

MODULE 6 | MANAGING STAFF, SERVICE RULES AND DISCIPLINARY CASES

Staff status, service rules and administrative authority

Practical hospital governance in Punjab, Pakistan

Identify the employee, the applicable rules and the officer who can lawfully decide.

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LECTURE

Begin with the legal identity of each employee

A common workplace does not necessarily mean common service rules.

- Identify employer, appointment type and cadre.
- Find the rule and the officer who may decide.
- Keep reliable appointment and service records.
- Prepare complete cases for higher approval.

OFFICIAL SOURCE

A principle tied to a named law, rule or official manual.

WORKING METHOD

A practical control or teaching format to adapt to the authorised system.

TEACHING CASE

An invented hospital example, used to practise applying the correct process.

Study output

A staff status register and a short authority map for your hospital.

Module 6 | Presentation 1 of 6. Allow 45-60 minutes with exercises. All explanations are on the pages; check the cited sources before live use.

One hospital can contain several employment systems

These invented examples show why a job title is not enough to select a legal procedure.

1

Civil servant

A government nurse is posted to the hospital. Her appointment and service rules must be checked.

2

Institution employee

A technician has an institutional appointment. Check the law, rules and terms governing his post.

3

Other arrangements

A contractor's cleaner and a postgraduate trainee work on the ward. Their legal arrangements differ.

The same first step applies to everyone: establish the legal relationship from the documents.

Ask five questions before preparing a staff order

Record the answers and the document that proves each answer.

Question	Evidence to inspect
Who employs this person?	Appointment order; contract; parent-department or institution record.
What is the appointment?	Regular, ad hoc, contract, deputation, training or outsourced arrangement.
Which post and cadre?	Sanctioned-post record; service rules; appointment and posting orders.
Which decision is needed?	Duty allocation, leave, appointment, promotion, transfer or discipline.
Who may decide it?	Applicable law and rules; current notification or valid delegation.

Put uncertainty in writing. A missing record is a reason to verify the position, not to invent it.

WORKING METHOD | Illustrative material is identified in the text.

Read the documents in their proper order

A local practice cannot create a power that the governing framework does not give.

Governing law

Identify the applicable Act and any institution-specific framework.

Statutory rules

Read the service or recruitment rules and rules made under the Act.

Valid notifications

Check amendments, authority notifications and lawful delegations.

Individual orders

Read appointment, posting, contract and charge orders together.

Local procedures

Use hospital checklists and office instructions within those limits.

If provisions appear to conflict, identify the exact issue and seek a ruling through the proper channel.

Sources: **H1**: ss.3-4 | **H3**: ss.8-10,13

The statutory definition has limits

The Punjab Civil Servants Act 1974 uses a specific definition; it is not a label for everyone paid with public money.

Included within the definition

- A member of a provincial civil service, or a person holding a civil post in connection with provincial affairs, subject to the exclusions.
- Check the appointment record. A hospital identity card or basic pay scale does not settle status.

Express exclusions include

- Persons on deputation to Punjab from the Federation, another province or an authority.
- Contract, work-charged and contingency-paid persons; and the specified statutory worker or workman categories.

An exclusion from this definition does not mean that no employment law or disciplinary framework applies.

Sources: **H1**: s.2(1)(b)

Autonomy does not make every employee identical

First confirm that the Punjab Medical and Health Institutions Act 2003 governs the institution concerned.

What the Act distinguishes

- Section 9(2) keeps the existing employees within the Punjab Civil Servants Act 1974 and its rules.
- Section 9(1) provides a Government or Board appointment route, as applicable, linked to the Special Selection Board.

What the MS must check

- The employee's original appointment and any later lawful change of status.
- The institution's applicable rules and valid delegations. Section 8(2) makes the MS's powers and functions subject to prescription.

Do not assume that autonomy permits the MS to appoint, change service terms or dismiss every employee.

Sources: **H3**: ss.8(2),9-10,13

Separate contract, ad hoc and deputation cases

These arrangements have different legal starting points. Read the actual instrument.

Arrangement	Checks before action
Contract	Employer; duration; duties; pay; renewal and termination terms; applicable law.
Ad hoc	Legal basis; vacancy; qualifying conditions; expiry or ending event; proper authority.
Deputation	Parent and borrowing bodies; period; terms; pay arrangements; return or extension authority.
Changed status	Signed order; lawful basis; effective date; effect on records and benefits.

Continued attendance or repeated payment is not, by itself, proof of a valid extension or regular appointment.

Sources: **H1**: s.2(1)(a)-(b),s.2(2)

Outsourced staff and trainees need a separate check

Identify who employs, trains, supervises and pays the person. Those functions may belong to different bodies.

Outsourced personnel

- Inspect the service contract and the worker's employer record. Record the contractor's supervisor and hospital contact.
- Use the agreed service-reporting and replacement process. Do not assume the worker holds a government post.

Trainees and students

- Inspect the training appointment, stipend terms, programme rules and any separate employment contract.
- Distinguish clinical supervision, training assessment and employment action. A trainee may have more than one legal relationship.

Protect service continuity through authorised arrangements while referring employment decisions to the proper body.

Build a decision-specific authority map

The officer who supervises work may differ from the officer who has power to decide a service matter.

Decision	Authority record to locate
Appoint or promote	Service rules; appointing authority; prescribed selection recommendation.
Post or transfer	Applicable posting or transfer powers and the current valid order.
Approve leave or pay	Applicable leave or financial powers; staff category and conditions.
Start disciplinary action	Applicable disciplinary law and current competent-authority notification.

PEEDA coverage is broader than civil servant status. Check its scope and definitions separately for the employee.

Sources: **H1**: ss.4,8-9 | **H2**: r.6 | **H4**: ss.1(4),2(f),(h)

Verify a delegation before using it

Keep the actual instrument with the authority map.

01 Issuer

Did the person or body issuing it have power to delegate?

02 Function

Does it cover this particular decision, not just general supervision?

03 People

Does it cover this category, post, scale and institution?

04 Conditions

Are required steps completed and conditions met?

05 Validity

Check commencement, expiry, replacement and any withdrawal.

06 Evidence

Keep the signed copy, amendment trail and reference in the case.

If you can only recommend, submit a recommendation. Do not draft it as a final decision.

Keep one accurate staff status register

This is a working control. Restrict access to personal information and link entries to source files.

Field group	Minimum useful entries
Identity and role	Employee ID; name; post; department; service or cadre.
Legal status	Employer; appointment type; applicable rules; parent body if any.
Authority and dates	Appointment and posting references; joining date; expiry or review date.
Pay and records	Pay office; authorised pay basis; service-book or personnel-file location.
Action pending	Missing record; responsible officer; next step; due date; decision reference.

An electronic register helps track cases; it does not replace the source orders or prescribed records.

WORKING METHOD | Illustrative material is identified in the text.

Keep four questions separate

A service need is the start of a case; it is not the full authority to recruit.

Is there an authorised post?

Check the sanctioned establishment and any conditions.

Evidence: post sanction and valid continuation.

Is funding available?

Identify the approved pay provision and funding route.

Evidence: budget and financial approval.

How may it be filled?

Read the recruitment method, eligibility and selection route.

Evidence: applicable service or recruitment rules.

Who will perform the duty?

Identify a lawfully placed person with suitable competence.

Evidence: appointment, posting and duty order.

Budget provision, post sanction, appointment and duty allocation answer different questions.

Prepare the vacancy case before seeking candidates

Use the prescribed recruitment route for the exact post and staff category.

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|---|------------------------------|---|
| 1 | Establish the need | Explain workload, patient-service risk and available authorised staffing. |
| 2 | Verify the vacancy | Attach the post sanction, vacancy position and funding confirmation. |
| 3 | Read the rules | Identify qualifications, method, quotas and the selection authority that apply. |
| 4 | Check current orders | Confirm required permission, current restrictions and relevant amendments. |
| 5 | Obtain a lawful order | Keep the selection record, approvals and signed appointment order. |

The MS may prepare or recommend a case even where appointment power belongs to another authority.

Sources: **H1**: s.4 | **H2**: r.3 | **H3**: s.9 where applicable

Verify the appointment file before joining is processed

These checks support the prescribed procedure; use the actual requirements for the post.

- 01 Order**

Confirm authenticity, issuer, post, terms and effective date.
- 02 Selection**

Keep the recommendation and approvals required by the rules.
- 03 Identity**

Match the person and credentials with the appointment record.
- 04 Eligibility**

Check required qualification, registration and experience evidence.
- 05 Conditions**

Track required verification, medical fitness or other stated conditions.
- 06 Records**

Open the personnel record and notify authorised pay and duty offices.

A hospital cannot cure an unlawful appointment merely by accepting a joining report.

Connect the order to actual service

A signed appointment order and a joining report are different records.

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| 1 | Receive the person | Record the date, post and place of joining against the valid order. |
| 2 | Confirm acceptance | Process joining through the authorised office; resolve unmet conditions. |
| 3 | Assign safe duties | Explain reporting lines, competence limits, supervision and duty arrangements. |
| 4 | Record handover | List keys, assets, files, access rights and unresolved cases where relevant. |

Send verified changes to the staff register and pay office. Keep evidence of receipt.

WORKING METHOD | Illustrative material is identified in the text.

Track probation as a live service case

Probation is an assessed period. Confirmation is a legal service-status decision under the applicable rules.

What to record

- The applicable period; start and review dates; prescribed training or examination; performance evidence.
- Any valid extension, confirmation or other order, and its effect on the staff record.

Why delay matters

- Rule 7 contains consequences where no order is made, including deemed extension and conditional deemed confirmation.
- Do not assume either that silence always confirms a person or that an order can be delayed indefinitely.

Apply section 6 and the full current rule 7 to the actual facts. Section 6(4) bars confirmation against a temporary post.

Sources: **H1**: ss.5-6 | **H2**: r.7

Use the authorised seniority record

Seniority is the lawful ordering of persons within the relevant service, cadre or unit. It is not simply age or time spent in the hospital.

Check the underlying facts

- Correct service or cadre; recruitment batch or selection record; relevant regular-appointment dates.
- The applicable seniority rule, latest list and any correction or decision affecting the entry.

Process a discrepancy properly

- Prepare a short factual comparison with source orders. Identify the precise disputed entry.
- Send the representation to the responsible authority. Keep the decision and update local records accordingly.

Do not change a departmental seniority position merely by editing the hospital register.

Sources: **H1**: s.7 | **H2**: r.8

Eligibility for consideration is not a promotion order

Section 8 separates eligibility for consideration from a right to promotion.

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| 1 | Check the promotion route | Is the post reserved for promotion from this service or cadre? |
| 2 | Check eligibility | Use the prescribed qualifications, experience and other applicable conditions. |
| 3 | Complete the case | Provide verified service, seniority, performance and other required records. |
| 4 | Record the decision | Follow the prescribed selection and approval route; then record the valid order and charge. |

A vacancy or completed length of service does not itself appoint someone to the higher post.

Sources: **H1**: s.8 | **H2**: rr.9-10

Name the arrangement accurately

Use the words and authority of the actual order. Do not treat different arrangements as interchangeable.

Arrangement	What the staff record must show
Regular promotion	Approved higher-post appointment through the prescribed promotion route.
Acting charge	Rule 10-A route and conditions where applicable; not a regular appointment or right to one.
Current charge	Rule 10-B route where applicable; record its conditions and ending event.
Additional charge	The specific authorising order, added duties, period and any valid powers or pay approval.

A duty title, acting arrangement or additional responsibility does not by itself prove regular promotion.

Sources: **H1**: s.8 | **H2**: rr.10-A,10-B

An officer continues after a dated charge period

Invented case: an additional-charge order ends on 30 September. On 4 October, no extension is in the hospital file.

Known facts	The officer continues to attend. The file contains no later order; that does not prove that none exists elsewhere.
Immediate check	Contact the issuing office and obtain an authenticated current order or written clarification.
Service continuity	Arrange authorised cover and escalate urgent decisions to an officer with verified current power.
Records	Record the dates, enquiries and directions. Refer any gap in authority or pay entitlement for a lawful decision.

Do not backdate an extension, assume renewal or issue a new substantive service order without authority.

Turn a valid transfer into an orderly handover

Section 9 provides the statutory posting and transfer framework for civil servants. The actual order and current powers still matter.

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|---|---------------------------|---|
| 1 | Verify the order | Check issuer, employee, posts, effective terms and any later modification or stay. |
| 2 | Coordinate release | Confirm the receiving office and service-cover plan; obtain any required direction. |
| 3 | Complete handover | Record files, assets, access rights and unresolved patient-service or administrative matters. |
| 4 | Update records | Send relieving and joining information to the proper personnel and pay offices. |

Local reassignment of duties and transfer to another post are distinct actions. Verify the power for each.

Sources: **H1**: s.9

Maintain a traceable service history

Keep the prescribed service book where required and a controlled personnel file. A summary spreadsheet is not the legal history.

Events to document

- Appointment, joining, probation, confirmation, postings, promotions and approved changes of status.
- Authorised leave, pay changes, required assessments, disciplinary orders and exit events.

Quality of each entry

- Link it to the signed order or prescribed supporting record. Use the required verification and attestation.
- Preserve the correction history. Never erase an inconvenient entry or alter an original order.

Limit access to authorised staff. Provide official copies through the proper process.

Every pay change needs a supported service event

This is a control workflow; entitlement and sanction follow the applicable pay rules and powers.

1	Start from the event	Joining, transfer, approved leave, increment, promotion or exit.
2	Verify the authority	Locate the signed order and check its effective date and conditions.
3	Calculate and check	Have the authorised office determine entitlement and an independent check where required.
4	Send the change	Transmit the approved information through the authorised payroll process.
5	Reconcile the result	Compare the pay record with the staff record; investigate duplicate or missing payments.

An attendance exception is not, on its own, authority for an invented fine or salary deduction.

Manage expiring arrangements before they disrupt care

Use a diary tied to each signed contract, deputation or temporary-charge order.

01 End date

Record the date and any earlier ending event in the instrument.

02 Owner

Name the officer preparing the renewal, return or replacement case.

03 Decision

Identify the body authorised to extend, end or change the arrangement.

04 Evidence

Attach performance, staffing need and the documents required for the decision.

05 Continuity

Plan authorised cover if the decision is delayed or extension is refused.

06 Closure

Record the new order, return, handover and pay-office communication.

A diary alert is a management tool. It does not extend an appointment.

Prepare exit cases while service records are available

Use the scheme and rules applicable to that person. Pension arrangements must not be assumed from job title alone.

- | | | |
|---|------------------------------|---|
| 1 | Identify the route | Retirement, resignation, contract end, repatriation or another lawful exit. |
| 2 | Verify the decision | Check the competent authority, legal conditions, effective date and required order. |
| 3 | Reconcile records | Check service history, applicable benefits, contributions, leave and properly established dues. |
| 4 | Complete the handover | Transfer duties and assets; close access at the proper time; send the case to the authorised offices. |

Pension calculations and entitlement depend on the applicable current scheme and individual record.

WORKING METHOD | Illustrative material is identified in the text.

Separate vacancies from duty availability

Invented unit: 12 sanctioned posts; 9 people hold valid appointments against those posts. Of those 9, one is on approved leave and one is posted elsewhere.

Vacant posts	12 sanctioned posts minus 9 occupied posts = 3 vacancies, assuming the post and appointment records are correct.
People available	9 appointed minus 1 on leave minus 1 posted elsewhere = 7 potentially available for this unit.
Do not infer	Seven people available does not mean seven people are on the current shift or competent for every task.
Next action	Check the roster, skill mix and posting evidence. Submit the vacancy and service-cover issues as separate decisions.

Before recruiting, identify the actual vacant post and the prescribed route; do not count absence as a vacancy.

Three decisions for the Medical Superintendent

Write your answer and the reason before turning to the next page.

1 | A long contract

A technician says six years of contract service means he is now a permanent civil servant. No status-change order is produced.

What should be checked before replying?

2 | A promotion request

A senior officer has the stated length of service and asks the MS to issue a promotion order. The selection decision is pending.

What can the MS do at this stage?

3 | One disciplinary template

A clerk proposes the same PEEDA notice for a civil servant and a contractor's cleaner because both work in the hospital.

What must be established first?

Give the next lawful administrative step. Do not assume facts missing from the case.

Answers and reasons

Use the evidence, the calculation and the actual source of authority.

1 | Verify status; do not promise automatic conversion.

Inspect the appointment and renewals, applicable law, any lawful status-change order and relevant decision. Duration alone does not establish a regular appointment.

2 | Complete and submit the case through the correct route.

Check eligibility, seniority, vacancy and required records. The competent authority must follow the prescribed process; eligibility does not itself confer promotion.

3 | Establish employer, legal coverage and authority separately.

Check each person's status and applicable disciplinary framework. For a contractor's worker, inspect the employment and service contracts; hospital presence does not establish PEEDA coverage.

For every case, record the source checked, unresolved question, responsible office and next action.

Sources: **H1**: ss.2,4,8 | **H4**: ss.1(4),2(f),(h)

Build the hospital staff-governance file

Use a non-confidential real case or the invented examples in this lecture.

Staff status register

Choose ten staff across different arrangements. Verify employer, appointment type, rules and source orders.

Authority map

For those categories, identify who decides appointment, leave, transfer and disciplinary matters.

Pending-case diary

List missing documents and upcoming expiry, probation, retirement or other review dates.

Ask another authorised officer to trace three entries back to their source documents and explain who can decide each case.

Use anonymised examples for teaching. Keep real personnel and case records in the authorised system.

Six checks before signing a staff case

These checks make the case easier to understand, decide and audit.

01 Person

Have I established the employee's legal status?

02 Rule

Have I identified the applicable provision and later changes?

03 Power

Can I decide this matter, or must I recommend it?

04 Evidence

Do the dates and facts match the source records?

05 Process

Have required selection, consultation and other steps been completed?

06 Follow-up

Will the order reach the employee, records office and pay office as required?

Next: Lecture 24 - Duty Rosters, Attendance and Leave.

WORKING METHOD | Illustrative material is identified in the text.

Sources and continued use | 1

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

H1

Punjab Civil Servants Act 1974

Punjab Estacode 2024, Book I. Sections 2-9 cover status, appointment, probation, confirmation, seniority, promotion and transfer. Use with later amendments.

S&GAD | Regulations/O&M Wing | [Official source](#) | [Later notifications](#)

H2

Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974

Officially hosted compilation. Rule references use the substantive text, not the contents list. Rules 3, 6-10, 10-A and 10-B are cited; check subsequent amendments.

Government of Punjab | Accountant General website | [Official source](#)

H3

Punjab Medical and Health Institutions Act 2003

Sections 8-10 and 13. Apply only to an institution governed by this framework. Section 9(2) preserves the stated service-law position of existing employees.

Government of Punjab | Health Department | [Official source](#)

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Sources and continued use | 2

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

H4 **Punjab Employees Efficiency, Discipline and Accountability Act 2006**

PEEDA: sections 1(4) and 2(f), (h). Scope and competent authority only in this lecture. Read with amendments and current authority notifications.

Government of Punjab | Punjab Constabulary official copy | [Official source](#) | [Amendments and notifications](#)

H5 **Official notifications and amendments**

S&GAD notification index. Use to locate later service-rule and policy changes, then read the signed notification. A historic compilation is not proof that nothing has changed.

S&GAD | Regulations/O&M Wing | [Official source](#)

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