and get them signed by the Principals. The monthly pay-roll is to be forwarded to the Regional Office for approval and arranging payment of salaries through employee bank account and/or disbursement of cash. Transfer of the amount from Central account to respective Accounts of the Campuses along with advice for transfer to individual account as per pay-roll forwarded by the Campuses will be effected by the last day of the month.

b. Salary structure is revised and approved time to time. The approved pay scales 1 to 16 and stages showing different categories of employees and requisite qualification/ education are shown in **Annex 'AH'**.

### **5.23 Coordinators Allowance**

Teachers performing the duty of Coordinator are entitled to draw Coordinators

Allowance @ Rs. 2,000/- per month.

#### **5.24 Extra Work Allowance**

Teachers performing the duties of Time Table Incharge, Examination Incharge or Library Incharge in addition to their own duties shall be entitled to draw extra work allowance @ of Rs. 1300/- per month.

#### **5.25 Medical Cover Allowance**

Medical doctor who are employed in BFCs as teachers but are additionally required to provide medical cover and to carry out medical checkup of students of his/ her parent BFC or other BFCs shall be entitled for a medical cover allowance @ Rs.10/- per student per checkup.

#### **5.26 Academic Performance Honorarium (APH)**

a. All permanent and Contract teachers which have an average of 90 % or more students passing in all subjects in External Board Examinations held during the previous academic year will be given Academic Performance Honorarium (APH) on 01 October each year as per scale shown below. Only those employees will be eligible who were in service continuously since 01 October of the previous year.

#### **b. Criteria for Award of APH**

<b>Criteria</b>	<b>Award</b>
Average of 90% or more students passing in SSC Exam	50% of one Basic Pay
Average of 90% or more students passing in SSC and HSC or O level Exams	Additional 5% of basic pay i.e total 55% of one Basic Pay
Average of 90% or more students passing in SSC and both HSC, and O Level Exam	Additional 10% of basic pay i.e total 60% of Basic Pay

**Note:** In case any BFC does not get 90% or above in SSC Exam, however, it is able to get 90% and above in HSC or 'O' Level Exam or both, then they will only be entitled for additional component of 5% or 10% respectively as shown above.

#### **5.27 Individual Performance Honorarium (IPH)**

A total of 10 % employees of BFC's would be authorized for Individual Performance Honorarium (IPH) given on 1 March each year equivalent to one month's basic pay calculated prorata on the number of completed months of Service since 1 March last year. Principals of the BFCs may recommend 10 % of their total strength, including permanent/ contract and teaching/ non teaching staff, as on 31 Dec each year, for this honorarium in the ACRs of the employees. Fractions may be rounded to the next whole number. The Honorarium will be approved by the Head/Regional Offices after scrutiny.

## 5.28 TA/DA Rules

### a. On Official Duty

(1) BAHRIA Foundation college employees while traveling on Temporary Duty are encouraged to make their own arrangements of stay with their relatives or friends. In such cases the individuals will be paid 01 Daily Allowance in addition to their normal entitlement of 01 Daily Allowance.

(2) Employees may be permitted to stay at a Hotel/ Mess subject to prior approval of EDET / Regional Heads. In such cases they will be paid room rent as per actual bill subject to a maximum of 03 Daily Allowances per night stay. This shall be in addition to 01 daily allowance for the individual.

(3) The college employees proceeding on official duty will be entitled to the following and can claim their TA/DA claim on pro forma given as per **Annex 'AJ'**.

(a) For meals and incidentals, an employee will be entitled to one Daily Allowance. All expenses exceeding this will be borne by the employee.

(b) Daily allowance will be admissible only for actual night(s) at the outstation or where the employee has been away from place of posting for more than twelve hours.

(c) Where a night stop is not involved but absence from the place of posting exceeds eight hours, half daily allowances, and where an official duty results in absence from the place of posting for four hours, quarter daily allowance, will be allowed subject to approval of the competent authority.

(d) Where an employee is relieved to proceed the designated place of outstation duty at the close of the office hours to report there in the morning, and the travel time by road or rail is more than six hours, he will be eligible for Daily Allowance, as prescribed. If there are holidays in between the relieving day and reporting day, and the employee is traveling by air/rail/road, he will be paid for one day only. If the employee travels to report at outstation and spends four hours or more in office he will be entitled to half daily allowance.

### b. Daily Allowances Rates

(1) Daily Allowance rates are as under:

<b>Basic Pay Limit (Rs)</b>	<b>Special Rates Per Day (Rs)</b>	<b>Ordinary Rates Per Day (Rs)</b>
2000 to 3000	290	240
3001 to 4000	350	290
4001 to 5000	435	360
5001 to 6000	525	435
6001 to 7000	650	540



7001 to 8000	810	540
8001 to 9000	865	720
9001 to 10000	1010	840
10001 and above	1155	960

(2) “Special Rates” will be applicable to Islamabad, Karachi, Hyderabad, Lahore, Peshawar, Quetta, Multan and Faisalabad.

(3) “Ordinary Rates” will be applicable to all other locations.

c. **Intercity Traveling Reimbursement**

- |                          |                        |
|--------------------------|------------------------|
| (1) Motor Car (Personal) | Rs. 10/= per kilometer |
| (2) By engaging Taxi     | Rs. 12/= per kilometer |
| (3) Rent a Car           | As per market rates    |
| (4) Bus/Van              | On actual basis        |

d. **Travel By Rail**

- |                             |  |
|-----------------------------|--|
| (1) Principal               | Air-conditioned Compartment                                |
| (2) Teacher / Admin Officer | First Class Sleeper  |
| (3) Other Staff             | Economy Class. Berth allowed if night journey is involved. |

e. **Travel By Road**

- |  |                       |
|--|-----------------------|
| (1) Principal / Teachers / Admin Officer | Air-conditioned Coach |
| (2) Other Staff                          | Bus / Wagon           |

f. **Transfer Grant**

**Category of Employees**

**Entitlement**

- |                              |  |
|------------------------------|--|
| (1) Employees with family    | Freight charges for transportation of personal effects at actual as approved by the Foundation. One month basic pay for packing. Family fare as per entitlement of mode of travel. |
| (2) Employees without family | Half month’s pay for transportation of personal effects.   |

- g. TA/DA Claim Form as per **Annex ‘AJ’**.

**NOTE:** Employees who are transferred at their own request will not be eligible for transfer grant.

**5.29 Overtime**

- a. Overtime is admissible only to non-teaching staff of Grade 1-10 for

working in excess of normal daily working hours (i.e. eight hours excluding meal breaks) on week days and also for work on Sundays and Gazetted holidays at double the basic rate of pay. Procedure for calculating overtime will be:

Up to 15 Minutes	- No overtime
Over 15 minutes and up to 45 minutes	- 1/2 hour
Over 45 minutes and under 75 minutes	- One hour

Overtime hourly pay is to be worked out against a division of 208 hours (26 days & 8 hours).

### **Formula for Overtime Calculation**

$$\frac{\text{Basic Pay} \times \text{Overtime Hours}}{208}$$

b. Teaching staff required to work during scheduled vacations will be paid extra salary as stipulated in Para **3.33.(4)**.

### **5.30 Loan**

All BFC Regular Employees are entitled to draw loan up to 50% of their gratuity held with BAHRIA Foundation. However, Principals are to ensure that only cases of extreme compassionate grounds are recommended to the respective Regional Office for grant of loan. The terms and conditions for grant of loan are as under:

- No employee will be entitled for loan during the first year of service.
- The loan will be returned in 10 equal monthly instalments, commencing from the month following the receipt of loan by an employee.
- New loan will be granted after one year from the date of last instalment of previous loan.
- An employee can avail maximum of two loans during the whole tenure of his/her service with BF.

### **5.31. Financial Powers for Disposal of Capital Items**

Financial powers to various functionaries for disposal of assets / writing of bad debts is as under:

<b>Competent Financial Authority</b>	<b>Disposal</b>	<b>Write off not due to theft, fraud or neglect</b>	<b>Write off due to theft, fraud or neglect</b>
Managing Director	Disposal of assets with purchase cost not exceeding Rs.500,000/- per item.	a. Losses on account of bad debts (Receivables, Advances, tuition fee, Security Deposits etc.) up to Rs.500,000/-	Rs. 2,000,000/-

		b. Losses of stores/equipment Rs. 250,000/- per item.	Rs.100,000/-
DMDs, DG (BEATS)	Disposal of assets with purchase cost not Exceeding Rs.200,000/- per item.	a. Losses on account of bad debts (Receivables, Advances, tuition fee, Security Deposits etc) up to Rs.200,000/-  b. Losses of stores/equipment Rs.100,000/- per item	Rs.100,000/-  Rs.50,000/-
DF/EDET	Disposal of assets with purchase cost not Exceeding Rs.50,000/- per item.	Losses on account of bad debts (Receivables, Advances, tuition fee, Security Deposits etc) up to Rs. 50,000/-	Rs.20,000/-

### **5.32 Additional Allowance for Board Teachers**

An additional allowances equal to Rs. 5,000/-, Rs. 4,000/- and Rs. 3,000/- is to be given to 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> best teacher of each BFC by the Regional BEATS annually on the basis of students performance in the Primary/Middle /SSC/ HSC Board results.