

## TERMS OF REFERENCE (ToR)

### Academic Committees

### Disciplinary Committee

Approved by: ALL Members  
Date of Approval: 19-12-2019  
Last Revised: 04-03-2026

*Prof. Dr. Asma Rafi Chaudhry*  
BDS, FCPS, CPRE  
Head Orthodontics Department  
Rashid Latif Dental College, Lahore.

*Prof. Dr. Muhammad Asghar*  
BDS MSc  
Director Clinical  
Head of Oral Medicine & Maxillofacial Department  
Rashid Latif Dental College, Lahore.

*Prof. Dr. Muhammad Qasim Saeed*  
Principal  
BDS, PhD  
Rashid Latif Dental College, Lahore.

*Prof. Dr. Abdul Muneer Zaigham*  
BDS FCPS CHPE  
Vice-Principal  
Head Prosthodontics Department  
Rashid Latif Dental College, Lahore.

*Prof. Dr. Faiza Awaiz*  
BDS, MPhil, MDC # 7539-D  
H.O.D., Community & Preventive  
Dentistry, Rashid Latif Dental  
College, Lahore.



## RASHID LATIF DENTAL COLLEGE

Mailing Address: 35-Km, Ferozpur Road, Lahore.  
Tel: +92 49 2451091-97 | Cell: +92 0301-8722444 | 0335-4227444  
Fax: +92 49 2451099, Website: www.rlmc.edu.pk

Ref No. RLDC/0058/26

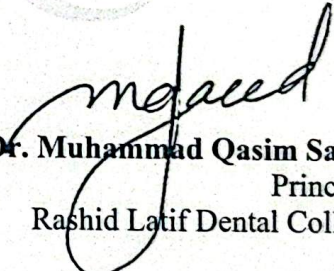
19<sup>th</sup> Feb, 2026

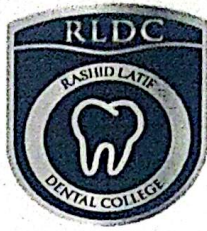
### Notification

#### Agenda: Nomination of members for RLDC Disciplinary Committee Members 2026

It is notified that following faculty is nominated as members of Disciplinary Committee Members 2026

- Prof. Dr. Muhammad Qasim Saeed (Principal RLDC)
- Prof. Abdul Mueed Zaigham (Vice Principal)
- Prof. Muhammad Shairaz Sadiq (Director Clinics)
- Prof. Dr. Asma Rafi (Orthodontics)
- Prof. Dr. Faiza Awais (Community Dentistry)
- Dr. Faiza Salman (DME)
- Secretary: Mr. Faisal Ishaq (Student Affairs)

  
Prof. Dr. Muhammad Qasim Saeed  
Principal  
Rashid Latif Dental College



## **Disciplinary Policy SOPs & TORs**

### **3.1.1 Policy**

The policy outlines the corrective steps that will be taken if an employee exhibits behavior that is deemed unacceptable.

The maintenance of socially acceptable and ethically correct behavioral standards are essential and in the best interests of RLKG and its employees. Where such standards are breached, the organization has a right and responsibility to initiate corrective action.

The organization's disciplinary code and disciplinary procedures are designed to make clear the behavioral standards required from RLKG employees and to specify the actions to correct unacceptable deviations from these standards. HR department has the authority to call any employee at any time to the HR department for the purpose of formal or informal inquiry about any incident linked to the employees.

Any proceeding related to the employee has to be initiated and routed through the HR department. No other department is allowed to engage in disciplinary proceedings without involving HR department.

The dismissal of an employee may take place only where corrective action has failed or subject to the seriousness and nature of incidents

### **3.2 The Disciplinary Code**

RLKG aims to provide its employees with the contracted compensation, worthwhile employment and competitive conditions of service and fringe benefits, and in return expects acceptable behavior & adherence to the organization's rules, regulations and standards of discipline.

RLKG therefore expects its employees to:

- 3.2.1 Carry out the duties and responsibilities for which they have been engaged or subsequently appointed, in a diligent and energetic manner, with due regard to the interest of the organization and to other employees;
- 3.2.2 Carry out instructions other than those considered to be unreasonable or illegal requests; and maintain high standards of honesty with due respect for the property and possessions of the organization and other employees.

Furthermore, employees are expected to abide by the current rules and regulations governing:

- 3.2.3 Hours of work and timekeeping;
- 3.2.4 Confidentiality;
- 3.2.5 Cleanliness and tidiness of RLKG properties;
- 3.2.6 Security of property; and Safety of themselves and colleagues.
- 3.2.7 Avoidance of any political activity on campus premisses.

### **3.3 Violations of Organization Rules & Regulations**

The following offenses are considered as violations of organization rules and will be treated with the penalties specified under disciplinary actions:

- 3.3.1 Theft or intentional damage of property of organization or other employee.
- 3.3.2 Unauthorized/misuse of computer, Internet and Intranet.
- 3.3.3 Assault on supervisor or other employee.
- 3.3.4 Unprofessional behavior or being involved in work politics or any activity detrimental to the proper functioning of departments.
- 3.3.5 Crossing ones authority and interfering in other departments.
- 3.3.6 Threatening or intimidating employees or supervisors.
- 3.3.7 Falsifying organization records.
- 3.3.8 Removal of organization records or release of confidential information.
- 3.3.9 Posting or removing notices on the organizational platform without approval.
- 3.3.10 Distributing printed matter on organization premises without permission. Also, soliciting contributions on organization premises.
- 3.3.11 Stopping work before shift ends, stretching breaks or otherwise wasting time.
- 3.3.12 Leaving department or office premises during working hours without permission or faking attendance.
- 3.3.13 Unauthorized absence.
- 3.3.14 Excessive absenteeism or lateness.
- 3.3.15 Possession of illegal weapons or firearms on organization premises.
- 3.3.16 Reporting for work under the influence of alcohol or drugs or drinking alcohol or using illicit drugs on organization premises.
- 3.3.17 Smoking in unauthorized areas.
- 3.3.18 Gambling on organization property.
- 3.3.19 Eating at workstation other than at authorized times. Also, eating in unauthorized areas.
- 3.3.20 Using another employee's tools without permission.
- 3.3.21 Disregarding safety rules.
- 3.3.22 Fighting or attempting to provoke a fight on organization premises.
- 3.3.23 Failure to observe traffic and parking rules on organization property.
- 3.3.24 Failure to report injury or accident.
- 3.3.25 Unauthorized operation of equipment.
- 3.3.26 Misuse of organization resources/important data.
- 3.3.27 Performing non-professional activities during work hours.
- 3.3.28 Any illegal conduct or political activity.
- 3.3.29 Any unbecoming behavior

### 3.4 **Disciplinary Actions**

Depending on the nature, frequency and seriousness of a breach of the disciplinary code, one of the following actions may be taken (the actions are taken in sequence and escalated as appropriate):

- 3.4.1 An oral (informal warning);
- 3.4.2 Note of Caution
- 3.4.3 Letter of Advice
- 3.4.4 Fine and penalty
- 3.4.5 A written (formal) warning (1st formal warning);
- 3.4.6 A final written (formal) warning (2nd formal warning); or Suspension
- 3.4.7 Dismissal/Termination.

### 3.5 **Warnings**

In the interests of fairness and in terms of the prime objective of a warning (correction rather than censure), every warning should include the following:

- 3.5.1 Facts and evidence that support/corroborate the warning;
- 3.5.2 An explanation (show cause) before the warning;
- 3.5.3 An opportunity for the employee to give his/her point of view and to be fairly heard;
- 3.5.4 The required behavioral standards clearly stated;
- 3.5.5 An adequate, correct and fair record of the disciplinary process maintained; and
- 3.5.6 The degrees to which these components are elaborated upon or formalized depend on the nature of the breach of standards and the type of warning being given.

By definition, a written warning is committed to formal letter and is given to the employee via system or hard form, and a copy of the warning is filed in the employee's personal file. Issuing/ executing any disciplinary proceeding is the authority of HR department. No department is allowed to do any proceedings without HR department in any case.

### 3.6 **Suspension**

After an oral warning is given to employee due to negligence in work and the Immediate Supervisor feels no improvement in employee's behavior he can refer the case to HR for formal show cause notice and issuance of warning to the employee and copy of the written warning is filed in the employee file. Employee is given time to improve. If employee does not improve then final written warning is given or Immediate Supervisor may request the HR Department to suspend the employee for 10 to 15 days, and last chance is given to employee to improve. Request is forwarded to HoD and GMHR for approval. After approval, employee is suspended.

### 3.7 **Dismissals**

Dismissal of an employee is the most serious form of censure and is appropriate only when corrective action has failed or when the nature of breach is so serious that continued employment is untenable. The following list details the cases where an employer may dismiss

the employee without notice after the hearing and with forfeiture of all or part of his/her end of service benefits.

The list is not exhaustive.

- 3.7.1 Willful disregard of instructions given by Immediate Supervisor, HOD or Management representative.
- 3.7.2 Willful disregard of RLKG safety regulations despite written warning on condition that such regulations are in writing and clearly displayed;
- 3.7.3 The possession/ use of/ or being under the influence of alcohol or drugs while on Office / work premises;
- 3.7.4 Willful action or behavior resulting in conflict between employees;
- 3.7.5 Habitual or substantial neglect of duties/Go Slow;
- 3.7.6 Theft/fraud;
- 3.7.7 Absence without permission for more than total 10 days in any one year or more than Seven (7) consecutive days; provided that RLKG gives the employee written warning prior to his dismissal when he is absent for three days in the first case;
- 3.7.8 If an employee strikes or abuses his Immediate Supervisor at his place of work or if he strikes his colleagues at his place of work;
- 3.7.9 If an employee forges company's records or documents;
- 3.7.10 If an employee makes fake signatures of his HOD or director or any other person.
- 3.7.11 If an employee divulges secrets belonging to the place in which he works;
- 3.7.12 If someone harasses a colleague on basis of gender, religion, race, color, etc.; and
- 3.7.13 Failure to comply with instructions, including safety instructions.

If the employment contract is terminated, it is essential that the following elements be considered:

### **3.8 Inquiry & Investigation Process:**

An inquiry committee will be formed to investigate allegations before any decision is made.

- 3.8.1 Employee will be given a chance to present their defense.
- 3.8.2 Final decision will be communicated formally, and HR will process all the disciplinary proceedings.
- 3.8.3 Inquiry will be conducted by a designated committee formed via HR Dept.
- 3.8.4 Investigation findings will be documented and submitted to the CEO in case of dismissal.
- 3.8.5 Appropriate disciplinary action will be recommended based on evidence.
- 3.8.6 Legal and compliance teams will be involved if necessary.
- 3.8.7 For all other disciplinary actions less Dismissal/ termination, HR department will decide necessary measures and correspondence.

Ensuring fairness in termination decisions aligns with RLK Group's values of Ownership and Humane Leadership in dealing with employees with dignity and respect.

### 3.9 **Members of Inquiry Committee**

In case of any inquiry regarding termination or dismissal, the following committee members will be constituted:-

- 3.9.1 Head of the Respective Institute
  - 3.9.2 Human Resources Representative
  - 3.9.3 Respective Department Head (HOD)
  - 3.9.4 Any person nominated by the relevant Head of the Institute
- This committee will ensure a fair and impartial investigation into any allegations of misconduct, and all findings will be documented for transparency and compliance.
- 3.9.5 The evidence supporting dismissal should be firm, reliable and adequately documented.

### 3.10 **Formal Hearing (at the request of the employee)**

There should be a formal "hearing" at which the employee must have a fair and reasonable opportunity to present his/her point of view unless this is clearly not possible, e.g. where an employee has absconded.

A committee of unbiased and independent managers, including the designated HR Representative will hear the employee's views and report key findings of the hearing.

Managers that are members of the committee must not be directly involved in the situation giving rise to the dismissal to avoid any actual or perceived personal involvement, bias or subjectivity.

### 3.11 **Authority for dismissal**

A decision to dismiss an employee should be taken by the Inquiry committee which shall be convened by HR Department and HR will manage all other disciplinary proceedings in coordination with concerned department. All the disciplinary proceedings/ correspondences shall be reported and routed through the HR department.