MODULE 2 | SECRETARIAT AND OFFICIAL CASES

Writing a Complete Official Case

06

LECTURE

Practical hospital governance in Punjab, Pakistan

State the facts. Explain the rule.
Ask for a precise decision.

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Edition 1.0 | 4 October 2026

SELF-STUDY PDF

Write a case that the reader can decide

For the Medical Superintendent (MS): turn a hospital problem into a clear, referenced note with a justified recommendation.

- Organise the file and its supporting evidence.
- Write the question, facts and applicable rules.
- Present options, costs and a precise recommendation.
- Check the case and draft before submission.

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 complete case note, one evidence index and one draft decision request.

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

From a service gap to a complete proposal

Teaching Hospital A seeks a 12-week evening echocardiography pilot. Its assumed verified orders reserve the requested extra grant to Government.

1

Demand

The teaching record ends with 160 pending routine examinations after four weeks.

2

Proposal

Four extra sessions each week, with five planned examination slots per session.

3

Submission

Explain the need, options, staff, equipment, cost, authority and decision required.

All case figures, names and DEMO references are invented. The lecture teaches case writing; it does not prescribe a clinical service model or a pay rate.

TEACHING CASE | Illustrative material is identified in the text.

Use the sequence in Manual paragraph 4.3

The official sequence is the question, background and facts, relevant rules, points for decision, and suggestions for action.

1	**Question and facts**	Say what needs a decision and how the issue arose. Give the material facts and correct errors.
2	**Rule and application**	Identify the relevant law, rule, policy or precedent and explain how it applies to this case.
3	**Points for decision**	List the actual choices or approvals. Separate decisions that involve different powers.
4	**Suggested action**	Give a specific recommendation with the reasons, conditions and next steps.

The Manual allows brief treatment when enough is already clear. It does not require a long note for every routine action.

Sources: **S1**: paras. 4.1-4.3

Give each part of the file its proper job

A case includes the papers needed for its disposal. The Manual normally separates correspondence from notes.

Part	What belongs there	What it should achieve
Correspondence	Incoming letters, reports, outgoing communications and related records.	Preserve the evidence and communication history.
Notes	Analysis, recommendations and recorded decisions.	Explain why the proposed action follows.
Draft for approval	Proposed wording of the communication to be issued.	Make the intended action clear before issue.
Linked material	Relevant previous orders, rules and supporting documents.	Allow important claims to be checked.

A thick file is not necessarily a complete case. Every essential claim should point to identifiable evidence.

Sources: **S2**: r. 2(f) | **S1**: paras. 3.12, 3.24-3.30, 4.12

Write a useful subject line

The subject should identify the service or issue and the action being requested.

Too vague	Clearer wording
Hospital problems	Proposed evening echocardiography pilot: service plan and additional funding.
Staff matter	Proposed change in duty arrangements for the named service: decision required.
Urgent request	Equipment failure affecting the named service: request for the specified decision.
Reply to letter	Reply to the dated departmental reference on the proposed evening-service pilot.

Keep the subject consistent across the note, covering communication and attachments. A new wording should not make an existing case difficult to trace.

Sources: **S1**: paras. 3.1-3.5, 4.14(ii)

Understand the reference marks

Use the Manual's paper-file conventions where applicable, with equivalent identifiable references in the authorised electronic system.

Mark	Meaning	Example of use
PUC	Paper under consideration: the current communication requiring action.	Identify its correspondence page or electronic document reference.
/C	Correspondence reference.	Pages 12-14/C identify pages in the correspondence part.
/N	Notes reference.	Paragraph 7/N identifies a numbered paragraph in the notes.
DFA	Draft for approval.	Label the proposed communication clearly until it is approved and issued.

A PDF page counter may differ from a file's printed reference. State which reference system you are using and check every cross-reference.

Sources: **S1**: paras. 3.18-3.26

Build an evidence index

Teaching exhibit labels used in this lecture are not separate official documents. Replace them with verified records in a live case.

Teaching exhibit	Material to keep	Question it answers
DEMO-A1	Demand and pending-list record.	What is the service gap?
DEMO-A2	Clinical scope and proposed roster.	Can the additional sessions be staffed safely?
DEMO-A3	Equipment availability and support review.	Can the service run without harming existing work?
DEMO-A4	Itemised cost and funding request.	What is the proposed financial commitment?
DEMO-A5	Institutional recommendation and authority check.	Who may recommend and who must decide?

For each live attachment record its title, date, author, status and file location. Do not describe a draft or an unverified figure as a certified record.

TEACHING CASE | Illustrative material is identified in the text.

Work the demand figures correctly

Teaching exhibit DEMO-A1 covers four weeks. Assume no cancellations, transfers or other removals during that period.

Measure	Number	What it means
Pending at the start	100	Patients already waiting at the start.
New accepted referrals	240	An average of 60 each week.
Completed examinations	180	An average of 45 each week.
Pending at the end	160	100 + 240 - 180 = 160.
Net weekly increase	15	60 new referrals - 45 completions.

Use consistent inclusion rules and dates. A pending count does not establish a waiting-time measure; that needs its own data.

TEACHING CASE | Illustrative material is identified in the text.

Capacity is not the same as a promised result

The proposed pilot offers 20 additional slots each week: four sessions multiplied by five slots.

The arithmetic

- 20 additional slots per week x 12 weeks = 240 potential additional examinations.
- If all slots are used and demand stays at 60 weekly, total capacity is 45 + 20 = 65. The pending list could fall by 5 weekly.

The limits

- Over 12 weeks, the modelled reduction is 60: a pending list of 160 could become 100.
- This depends on safe staffing, equipment, attendance and stable demand. The figure is a scenario, not a guaranteed outcome.

Do not write that 240 additional slots will remove 240 people from the pending list. New referrals continue to arrive.

TEACHING CASE | Illustrative material is identified in the text.

Apply the source to the actual decision

A rule citation is useful only if the case explains why it applies.

01 Document

Name the Act, rule, policy, order or delegation.

02 Provision

Give the relevant section, paragraph or schedule item.

03 Scope

Match the institution, fund, post, person and subject.

04 Power

Identify who may take this particular decision.

05 Conditions

State the required checks, consultation and approvals.

06 Current text

Check amendments, later orders and continuing validity.

An earlier approved case may be a useful precedent. Check that its facts and legal framework match; it does not create a missing power.

Sources: **S1**: paras. 3.25-3.30, 4.3(iii)

Show the full proposed cost

Teaching exhibit DEMO-A4: invented planning amounts. They are not market prices, pay rates or a financial sanction.

Cost component	Per week (PKR)	12 weeks (PKR)
Proposed extra staff coverage	18,000	216,000
Operating supplies	7,000	84,000
Equipment support	5,000	60,000
Total proposed additional cost	30,000	360,000

Verify each component and its lawful basis in a live case, including taxes and any continuing liability. A staffing cost estimate does not establish an allowance entitlement.

TEACHING CASE | Illustrative material is identified in the text.

Present real alternatives

Teaching case: compare options using the same service period and clearly stated assumptions.

Option	Expected effect	Main issue to resolve
Continue current service	The teaching model adds 15 pending cases each week if demand and output remain unchanged.	The service gap remains.
Reorganise existing sessions	Additional capacity is uncertain until a roster and service-impact review are completed.	Verify the practical capacity and any displaced work.
12-week evening pilot	Offers 20 additional weekly slots, subject to safe delivery and approvals.	Requires the proposed PKR 360,000 and a lawful staffing arrangement.

Explain why an option was rejected or retained. Do not label an uncosted alternative as free or a proposed benefit as proven.

TEACHING CASE | Illustrative material is identified in the text.

Keep four financial questions separate

The case should state what is known and what decision is still required.

Cost estimate

What is the proposed cost and its basis?

The teaching pilot totals PKR 360,000.

Budget provision

Is there a lawful provision for this purpose?

A budget heading alone does not answer every approval question.

Funds available

Are funds available under the relevant arrangements?

Record any release or cash requirement still outstanding.

Spending authority

Who may authorise the expenditure and on what terms?

Check the fund framework, delegation and required procedure.

Section 33 of the PFM Act addresses specified sanction and budget authority for expenditure within its scope. Apply the correct rules to any institutional fund.

Sources: **S4**: s. 33

Ask for a decision that can be recorded

A good recommendation identifies the action, scope, reason and conditions.

1	**Action**	State whether you seek approval, recommendation, advice, funding or another defined decision.
2	**Scope**	Define the service, period, amount where relevant and the people or offices affected.
3	**Reason**	Connect the preferred option to the verified problem and explain material trade-offs.
4	**Conditions**	State the approvals, safeguards, reports and limits that must accompany the action.

Separate a request to consider a pilot from authority to start it. State which further decisions must precede implementation.

Sources: **S1**: paras. 4.3(iv)-(v), 4.13, 5.16

The question, facts and proposed capacity

The next three pages form one continuous teaching note. Numbered paragraphs allow the decision and supporting points to be referenced.

1. Question	Whether the proposed 12-week evening echocardiography pilot and additional funding request should be placed before Government through the authorised channel.
2. Background	DEMO-A1 records 100 pending examinations at the start, 240 new referrals and 180 completions over four weeks. The closing pending count is 160.
3. Capacity	The proposal is four extra sessions weekly, with five slots per session. This provides up to 240 additional slots over 12 weeks, subject to safe delivery.

The DEMO exhibits are teaching labels for the material described in this lecture. They are not authentic hospital reports or approvals.

TEACHING CASE | Illustrative material is identified in the text.

Options, technical basis and proposed cost

Continue the same teaching note; do not restart paragraph numbering.

4. Options	Maintaining current output leaves a modelled increase of 15 pending cases weekly. Reorganisation needs a separate capacity check. A controlled pilot is proposed for consideration.
5. Delivery conditions	The staffing and clinical plan, DEMO-A2, and equipment review, DEMO-A3, must support safe operation without displacing essential existing work. Their live equivalents require verification.
6. Cost	DEMO-A4 proposes PKR 30,000 weekly for 12 weeks: total PKR 360,000. This is an illustrative planning estimate. The lawful staffing payments, supplies and support costs require confirmation.

Make conditional facts explicit. Do not state that staffing is available or costs are certified when the supporting review has not established that.

TEACHING CASE | Illustrative material is identified in the text.

Authority and the decision requested

Complete the same teaching note with an explicit boundary between recommendation and approval.

7. Authority	The teaching premise reserves the extra grant to Government. DEMO-A5 represents the institutional recommendation and authority check; neither is itself a Government grant approval.
8. Recommendation	Submit the pilot and PKR 360,000 funding request to the administrative department for required consultation and decision by the competent authority. State any unresolved verification point.
9. Conditions	Start only after the required decisions, lawful funding and safe service arrangements are in place. Use a 12-week limit and a defined review of activity, pending demand, safety and expenditure.

For live use, replace the teaching premise with the exact applicable provision and order. The final note must carry the authorised officer's name, date and signature.

Sources: **S1**: paras. 4.3, 4.9, 4.13, 5.16

A draft makes the proposed action concrete

Manual paragraph 4.12 allows a draft to accompany the case when it will help disposal.

What the draft should do

- Show the intended recipient, subject, specific action and supporting enclosures.
- Carry the file reference and accurately express the proposed decision or submission.

What must remain clear

- It is a draft until the proper approval and issue process is complete.
- It must not claim a grant, appointment, sanction or Government direction that has not been made.

Keep the approved decision, approved draft and issued communication connected. Check differences before issue.

Sources: **S1**: paras. 4.12-4.14

Replace vague phrases with precise requests

Formal writing can be short and direct. The reader should not have to guess the requested action.

Weak wording	Clearer wording
Submitted for kind perusal.	Submitted for a decision on the proposal in paragraph 8.
Necessary action may be taken.	Please confirm the outstanding staffing information identified in item 2 of the query.
The matter is most urgent.	The stated service risk requires a decision by the specified date; the evidence and interim arrangements are attached.
There are no financial implications.	No additional cost has been identified in the attached assessment; the basis and limitations are stated.

Do not use the clearer wording unless the facts support it. A precise sentence can still be wrong if its evidence is missing.

Sources: **S1**: paras. 4.3, 4.7-4.8, 4.13

Be concise without removing material facts

Manual paragraphs 4.1-4.3 discourage unnecessary elaboration and repetition.

Keep in the note

- The actual question, decisive facts, relevant source and application, unresolved issue and recommendation.
- Material advice or disagreement that could change the decision.

Place in supporting material

- Detailed tables, lengthy technical reports and relevant earlier correspondence, clearly indexed.
- An up-to-date referenced summary for a long-running case where useful under paragraph 4.4.

The aim is not a fixed word count. The case should be as short as the decision permits and as complete as the facts require.

Sources: **S1**: paras. 4.1-4.4, 4.7

Use a chronology when history affects the decision

A chronology is a dated sequence of important events. It should explain the present issue rather than reproduce every diary entry.

1	**Select material events**	Include the original request, major decisions, queries, replies and changes affecting the proposal.
2	**Reference each event**	Give the date, communication number and file page or electronic record.
3	**Show present status**	Distinguish an earlier proposal, a later approval and any condition still open.
4	**Maintain the summary**	Update it when a material decision or fact changes. Preserve the underlying record.

When accounts conflict, state the difference and its evidence. Do not select only the chronology that supports the preferred result.

Sources: **S1**: paras. 4.3-4.4

Use the correct kind of summary

Different documents may be called a summary. Their purpose, required contents and approval routes are not identical.

Document	Main requirements in the cited Manual
Working case summary | 4.4	A referenced, updated account for a complex or prolonged case. It supports the file analysis.
Governor or Chief Minister summary | 4.15	A concise, self-contained, referenced case ending with a specific recommendation, signed through the stated senior-officer process.
Cabinet summary | 4.16-4.18	The stated heading and office details, background, issues, points for consideration, departmental views and reasoned recommendations; required prior approval.

The hospital supplies the material through its authorised route. Do not treat a hospital note as a formally submitted Cabinet or Chief Minister summary.

Sources: **S1**: paras. 4.4, 4.15-4.18

Check the complete case before submission

This recommended review supplements any mandatory departmental checklist or prescribed form.

- [ ] **Decision**

  Can the reader state exactly what must be decided?

- [ ] **Evidence**

  Do figures, dates and findings match the referenced records?

- [ ] **Source**

  Does the cited authority apply to this institution and action?

- [ ] **Options and cost**

  Are alternatives, full costs and funding status clear?

- [ ] **Recommendation**

  Are scope, period, conditions and next steps precise?

- [ ] **Record**

  Are attachments, draft, signatures and references complete?

A final read should check meaning as well as spelling. Correct words can still conceal a missing approval, unsupported figure or incomplete recommendation.

WORKING METHOD | Illustrative material is identified in the text.

Try the independent-reader test

Give the draft to an officer who has not helped prepare it. Ask for answers from the file alone.

The question	What decision is being requested, and who has power to make it?
The evidence	Where can the most important claim and cost be checked?
The uncertainty	Which material facts or approvals remain unresolved?
The action	What would approval authorise, and what conditions would still have to be met?
The result	What evidence would show whether the approved action achieved its stated purpose?

If the reader needs an oral explanation, improve the note or its references. This is a learning and office-control method, not a prescribed legal test.

WORKING METHOD | Illustrative material is identified in the text.

Three drafting problems

Write a corrected sentence or short paragraph for each case.

01 | Capacity claim

A note states: the pilot adds 240 slots and therefore removes all 160 pending cases. Demand continues at 60 per week.

How should the expected result be expressed?

02 | Financial claim

The writer treats the PKR 360,000 estimate as proof that funds have been sanctioned.

What distinction must the note make?

03 | Missing authority

The note says that Government approval is required but gives no source for that requirement in a live case.

What must be added or marked unresolved?

Use the teaching data and distinguish a calculation, an assumption, a verified fact and an actual decision.

TEACHING CASE | Illustrative material is identified in the text.

Model answers and reasons

The wording should show what the evidence permits and what remains conditional.

01 | Describe the conditional capacity result.

The pilot offers up to 240 additional slots over 12 weeks. If weekly demand remains 60 and all 65 weekly slots are used, the pending list could fall from 160 to 100. This is a modelled result.

02 | Separate the estimate from funding and sanction.

The proposed additional cost is PKR 360,000. The estimate does not establish budget provision, available funds or sanction. State the actual position of each and the decision still required.

03 | Identify the actual authority.

Add the applicable provision, order or delegation and explain its effect. If it has not been verified, identify that gap and obtain a clarification before relying on the claim.

The strongest wording is the wording the record supports. Precision should make uncertainty visible, not conceal it.

Sources: **S1**: para. 4.3 | **S4**: s. 33, within its scope

Produce one complete official case

Choose a real non-confidential proposal or use the invented pilot. Do not introduce patient identifiers into a teaching exercise.

1 | Evidence index

List the material records, their dates, status and exact references.

2 | Case note

Write the question, facts, sources, options and precise recommendation.

3 | Draft and review

Prepare the proposed communication and complete the independent-reader check.

Review question: could the authorised reader decide this case without a separate explanation from its author?

Continue with Lecture 7: Official Correspondence, Queries and Follow-up. It develops replies, reminders, dispatch and completion records.

WORKING METHOD | 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**

S2

Punjab Government Rules of Business 2011

Official 121-page compilation hosted by PDMA. Rule 2(f) defines a case. The Rules and their current Schedules govern Government business; the older compilation is not a certificate of the latest amendments.

Government of Punjab | S&GAD | Official copy hosted by PDMA | **Official source**

S4

Punjab Public Financial Management Act 2022

Act XXXVII of 2022. Section 33 addresses sanction and authorised expenditure from the Provincial Consolidated Fund and Public Account. Apply the correct framework to any institutional fund.

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

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