



office of the
DIRECTOR GENERAL
Quality Assurance (QA)

ہائیر ایجوکیشن کمیشن HIGHER EDUCATION COMMISSION

Government of Pakistan, Islamabad

Sector H-8
Islamabad, Pakistan
www.hec.gov.pk

F.No.1-FAP/QAD/HEC/2026/675
Date 20th July 2026

Subject: Compliance regarding Administrative Delays in Appointments in Higher Education Institutions (HEIs)

Dear Vice Chancellor/Rector/Head of the Institute,

Reference is invited to this Commission's letter No. **1-FAP/QAD/HEC/2026/348** dated **27 February 2026** regarding administrative delays in the appointment of statutory, administrative, and faculty positions in Higher Education Institutions (HEIs).

2. The Commission had directed all HEIs to undertake immediate measures for filling vacant statutory, administrative, and faculty positions strictly in accordance with the relevant provisions of their respective University Acts, Statutes, and applicable rules. The communication further emphasized the need for timely convening of Selection Boards and completion of all recruitment processes by **15 August 2026**, ensuring transparency, merit, and procedural propriety throughout the recruitment process.
3. Despite the issuance of these directions, the Commission has observed that several institutions have yet to demonstrate satisfactory progress towards compliance. Continued delays in filling critical positions adversely affect institutional governance, academic continuity, research productivity, financial management, administrative efficiency, and the overall quality of higher education. Such delays also undermine merit-based recruitment and may expose institutions to avoidable administrative and legal complications.
4. In view of the foregoing, all Vice Chancellors/Rectors/Heads of Institutions are once again requested to accord the **highest priority** to this matter and ensure compliance of the directives already conveyed vide letter No. 1-FAP/QAD/HEC/2026/348 dated 27 February 2026. The compliance status shall be shared with this office by **31 August 2026** through the following link: <https://forms.cloud.microsoft/r/g679ybBWdL>
5. The Commission expects all institutions to demonstrate the highest standards of institutional governance, administrative diligence, accountability, and commitment to merit-based recruitment.

Yours Sincerely,

(Nasir Shah)

Rectors/Vice-Chancellors/Heads of the Institutions.

All Public/Private Sector Universities/DAIs.

Copy for information to:

1. **The Secretary**, Ministry of Professional Education and Training, Islamabad.
2. **Secretaries**, Higher Education Departments (HEDs) of Provinces.
3. **The Secretary to President/Chancellor**, AJ&K, Muzaffarabad.
4. **The ES to Executive Director**, Higher Education Commission, Islamabad.
5. **All Regional Centers of HEC.**