MODULE 2 | SECRETARIAT AND OFFICIAL CASES

Official Correspondence, Queries and Follow-up

07

LECTURE

Practical hospital governance in Punjab, Pakistan

Answer the point. Keep the record.
Follow the action to completion.

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SELF-STUDY PDF

Make every communication move the case forward

For the Medical Superintendent (MS): write clear correspondence, answer queries and keep evidence of what happened next.

- Choose the appropriate form of communication.
- Write complete, point-by-point replies.
- Use reminders and escalation with a clear purpose.
- Control issue, receipt, conditions and closure.

OFFICIAL SOURCE

A statement tied to a named law, rule or Government instruction.

WORKING METHOD

A recommended hospital control or teaching format.

TEACHING CASE

An invented example. It is not a report about RIC or any other hospital.

Study output

One query reply, one reminder and one action tracker. Use the same case throughout.

Module 2 | Presentation 3 of 3. Allow 45-60 minutes, including exercises. The source edition and current institutional orders must be checked before live use.

The proposal returns with three questions

Teaching Hospital A has proposed a 12-week evening echocardiography pilot and PKR 360,000 in additional funding. The department seeks clarification.

1

Service effect

Explain how 240 proposed additional slots affect the pending list while new referrals continue.

2

Staffing

Provide the verified staffing arrangement and the basis for any proposed staff payment.

3

Funding

Clarify the total period, cost components and current approval and funding position.

This is an invented case, not a report about a named hospital. A returned query is a request to complete the case; read its wording before inferring a refusal.

TEACHING CASE | Illustrative material is identified in the text.

Know the main forms used by Government

The Manual identifies these forms. Use the one appropriate to the recipient, purpose and authorised process.

Form	Main use in the Manual	Boundary to remember
Official letter	Specified formal correspondence under paragraph 5.2.	Not the normal form between Secretariat departments.
Memorandum	Brief office correspondence, including between Secretariat departments.	Use the prescribed form and approval route.
Demi-official letter	An officer's personal attention to an official matter.	Keep it on the file and observe the channel.
Unofficial reference	Inter-departmental information or advice on a file.	An official procedure, despite the word unofficial.

The descriptions above summarise the Secretariat Manual. A hospital should also follow its applicable correspondence orders and institutional identity.

Sources: **S1**: paras. 5.1-5.5

An order, notification and endorsement do different jobs

A document title does not confer the power needed for the action it contains.

Office order

Conveys authorised office instructions or specified staff actions.

Check both the required form and the actual decision power.

Notification

Communicates matters for which notification or Gazette publication is required.

Use the applicable legal and official issue process.

Endorsement

Forwards a communication for information or defined action.

Identify what each recipient is expected to do.

Press communication

Gives public notice of an authorised Government decision or policy.

Use the authorised approval and release channel.

This lecture teaches correspondence control. A disciplinary notice, court filing or statutory notification must also meet its own legal requirements.

Sources: **S1**: paras. 5.6-5.10

Check six parts before signing

Use the prescribed form where one applies. These checks help prevent ordinary drafting and issue errors.

01 Identity

Correct office, file reference and subject.

02 Recipient

Correct designation, office and official address or system destination.

03 Reference

The actual number and date of the communication being answered.

04 Message

Verified facts, exact response and action requested.

05 Attachments

Complete, legible enclosures that match the text and index.

06 Authority

Correct approval, signatory, date and issue process.

Use the hospital's authorised letterhead. A teaching draft must not carry an invented Government approval or authentic-looking official order number.

Sources: **S1**: paras. 4.13-4.14, 5.2-5.3

Use the phrase I am directed accurately

Manual paragraph 5.2 distinguishes a communication of Government views or orders from a personal or departmental view.

When conveying a direction

- Establish the actual decision and the authority to communicate it.
- Use the required form and wording without expanding the approved direction or hiding its conditions.

When submitting a proposal

- State what the hospital recommends and what decision is requested.
- Do not make a proposal appear to be a Government direction merely by adding formal introductory words.

A courteous style is useful. The legal status of the communication still depends on its source, content, signatory and process.

Sources: **S1**: paras. 4.13-4.14, 5.2(ii), (v), 5.16(iv)

Send the case with an exact request

Teaching body text for an authorised hospital submission. The live letter must also carry its real reference, date, recipient and signature.

Subject	Proposed 12-week evening echocardiography pilot: submission of service plan and funding request.
1. Submission	The attached case is submitted for consideration through the competent authority. It sets out the proposed service, supporting evidence and additional funding request.
2. Scope	The proposal covers four extra sessions weekly, with five planned slots per session, for 12 weeks. The illustrative additional cost is PKR 360,000.
3. Decision	Consideration of the pilot and funding is requested after the required consultation and verification. No start date or financial commitment is represented as approved.
Enclosures	Indexed case note, demand record, staffing plan, equipment review, cost statement and institutional authority record.

This is a writing example, not a complete live submission. Replace the teaching statements with the institution's verified facts and actual approval position.

TEACHING CASE | Illustrative material is identified in the text.

Answer every point in a controlled reply

A paragraph-wise or point-by-point reply keeps the question, answer and supporting evidence together.

1	**Preserve the query**	Keep the original number, date and wording. Number each point without changing its meaning.
2	**Answer directly**	State the verified position first. Address every part of the question and identify any unresolved point.
3	**Reference the evidence**	Name the attachment, page, date and source. Recheck the figures across the note and tables.
4	**State the next action**	Identify what is supplied, what remains to be supplied and what decision is now requested.

One coherent reply is easier to examine than several unlinked messages. Use any required departmental form or specific reply instructions.

Sources: **S1**: paras. 1.60, 4.3, 5.11(iv), (x)-(xi)

Use a query-response-evidence table

Teaching case: this table summarises the answers; the following pages explain the calculations and limitations.

Query	Direct answer	Supporting material
Effect on pending demand	240 is additional capacity over 12 weeks. Under stated assumptions the pending list could fall from 160 to 100.	Demand and capacity calculation.
Staffing and payment	A final authorised roster and lawful payment basis must be verified before starting. Any missing document remains identified.	Staffing review and proposed roster.
Cost and funding	PKR 360,000 is the proposed additional 12-week cost. It is not an annual cost, grant sanction or proof of funds.	Itemised cost and actual funding-status statement.

The draft reply must state whether each supporting document is verified, provisional or awaited. Do not claim to enclose a document that is absent.

TEACHING CASE | Illustrative material is identified in the text.

Explain the capacity calculation without overclaiming

Teaching facts: the current pending list is 160; average weekly demand is 60 and current weekly output is 45.

Added capacity	Four sessions x five slots = 20 additional slots weekly. Over 12 weeks this is 240 potential extra examinations.
Continuing demand	At the stated teaching rates, 60 new referrals continue to arrive each week. Additional output cannot all be counted as net backlog reduction.
Modelled result	If all 65 weekly slots are used and demand stays at 60, the net reduction is 5 weekly. Over 12 weeks, 160 pending could become 100.
Qualification	This is a conditional projection. Actual demand, attendance, equipment and safe staffing must be monitored.
Correction	Replace any earlier statement promising clearance of all pending cases. Keep the correction and its reason on the file.

Report a service projection as a projection. If an earlier communication misstated the result, correct it through the authorised channel.

TEACHING CASE | Illustrative material is identified in the text.

Be clear about missing staffing and financial authority

Teaching case: assume the final roster and lawful staff-payment arrangement have not yet been verified.

Staffing reply

- The draft identifies the proposed roles and session pattern. Final availability, cover and authorised payment arrangements remain to be confirmed.
- Name who will obtain the missing evidence and give an agreed management target. Do not describe the draft roster as final.

Financial reply

- The 12-week estimate is PKR 216,000 staff coverage, PKR 84,000 supplies and PKR 60,000 equipment support: total PKR 360,000.
- State separately the actual budget, release and sanction position. A cost table does not prove any of those approvals.

If the case is incomplete, say so and identify the exact gap. An honest interim reply is more useful than an unsupported certificate of completeness.

TEACHING CASE | Illustrative material is identified in the text.

Write the covering reply to the department

Teaching body text only. Use the actual departmental reference and authorised institutional signature in a live reply.

Subject	Reply to departmental queries on the proposed 12-week evening echocardiography pilot.
1. Reference	The queries in the referenced communication are answered in the attached response table, with supporting records indexed against each point.
2. Clarification	The 240 proposed additional slots are capacity, not a guaranteed reduction of 240 pending cases. The corrected conditional calculation is attached.
3. Outstanding item	The final authorised staffing and payment arrangement remains under verification. Its responsible officer and target date are recorded in the response table.
4. Request	The verified material is submitted for examination. The outstanding document will be supplied through the same case reference; no complete approval is claimed.

A reply should not say all observations have been met while a material item remains unresolved. Make the status visible in the opening response.

TEACHING CASE | Illustrative material is identified in the text.

Choose the right next communication

A reminder should have a purpose that can be acted on by the receiving office.

Situation	Useful next step
No evidence the case was received	Verify receipt and destination before treating it as an overdue decision.
A specific document is awaited	Name the document, prior request and responsible contributor.
A complete case awaits a decision	Refer to the case, current status and precise pending decision.
Service risk or deadline has changed	Send an updated factual brief through the authorised escalation route.

Set a review date for pending work. Any invented training target must remain separate from statutory periods and deadlines in actual directions.

Sources: **S1**: paras. 2.7, 3.42, 6.5

Ask for the missing item, not general expedition

Teaching draft for an internal request. Assume the issuing officer has authority to obtain the required staffing review.

Subject	Reminder: verified staffing arrangement for the proposed evening echocardiography pilot.
Reference	Refer to the original request and the departmental query by their actual numbers and dates.
Outstanding item	The final roster, service-cover confirmation and proposed staff-payment basis have not yet been received.
Action requested	Please provide the verified documents, or a specific statement of the unresolved issue, by 15:00 on the next working day.
Reason and record	These documents are needed to complete the Government case. Retain the request, response and source records under the same file reference.

The time in this example is an invented management target. It is not a statutory response period or authority to impose a penalty.

TEACHING CASE | Illustrative material is identified in the text.

Escalate the obstacle with the evidence

Use the institutional and departmental route appropriate to the case and its current risk.

1	**State the history**	Give the relevant submission, receipt, query and reply references in a short chronology.
2	**Identify the obstacle**	State which fact, document, consultation or decision is still missing.
3	**Explain the consequence**	Describe the verified service or deadline effect and the interim action already taken.
4	**Ask for a specific action**	Request the required decision, clarification or allocation of responsibility. Preserve the response.

Repeated copying to more senior offices does not itself resolve the case. The escalation should identify what the recipient can lawfully do next.

Sources: **S1**: paras. 4.3-4.4, 5.11(xii)-(xiv), 6.5

Demi-official correspondence still belongs on the file

A demi-official (D.O.) letter seeks an officer's personal attention to an official matter.

Appropriate use

- Use it where personal attention is justified under the applicable correspondence instructions.
- Identify the existing case and the exact point requiring attention. Preserve it with the official correspondence.

Important limits

- It supplements the official process; it does not create a new approval power.
- Paragraph 5.4 restricts bypassing normal channels for personal service matters such as promotion, posting and pay.

The term personal attention does not mean private treatment outside the record. Use the proper authority, route and response form.

Sources: **S1**: para. 5.4

The approved draft is not yet the issue record

The final communication and enclosures must match the approved action.

1	**Match the decision**	Check the final text against the approved note or order, including any limits and conditions.
2	**Complete the documents**	Confirm the correct signature, date, reference, recipient and actual attachments.
3	**Use the issue route**	Dispatch through the prescribed office or authorised system. Preserve its evidence.
4	**File the final version**	Keep the issued copy and its enclosures linked to the approval and dispatch record.

Manual paragraph 6.2 addresses the actual issue date and dispatch controls. Keep a late issue traceable; do not use a false date to make it appear timely.

Sources: **S1**: paras. 4.14, 6.1-6.2, 6.5(i)

Keep the important dates distinct

Different events can occur on different days. Use the trigger stated in the governing rule or actual communication.

Date or event	What it establishes
Approval	When the authorised decision or draft approval was recorded.
Issue or dispatch	When the final communication was sent through the proper process.
Receipt or service	When it reached the required recipient, with the evidence needed for that case.
Due date	When the response or action is required under the applicable source or direction.
Review date	When your office will check progress; this does not replace the legal due date.

A screenshot showing that a message was sent may not establish the prescribed receipt or service. Use the evidence required for the specific process.

Sources: **S1**: paras. 2.2, 6.2, 6.5

Use electronic workflow with the same discipline

The cited Manual includes electronic files, electronic signatures and E-FOAS, the office automation system.

Official framework

- Manual paragraph 1.2 includes paper and electronic records and recognises electronic signatures within its definitions.
- It also addresses communication methods not provided in E-FOAS and consultation with PITB for implementation difficulties.

Practical controls

- Use authorised access, readable attachments, clear version names and a traceable approval and issue record.
- Preserve the final communication. If the system is unavailable, use the authorised contingency route and link the records afterwards.

An electronic workflow does not itself identify who has the statutory power to decide. Follow the actual institution and department system instructions.

Sources: **S1**: para. 1.2 and notes 2-3; paras. 4.14, 5.1

Protect sensitive information without obstructing lawful access

Hospital correspondence may contain personal, financial or other protected information. The actual disclosure route matters.

Control ordinary circulation

- Send material only to authorised recipients who need it for the case. Use the required security classification and channel.
- For staff covered by the Conduct Rules, rule 18 restricts unauthorised communication of official information.

Handle information requests lawfully

- Refer an RTI request through the designated information-officer process and provide the records needed for a lawful response.
- Apply the statutory exceptions and separability provisions. A confidentiality label alone does not decide the request.

For public teaching, use invented examples or appropriately authorised material. Do not attach patient or employee identifiers to a public course.

Sources: **S1**: paras. 5.18-5.25 | **S5**: ss. 7-8, 10-11, 13 | **S6**: rr. 2, 18

Turn an approval into a conditions register

Teaching case: assume a competent authority approves the pilot subject to separate funding, staffing and service-readiness requirements.

Condition	Evidence needed	Status to record
Funding available	The actual required sanction, release and financial records.	Verified / outstanding.
Safe staffing	Approved roster, cover and lawful payment arrangement.	Verified / outstanding.
Equipment ready	Documented technical readiness and support arrangements.	Verified / outstanding.
Review and reporting	Named report owner, measures, period and required due dates.	Assigned / submitted / reviewed.

The exact letter controls the case. Read its conditions before starting; the word approved should not hide an unfulfilled requirement.

TEACHING CASE | Illustrative material is identified in the text.

Separate an issued instruction from a completed action

Use status words that describe the evidence you actually hold.

Recorded event	What it does not yet prove	Next evidence
Roster instruction issued	That every shift has safe, confirmed cover.	Verified roster and actual attendance arrangements.
Equipment review requested	That equipment is ready for the proposed service.	Completed technical findings and action.
Funding case forwarded	That funding is approved and available.	Actual required financial decisions and records.
Progress report submitted	That the reviewing office has accepted or closed the matter.	Recorded response or closure decision where required.

A useful report identifies the completed step, the remaining step and the person responsible for the next action.

WORKING METHOD | Illustrative material is identified in the text.

Correct an error through a traceable process

A factual error, a wrong attachment and a change to an approved decision require different corrections.

1	**Identify the error**	State the affected document, reference and exact incorrect point.
2	**Check the authority**	A draft can be corrected in drafting. Changing an issued decision may require the competent authority or a review route.
3	**Issue the correction**	Use the approved channel. Explain what changes and why; attach the corrected material where required.
4	**Link the record**	Preserve the earlier version, correction and recipients. Check any action already taken on the error.

Do not silently replace the earlier record or claim that corrected information was known before it was established.

Sources: **S1**: paras. 4.3, 4.13, 6.5 | **S5**: s. 8

Close the case only when the remaining action is clear

Manual paragraph 6.5 distinguishes work awaiting a reply, work pending a later date and final disposal for recording.

1	**Check outstanding work**	Review each decision, condition, reply and report still required.
2	**Set the next action**	Use a dated remind or pending entry when the case needs further work.
3	**Record completion**	Keep the evidence of the actual result and any required acceptance or closure decision.
4	**Preserve the file**	Apply the correct record and retention arrangements. Give successors the unresolved history where relevant.

A temporary pause is not final disposal. Do not close a case simply because the last outgoing letter has been dispatched.

Sources: **S1**: para. 6.5; paras. 3.43-3.54

Three correspondence decisions

Write the next action and the record you would retain.

01 | Missing annex

The signed reply says a staffing certificate is enclosed, but the attachment is absent.

What should happen before dispatch?

02 | Broad claim

A progress report says completed because an instruction was issued. No implementation evidence is available.

How should the status be written?

03 | Electronic message

An officer receives a message saying approved, but the decision, scope and authorised issue record are unclear.

What must be established before acting?

Check the exact document, authority and evidence. Formal language and a senior sender do not remove the need to establish the actual decision.

TEACHING CASE | Illustrative material is identified in the text.

Answers and reasons

The best response fixes the specific defect and preserves a usable record.

01 | Complete or correct the communication.

Obtain the verified enclosure before issue, or amend the reply through the proper approval process to state that it is outstanding. Never dispatch a claim of enclosure that is false.

02 | Describe the completed stage accurately.

Record that the instruction was issued and implementation remains to be verified. Name the responsible officer, missing evidence and next review date.

03 | Confirm the actual approval.

Identify the authorised decision, its scope and conditions, and the required communication or signature process. Preserve the message and link the formal record; do not infer missing powers.

A corrected communication should still reach its proper recipient and be followed up. Drafting quality is only one part of completing the case.

Sources: **S1**: paras. 4.13-4.14, 6.2, 6.5

Prepare a complete follow-up set

Use one non-confidential case or the invented pilot. Keep every item under the same case reference.

1 | Query reply

Answer each point with its evidence, status and any missing action.

2 | Reminder

Identify the precise outstanding item, responsible office and required next step.

3 | Action tracker

Keep approval, issue, receipt, conditions, review dates and completion evidence.

Review question: can another officer tell what was requested, what was answered and what still needs to happen?

Apply any required official form or legal procedure. The teaching formats organise the work; they do not create authority.

WORKING METHOD | Illustrative material is identified in the text.

Bring the three presentations together

Use the three skills as one working process when a hospital matter needs a Government decision.

Lecture	Your main task	Evidence of learning
5 | Secretariat	Find the proper institutional and departmental route.	A verified routing card.
6 | Official case	Present the facts, sources, options and recommendation.	A complete, referenced case note.
7 | Correspondence	Answer, follow up and record the actual result.	A reply, reminder and action tracker.

The module is complete when you can use these methods on a real issue and explain each step from the record. Keep current sources beside your working documents.

COURSE ROADMAP | Illustrative material is identified in the text.

Sources and continued use

Select a source title or its official-source link to open the document.

S1

Manual of Secretariat Instructions, 2023

Government of Punjab edition amended up to February 2025. Paragraph references are given on the teaching pages. Read with later amendments and current departmental standing orders.

Services and General Administration Department | Regulations/O&M Wing | **Official source** | **Later notifications**

S5

Punjab Transparency and Right to Information Act 2013

Act XXV of 2013. Sections 7-8, 10-11 and 13. Covers the information officer, records, requests and exceptions. Read the consolidated text with later amendments and applicable rules.

Government of Punjab | Punjab Laws | **Official source**

S6

Punjab Government Servants (Conduct) Rules, 1966

Rules 2 and 18 in the official compilation. The rule on official information applies to staff within the Rules. Read with current amendments, Government orders and lawful disclosure requirements.

Government of Punjab | Regulations/O&M Wing, S&GAD | **Official source**

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