



ہائیر ایجوکیشن کمیشن

HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, Pakistan, Website: <http://www.hec.gov.pk>

office of the

DIRECTOR GENERAL

Quality Assurance (QA)

F.No.1-FAP/QAD/HEC/2026/788

Date 18 September, 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 and subsequent reminder vide letter No. 1-FAP/QAD/HEC/2026/675 dated 30 July, 2026 whereby all Higher Education Institutions (HEIs) were advised to ensure timely filling of vacant statutory, administrative and faculty positions and to complete the recruitment process by 15 August, 2026 (**copies enclosed**).

2. The compliance information received from the HEIs has been reviewed by the Commission. The review indicates that **only 25% of HEIs have responded so far** and despite the directions issued, recruitment against a number of vacant positions remains pending or is still at various stages of the process. Such delays, particularly in filling key statutory, administrative and faculty positions, have an adverse bearing on institutional governance, academic continuity, research supervision, administrative efficiency and the effective delivery of services to students.

3. While taking cognizance of the impediments reported by the institutions and to provide a final reasonable opportunity to such institutions where recruitment processes are underway or have been delayed for justifiable reasons, the Commission has decided to extend the timeline for completion of the recruitment process up to **December 31, 2026**. Accordingly, all HEIs are hereby directed to ensure the following:

- i. All vacant statutory, administrative and faculty positions shall be advertised and processed for recruitment without further delay, wherever not already done.
- ii. All recruitment processes shall be completed by 31 December, 2026, with no further extension to be presumed or sought on grounds of routine administrative delay.
- iii. Where recruitment is impeded by a statutory, legal, financial or other substantive constraint, the HEI shall take immediate steps to resolve the matter through the competent authority and maintain a proper documented record of the action taken.
- iv. All HEIs that have not yet submitted their compliance report shall submit the required information to this office, while institutions that have already reported partial or ongoing compliance shall update their status upon completion of the pending actions through the following link:
<https://forms.cloud.microsoft/r/g679ybBWdL>

4. It is reiterated that continued failure to comply with the Commission's directions, unjustified delay in recruitment, or non-submission of the required compliance information shall be viewed seriously and may entail appropriate regulatory and/or administrative action under the applicable

legal and regulatory framework. **The compliance status will accordingly be reviewed through physical visits of the Institutions after the cut-off date i.e., 31 December, 2026.**

5. All HEIs are, therefore, advised to accord this matter the **highest priority and ensure strict, timely and verifiable compliance.**

Yours sincerely,

(Nasir Shah)

Rectors/Vice-Chancellors/Heads of the Institutions.

All Public/Private Sector Universities/DAIs.

Copy for information to:

1. **The Secretary to the Honorable President of Pakistan**, President's Secretariat, Islamabad.
2. **The Secretary to President/Chancellor**, AJ&K, Muzaffarabad.
3. **The Secretary**, Ministry of Professional Education and Training, Islamabad.
4. **The Secretary to the Governor**, Governor Secretariat, Lahore, Punjab.
5. **The Secretary to the Governor**, Governor Secretariat, Karachi, Sindh.
6. **The Secretary to the Governor**, Governor Secretariat, Peshawar, KPK.
7. **The Secretary to the Governor**, Governor Secretariat, Quetta, Balochistan.
8. **The Chairman**, Punjab Higher Education Commission, Lahore.
9. **The Chairman**, Sindh Higher Education Commission, Karachi.
10. **The Chairman**, High Education Regulatory Authority, Govt. of KP, Peshawar.
11. **The Secretary**, Higher Education Department (HED), Govt. of Punjab, Lahore.
12. **The Secretary**, Universities & Boards Department, Govt. of Sindh, Karachi.
13. **The Secretary**, Higher Education, Archives & Libraries Department, Govt. of KP, Peshawar.
14. **The Secretary**, Colleges, Higher & Technical Education Department, Govt. of Balochistan, Quetta.
15. **The Secretary**, Higher Education Department, Govt. of AJ&K, Muzaffarabad.
16. **The Secretary**, Higher Education Department, Gilgit-Baltistan.
17. **The ES to Chairman**, Higher Education Commission, Islamabad.
18. **The ES to Executive Director**, Higher Education Commission, Islamabad.
19. **The Director General**, Coordination Division, HEC, Islamabad
20. **All Regional Centers of HEC.**



HIGHER EDUCATION COMMISSION

H-9, ISLAMABAD, PAKISTAN, Website: <http://www.hec.gov.pk>

Engr. Prof. Dr. Niaz Ahmad Akhtar
Chairman

No.1-FAP/QAD/HEC/2026/348
February 27, 2026

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

My dear Vice Chancellor/Rector/Head of the Institute,

A persistent governance issue across many universities is the chronic non-filling of key **statutory and administrative positions** (e.g., Pro Vice Chancellor, Dean, Registrar, Treasurer Controller of Examinations etc.) as well as the **faculty positions** (e.g., Professor, Associate Professor, Assistant Professor, and Lecturer). This has resulted in prolonged vacancies and in many cases, extended ad-hoc or makeshift arrangements. The delay in filling these positions and making ad-hoc arrangements directly affects academic planning, instructional continuity, research supervision, and student support services. The absence of timely, merit-based appointments disrupts decision-making continuity, weakens and impairs operational control over finance, academics, and administration.

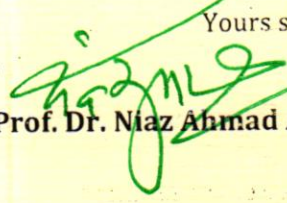
2. To support evidence-based policy formulation, planning, and governance reforms aimed at strengthening institutional management and academic quality across the higher education sector, a recent survey has revealed that **approximately 40%** of faculty and administrative positions in HEIs are currently vacant. The Commission has expressed serious concern regarding this issue in its 13th urgent meeting of Commission held on February 09, 2025, and directed to issue the following advisory to HEIs:

- i. Advertise and fill all vacant positions as per your University Act (statutory, administrative, and faculty positions) and convene selection boards on a regular and timely basis ensuring transparency, merit, and procedural propriety at all stages. **The recruitment process should be completed by 15th August, 2026.**
- ii. Particular emphasis shall be placed on expeditious disposal of all pending recruitment cases so as to avoid administrative delays, legal complications, and infringement of merit-based selection principles.
- iii. Wherever necessary and in accordance with statutory provisions and financial sustainability, initiate appropriate measures for the creation of posts in cases where faculty members are held up in their appointment solely due to the non-availability of sanctioned seats.
- iv. No eligible faculty member shall be unduly deprived of appointment on account of administrative inaction, delays in convening statutory bodies, or non-availability of positions where such issues can be lawfully addressed through institutional mechanisms.

3. Foregoing in view, all HEIs are hereby directed to ensure immediate, strict, and verifiable compliance with these directions in letter and spirit. Any delay in the finalization of recruitment processes and convening of selection boards, shall be viewed seriously and may entail appropriate administrative and regulatory consequences.

4. The Commission expects all institutional heads to demonstrate the highest standards of administrative diligence, merit-based governance, and institutional accountability in strengthening the higher education system of Pakistan.

Yours sincerely,


(Prof. Dr. Niaz Ahmad Akhtar)



HIGHER EDUCATION COMMISSION

Rectors/Vice-Chancellors/Heads of the Institutions.

All Public/Private Sector Universities/DAIs.

Copy for information to:

1. **The Secretary**, Ministry of Federal Education and Professional Training, Islamabad.
2. **Secretaries**, Higher Education Departments (HEDs) of Provinces - ***With the request to exempt HEIs from any across-the-board ban on appointments in view of the distinct dynamics of the higher education sector.***
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.**





office of the
DIRECTOR GENERAL
Quality Assurance (QA)

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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.
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