

Air University Islamabad – Student Representation Body (Aligned with HEC Institutional Quality Circle Framework)

Air University has established a Student Representation Body (SRB) in alignment with the Higher Education Commission (HEC) Institutional Quality Circle (IQC) framework, which emphasizes student engagement as a key stakeholder group in ensuring transparency, accountability, and continuous improvement in academic and administrative processes.

Under this framework, students are not only beneficiaries of institutional services but are also active partners in quality assurance, governance feedback, and institutional development.

The Student Representation Body at Air University has been further strengthened and evolved into a Student-Led Representative Structure, where selected student leaders actively participate in monitoring, reporting, and enhancing the quality of both academic and co-curricular activities.

1. Purpose and Alignment with HEC IQC Framework

In line with the HEC IQC policy, the Student Representation Body serves as a structured quality feedback and engagement mechanism to:

- Promote transparency and accountability in academic and administrative functions**
- Strengthen student participation in institutional decision-making processes**
- Act as a formal feedback loop between students and university management**
- Support continuous improvement in teaching, learning, and student services**
- Contribute to institutional quality enhancement and assurance processes**

2. Role of Student Representation Body as IQC Stakeholder Unit

The Student Representation Body is formally recognized as a key stakeholder unit within the Institutional Quality Circle (IQC). It ensures that student voices are systematically incorporated into quality enhancement mechanisms.

Core Functions under IQC:

- **Collecting and reporting student feedback on academic delivery and campus services**
- **Participating in structured discussions on quality improvement initiatives**
- **Monitoring student support services and reporting gaps**
- **Supporting transparency in academic and administrative practices**
- **Assisting in documentation of student experience indicators for IQC reporting**

3. Duties and Responsibilities of Student Representatives

Student Representatives serve as responsible ambassadors of their respective classes and academic units with the following responsibilities:

- **Assist the University in maintaining discipline and promoting a positive academic environment**
- **Act as a communication bridge between students and faculty/administration on issues related to:**
 - **Academic concerns**
 - **Health and safety**
 - **Campus facilities**
 - **Student welfare services**
- **Guide students regarding academic policies and direct them to relevant support offices**
- **Contribute to monitoring learner support systems and identifying student needs**
- **Coordinate with student societies and ensure alignment of activities with university policies**
- **Maintain confidentiality and comply with data protection standards**

- **Ensure they do not exercise any decision-making authority on behalf of the University**

4. Institutional Integration with Student-Led IQC Structure

To strengthen governance under the IQC model, Air University has transitioned its student representation system into a Student-Led Quality Support Structure, where elected student leaders actively contribute to quality assurance processes.

Key Features:

- **Each Club/Society Head acts as a Student Quality Liaison Officer**
- **Heads of societies are responsible for submitting accurate monthly/semester reports on:**
 - **Student engagement**
 - **Activity outcomes**
 - **Resource utilization**
 - **Student concerns and feedback**
- **These reports are integrated into the IQC review system for institutional analysis**
- **Selected student representatives participate in IQC feedback sessions and consultative meetings**

This structure ensures that students are directly involved in quality assurance, institutional transparency, and continuous improvement cycles.

5. Procedure for Selection of Student Representatives

- **At the beginning of each semester, the Student Affairs Department circulates nomination forms for student representation**
- **Students apply through the designated institutional portal**
- **Applications are reviewed and shortlisted based on eligibility criteria**
- **The Director Student Affairs conducts structured interviews**

- **Final selection is made for key positions:**
 - **President**
 - **Vice President**
 - **General Secretary**

Selected representatives are formally inducted into the Student-Led IQC Engagement Framework

6. AU Clubs & Societies Executive Council (2025–2026)

Air University supports a wide range of student societies functioning under the IQC-aligned governance model. Each society contributes to student development and institutional quality feedback.

List of Clubs & Societies:

- **AU Security Team**
- **AU Protocol Team**
- **AU Startup Club**
- **AU Blood Donor Society**
- **AU Thespian Society**
- **AU Writers Club**
- **AU RAAS (Robotics and Automation Society)**
- **AU Islamic Society**
- **AU Media Club**
- **AU Debating Club**
- **AU Arts & Cultural Society**
- **AU Shaoor Society**
- **AU E-Gaming Society**
- **AU Music Society**

- **Air Astronomical Society**
- **AU Women in Computing Engineering**
- **AU-CHAPTER SYNCH (Solidarity Among Young Nation for Change)**
- **Microsoft Learn Student Ambassadors**
- **Google Developer Student Clubs**
- **AU Sports Club**

7. Role of Societies in IQC-Based Quality Assurance

Under the Institutional Quality Circle framework:

- **Society heads function as student quality contributors**
- **They provide structured feedback on:**
 - **Event effectiveness**
 - **Student participation levels**
 - **Resource and facility adequacy**
 - **Institutional responsiveness**
- **Reports submitted by societies are reviewed at IQC meetings for data-driven decision-making**
- **Student feedback is integrated into continuous improvement plans**

Ensuring Employee Rights: Air University's Process for Addressing Employee Rights and Pay Appeals

Air University is firmly devoted to protecting our employees' rights and well-being, recognizing that a transparent and supportive environment is essential for fostering employee satisfaction and productivity. We understand the importance of providing a clear and accessible process for employees to express their concerns, file grievances, and appeal decisions that affect their rights and pay. Our structured mechanism for addressing employee rights and pay appeals is designed to promote openness, justice,

and employee satisfaction, ensuring that all voices are heard and valued within our institution.

Employee Rights and Pay Appeals Procedure

1. Informal Conversation

The first step in our employee rights and pay appeals process is to encourage open dialogue through informal conversations. Employees are urged to discuss any concerns regarding their rights or salary issues with their immediate supervisor or manager. This approach fosters an environment of open communication and allows for the swift resolution of minor issues before they escalate.

Managers at Air University are trained to actively listen and engage with their employees, demonstrating a commitment to understanding the concerns raised. This informal interaction provides an opportunity for employees to voice their opinions and for supervisors to clarify any misunderstandings. By resolving issues at this stage, we promote a culture of trust and collaboration, which is vital for maintaining a healthy workplace.

2. Formal Grievance Submission

If the informal discussion does not resolve the issue, employees have the right to file a formal grievance with the Human Resources Department. This formal grievance should clearly outline the nature of the problem, the efforts made to resolve it informally, and the desired outcome. It is essential that the grievance is submitted in writing to ensure that there is a formal record of the complaint.

Upon receiving the grievance, the HR Department commits to acknowledging its receipt within a specified timeframe. This acknowledgment reassures employees that their concerns are taken seriously and will be addressed in a timely manner. Clear communication during this stage is critical to maintaining employee confidence in the process.

3. Investigation and Review

Once a formal grievance is received, the Human Resources Department will conduct a comprehensive investigation to understand the issue at hand. This investigation may involve interviews with the affected employee, relevant supervisors, and any other individuals who may have pertinent information regarding the grievance. The HR team will carefully review all relevant policies, employment contracts, and documentation to ascertain the validity of the grievance.

This investigative phase is crucial in ensuring that all aspects of the grievance are thoroughly examined and that the facts are accurately represented. The goal is to ensure a fair assessment of the situation, leading to informed decisions based on objective evidence.

4. Mediation (Optional)

In certain cases, mediation may be offered as an alternative dispute resolution option. Mediation involves a neutral third-party mediator who is trained in conflict resolution techniques. The mediator facilitates discussions between the parties involved, helping them explore potential solutions and reach a mutually agreeable outcome.

Mediation is entirely voluntary and can only occur with the consent of all parties concerned. This option empowers employees to take an active role in resolving their disputes and encourages cooperative problem-solving. By providing mediation as an alternative, Air University demonstrates its commitment to exploring all avenues for conflict resolution before resorting to more formal proceedings.

5. Decision and Appeal Process

Following the investigation and, if applicable, mediation, a written decision will be communicated to the concerned employee. This decision will outline the findings of the investigation and the proposed resolution. If the employee is dissatisfied with the outcome, they have the right to file an appeal.

To initiate an appeal, the employee must submit a written request to a higher authority within the institution, such as a department head or a designated appeals committee. This request should include the grounds for the appeal and must be submitted within a specific deadline. The appeals process is an essential safeguard that allows employees to seek further review of their concerns, ensuring that their voices are heard at higher levels of management.

6. Final Consideration and Resolution

The appeal will be reviewed by the appointed higher authority or appeals committee, who will conduct a final assessment of the situation. This review will take into account all relevant evidence, including the findings from the initial investigation and any new information presented in the appeal. The decision made by the higher authority or appeals committee will be communicated to the employee in writing and will be binding.

The finality of this process reinforces the importance of accountability at all levels within Air University. Employees can be assured that their concerns are taken seriously and that a systematic approach is followed in addressing issues related to their rights and pay.

Commitment to Confidentiality and Non-Retaliation

Throughout the appeals process, Air University is committed to maintaining confidentiality and protecting employees from retaliation. We recognize that filing a grievance or participating in the appeals process can be a daunting experience, and we strive to create a safe environment for employees to express their concerns without fear of retribution.

Employees who register a grievance or participate in the appeals process are assured that their rights will be protected. We emphasize the importance of creating a workplace culture where individuals feel empowered to voice their concerns, knowing that their feedback will be valued and taken seriously.

Conclusion

At Air University, we believe that maintaining a healthy and respectful work environment requires an accessible and fair appeals mechanism. Our structured process for addressing employee rights and pay appeals is designed to strengthen our commitment to transparency, justice, and employee satisfaction. By providing clear pathways for employees to voice their concerns and seek resolution, we are fostering a culture of trust and respect within our institution.

We understand that addressing employee rights and pay issues is not merely a procedural requirement but a fundamental aspect of our organizational ethos. Through these efforts, we aim to create a workplace where every employee feels valued, supported, and empowered to thrive.

Air University's Commitment to Equity and Collaboration in Union and Labour Rights

At Air University, we recognize and value the essential contributions of our dedicated staff and faculty members in shaping the future of our institution. We are committed to fostering an inclusive, respectful, and collaborative work environment that not only acknowledges but actively supports our employees' rights and voices. We firmly believe in the significance of collective bargaining and fair treatment for all, emphasizing our commitment to the principles of unionization and labor rights.

Our Support for Unions and Labour Rights:

1. **Freedom of Association:** We uphold our employees' right to form and join unions of their choosing without fear of discrimination or retaliation. We consider freedom of association a fundamental human right, creating an environment where our staff

and faculty can collectively voice their concerns, negotiate fair working conditions, and actively participate in decision-making processes.

2. **Collective Bargaining and Fair Negotiations:** We recognize collective bargaining as a vital aspect of a just and equitable workplace. Our commitment includes engaging in constructive negotiations with union representatives while maintaining transparency, open communication, and mutual respect. Through productive dialogue, we aim to establish fair agreements that address the needs and aspirations of all parties involved.
3. **Providing Safe and Supportive Work Environments:** Every member of our university community deserves a workplace that is safe, respectful, and nurturing. We are dedicated to offering fair working conditions, competitive compensation, benefits, and opportunities for professional development. By fostering an environment where labor rights are respected, we create a space where individuals can thrive, grow, and contribute meaningfully to our academic community.
4. **Promoting Employee Participation:** We actively encourage employee participation in decision-making processes that impact their working conditions. By fostering a culture of open dialogue and inclusivity, we ensure that the voices and perspectives of our staff and faculty are heard and considered. This collaborative approach enhances our organization, promoting trust and mutual understanding.

Focus on Integrity Attributes

Integrity is the cornerstone of Air University, reflected in all our standards and practices. We demonstrate integrity in how we set our goals, select and retain faculty, admit students, safeguard student interests, develop curricula and programs, and address equity and diversity issues. Our commitment to integrity encompasses the following principles:

- Upholding fair, transparent, and impartial practices in hiring, retention, and dismissal of employees.
- Implementing an effective and publicly accessible grievance resolution system for students.
- Preventing conflicts of interest and addressing them efficiently when they arise.
- Maintaining strong ethical practices and respecting individuals.
- Ensuring equitable and appropriate treatment for all parties involved in planning and policymaking.
- Protecting intellectual property rights.

- Fostering mutual respect among students, faculty, administration, and staff.
- Practicing transparency in public relations and all forms of communication.
- Conducting periodic assessments of policies and processes to ensure integrity and factual reporting.

Committees for Redressing Complaints and Grievances

Air University has established specific procedures for addressing the complaints and grievances of faculty, employees, and students across various categories. Below are the designated committees and actions for different types of complaints:

Categories	Type of Complaints	Action
Academic	Policy	Director Academics
	Teaching, Learning, and Curriculum	Chair Departments
	Examinations	Director Examinations
	Publications	Director ORIC
	Projects	
Student Support	Admission, Fee, Scholarship, Degree Issues	Registrar
	Feedback	Director QEC
Faculty and Staff Grievances	Salaries	Director QEC
	Promotion	Director HR
Institutional Facilities	Library, Infrastructure, Sports, Cafeteria, Medical, Security, IT Facilities, Hostels	Registrar
Integrity	Discipline/Unfairness, Harassment, Financial Corruption, Plagiarism	Registrar

The University is dedicated to ensuring a fair system that allows all employees to work towards their tasks without fear of personal insecurity or disruption. A formal complaint can be lodged using a specified form with the relevant Chair Department and a copy deposited with the Dean of Faculty. Anonymous complaints may be investigated but will not lead to disciplinary action.

A Standing Committee, comprising the Registrar (Chair), Senior Dean, and Director Academics, oversees all complaints and grievances. Complaints are addressed within a specified timeframe, with an emphasis on timely communication of decisions to all parties involved.

Additional Mechanisms to Safeguard Against Conflicts of Interest

Air University has implemented various mechanisms to address conflicts of interest at both the university and department levels:

1. University-Level Measures:

- Establishment of uniform policies and regulations to ensure conflict-free operations.
- Oversight by the Registrar's Office to ensure smooth conduct of university business.
- Use of the University Functional Committee (UFC) to discuss and resolve conflicts.

2. Department-Level Measures:

- Open-door communication policies at the Dean's office to resolve faculty and staff conflicts.
- Standard Operating Procedures (SOPs) for conflict resolution are under development and will soon be available.

3. Integrity Insurance Committee:

- Chaired by the Senior Dean, this committee ensures that academic work is conducted ethically and that conflicts of interest are adequately addressed.

4. Safeguards for Management Information Systems:

- Air University protects its proprietary software and management information systems through stringent policies and practices to safeguard intellectual property and ensure data security.

Conclusion

Air University's commitment to equity, collaboration, and integrity establishes a foundation for a supportive academic environment. By recognizing the rights of our staff and faculty, promoting fair labor practices, and maintaining transparent processes, we strive to create

a university community where everyone can thrive and contribute to our collective mission.

1. Freedom of Association & Union Participation

Outcome Indicator	Target / Measure	2025 Status / Evidence
% of employees aware of rights to unionize	100%	Conducted awareness sessions; 95% of staff surveyed are aware
Participation in collective bargaining	100% eligible staff	Active engagement in discussions with union representatives
Union membership representation	Inclusive of women & international staff	Women and international employees actively represented in committees

Impact: Employees are empowered to **voice concerns, negotiate collectively, and influence workplace policies**, fostering a sense of fairness and inclusion.

2. Collective Bargaining and Fair Negotiations

Outcome Indicator	Target Measure	/ 2025 Status / Evidence
Number of agreements successfully negotiated with unions	≥2 per year	3 agreements finalized in 2025
Percentage of staff reporting satisfaction with negotiations	≥85%	88% satisfaction in internal survey
Timeliness of negotiation responses	Within 30 days	100% compliance

Impact: Transparent, respectful, and constructive negotiations have resulted in **fair agreements on salaries, working hours, and benefits**, enhancing trust between administration and employees.

3. Safe and Supportive Work Environment

Outcome Indicator	Target Measure	2025 Status / Evidence
Health, safety, and workplace compliance audits	100% departments	All audits passed; no major safety violations
Staff satisfaction with work environment	≥90% positive	92% positive responses in staff survey
Professional development opportunities offered	All staff	100% of staff participated in at least one training program

Impact: Employees work in a **secure, equitable, and supportive environment**, improving productivity, morale, and retention.

4. Employee Participation & Decision-Making

Outcome Indicator	Target / Measure	2025 Status / Evidence
Staff involvement in policy committees	≥50% representation	55% representation of non-administrative staff in committees
Feedback mechanisms utilized	100% functional	120 feedback submissions reviewed and acted upon
Resolution rate of complaints	≥90% resolved	93% of complaints addressed within specified timeframe

Impact: Staff input is **valued and acted upon**, creating a collaborative culture that enhances institutional decision-making.

5. Integrity and Conflict Management

Outcome Indicator	Target / Measure	2025 Status / Evidence
Grievances handled by Standing Committee	100% compliance	All 45 grievances investigated in 2025

Outcome Indicator	Target / Measure	2025 Status / Evidence
Conflicts of interest addressed	100% identified conflicts managed	Standard operating procedures in development; all known conflicts resolved
Transparency in decision-making	100% policy communication	Policies posted online and communicated via email

Impact: The university maintains **high ethical standards**, ensures fair treatment, and prevents conflicts of interest, building trust in institutional processes.

6. Grievance Redressal & Complaint Handling

Outcome Indicator	Target Measure	2025 Status / Evidence
Timely resolution of complaints	Within 30 days	93% of complaints resolved on time
Accessibility of grievance channels	100% staff aware	Training sessions and communications conducted
Anonymous complaints processed	Yes	Investigated while maintaining confidentiality

Impact: A **robust grievance system** ensures all employees can report concerns safely, reinforcing fairness and accountability.

Overall Outcomes

1. **Increased Employee Trust:** 95% of staff report confidence in the fairness of university policies and grievance mechanisms.
2. **Inclusive Representation:** Active participation from women and international staff in unions and decision-making committees.
3. **Fair Working Conditions:** Policies and audits ensure competitive compensation, safe working conditions, and access to professional development.

4. **Effective Conflict Resolution:** Standing committees and SOPs ensure timely and equitable resolution of grievances and disputes.
5. **Strengthened Institutional Integrity:** Transparent practices in hiring, promotions, and decision-making enhance ethical standards and accountability.



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