



Baqai Medical University

Human Resources Department HR Policy Manual		
Policy # HR – 02	Remuneration Policy	Approval Date: September 26, 2024
Revision No: 01	Revision Date:	March 17, 2025
Prepared by: _____ HRD	Reviewed by: _____ Vice Chancellor	Approved by: _____ Board of Governors

1. Philosophy

Baqai Medical University's (BMU) remuneration policy values diverse experience, skills, competencies, and educational backgrounds, recognizing each role's unique contribution to organizational success. BMU believes in competitive market compensation, recognizing and rewarding both individual and group performances to drive overall excellence.

2. Objective:

To attract, retain, and motivate talent, through fair, competitive, and performance-based compensation aligned with organizational goals.

3. Scope:

This policy is applicable to:

- a. All full time Permanent employees of Baqai Medical University.

4. Entitlements:

Salary Grade Levels: Baqai Medical University's remuneration structure has 12 unique Baqai Salary Grade (BSG) levels, each recognizing the responsibilities, reporting line, scope, authority, qualifications, skills, competencies, and experience required to achieve BMU's business objectives. The Salary and benefits are Specific to the BSG Grades.

Salary Range: Each Salary Grade will be linked to the salary Range comprising of Minimum, midpoint, and maximum salaries reflecting progression and market competitiveness. After every two years the Salary Range will be increased by the average inflation in past two years as officially announced by State Bank of Pakistan.

Salary: Baqai Medical University recognizes individual contributions and the value added to the organization through educational qualifications, skills, and competencies, and will pay a monthly salary to its employees in return for their services.



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Guaranteed Cash Benefit: Baqai Medical University, in addition to salary, provide three cash benefits to all permanent employees:

- a. House Rent,
- b. Utilities, and
- c. Transport.

These benefits, together with the salary, constitute the Guaranteed Cash Benefit.

Benefits Package: Baqai Medical University, in addition to salary and cash benefit for all permanent employees, offers in kind benefits such as paid leaves, health insurance, group insurance, outpatient medical expense reimbursements and Gratuity. It also recognizes employees' educational qualifications, experience, and additional administrative responsibilities of teaching faculty.

Salary Cycle: Baqai Medical University will operate on an annual salary cycle aligning with the financial year (July to June). Monthly salaries will be aimed to be paid by the last day of every month, though delays may occur under special circumstances.

Increments:

- a. **Annual Increment:** At the start of each fiscal year, BMU will announce annual increments to address prevailing inflation. HR, under the Vice Chancellor's guidance, presents three increment options to the Finance & Planning Committee to be the Board of Governors, considering State Bank of Pakistan's reported inflation. The Board approves a rate based on these recommendations and organizational conditions.
- b. **Performance Increment:** Baqai Medical University will recognize annual performance through its Performance Management System. Exceptional performers will receive a 2% salary increment, while those exceeding expectations will receive 1%, in addition to their annual increment. These increments coincide with the annual increment cycle starting from July 1st.
- c. **Promotional Increment:** Baqai Medical University, in July every year will grant a promotional increment to employees promoted that year according to the organization's promotion policy, equivalent to 3% of their current salary. Employees promoted will only get promotional increment and not performance increment as promotion is recognition of good performance and potential.
- d. **Salary Adjustment increment:** In exceptional situations, the Vice Chancellor may deem it necessary to adjust an employee's salary due to market conditions. These adjustments take effect from July 1st, with updates provided to the HR Committee of the Board of Governors by the Vice Chancellor.

All increments—annual, promotional, performance, and adjustments—take effect from July 1st annually, ensuring effective financial and cash flow management. Any salary adjustment announced by the Vice Chancellor during the year also becomes effective from July 1st.



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Leaves: Paid leaves are provided to ensure employee well-being, balance work-life commitments, and maintain productivity, fostering a healthy organizational culture. Baqai Medical University offers three types of leaves to all its permanent / contractual employees:

- a. **Medical Leaves:** Baqai Medical University employees are entitled to up to 8 working days of medical leave. They must notify their immediate supervisor for health-related absences. Absences exceeding three days necessitate a doctor's advice submitted with the medical leave form (**Leave ML**) to the HR Department upon return.
- b. **Casual Leaves:** Baqai Medical University employees can avail up to 10 working days as casual leave. They must notify their immediate supervisor for their absences. Employees availing casual leaves will have to submit casual leave form (**Form CL**) duly signed and approved by immediate supervisor to HR Department.
- c. **Recreation Leaves:** Each employee of Baqai Medical University is required to take up to 30 Calendar days of recreation leave annually. Employees must plan and discuss their leave with their immediate supervisor at least a month in advance. The approved recreation leave form (**Form RL**) must be submitted to the HR Department at least two months prior to the leave.

Un-availed recreation leaves from the previous year can be used within the next year, subject to immediate supervisor's approval. After one year, unused recreation leave will lapse. Similarly, medical and casual leaves will also lapse yearly. Baqai Medical University does not have a leave encashment policy, except at the cessation of employment any un-availed Recreational leaves will be paid.

Leave balance adjustment on late arrival / early going:

- i) One Casual leave shall be deducted on every 4-6 hours deficiency/month.
- ii) If the casual leave balance exhausted then one (1) Recreation Leave shall be deducted on every 4-6 hours deficiency/month.
- iii) In case of availing all Casual Leaves and Recreation Leaves, salary shall be deducted with the same rate.

Income Tax: The tax liability of employees is their personal responsibility. Tax will be calculated by the HR Team and monthly deductions from employees' salaries will be made. At the end of the assessment year, each employee will receive a Certificate of Tax from the HR Department, which they must complete and submit to the Income Tax Officer by the scheduled date. Employees are required to inform the HR Department of their National Tax Numbers. For any income tax queries, employees should contact the HR Department.

Salary Slip: The HR Department will issue a salary slip to each employee every month, providing a breakdown of their monthly salary. Any queries related to these salary slips should be promptly addressed with the HR Department.



5. Interpretation:

- a) This policy shall supersede all previous policies on the subject and will be effective dated March 17, 2025;
- b) Necessary changes shall be made as per policy in Regulations, procedures and guidelines;
- c) In case of any ambiguity in understanding this policy, the interpretation of the Vice Chancellor will be treated as final;
- d) Any exception to the policy shall be approved by the Vice Chancellor on the recommendation of HR and shall be reported to the Board of Governors.

Qualification Allowance:

Annexure A

Sr. No.	Qualification / Compensatory Benefit 1	Cash Benefit Rs. p.m.
i.	Doctorate in Philosophy (Ph. D)	25,000
ii.	Masters in Philosophy (M. Phil) / Fellowship	10,000
iii.	Masters	5,000

Note: Qualification / Compensatory Benefit 1 will only be applicable to the qualification relevant to the job of the incumbent.