



Faculty Guidelines

Queens Medical College Kasur





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Vision Statement

Improving health through excellence in teaching, learning, leadership, and innovation in healthcare practice and research.

Mission Statement

To make valuable contribution to the undergraduate medical education in the country, by developing core knowledge, practical skills and ethical attitudes towards patient care in our graduates.

To produce healthcare professionals who will enhance and extend quality of life in diverse clinical settings, offering the best in terms of efficacy and safety.

To strive to attain the highest standards in education, research, and clinical care and develop tomorrow's healthcare leaders who practice patient-centered medicine of the highest professional standards.



Curricular Outcomes of the Five-Year MBBS Program

By the end of five-year MBBS Program, our graduate will be

1. Skillful

Demonstrates excellence in clinical skills, including diagnosis, treatment, and patient care, ensuring high-quality medical practice.

2. Knowledgeable

Possesses a strong foundation in medical sciences, staying updated with the latest advancements to provide evidence-based care.

3. Community Health Promoter

Actively engages in public health initiatives, preventive medicine, and health education to improve community well-being.

4. Critical Thinker

Analyzes complex medical problems logically, applies clinical reasoning, and makes sound decisions in patient management.

5. Professional

Upholds ethical standards, maintains patient confidentiality, and demonstrates compassion, integrity, and accountability in practice.

6. Scholar

Engages in lifelong learning, research, and teaching to contribute to medical knowledge and improve healthcare outcomes.

7. Leader and Role Model

Inspires and guides colleagues and students, demonstrating leadership in healthcare settings and advocating for medical excellence.



Competencies for Medical Graduates from Queen's Medical College

The "Seven-Star Doctor" model aims to cultivate a comprehensive skill set in medical graduates, ensuring that they are not only proficient in clinical practice but also in leadership, community health, and lifelong learning. These competencies serve as the foundation for creating well-rounded doctors who can meet the challenges of modern healthcare environments while promoting patient well-being and public health.

A 'seven-star doctor' Pakistani medical graduate should be able to demonstrate various traits as detailed under each competency. These attributes are the bare minimum requirements.

1. Skillful

❖ Expected Traits:

- **Clinical Expertise:** Demonstrates proficiency in medical procedures, diagnostics, and patient management.
- **Practical Competence:** Shows the ability to apply knowledge in real-world clinical settings, including minor and major medical interventions.
- **Adaptability:** Able to handle both routine and emergency situations with confidence and effectiveness.

Outcome: Graduates will be skilled in providing high-quality, patient-centered care, making accurate diagnoses, and performing medical interventions competently.

2. Knowledgeable

❖ Expected Traits:

- **Comprehensive Medical Knowledge:** Possesses a deep understanding of human biology, disease mechanisms, pharmacology, and therapeutic practices.
- **Evidence-Based Approach:** Uses scientific research and current clinical guidelines to inform treatment decisions.
- **Commitment to Learning:** Demonstrates a passion for continued medical education and staying updated on new advancements in healthcare.

Outcome: Graduates will be well-versed in medical science, able to apply knowledge effectively in patient care, and committed to lifelong learning in their field.



3. Community Health Promoter

❖ Expected Traits:

- **Health Education:** Educates patients and the community on preventive health practices, disease prevention, and wellness promotion.
- **Public Health Advocacy:** Takes a proactive role in addressing the social determinants of health and advocating for healthier lifestyles.
- **Preventive Care:** Prioritizes the promotion of health and prevention of illness through public health initiatives, vaccination programs, and screenings.

Outcome: Graduates will be active participants in improving public health by educating communities, advocating for health policy, and promoting preventive healthcare practices.

4. Critical Thinker

❖ Expected Traits:

- **Analytical Skills:** Analyzes complex clinical cases by integrating medical knowledge and diagnostic tools to form accurate conclusions.
- **Problem-Solving:** Approaches patient care with a structured and critical mindset, considering all variables before making clinical decisions.
- **Ethical Judgment:** Incorporates ethical considerations in decision-making, balancing patient needs, autonomy, and evidence-based practice.

Outcome: Graduates will be able to approach clinical challenges with critical thinking, ensuring that decisions are well-informed and aligned with the best interests of patients.

5. Professional

❖ Expected Traits:

- **Ethical Integrity:** Demonstrates honesty, integrity, and professionalism in interactions with patients, colleagues, and the community.
- **Empathy and Compassion:** Treats patients with respect, dignity, and compassion, recognizing the human aspect of medicine.
- **Collaboration:** Works effectively within multidisciplinary teams, fostering communication and cooperation in patient care.

Outcome: Graduates will embody the highest standards of professionalism, showing respect and empathy in all aspects of their medical practice, and maintaining ethical conduct in all situations.



6. Scholar

❖ Expected Traits:

- **Research Engagement:** Actively participates in medical research and contributes to the advancement of clinical knowledge.
- **Critical Appraisal of Literature:** Critically evaluates medical literature, applying relevant findings to clinical practice.
- **Teaching and Mentorship:** Plays an active role in educating peers, juniors, and future generations of healthcare professionals.

Outcome: Graduates will be lifelong learners, contributing to the scientific community through research and education, and playing an active role in the academic growth of the healthcare field.

7. Leader and Role Model

❖ Expected Traits:

- **Leadership Skills:** Demonstrates strong leadership abilities, whether in managing teams, supervising junior staff, or making key decisions in clinical and administrative settings.
- **Mentorship and Guidance:** Serves as a mentor to younger doctors, medical students, and other healthcare professionals, promoting a culture of collaboration and mutual respect.
- **Advocacy for Patients and Profession:** Actively advocates for patients' rights, access to care, and healthcare system improvements.

Outcome: Graduates will be respected leaders who set a positive example for others in the medical profession, contributing to better healthcare delivery and promoting ethical and compassionate practices.

These competencies ensure that graduates of Queen's Medical College, not only become excellent clinicians but also develop the character, skills, and responsibilities needed to make significant contributions to healthcare, public health, and medical education.



Introduction

We are proud to own our faculty at Queens Medical College and expect the same from the faculty. Faculty is not just a word but holds a sense of immense responsibility. The teaching role of faculty members reflects their centrality in addressing the primary educational mission among colleges and universities. As faculty members teach, they disseminate and impart basic or applied knowledge to students and assist students with learning and applying it. The teacher is the content expert, and students are regarded as learners or novices to the academic discipline or field of study. Faculty members are expected to follow developments in the field, so their expertise and knowledge base remains current. Faculty are called to perform various roles in addition to designated activities, and the uniqueness of each faculty augments the institutional mission. These guidelines will help new faculty settle in the institution and clarify further promotions, tenure, and personal and professional growth planning with regular discussions with mentors and department heads.

About Queens Medical College

Queens Medical College for Girls is constructed on 19 acres on Ferozepur Road Kasur, a 30-minute drive from Kalma Chowk, Lahore. This purpose-built campus consists of a Medical College building affiliated with (600-bedded) Ihsan Mumtaz Teaching Hospital and Bhatti International Teaching Hospital. It has a well-designed girls' hostel with ample space for future expansion. Its environment-friendly features make it a truly green building.

Each department's facilities can cater to more than 100 students per class. The library and the lecture theatre block are spaced out to provide the needed quietness and isolation while adding to the aesthetics of the building structure.



Authorities of Queens Medical College

The Board of Governors

Powers and responsibilities:

The Board of Governors will be responsible for:

- a) Oversight to the medical institution
- b) Administrative officers and faculty are to be appointed by, or the authority of, the governing body of the institution
- c) The Governing body may give the Principal or Dean appropriate financial autonomy, authority, and control over the college and its attached teaching hospital so that he can function as the chief executive of the institution.

Principal

The chief official of the institution is the Principal/ Dean and is appointed as per PMDC eligibility criteria.

Powers and responsibilities:

- a. He has financial autonomy, as decided by the governing body.
- b. He has authority and control over the attached teaching hospital and functions as its chief executive.
- c. He has ready access to the university authorities the governing body, and other officials as are necessary to fulfill the responsibilities of the Dean's / Principal's office.
- d. He clearly understands the authority and responsibility for the institution's matters along its hierarchy.
- e. He is responsible for discipline in the college and shall take steps to prevent harassment of faculty and students and ensure that there is no ragging
- f. He ensures that the faculty and students get opportunities and time for research.
- g. He ensures the development of faculty by making appropriate opportunities available.
- h. He is responsible for ensuring compliance with all PMDC regulations and supplying correct information as and when required by the Council.



Vice Principal

Powers and Responsibilities of the Vice Principal as per eligibility criteria include

- a) Assist the Principal in executing institutional policies and strategic plans.
- b) Ensures high-quality medical education through modern teaching methodologies.
- c) Oversee curriculum implementation, ensuring compliance with regulatory bodies like PMDC, and UHS.
- d) Supervise day-to-day academic and administrative operations.
- e) Address student concerns related to academics, discipline, and welfare
- f) Implement policies for student attendance, conduct, and professionalism.
- g) Foster a positive learning environment through counseling and mentoring initiatives.
- h) Support faculty recruitment, evaluation, and professional growth.

The Academic Council

The principal is the chairman of the Academic committee. Other members include

- Heads of Departments/teaching units and
- Professors
- Medical superintendents of attached Teaching Hospitals

Powers and duties of the Academic Council:

The Academic Council is the academic body of the College. The members meet often enough to have the opportunity to participate in the discussion about educational policies and practices. Academic Council, by the statutes, has the powers to:

- a. Lay down institutional academic policies and standards of instruction, curricular delivery techniques, research, publication, and examination to regulate and promote the academic life of the institution as per approved curricula of PMDC/USH.
- b. Determine and provide scenarios and appropriate patient access with clear learning objectives in each discipline and function as a supervisory and oversight body.
- c. Advise the Board of Governors on academic matters.
- d. Regulate the conduct of teaching, research, and publication.
- e. Regulate the admissions of students to the courses of studies and examinations in the institution.
- f. Regulate the conduct and discipline of the students of QMCK.
- g. Propose to the Board a scheme for the constitution of Faculties and teaching departments.
- h. Consider or formulate proposals for the planning and development of teaching and research in the institution.
- i. Make Regulations prescribing the courses of studies, the planners, and the in-house



examination schedules and methodologies subject to the approval of the Board.

- j. Regulate the award of studentships, scholarships, exhibitions, medals, and prizes.
- k. Appoint or nominate members to the various Authorities under the provisions of the Act, and perform such other functions as may be prescribed by the Statutes.

Departments

Basic Sciences Departments Include:

- Department of Anatomy
- Department of Physiology
- Department of Biochemistry
- Department of Pharmacology
- The Department of Forensic Medicine
- Department of Community Medicine
- Department of Pathology
- Department of Medical Education

Clinical Departments Include:

- Department of ENT
- Department of Ophthalmology
- Department of Surgery
- Department of Medicine
- Department of Obstetrics and Gynecology
- Department of Pediatrics
- Department of Orthopedics
- Department of Dermatology
- Department of Psychiatry
- Department of Anesthesia
- Department of Radiology
- Department of Cardiology
- Department of Gastroenterology
- Department of Accident and Emergency



Administrative Section

The Administrative Section of Queens Medical College is located in the front part of the main college building. This section is headed by the Senior Manager Administration, who works under the guidance of the principal, of Queens Medical College. This section comprises of *Establishment Section* and *Students Section*. The Establishment Section deals with administrative affairs, record keeping, and disciplinary matters of faculty, event management, and building maintenance. The student's Section facilitates the students in solving their problems relating to college and university and deals with all academic and disciplinary matters of the students.

Human Resource Department

The Human Resource Department is well established, catering to the critical needs of the institution in hiring faculty and staff and maintaining and guiding faculty in their Registration with PM&DC.

Accounts Department

The Accounts Department is also located in the main building of the college. This department is headed by the Director of Finance & Accounts, who works under the guidance of the Principal, QMCK. The Accounts Department deals with all financial matters relating to the faculty and the students.

Responsibilities of QMCK Faculty Members:

Faculty members serve multiple roles as teachers, mentors, colleagues, clinicians, and scholars. They are expected to excel in medical teaching and fulfill various responsibilities as active members of the college community. They must abide by, and support college policies outlined in the QMCK Faculty Handbook. Faculty must be committed to the goals and objectives of QMCK.

Common Responsibilities of Faculty

To make the education process meaningful, faculty should pay attention to the following guidelines regarding their duties and responsibilities.

- Be punctual and available in the departments during official working hours.
- Follow the policies, standards, rules, regulations, and procedures of institutions, PMDC and UHS.
- Conduct the classes at scheduled times.
- Develop and use the appropriate teaching goals.
- Use a combination of different methods and techniques of teaching.



- Implement the designated curriculum entirely and in due time.
 - Engage students in creative thinking and integrated or interdisciplinary learning experiences.
 - Maintain cleanliness, discipline, and a safe, orderly environment conducive to learning.
 - Mark the attendance of the students in each class.
 - Create a learning environment for the students by giving examples of noble work of great personalities to inspire the students.
 - Make the best use of the laboratory and use models, lab equipment, and apparatus to conduct experiments regularly according to the requirements of PMDC and UHS.
 - Make a schedule for the practical classes and ensure that the entries in the record complete the credit hours.
 - Encourage student's participation in related exhibitions and presentations.
 - Encourage students to develop reading habits by consulting various textbooks, journals, related magazines, etc.
 - Must evaluate the students from time to time.
 - Display the timetable/teaching schedule of the class.
 - Maintain the Faculty's diary (logbook) daily.
 - Maintain Inventory of equipment and instruments, chemicals, glassware, and furniture of the concerned departments according to the requirement of PMDC.
 - Contribute to the management tasks in the institute if required.
 - Assist the HOD of the department in developing internal and external bodies that promote the major field of study and the Institute.
 - Provide constructive and timely feedback to students, advice on areas of concern, and suggest improvements.
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Job Descriptions specific to faculty positions:

HOD:

Reporting to: Principal

Duties & Responsibilities:

- Organization of Departmental activities.
- Preparation of a yearly calendar of academic/extra-academic activities.
- Faculty development programs research etc.
- Supervision of department research.
- Examinations / Evaluations in different forms.
- Lectures/Tutorials on different topics from time to time.
- Checking and maintenance of attendance/progress of students.
- Departmental Rounds and maintenance.
- Liaison with the administration.
- University duties and External examinations.
- Paper Setting

Additional Clinical Responsibilities (Clinical HOD)

- Outpatient consultations
- Conducting ward rounds of OPDs, supervision of emergency cover and all the cases admitted under their unit.
- Evaluation of working of all concerned faculty responsible for patient care.
- Complete supervision of Residents, Postgraduate and Undergraduate Students in such a way that there is no “**Medical Negligence**” inpatient care because of breach/violation/infringement of any Act / Code of Medical Ethics governing the practice of Medicine bringing disgrace to the dignity of Medical Profession and the reputation of the Medical College / Hospital.



Professor:

Reporting to: Principal

Duties & Responsibilities:

- Teaching & training medical students to develop knowledge, skills & attitudes through lectures, tutorials, and small group discussions.
- Periodic academic assessment of students.
- Paper setting and evaluation.
- Delegation to appropriate officers for developing, research.
- To conduct home and university examinations.
- Supervising the teaching being imparted by the junior faculty.
- Recruitment of faculty according to the subject Division.

Additional Clinical Responsibilities (Clinical Professor)

- Outpatient consultations
- For clinical duties in the teaching hospital by conducting ward rounds of OPDs, providing emergency cover and all the cases admitted under their unit.
- Evaluation of working of young doctors responsible for patient care Associate Professors, Assistant Professors, Senior Registrars, Senior Medical officers, Medical officers.
- Supervision of Residents, Postgraduate and Undergraduate.

Associate Professor

Reporting to: Professor/HOD

Duties & Responsibilities:

- Take part in teaching the students by delivering lectures and managing tutorials and small group discussions.
- Develop and implement innovative instructional methods.
- Develop logistics to improve students' performance.
- Evaluate, monitor and mentor student's academic's progress.
- Supervise and support subordinate teaching staff.
- Participate in departmental and college activities.



- Assess, review and evaluate student's activities and assist professors in day-to-day tasks.

Additional Clinical Responsibilities (Clinical Associate Professor)

- Outpatient consultations
- conducting ward rounds of OPDs, providing emergency cover and all the cases admitted under their unit, and giving instructions to the Medical Officer, Staff Nurses, and Paramedical Workers.

Assistant Professor

Reporting to: Professor/HOD

Duties & Responsibilities:

- To teach the students through lectures, small group discussions, and tutorials.
- To assess and review the answer books and academic results.
- To maintain attendance and academic record.
- Participate in departmental and college activities.
- To maintain department & college libraries for students & staff etc.

Additional Clinical Responsibilities (Clinical Assistant Professor)

- Outpatient consultations
- conducting ward rounds of OPDs, providing emergency cover and all the cases admitted under their unit, and giving instructions to the Medical Officer, Staff Nurses, and Paramedical Workers.

Demonstrator:

Reporting to: Professor/HOD

Duties & Responsibilities:

- Conducting tutorials as required in the PMDC & UHS curriculum.
- Demonstrating the use of practical equipment and conducting experiments, exercises, workshops, and processes that may form an element of an undergraduate course of study.
- Assistance/guidance, where required to students during the demonstration / practical exercises etc.
- Planning and assessing class tests, quizzes, and tutorials.
- Assisting in conduction of annual exams.
- Responsible for maintaining student attendance records.
- Administrative tasks assigned by HOD.



Faculty Policies

Queens Medical College Code of Ethical Conduct

In persistence of maintaining and promoting QMCK's reputation for excellence and integrity, the Board of Governors has formulated this Code of Ethical Conduct, which sets forth the general principles to which we subscribe and to which we expect every member of QMCK, employee, faculty member, officer, trustee, administrator, and advisory board member to adhere:

I. Adherence to the highest ethical standards

At all times, every member of the college shall conduct their activities by the highest professional and community ethical standards.

II. Respect and compliance with the law

Every member is expected to become familiar with the laws, regulations, and rules that apply to their position and duties and to comply with letter and spirit.

III. Compliance with all contractual terms and conditions

Every member of QMCK is expected to comply strictly with the terms and conditions of the institution in which they are working.

IV. Support of QMCK goals and avoidance of conflicts of interest

QMCK is an institution dedicated to teaching and research. Every member of QMCK is expected to devotedly carry out their professional duties to further the institution's mission. Every member must avoid conflicts between their interests and official responsibilities and comply with the guidelines for reporting and reviewing actual and potential conflicts of interest and conflicts of commitment.

V. Maintenance of the highest standards of academic integrity

Every member of QMCK involved in teaching and research activities is expected to show the highest standards of honesty and integrity. Activities such as plagiarism, misrepresentation, and data falsification are prohibited. All research at QMCK must be conducted strictly with the organization's applicable research policies and procedures.

VI. Respect for the rights and dignity of others

QMCK is committed to a policy of equal treatment, opportunity, and respect in its relations with its faculty, administrators, staff, students, and others who come into contact with the institution. Every member of QMCK is prohibited from being discriminated against based on race, color, religion, gender, marital or parental status, national origin, citizenship status, age, disability, and any other legally protected status.



VII. Striving to attain the highest standards of patient care

Every member of the QMCK involved in furnishing medical services is expected to provide the highest quality of services responsive to the needs of patients, their families, and the communities in which the institution functions. All patient care must be reasonable, necessary, and appropriate to the situation and should be provided only by duly qualified personnel. All patient records and documentation must abide by all applicable legal and professional standards. Every member of QMCK is expected to protect the confidentiality of patient information.

VIII. Maintenance and preservation of accurate records

Members of QMCK are expected to tabulate and maintain records and documentation according to all applicable laws, and professional and ethical standards.

IX. Involvement in political activity

The QMCK may take strict disciplinary action against employees who are involved or actively participate in political activity in any respect. Either openly or hidden. No employee is allowed to interact with social media for personal benefits, political campaigns, or any militant Islamic organization.

X. Conducting business practice with honesty and integrity

Every member is expected to conduct all business activities with patients, peers, vendors, competitors, and the academic community honestly. This duty includes but is not limited to adherence to federal and state anti-fraud and referral prohibitions in dealing with vendors and referral sources and protecting and preserving institutions' property including proprietary intellectual property, buildings, equipment, books, supplies, and funds.

XI. Concern for health and safety; respecting the environment

Every member of QMCK is expected, to comply with all laws and regulations which govern patient health and safety. They should make every effort to ensure that students, faculty, patients, employees, and visitors are protected from undue health risks and unsafe conditions.

It should ensure that the institution has obtained all necessary licenses, permits, and approvals; and employ the proper procedures and controls in the storage and handling of radioactive and toxic materials and the handling and disposition of hazardous and bio-hazardous wastes.



XII. Reporting suspected violations of the code; enforcement of the code

This code of conduct has been created for the benefit of the entire institution and its members. It exists in addition to and is not intended to limit the specific policies, procedures, and rules endorsed by the institution.

Every member is expected to uphold the standards of QMCK and report suspected code violations or any other apparent irregularity to either their supervisor, human resources, financial compliance and internal audit, research compliance, or disciplinary committee.

XIII. Whistleblower

If a member prefers, they may make the report anonymously. The institution will, if requested, make every reasonable effort to keep the identity of the reporting person confidential.

XIV. The promise of no retaliation

The institution promises that there will be no adverse action, or retribution, for the good faith reporting of a suspected violation of this code, even if the allegations ultimately prove to be without merit. The institution will, however, pursue disciplinary action against any member who is shown to have deliberately filed a false report to harm another.

The institution reserves the right to amend this code of conduct in its sole good faith, and discretion at any time, and without notice. This code does not form a contract.

Professional performance

- Provide to meet the needs of students.
- Continue to learn methods to promote higher-order thinking skills.
- Seek out opportunities for professional growth and development.
- Remain contemporary in the academic discipline.
- Safeguard information. Postgraduate with minimal identifiers.
- Maintain high standards of research integrity.
- Carry out objective evaluations of all administrators, faculty, staff, and students.
- Participate in other extracurricular activities (e.g., advising, sponsoring student organizations, serving on committees).
- Manage time effectively to be productive.
- Meet all institution deadlines (e.g., grading, attendance reports, and requests for information).



Professional behavior and integrity

- Treat students, faculty members, staff, and administrators with courtesy and impartiality.
- Set an example for all by being ethical and honest.
- Dress professionally.
- Refrain from smoking on campus to reduce health risks and to model healthy behavior to students.
- Assist QMCK proctors in maintaining positive student behavior on campus.
- Refrain from sexual and religious harassment. Work to prevent discrimination and harassment by others. Conduct the lives by the core values of QMCK.

The faculty's academic freedom

Teachers are entitled to complete freedom in research and the publication of the results, subject to the adequate performance of their other academic duties. Teachers are allowed to release in the classroom to discuss their subject, but they should not introduce controversial teaching matter that has no relation to their topic. Teachers are citizens, members of a learned profession, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but this unique position in the community imposes special obligations. As men and women of learning and educational officers, they should remember that the public may judge their profession and institution by their utterances. Hence, they always, should be accurate, exercise appropriate restraint, and should show respect for the opinions of others for the established policy of their institution.

Faculty appointment, renewal of appointment, and registration

The number of faculty is as per criteria defined in the PMDC Regulations and appointed and promoted by the regulations of the Council. The faculty is registered with the Council, and only registered faculty members are acceptable as faculty. Unless granted the status of Professor Emeritus by the affiliating University.



Policies of QMCK

- **Open Door Policy:**

QMCK strives to provide a work environment free of conflict or disagreements; misunderstandings may occasionally arise, or unhappiness may occur. QMCK encourages all employees to immediately bring these matters to light for quick resolution, thus making QMCK an enjoyable workplace in which all individuals work in a spirit of cooperation and respect. QMCK firmly believes that the best interests of all employees can be served from within and that we are each individually responsible for contributing to the strong team spirit that is necessary for all to flourish. In our spirit of open communication, we believe in the open-door policy. Every employee has the right to speak out on issues, raise questions, or voice complaints to their HOD or other members of management. QMCK believes that if an employee has a work-related problem or suggestion, the matter should receive prompt consideration. Any questions or complaints should be discussed directly with the employee's HOD or manager and, if unresolved, to the higher management.

- **Inclement Policy:**

The QMCK maintains the policy of remaining open during bad weather unless the severity of conditions and local government or federal government rulings close the office. Employees should make every reasonable effort to get to work or continue working if already in the office unless otherwise notified.

- **Second Job policy:**

Second jobs or other outside employment, such as freelance employment, consulting is not prohibited by the QMCK, but it is regulated.

Outside employment must not be engaged during the scheduled working hours. The use of the QMCK supplies, equipment, telephone, materials and personnel are prohibited in this regard. Outside employment must not cause a conflict of interest or deterioration in satisfactory performance while in QMCK employment.

Supervisors must communicate the policy and ensure adequate job performance by taking the appropriate action, which could involve terminating or disciplining an employee. Employees are responsible for their performance, and if it is adversely affected by their second job, they must decide whether to terminate or cut back the second job's hours.



Workload policy:

To achieve our goal of becoming a top academic medical college, all our faculty members must be provided with clear performance objectives, and their efforts must be aligned with the mission and goals of the QMCK. The responsibility of the head department is to effectively converse and communicate with each member of the respective department about performance expectations, set high standards, give clear feedback about performance and appropriately incentivize high levels of productivity.

Grievance Policy and Process

In general, grievance procedures should be kept as informal as possible and based on principles of mediation and conciliation.

The usual method for addressing such problems is to bring them to the employee's supervisor's attention and attempt to resolve the matter by discussing them.

Those issues that should not be addressed through the grievance process include those:

- Related to faculty contracts
- Which involves faculty academic conduct
- Which specifically involves Student Conduct.

If the matter is not resolved to the employee's satisfaction, the employee may proceed to the supervisor's supervisor. In some cases, the employee may be asked by the supervisor's supervisor to present the problem in writing with all relevant details and the remedy or corrective action sought.

Faculty Discipline Policy

Termination of any institution member will be based on the adequate cause.

Adequate cause includes (but is not limited to) one or more of the following:

Incompetent or inefficient service.

Neglect of duty repeated and will fold regarding the rules of academic freedom any conduct of a character is seriously prejudicial to their teaching or the welfare of QMCK.

Unsatisfactory job performance or violations of college rules and regulations. Supervisors are expected to deal with such situations promptly and fairly. In cases where below are the steps the manager/ department head is expected to follow in progressively disciplining an employee for poor performance or bad behavior. They are intended to be fair and allow employment opportunities for improvement where possible. It is important to note that the College retains the right to determine the discipline sequence in any case.

- **Verbal Warning:**

The supervisor should inform the employee of the nature of the unsatisfactory performance and indicate the improvement expected in face-to-face meetings. The supervisor will make



a written notation of the discussion for their records to document that the oral warning was given.

- **Written Warning(s):**

If the unsatisfactory performance continues or reoccurs, the supervisor will again discuss the problem with the employee, and the employee will be given a written warning which will state the nature of the unsatisfactory performance, the improvement expected, and the frame which the improvement should occur. A copy of the letter will be sent to the principal and placed in the employee's personnel file.

The employee will be allowed a reasonable period for the problem as specified in the written warning. The improvement may be expected immediately if the problem can be easily fixed. A more extended period may be appropriate if the problem is more complex.

If the behavior is not corrected or improved; it may be necessary to send a more forceful message in the form of a second written warning. Following the completion of the period specified in the first written warning, a second written warning may occur if the supervisor feels that further improvement is necessary. Again, a copy of the letter should be sent to the principal and placed in the employee's personnel file.

- **Dismissal from the Job:**

If the expected improvement is not achieved by the date specified or if the problem reoccurs, the employee is dismissed from college employment.

Smoking Policy

Smoking is not allowed in campus buildings or on campus vehicles; this includes classrooms, lavatories, administrative offices, maintenance facilities, and hostels.

Selection, Recruitment and Retention Policy

There is a selection board for the selection of faculty, the board includes Principal, Board of Governors, Head of Departments and HR Department.

The faculty will be recruited as per PMDC policy.

Faculty Retention Policy

1. Purpose

To attract, develop, and retain high-quality faculty by creating a supportive, rewarding, and growth-oriented academic environment at Queens Medical College.

2. Scope

This policy applies to all full-time and part-time faculty members across Basic Sciences, Clinical Sciences, and administrative departments at Queens Medical College.

3. Policy Statement

Queens Medical College is committed to retaining competent and committed faculty by implementing fair employment practices, fostering academic excellence, and providing meaningful opportunities for professional and personal growth. The institution recognizes that faculty retention



contributes to the continuity of education, student success, and institutional reputation.

4. Objectives

- To promote long-term faculty engagement and loyalty.
- To ensure competitive compensation and benefits.
- To foster a positive academic work environment.
- To support faculty in career development and academic advancement.
- To reduce faculty turnover and institutional disruption.

5. Faculty Retention Strategies

5.1 Competitive Compensation and Benefits

- Offer market-aligned salary structures.
- Provide annual increments and performance-based bonuses.
- Ensure access to healthcare, leave entitlements, retirement plans, and insurance.

5.2 Professional Development

- Support participation in workshops, CME programs, conferences, and academic exchanges.
- Provide internal opportunities for leadership, research, and curriculum development.
- Sponsor advanced qualifications or certifications relevant to medical education.

5.3 Academic Promotion and Recognition

- Implement a transparent faculty promotion policy.
- Recognize faculty through teaching excellence awards, research output incentives, and service awards.

5.4 Work-Life Balance and Wellbeing

- Encourage reasonable teaching loads and flexible scheduling where feasible.
- Provide access to faculty wellness programs, counseling, and mentorship.
- Support maternity/paternity leave and family-friendly policies.

5.5 Collegial and Inclusive Work Environment

- Foster open communication between faculty and administration.
- Promote shared governance through faculty representation in academic committees.
- Ensure policies against discrimination, harassment, or undue pressure.

5.6 Mentorship and Faculty Support

- Pair junior faculty with senior mentors for guidance and growth.
- Provide orientation programs and ongoing pedagogical training.
- Encourage peer support and interdepartmental collaboration.



5.7 Feedback and Exit Interviews

- Conduct periodic faculty satisfaction surveys.
- Perform structured exit interviews to understand reasons for resignation and identify improvement areas.

6. Roles and Responsibilities

Stakeholder	Responsibilities
Human Resource Department	Implement employment and benefit policies; track faculty turnover
Principal / Dean	Oversee faculty engagement and retention strategies
Department of Medical Education	Plan faculty development activities and mentorship programs
Academic Heads / HODs	Support faculty needs and provide feedback to administration
Faculty Members	Actively participate in institutional initiatives and provide feedback

7. Monitoring and Evaluation

- Annual analysis of faculty turnover rate and retention trends
- Review of faculty development participation and satisfaction reports
- Recommendations submitted to the Academic Council for action

8. Review Schedule

This policy shall be reviewed every three years or earlier based on institutional needs, faculty feedback, or regulatory guidance.

Faculty Retention – Supporting Tools

Queens Medical College

1. Faculty Satisfaction Survey Template

Please rate your satisfaction on the following statements using a scale of 1 (Strongly Disagree) to 5 (Strongly Agree):

1. I feel valued and recognized for my contributions.
2. I am satisfied with the opportunities for professional development.
3. The working environment is collegial and respectful.
4. I have access to the resources needed to perform my duties.
5. The workload is manageable and fairly distributed.
6. I receive adequate support from leadership and administration.
7. I am satisfied with the performance evaluation and promotion process.
8. I see opportunities for career growth at this institution.
9. I would recommend this college as a good place to work.



10. I plan to continue working at Queens Medical College for the next three years.

Additional Comments:

2. Faculty Exit Interview Form

1. Reason(s) for leaving the institution: _____

2. What did you value most during your tenure here? _____

3. What challenges did you face that contributed to your decision? _____

4. Were your expectations met in terms of teaching, research, or career advancement? _____

5. How would you describe your relationship with colleagues and leadership? _____

6. Do you have any suggestions for improving the work environment? _____

7. Would you consider returning in the future if opportunities arose? _____

8. Any other feedback you would like to share? _____

3. Faculty Development Roadmap (Outline)

- Annual faculty orientation and onboarding program
- Quarterly workshops on teaching methods and assessment strategies
- Training in medical education technology and simulation-based learning
- Research methodology workshops and journal clubs
- Leadership and academic management training for senior faculty
- Support for conference participation and publication fees
- Internal grants for innovation in education and community health projects
- Mentorship programs pairing junior with senior faculty members
- Annual review of professional development needs through surveys and appraisals

Performance Appraisal

Each faculty member's performance shall be periodically rated by their Head of Department, not less than annually. The HOD discusses the appraisal report with the faculty member to be evaluated, who then signs the report indicating that the performance



appraisal has been discussed with the relevant person, not necessarily that the faculty member agrees with the performance assessment. Performance appraisals become part of the faculty member's personnel record and are confidential.

Performance Evaluation

It is a rigorous process for evaluating the performance of the teaching faculty to maintain and improve the quality of teaching at the College. The process for the evaluation of faculty members will be following criteria procedures:

Faculty members will be evaluated on the following criteria:

- a. The quality of their teaching.
- b. Evidence that they continue to remain up to date in the knowledge of their relevant discipline (attending faculty development workshops, seminars, CMEs, international exposure, etc).
- c. Their interaction and relationship with the students inside and outside the classroom.
- d. Their involvement in extracurricular activities.
- e. Skills enhancement and professional development to improve themselves as teachers and mentors.
- f. Their relationship with their peers and seniors.
- g. Fulfillment of the previous year's goals and objectives.
- h. Showing good university results
- i. Showing proactive behavior toward teaching, interdepartmental relationships, and maintaining a friendly teaching environmental QMCK.
- j. The results of the evaluations will influence administrative decisions concerning performance evaluation, salary increments, and promotions.

Promotions

The promotion criteria are as per the rules of PMDC, depending upon seat availability.

If more than one faculty members are eligible against one seat, preference will be given on the basis of following criteria,

- Research
- Extra-curricular activities
- Camps



Benefits

- **Paid Time Offs (PTO) Policy:**

QMCK's Paid Time Offs (PTO) Policy is paid time made available for staff throughout the year by taking time off work. PTO includes vacation/gazette holidays and sick leaves subject to the leave balance. PTO must be scheduled in advance with an employee's HOD or manager, when possible, to conform to an orderly flow and operation of QMCK. PTO may be taken either in case of an annual leave balance of up to 15 days collectively subject to the balance. The employee's HOD must approve PTO. A HOD has the right to deny a PTO request submitted because of workload or coverage needs. Sometimes, a department cannot grant PTO because of an annual inventory, year-end closing, etc.

- **Holidays:**

QMCK recognizes & observes all gazette holidays offered or announced by the Government of Pakistan, the Government of Punjab, or the local government.

- **Employee Leave Policy:**

Leave Entitlement:

Leave:

Casual Leaves	15Days
Medical Leaves	10Days
Annual Leaves	15Days (Nonfaculty Staff)
Annual Leaves	15Days (Faculty Staff)
Maternity Leaves/Paternity	As per Government Policy

Casual Leaves:

- An employee will be entitled to Casual leave on confirmation of employment services as a result of the successful completion of the probation period as per employment policy guidelines.
- On joining QMCK in the middle of the calendar year, the employee's Casual leave account shall be credited on a prorated base.
- Casual Leave shall not be granted for more than three days a month.
- Casual Leave cannot be forwarded to the following year, and the balance of unveiled leaves will expire at the end of each calendar year.



- A Leave year is defined as a Calendar year. i.e. (Jan to Dec)
- The HOD and the management have reserved the rights to grant, refuse, and postpone any type of leave applied.
- In case of emergency leave, intimation through telephone, SMS, or email.
- During the probation period, employees are not authorized or entitled to any kind of leave.
- Half-day leave of a maximum of 03 hours.
- Short leave of a maximum of 02 hours
- Three short and two-half leaves accumulated to one day
- of casual or annual leave

Medical Leaves:

- An employee will be entitled to Sick leave on confirmation of employment services as a result of successful completion of probation period as per employment policy guidelines.
- On joining QMCK in the middle of the calendar year, the employee's leave accounts will be credited on a prorated base.
- In case of medical leave for more than three days, a medical certificate from a registered medical practitioner will be required along with employee employee-approved leave application form.
- Leaves cannot be forwarded to the next year; the balance of unpaid leaves will expire at the end of each calendar year.

Annual Leave: 15 days for non-vocational staff & 15 days for vocational - staff (after completion of one year of service), and will be credited next year.

Entitlement of other types of leave e.g. Umrah, Hajj, Official, Duty leave, study leave shall be subject to approval of the competent authority on written application.

The Earned Leave Encashment will be a maximum equal to one month salary only on leaving the job even if more than 30 leaves are present in the account.

Vacations:

Spring vacations	1 st week of April
Summer vacations	One month only (4 weeks) (During 16 th June to 30 th September)
Winter vacations	25 th December to 1 st January (both days inclusive).

Holidays: All gazette holidays

**Maternity Leaves:**

- Female employees are eligible for paid maternity leave after one year of regular service.
- Maternity Leave shall be given as per Government Policy.

Ex-Pakistan leaves:

All Ex-Pakistan leaves can be granted with the recommendation of the concerned department, HOD, and approved by the principal.

Leaves of House Officers and Trainees:**House Officers:**

The quota of leaves for House Officers is (12) paid leaves annually.

Trainees:

Residents of FCPS/MCPS will be entitled to leave according to the Rules of the College of Physician Surgeons of Pakistan and QMCK.

Leave Application:

Prior application of leave recommended from HOD in case of annual/earned leave is essential 05 days before. In case of casual leave 01 day before except in the case of emergency.

Leave Sanctioning/Recommending Authority:

Head of Departments can recommend the leave of their subordinates. Principal is the final sanctioning authority.

Leave Record:

Leave records of employees on the proper form will be maintained by the HR and concerned Departments.

Gift Policy:

- Our Institute gift policy is a no-gift policy. To avoid a conflict of interest, our institute and its employees do not accept gifts from vendors, suppliers, students, potential employees, potential vendors, or suppliers, or any other individual or organization, under any circumstances.
- Our company code of conduct requires that all employees demonstrate our organization's impartially treating all people and organizations with whom we come into contact or conduct business. Our employees demonstrate the highest standards of ethics and conduct.

Medical Facility for Employees



- This policy covers all the employees and the students and their immediate family members and dependents (i.e., the employee's parents, spouse, and children).
- After completing a successful probation period, an employee will be eligible for the medical facility in **Ihsan Mumtaz and Bhatti Teaching Hospital**.

The following types of medical treatment are covered under the policy;

Outdoor Patient Services

Diagnostics: 50% Discount

Lab/Blood Test at Medical Lab: 50% Discount Medicine: 30% Discount

Indoor Patient Services Hospital Services 100% discount Diagnostics: 50% Discount
Lab/Blood Test at Medical Lab: 50% Discount Medicine: 30% Discount.

Employee Old Age Benefit

- All registered employees will be eligible for EOBI benefits as defined in EOBI rules and regulations.

Employee Social Security

- All registered employees will be eligible for PESSI benefits as defined in PESSI rules and regulations Employee Group Health Insurance.

Employee Loan Policy

- After completing one (1) year of regular service, an employee will be eligible for a loan benefit maximum up to one-month gross salary.

Employee Gratuity

- This policy applies to all employees working under the QMCK.
- Employee gratuity will only be payable at retirement from the services or separation from the company.
- Gratuity will mature after 5 years of service and will be equal to one month's salary for each year.

Employee's Annual Appraisal Policy

Performance appraisal is a written evaluation of the employee's job performance

- Employee appraisal will be conducted at the end of each calendar year.
- For Faculty Staff:
-



Relationship to Feedback Recipient	Weightage 100%
Feedback from HOD	50%
Feedback from Students	25%
Feedback from Subordinates	12.5%
Feedback from Co-workers	12.5%

For Administration/Operational and Clinical Staff:

Relationship to Feedback Recipient	Weightage 100%
Feedback from HOD	50%
Feedback from Subordinates	25%
Feedback from Co-workers	25%

Employee's Annual Reward Policy:

QMCK always aims to retain and motivate employees who perform well and give them rewards for their achievements.

Employee reward ceremony will be conducted at the end of each calendar year.

Those employees who fall in our “Excellent” and “Outstanding” performance scale will be considered for an annual reward.

After Appraisal is conducted, the HR department will finalize the list of employees who qualify for the annual reward and forward it to the senior management, Employee's Annual Increment Policy:

QMCK always believes in keeping employees motivated and provides monetary benefits to encourage employees to work harder and challenge them to go beyond the outlined expectations.



Those employees who will complete a minimum six months of regular service from the date of joining will be considered for an annual increment or salary review.

The cut-off date for annual increment computation is the 31st of December of each calendar year. Annual Increment amount will only be paid 8% of salary.

The HR department will finalize the list of employees qualifying for the annual increment and forward it to the Accounts & Finance department for further processing.

The Finance department will process the annual increments as approved by the principal.

Faculty's Notable achievements Policy

Faculty's notable achievements like publications in international journal with impact factor, winning of national/international awards, participation in international conference as speakers will be acknowledged by the institute and will be facilitated with traveling allowance. They will be awarded with certificates of appreciation and shields at annual research day.

Safety policy:

Management is firmly committed to a policy enabling all work activities to be carried out safely and with all possible measures taken to remove (or at least reduce) risks to the health, safety, and welfare of workers, contractors, authorized visitors, and anyone else who may be affected by our operations.

RESOURCES for Faculty & Students

Library & Computer lab

The college has a well-maintained library and information facilities, sufficient in size and information technology, with free Wi-Fi access to all faculty and students. There is free physical and electronic access to leading e-books, biomedical, clinical, and other relevant periodicals, and sufficient current numbers are readily available.

The library and information services staff are responsive to the needs of the faculty and students of the institution. A professional staff supervises the library and information services and provides instruction in accessing resources to the users. Further, the library is a hundred percent lending library with adequate copies of textbooks and sufficient sets of reference books in each subject.

QMCK has a spacious computer lab with installed latest branded computers equipped with high bandwidth internet managed by highly professional trained staff of the IT Department. Located adjacent to the library, this lab is an invaluable addition to the self-learning facilities of the college. Its layout and space allow the provision of computer workshops as and when required. It provides the following services to faculty as well as students.



- Printing
- Scanning
- E-Data
- WIFI

Learning Management System (LMS)

QMCK has LMS for authorized online students and faculty usage only.

The Learning Management System (LMS) at Queens Medical College Kasur provides a centralized digital platform for interactive learning, resource sharing, and assessments. It enables students to access lectures, assignments, and quizzes anytime, enhancing flexibility and self-directed learning. Faculty can track student progress and provide personalized feedback, ensuring a modern, efficient, and engaging learning experience.

Campus Management System (CMS)

The Campus Management System (CMS) at Queens Medical College Kasur streamlines academic, administrative, and student services on a digital platform. It ensures efficient scheduling, record-keeping, and communication for faculty, students, and staff. With real-time access to academic progress, attendance, and financial records, CMS enhances transparency and operational efficiency. This system reflects the college's commitment to digital transformation and academic excellence.

Medical Education Department

Effective teaching requires knowledge of the discipline and an understanding of curriculum design and development, evaluation, and methods of instruction; Faculty members involved in teaching, course planning, and curricular evaluation shall possess or acquire expertise in teaching methods, curriculum development, program evaluation, and student evaluation. A department of medical education supplies such expertise. The combined efforts of the Medical Education Department and faculty enable faculty to design the learning activities and corresponding evaluation methods (student and program) in a manner consistent with the institution's stated educational objectives and sound educational principles.

