

MODULE 6 | MANAGING STAFF, SERVICE RULES AND DISCIPLINARY CASES

Disciplinary Decisions, Penalties and Appeals

Practical hospital governance in Punjab, Pakistan

Record a reasoned decision.
Implement it and protect the right of appeal.

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LECTURE

Decide the case and complete the required action

For the Medical Superintendent: know who decides, what the order must explain and how the institution must respond afterwards.

- Check the findings, procedure and proposed penalty.
- Prepare a clear order supported by the record.
- Implement the exact decision through authorised officers.
- Track appeals, later orders and outstanding action.

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 decision checklist, an implementation register and a diary of the correct appeal dates.

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

Confirm the law and the competent authority

This lecture explains the PEEDA route. First establish that it applies to the employee and this case.

Check the employee and case

- PEEDA covers the government and corporation employees defined in the Act. Its scope is wider than the definition of a civil servant.
- Read the appointment status, governing law, current delegation and any special or saved procedure. Do not treat an outsourced worker as a hospital civil servant.

Check the decision-maker

- The competent authority must meet section 2(f), including the applicable authorisation and rank requirement. The MS title alone is not sufficient.
- An inquiry officer recommends. A hearing officer records the hearing. The competent authority makes the disciplinary decision.

Where the hospital has no decision power, prepare the case and send it to the authorised office. Do not sign the final order yourself.

Sources: **P1**: ss. 1-2, 10(6), 13-14, 26

Use the correct procedural route

The required steps depend on how the proceedings were lawfully started.

Route	Main decision provision	What the file must show
Inquiry dispensed with	Section 7, read with section 5.	The grounds, required notice, response and hearing, subject to the statutory exceptions.
Formal inquiry held	Section 13, after the section 10 inquiry.	The report, authority review, required further notice and hearing.
Conviction or plea bargain	Section 8 and its specified route.	The actual court or plea-bargain record and the facts required by that provision.

Lecture 26 explains initiation and exceptions. Do not combine pieces of different procedures into a new local process.

Sources: **P1**: ss. 5, 7-8, 13

Review the report before deciding the outcome

An inquiry report is important evidence for the decision, but its recommendations are not binding.

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| 1 | Check procedure | Examine the report and the case record for compliance with the Act. |
| 2 | Check each charge | Identify what is proved, what is not proved and the evidence supporting each finding. |
| 3 | Choose the next step | Exonerate in writing where charges are not proved; where proved, follow the required notice and hearing process. |
| 4 | Explain defects | If the inquiry is defective, consider the reasoned remand or fresh-inquiry power in section 13(6). |

The authority must assess the record. Copying the inquiry recommendation without examining the defence is not a sound decision method.

Sources: **P1**: ss. 10(6), 13(1)-(6)

A defective inquiry needs a lawful response

Section 13(6) provides for a remand or a de novo inquiry after reasons are recorded in writing.

Identify the defect

- Check whether the procedure departed from the Act, material facts or merits were ignored, or another sufficient ground exists.
- Describe the actual problem: for example, an important defence document was ignored or the record does not show a required opportunity to answer.

Give a clear direction

- A remand returns the inquiry with directions. A de novo inquiry is a fresh inquiry. The authority must record why the chosen step is required.
- Specify the matter requiring examination and the lawful next steps. Do not direct the inquiry officer to produce a predetermined guilty finding.

Use the applicable powers at the correct stage. After a final order, identify the proper appeal, review or revision route before seeking to reopen it.

Sources: **P1**: ss. 13(6), 16-17

The post-inquiry show-cause notice

Where section 13(4) applies, the notice and accompanying papers must allow a meaningful response.

01 Proved charges

Identify the charges found proved at this stage.

02 Proposed penalty

Identify the penalty or penalties proposed in the inquiry report.

03 Written defence

Allow seven days from receipt for the written response described in section 13(4)(b).

04 Inquiry report

Provide the accused with a copy of the inquiry report.

05 Personal hearing

State the hearing date or the lawful appointment of a hearing officer.

06 Departmental record

Direct the departmental representative to attend with the relevant record.

A hearing officer may be appointed under this provision only where the competent authority is of Secretary rank or above.

Sources: **P1**: s. 13(4)

Make the personal hearing useful

Section 14 requires a written call for attendance and a written record of the hearing.

Before and during the hearing

- Call the accused and departmental representative for the specified date and time, with the relevant record.
- Identify the disputed points, hear the defence and examine the documents referred to. Record any further material that requires lawful consideration.

After the hearing

- Record the relevant contentions and remarks. A hearing officer reports to the appointing authority.
- The report covers the inquiry or earlier defence, the defence presented at the hearing and the departmental representative's views, as applicable.

The final authority must consider the hearing material when deciding. A signed attendance sheet alone does not explain what was heard.

Sources: **P1**: ss. 13(5), 14

Two decision clocks have different starting points

These are statutory periods for the stated routes, not a single deadline for every disciplinary case.

Route	Period and trigger	Qualification
Without inquiry: s. 7(c)	90 days after receipt of the reply to the show-cause notice.	Chief Minister exception; exclude the period when the competent-authority post remained vacant.
After inquiry: s. 13(7)	60 days after receipt of the inquiry report.	Same stated exceptions; section 13(7a) permits further time through the Cabinet Committee on Legislation.

Under section 13(7a), further time depends on reasons beyond the authority's control. The MS cannot grant that extension merely by changing a diary date.

Sources: **P1**: ss. 7(c), 13(7)-(8) | **P3**: s. 3

Delay needs escalation and a complete record

Track the correct statutory clock separately from internal office targets.

Maintain the dates

- Record the trigger document, actual receipt date, original due date and any lawfully excluded period or extension.
- Escalate missing papers and a vacant decision-making post promptly. Keep the written basis for every change to the due date.

Use the statutory route

- Sections 7(c) and 13(8) provide an application to the appellate authority for early decision when the specified decision period is exceeded.
- The appellate authority may direct decision within a specified period. A late case should not simply be marked closed or treated as automatic exoneration.

Do not confuse the authority's decision period with the employee's separate appeal period.

Sources: **P1**: ss. 7(c), 13(8) | **P3**: s. 3

Minor penalties under PEEDA

A minor penalty is still a statutory penalty requiring the proper authority and procedure.

Penalty	Statutory limit or condition
Censure	A formal penalty under section 4(1)(a)(i).
Withholding increments	A specified period, up to five years.
Fine	Not more than one month's basic pay.
Reduction in pay stages	Up to five stages, for a specified period.
Withholding promotion	A specified period, up to five years; the statutory start is linked to a junior's first regular promotion.

For promotion, read the full proviso in section 4(1)(a)(v). Do not replace its trigger with the date of the penalty order.

Sources: **P1**: s. 4(1)(a) | **P3**: s. 2(a)

A warning and a financial penalty are different

A management instruction, a statutory censure and a payroll deduction are not interchangeable.

Ordinary supervision

- A factual counselling note can record the problem, the employee's explanation, expected improvement and a review date.
- Its label does not authorise a penalty. Do not disguise a statutory censure or another adverse sanction as an informal note to avoid procedure.

Statutory action

- A fine under section 4 has a defined ceiling and requires a lawful disciplinary order. The ceiling is not a standing tariff for lateness or uniform breaches.
- Do not invent extra duties, arbitrary deductions or an unlisted punishment as a local substitute for the applicable disciplinary process.

Decisions about pay for an absence period require their own applicable service and pay rules; they should not be confused with a disciplinary fine.

Sources: **P1**: ss. 4-7, 13

Major penalties under PEEDA

Use the exact penalty and its conditions. Similar wording can have different service consequences.

Penalty	Meaning or statutory limit
Recovery of loss	Whole or part of the pecuniary loss caused to Government or the employing organisation, under section 4(1)(b)(i).
Lower post and pay scale	Reduction from the substantive or regular post for a specified period, up to five years.
Forfeiture of past service	For a specified period, up to five years.
Compulsory retirement	A major penalty; distinguish it from ordinary retirement under service rules.
Removal or dismissal	Separate major penalties. Dismissal has the additional disqualification in section 4(2).

A recovery order requires a supported amount and responsibility. An audit objection amount alone does not establish the employee's liability.

Sources: **P1**: s. 4(1)(b), (2)

Removal and dismissal are not the same

The final order must use the intended statutory term accurately.

Removal from service

- Removal is listed in section 4(1)(b)(v). It ends the employment through that penalty.
- It is not the penalty to which section 4(2) attaches its specific future-employment disqualification. Do not promise that future appointment will follow.

Dismissal from service

- Dismissal is listed in section 4(1)(b)(vi). Section 4(2) disqualifies the employee from future employment under Government or an organisation covered by the Act.
- Check consequences through the applicable law and final order. Do not use removal and dismissal as interchangeable descriptions in service records.

Pension, past service and other benefits require the applicable service and pension framework; this comparison is not a benefit calculation.

Sources: **P1**: s. 4(1)(b)(v)-(vi), (2)

Some findings carry specified statutory consequences

Apply these provisions only after establishing their actual factual and procedural conditions.

Finding or event	Required statutory response
Grave corruption proved	Sections 7(f) and 13(5): dismissal, with recovery where applicable.
Absence exceeding one year proved	Sections 7(f) and 13(5): compulsory retirement, removal or dismissal.
Corruption conviction or qualifying plea bargain	Section 8(a): dismissal on the stated conditions, after examination of the facts.
Other conviction or specified compounded acquittal	Section 8(b) directs the section 7 route; section 8(c) directs the section 9 route.

A complaint, an arrest or a disputed biometric entry does not itself establish one of these findings. Read the full provision and the actual legal record.

Sources: **P1**: ss. 7(f), 8, 13(5)

Retired-employee cases: the 2026 amendment matters

The initiation limit and the completion requirement are separate checks.

Initiation and completion

- Section 1(4)(iii) covers proceedings initiated during service or within one year of retirement.
- The amended proviso to section 21(1) retains completion within two years of retirement and permits the competent authority to extend time for a specific duration, with reasons recorded in writing.

Available penalties

- Sections 4(1)(c) and 21(2) address pension withholding, pension withdrawal and recovery where the charges are proved.
- The 2017 amendment requires a specific period for pension withholding or withdrawal, keeping the Government loss in view. Check the applicable pension entitlement and actual order.

Do not assume that every retired case automatically ends at two years. Do not treat the 2026 completion extension as a power to ignore the separate initiation limit.

Sources: **P1**: ss. 1(4), 4(1)(c), 21 | **P3**: s. 2(b) | **P4**: s. 2

Explain why the outcome follows from the evidence

Working checklist: assess the case individually within the options and mandatory requirements of the Act.

01 Finding

State which charge is proved or not proved.

02 Evidence

Identify the record supporting that finding.

03 Defence

Explain why the material defence is accepted or rejected.

04 Responsibility

Separate individual conduct from a wider system failure.

05 Consequence

Explain the selected lawful outcome and relevant limits.

06 Consistency

Explain material differences from comparable cases, where relevant.

Do not select a penalty to satisfy pressure from a complainant or a senior officer. The order must stand on its lawful authority and recorded reasons.

A supported loss and a recovery balance

Invented example. Assume a lawful final order fixes recovery at PKR 120,000 after the proper process.

Original allegation	The initial record questioned PKR 180,000. The final supported loss in the order is PKR 120,000.
Verified recovery	PKR 45,000 has actually been received and credited under the authorised accounting route.
Outstanding	PKR 120,000 - PKR 45,000 = PKR 75,000 remains recoverable under the order.
Uncleared cheque	A further PKR 20,000 cheque has not cleared. It remains part of the PKR 75,000 outstanding.
Required record	Link the final order, calculation, receipts, ledger and current balance. Check for any later modifying or stay order.

Do not recover the original allegation amount after the final order has determined a different liability. Do not count a promise or uncleared cheque as recovered.

Contents of a clear final order

Working structure. The competent authority must approve and sign the order through the applicable procedure.

01 Authority

Identify the legal provision and power used.

02 Proceedings

State the charges, key steps and relevant dates.

03 Findings

Address each charge and the evidence supporting it.

04 Defence

Record consideration of the reply and hearing.

05 Decision

State exoneration or the precise penalty and required terms.

06 Communication

Identify implementation, service of the order and the applicable remedy.

A speaking order explains the reasons. It should be understandable without an oral explanation from the officer who prepared it.

Make the operative part precise

The operative part tells the employee and implementing offices exactly what has been decided.

State the actual result

- Identify the employee and decided charges. Cite the provision. State the exact penalty, amount or period where required.
- For a recovery, identify the determined liability and account for money already recovered. For a time-based penalty, make the required duration clear.

Resolve ambiguity before action

- Check the order's commencement and service consequences with the authorised HR and accounts offices.
- Do not let payroll staff invent a missing duration, convert a pay-stage reduction into a post reduction or add another penalty to fill a gap.

If the proposed final penalty differs from what was put to the employee, obtain the appropriate legal and procedural review before issuing it.

Communicate the order and preserve delivery evidence

The communication date matters to the employee's remedies and the institution's case record.

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| 1 | Issue the final version | Keep the signed, dated order and approved attachments together. |
| 2 | Serve it properly | Use the applicable method and retain reliable evidence of delivery or the attempted service. |
| 3 | Send action copies | Give the relevant HR, accounts and departmental offices the exact operative directions. |
| 4 | Record the dates | Keep separate entries for signature, issue, dispatch, receipt and implementation. |

Do not assume that the date printed on an order is always the date it was communicated to the employee.

Sources: **P1**: s. 16(1) | **P2**: s. 2 / amended s. 19(1)

Implementation needs a checked action register

Working format: assign the responsible post and keep evidence of completion.

Action	Evidence to retain
HR record	Correct entry in the personnel file and service record, linked to the final order.
Accounts action	Verified calculation, authorised payroll or recovery entry and reconciliation.
Duty and access	Approved joining, relieving, roster, asset handover and access changes as required.
Later legal order	Record of any stay, modification, remand or reversal and the resulting action.
Outstanding work	Named owner, due date, unresolved question and escalation to the competent office.

Do not assume that filing an appeal itself changes the operative order. Check for an actual stay or other modifying order and act on its exact terms.

WORKING METHOD | Illustrative material is identified in the text.

Suspension, leave and pay need their own decisions

A disciplinary outcome may leave related administrative matters to be decided under the applicable rules.

Identify what remains

- Check whether suspension has ended and who must issue the joining or posting order. A suspension record is not a final penalty record.
- Identify how the absence or suspension period is to be treated for service and pay. Obtain the decision required under the applicable rules.

Implement the actual direction

- Where an order is set aside, read whether it directs reinstatement, a fresh inquiry, benefits or another specific result.
- Do not invent back pay or withhold an established entitlement merely because the office has not organised its file. Seek a clear, competent decision promptly.

Keep the disciplinary order and the related service/pay decisions linked, while recording the distinct authority for each.

WORKING METHOD | Illustrative material is identified in the text.

Departmental appeal and Chief Minister review

Section 16 provides the first remedy against a penalty awarded under PEEDA.

Penalty order made by	Route	Time stated in section 16
An authority other than the Chief Minister	Departmental appeal directly to the appellate authority.	Within 30 days from communication of the order.
The Chief Minister	Review petition directly to the Chief Minister.	Within the same 30-day period from communication.

Identify the actual appellate authority under section 2(b). An MS should not divert the appeal into an informal complaint process.

Sources: **P1**: ss. 2(b), 16(1)

A clear appeal file

Section 16(3) requires a written petition with concise grounds in proper, temperate language. The following is a working structure.

01 Impugned order

Identify and attach the order being challenged.

02 Communication

State when it was received, with supporting evidence.

03 Grounds

Explain the specific factual, procedural or legal objection.

04 Supporting record

Link each ground to an identified document or passage.

05 Relief sought

State the precise decision requested from the authority.

06 Filing proof

Keep the submitted version, filing date and acknowledgement.

The hospital should supply requested records and comments accurately. Do not block an employee's statutory remedy or substitute unsupported allegations.

Sources: **P1**: s. 16(2)-(3)

What the appellate or review authority can do

Section 16(2) requires consideration of the case record and the points raised.

Possible order	Meaning
Uphold	Reject the appeal or review and retain the penalty.
Set aside and exonerate	Remove the penalty and exonerate the employee.
Modify	Reduce or enhance the penalty through the required process.
Remand	Set aside the penalty and direct a fresh inquiry or correction of procedural defects where the statutory grounds exist.

Before enhancement, written proposed action and grounds, an opportunity to show cause and a personal hearing are required. Check the hearing-officer appointment restriction.

Sources: **P1**: s. 16(2)

Revision under section 17

Revision is a distinct statutory supervisory power; it is not the same as the section 16 appeal.

Who may call for the record

- The Chief Minister, Chief Secretary, Administrative Secretary or another appellate authority may call for the record within one year of the relevant order.
- The specified orders include exoneration, imposition of a penalty and an appellate order. The purpose is to examine correctness, legality or propriety.

What may follow

- The authority may uphold the order, direct a de novo inquiry, or impose or enhance a penalty under the section.
- A prejudicial order requires a reasonable opportunity to show cause against the proposed action and a personal hearing.

Do not assume that a request for revision extends the separate time for a statutory appeal. Identify the proper route and its own deadline.

Sources: **P1**: s. 17

Check Tribunal eligibility before choosing the forum

Section 19 was replaced in 2014 and clarified in 2017. Older copies contain a materially different provision.

The eligible route

- Section 19(1) permits an eligible employee aggrieved by a final order under section 16 or 17 to appeal to the Punjab Service Tribunal.
- The period is 30 days from communication of that final order. The 2017 explanation includes a former employee.

The important exclusion

- Section 19 excludes employees described in section 2(h)(i), the corporation and related institutional category.
- An autonomous-institution employee should not assume that being covered by PEEDA also creates Tribunal eligibility. Identify the proper remedy from the actual legal status.

A hospital title, pay scale or government funding alone does not determine the correct appeal forum.

Sources: **P1**: s. 2(h) | **P2**: s. 2 / amended s. 19(1) | **P3**: s. 4

When the departmental appeal is not decided

This is the special section 19(2)-(3) route for eligible employees, excluding the section 2(h)(i) category.

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| 1 | Start from filing | Record the date the section 16 appeal or review petition was filed. |
| 2 | Check 60 days | If no final order is passed within 60 days from filing, the specified Tribunal option becomes available. |
| 3 | Keep the 90-day limit | The Tribunal appeal under this route must be within 90 days of the original departmental filing. |
| 4 | Record the effect | On exercising this option, the pending departmental appeal or review abates for that employee. |

This is not an additional 90 days after waiting 60 days. Do not teach the superseded wording from an unamended 2006 copy.

Sources: **P2**: s. 2 / amended s. 19(2)-(3)

Keep a separate diary for each remedy

Working control: exact computation and forum should be checked promptly against the governing provision and actual record.

Separate the triggers

- Section 16: communication of the penalty order. Section 19(1): communication of the final section 16 or 17 order.
- Section 19(2): filing of the departmental appeal or review. Section 17: the relevant order from which the record-calling period runs.

Preserve the proof

- Keep service acknowledgements, filing receipts and later orders. Record both the legal due date and an earlier internal action date.
- Do not assume that a reminder, a fresh representation or the movement of a file resets a statutory period. Obtain case-specific advice where computation is disputed.

Section 18 restricts representation by an advocate in PEEDA proceedings, with the exception of section 19 proceedings. Do not confuse representation with obtaining legal advice.

Sources: **P1**: ss. 16-18 | **P2**: s. 2 / amended s. 19

Keep the case understandable after an officer transfers

A completed disciplinary order can still have pending recovery, an appeal or a service-record correction.

01 Decision history

Keep the original order and each later decision.

02 Current status

State what is operative and whether a stay applies.

03 Service record

Check authorised HR and pay entries against the order.

04 Money

Show verified recoveries and the remaining balance.

05 Next action

Name the officer, deadline and decision still required.

06 Prevention

Correct the system failure revealed by the case.

Do not report the entire matter as closed merely because the final order has been dispatched.

WORKING METHOD | Illustrative material is identified in the text.

Test the decision and appeal process

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

1. A local fine

A supervisor directs a PKR 2,000 deduction for a missing biometric entry. No disciplinary authority or process is identified.

Is the instruction enough to deduct a fine?

2. A pending appeal

An eligible employee filed a section 16 appeal. No final order was passed within 60 days. The office suggests waiting another 90 days.

What does section 19(2) actually measure?

3. A retired case

A validly initiated case has reached two years after retirement. The file contains no final order or reasoned extension.

What must the competent office check now?

Use the correct authority, evidence, procedural stage and time trigger. All three cases are invented.

Answers and reasons

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

1. No automatic fine

Verify the attendance facts and identify lawful authority and procedure. A statutory fine is not an automatic local deduction. Deal with any pay entitlement separately under the applicable rules.

2. Ninety days runs from the original filing

For the eligible no-decision route, section 19(2) allows a Tribunal appeal within 90 days of departmental filing once the 60-day condition is met. It does not add a further 90 days.

3. Check amended section 21 and act promptly

Verify initiation, retirement and case dates. The 2026 amendment permits a competent-authority extension for a specific duration with written reasons. Do not assume automatic closure or an undocumented extension.

The answers identify the legal and administrative checks. They do not decide a real employee's case.

Sources: **P1**: ss. 4-7 | **P2**: s. 2 | **P4**: s. 2

Prepare a complete decision and implementation pack

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

1 | Decision review

Check the authority, findings, required notice and hearing, proposed outcome and reasons.

2 | Action register

List each HR, accounts and operational action, its responsible officer and evidence.

3 | Remedy diary

Identify the correct forum, statutory trigger, required date and proof of communication or filing.

Review question: Can another officer identify the lawful decision, explain its basis and complete the remaining actions?

Module 6 is complete. Use the six lectures together to manage staff fairly, preserve service continuity and follow the applicable process.

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.

P1 Punjab Employees Efficiency, Discipline and Accountability Act 2006

Act XII of 2006. Official base text; read with the 2014, 2017 and 2026 amendments listed here. Relevant sections are identified on each page.

Government of Punjab | Official departmental copy | [Official source](#) | [Punjab Law Portal](#)

P2 PEEDA (Amendment) Act 2014

Act XV of 2014, Gazette 29 May 2014, section 2. Substitutes section 19: Tribunal eligibility, time limits and the effect of taking the no-decision appeal route.

Provincial Assembly of the Punjab | [Official source](#)

P3 PEEDA (Amendment) Act 2017

Act XXV of 2017, Gazette 8 November 2017, sections 2-4. Amends penalty duration, section 13 decision timing and the section 19 meaning of employee.

Provincial Assembly of the Punjab | [Official source](#)

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Sources and continued use | 2

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

P4

PEEDA (Amendment) Act 2026

Act XVII of 2026, Gazette 25 February 2026, section 2. Replaces the proviso to section 21(1), including a reasoned extension for a specific duration in retired-employee cases.

Punjab Law and Parliamentary Affairs Department | **Official source**

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