

# MEDIA COVERAGE

## Judiciary and Human Resource Management in Universities



### Knowledge Brief

**October 2023**

**No. 2023:104**

### JUDICIARY AND HUMAN RESOURCE MANAGEMENT IN UNIVERSITIES

**Ghulam Mustafa and Abid Rehman<sup>1</sup>**

Research Fellows

Pakistan Institute of Development Economics, Islamabad.

**October 24, 2023**

## **Web Editions**

### **DAWN**

<https://www.dawn.com/news/1783170/penalty-system-sought-to-check-unnecessary-litigation-against-universities>

### **Independent News Pakistan**

<https://www.inp.net.pk/news-detail/pakistan/judiciary-and-human-resource-management-in-universities>

### **Lead Pakistan**

<https://leadpakistan.com.pk/news/pide-conducts-research-study-on-judiciary-and-hr-management-in-universities/>

Print Editions

# DAWN

October 24, 2023

## Penalty system sought to check unnecessary litigation against universities

**Study also recommends establishment of inclusive internal conflict resolution mechanism**

By Our Staff Reporter

---

ISLAMABAD: Pointing to the rising number of court cases filed by faculty members and other staffers against the managements of universities, a new study has suggested the introduction of a proper penalty system against the losing litigants to discourage unnecessary litigation.

Additionally, the research study recommended establishment of an effective and inclusive internal conflict resolution mechanism within the institu-

tions.

The Pakistan Institute of Development Economics (PIDE) conducted the research study, "Judiciary and human resource management in universities" to investigate the average number of court cases and their nature registered by faculty members and other staff against university administrations as well as the average cost of litigation to resolve these cases.

According to a press release issued by PIDE, the study showed that on an average 105 court cases were filed by faculty members against the administrations. Of these, 50 cases were from relatively younger universities and 160 belonged to older institutions. The universities were classified into two categories: older universities (established before 2005) and younger ones (established after 2005).

The study found that 58 per cent of

the cases were initiated by academic faculty members and 42pc by non-academic staff.

Additionally, majority of these cases related to promotion (65pc) and permanent positions (22pc), respectively.

The cost of litigation involved both direct and indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants.

For lower scales (BPS 1 to 16), the average cost of litigation ranges from Rs50,000 to RS200,000 per person while for higher ranks (BPS 17 and above), it varied from Rs150,000 to Rs500,000 per person.

The indirect cost pertains to time with each case taking on an average six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts,

including high courts or the Supreme Court. This conflict detrimentally impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance.

The study identified one of the main reasons people frequently resort to courts as absence of significant penalties in the event of losing a legal case. To address this issue, the study proposed two potential solutions: the development of a structured penalty system, particularly in cases of frivolous or defamatory litigation, and the adoption of more effective and inclusive conflict management mechanisms based on successful models and best practices.

These recommendations are designed to promote fair and responsible legal actions while alleviating the burden on the legal system.

October 25, 2023

# PIDE conducts research study on “Judiciary and HR Management in Universities”

## TIMES REPORT

PESHAWAR: The Pakistan Institute of Development Economics (PIDE) conducted a research study titled “Judiciary and Human Resource Management in Universities” to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administrations, as well as the average cost of litigation to resolve these cases. According to the press release issued by PIDE here on Monday, the study revealed that, on average, 105 court cases were filed by faculty members against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older uni-

versities. The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005). In examining the cases filed by faculty, the study found that 58 percent were initiated by academic faculty members, while 42 percent were filed by non-academic staff. Additionally, the majority of these cases related to promotion (65%) and permanent positions (22%), respectively. The cost of litigation involves both direct and indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation ranges from PKR

50,000 to 200,000 per person, while for higher ranks (BPS 17 and above), it varies from PKR 150,000 to 500,000 per person. The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts, including high courts or supreme courts. This conflict detrimental impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance. The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the establishment of an

effective and inclusive internal conflict resolution mechanism within institutions. Furthermore, the study identifies one of the main reasons people frequently resort to the courts as the absence of significant penalties in the event of losing a legal case. To address this issue, the study proposes two potential solutions: the development of a structured penalty system, particularly in cases of frivolous or defamatory litigation, and the adoption of more effective and inclusive conflict management mechanisms based on successful models and best practices. These recommendations are designed to promote fair and responsible legal actions while alleviating the burden on the legal system.



October 25, 2023

# PIDE conducts research study on “Judiciary and HR Management in Universities”

## MT REPORT

PESHAWAR: The Pakistan Institute of Development Economics (PIDE) conducted a research study titled “Judiciary and Human Resource Management in Universities” to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administrations, as well as the average cost of litigation to resolve these cases. According to the press release issued by PIDE here on Monday, the study revealed that, on average, 105 court cases were filed by faculty members

against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older universities. The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005). In examining the cases filed by faculty, the study found that 58 percent were initiated by academic faculty members, while 42 percent were filed by non-academic staff. Additionally, the majority of these cases related to promotion (65%) and permanent positions

(22%), respectively. The cost of litigation involves both direct and indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation ranges from PKR 50,000 to 200,000 per person, while for higher ranks (BPS 17 and above), it varies from PKR 150,000 to 500,000 per person. The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter

to higher courts, including high courts or supreme courts. This conflict detrimental impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance. The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the establishment of an effective and inclusive internal conflict resolution mechanism within institutions. Furthermore, the study identifies one of the main reasons people fre-

quently resort to the courts as the absence of significant penalties in the event of losing a legal case. To address this issue, the study proposes two potential solutions: the development of a structured penalty system, particularly in cases of frivolous or defamatory litigation, and the adoption of more effective and inclusive conflict management mechanisms based on successful models and best practices. These recommendations are designed to promote fair and responsible legal actions while alleviating the burden on the legal system.

# NATIONAL

## PIDE conducts research study to examine average number of court cases

OUR STAFF REPORTER  
PESHAWAR

Pakistan Institute of Development Economics (PIDE) conducted a research study titled 'Judiciary and Human Resource Management in Universities' to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administration, as well as the average cost of litigation to resolve these cases.

According to a press release issued here on Monday, the study revealed that, on average, 105 court cases were filed by faculty members against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older universities.

The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005). In examining the cases filed by faculty, the study found that 58 percent were initiated by faculty members, while 42 percent filed by non-academic staff. Additionally, majority of the cases related to promo-

tion (65%) and permanent positions (22%), respectively.

The cost of litigation involves both direct and indirect expenses. The direct cost is determined by lawyer fees, which are vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation ranges from Rs50,000 to Rs200,000 per person, while for higher ranks (BPS 17 and above), it varies from Rs150,000 to Rs500,000 per person.

The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts, including high courts or supreme courts. This conflict detrimental impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance.

The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the establishment of an effective and inclusive internal conflict resolution mechanism within institutions.

October 24, 2023

## PIDE conducts research study on “Judiciary and HR Management in Universities”

■ OUR CORRESPONDENT

PESHAWAR

The Pakistan Institute of Development Economics (PIDE) conducted a research study titled “Judiciary and Human Resource Management in Universities” to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administrations, as well as the average cost of litigation to resolve these cases.

According to the press release issued by PIDE here on Monday, the study revealed that, on average, 105 court cases were filed by faculty members against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older universities.

The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005).

In examining the cases filed by faculty, the study found that 58 percent were initiated by academic faculty members, while 42 percent were filed by non-academic staff. Additionally, the majority of these cases related to promotion (65%) and permanent positions (22%), respectively.

The cost of litigation involves both direct and

indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation ranges from PKR 50,000 to 200,000 per person, while for higher ranks (BPS 17 and above), it varies from PKR 150,000 to 500,000 per person.

The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts, including high courts or supreme courts.

This conflict detrimental impacts the working environment, particularly among faculty members, ultimately affecting the institution’s overall performance.

The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the establishment of an effective and inclusive internal conflict resolution mechanism within institutions.

Furthermore, the study identifies one of the main reasons people frequently resort to the courts as the absence of significant penalties in the event of losing a legal case.



# Judiciary and Human Resource Management in Universities

The average cost of litigation varies from PKR 50,000 to 200,000 per person for lower scales (BPS 1 to 16) and from PKR 150,000 to 500,000 per person for higher ranks (BPS 17 and above)

**FAISAL SHEIKH**

ISLAMABAD: The Pakistan Institute of Development Economics (PIDE) conducted a research study titled "Judiciary and Human Resource Management in Universities" to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administrations, as well as the average cost of litigation to resolve these cases.

According to the press release issued by PIDE, the study revealed that, on average, 105 court cases were filed by faculty members against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older uni-

versities. The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005).

In examining the cases filed by faculty, the study found that 58 percent were initiated by academic faculty members, while 42 percent were filed by non-academic staff. Additionally, the majority of these cases related to promotion (65%) and permanent positions (22%), respectively.

The cost of litigation involves both direct and indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation

ranges from PKR 50,000 to 200,000 per person, while for higher ranks (BPS 17 and above), it varies from PKR 150,000 to 500,000 per person. The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts, including high courts or supreme courts. This conflict detrimentally impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance.

The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the es-

tablishment of an effective and inclusive internal conflict resolution mechanism within institutions. Furthermore, the study identifies one of the main reasons people frequently resort to the courts as the absence of significant penalties in the event of losing a legal case. To address this issue, the study proposes two potential solutions: the development of a structured penalty system, particularly in cases of frivolous or defamatory litigation, and the adoption of more effective and inclusive conflict management mechanisms based on successful models and best practices. These recommendations are designed to promote fair and responsible legal actions while alleviating the burden on the legal system.



## PIDE conducts research study

**T.M. Report**

**PESHAWAR:** The Pakistan Institute of Development Economics (PIDE) conducted a research study titled "Judiciary and Human Resource Management in Universities" to investigate the average number of court cases and their nature, registered by faculty members and other staff against university administrations, as well as the average cost of litigation to resolve these cases.

According to the press release issued by PIDE here on Monday, the study revealed that, on average, 105 court cases were filed by faculty members against the administration. Of these cases, 50 were from relatively younger universities, while 160 cases belonged to the older universities.

The universities were classified into two broad categories in the research: older universities (established before 2005) and younger universities (established after 2005).

In examining the cases filed by faculty, the study found that 58 percent were initiated by academic faculty members, while 42 percent were filed by non-academic staff. Additionally, the majority of these cases related to promotion (65%) and permanent positions (22%), respectively.

The cost of litigation involves both direct and indirect expenses. The direct cost is determined by lawyer fees, which vary based on the nature of the case and the scales and groups of applicants. For lower scales (BPS 1 to 16), the average cost of litigation ranges from PKR 50,000 to 200,000 per person, while for higher ranks (BPS 17 and above), it varies from PKR 150,000 to 500,000 per person.

October 25, 2023

The indirect cost pertains to time, with each case taking, on average, six months in service tribunals. This duration can be extended if the losing party escalates the matter to higher courts, including high courts or supreme courts.

This conflict detrimental impacts the working environment, particularly among faculty members, ultimately affecting the institution's overall performance. The study recommends the implementation of a proper penalty system against the losing party to discourage the unnecessary escalation of matters to court. Additionally, it suggests the establishment of an effective and inclusive internal conflict resolution mechanism within institutions.

Furthermore, the study identifies one of the main reasons people frequently resort to the courts as the absence of significant penalties in the event of losing a legal case. To address this issue, the study proposes two potential solutions: the development of a structured penalty system, particularly in cases of frivolous or defamatory litigation, and the adoption of more effective and inclusive conflict management mechanisms based on successful models and best practices.