

MODULE 6 | MANAGING STAFF, SERVICE RULES AND DISCIPLINARY CASES

Performance, Professional Conduct and Staff Grievances

25

LECTURE

Practical hospital governance in Punjab, Pakistan

Set clear duties and use fair evidence.
Keep staff concerns on the correct legal route.

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Manage the work and protect a fair process

This lecture joins daily staff management to the rules on conduct, performance reporting and workplace complaints.

- Define duties and assess work fairly.
- Check conduct rules and required approvals.
- Identify the correct complaint process.
- Protect safety and a fair hearing.

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 performance plan, a conduct checklist and a grievance route map.

Module 6 | Presentation 3 of 6. Allow 45-60 minutes with exercises. All explanations are on the pages; check the cited sources before live use.

Choose the correct route at the start

Working map. One event can require more than one route, each with its own authority and records.

Issue	First management question	Likely route to check
Work not completed	Were duties, resources and support clear?	Supervision and performance review.
Possible misconduct	What act, evidence and applicable rule are involved?	Competent disciplinary authority.
Staff grievance	What employment decision or condition is disputed?	Applicable grievance or service remedy.
Possible harassment	Could the facts fall within the statutory definition?	Harassment committee or Ombudsperson.
Patient safety concern	What immediate care or safety action is needed?	Clinical and patient-complaint processes.

An urgent safety action does not decide guilt. A grievance meeting does not replace a statutory inquiry.

WORKING METHOD | Illustrative material is identified in the text.

Give each duty a clear owner and standard

Use a written duty allocation that fits the post, professional competence and authority of the employee.

01 Task

What exactly must be done, and for which service?

02 Standard

What safe and complete work should look like.

03 Timing

When it is due, including shift and handover needs.

04 Support

Equipment, staffing, training and access required.

05 Escalation

Who should be contacted if the task cannot be done.

06 Evidence

What record will show completion and quality.

A job description cannot itself confer clinical privileges, financial powers or disciplinary authority.

WORKING METHOD | Illustrative material is identified in the text.

Assess both the work and its circumstances

A useful measure must reflect the duty being assessed. A count without context can mislead.

Use evidence that can be checked

- Use duty records, completed work, quality checks and dated observations. Identify the period and expected standard.
- Compare like with like. Note workload, case complexity, staff cover, equipment failure and approved absence.

Give the employee a fair hearing

- Explain the specific gap and ask for the account of what happened. Check conflicting evidence before concluding.
- Record good performance and improvement as well as problems. Avoid labels about personality or loyalty.

A complaint is evidence that a concern was raised. Its contents need examination before they become a finding.

A completion rate is a starting point for enquiry

Invented case. A records officer was assigned 100 eligible files. Eighty were completed by the agreed date.

Calculation	80 completed / 100 assigned = 80% completion. Twenty files remain incomplete.
Check the reasons	Twelve files were unavailable from another unit. Eight available files still require the officer's work.
Separate the actions	Retrieve the twelve missing files through the responsible unit. Review the reason for delay on the other eight.
Set the next review	Agree a clear completion plan and support. Recheck accuracy as well as the number finished.
Keep the conclusion fair	The original 80% is correct. It does not, by itself, prove misconduct or explain all twenty incomplete files.

Do not improve the score by silently removing difficult files. Keep the original measure and explain the separate causes.

TEACHING CASE | Illustrative material is identified in the text.

Hold a short, specific performance discussion

Working method for ordinary supervision. Serious safety or misconduct concerns may need immediate formal referral.

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|---|-----------------------------|--|
| 1 | Describe the gap | State the expected duty, dated evidence and actual result without personal accusations. |
| 2 | Hear the explanation | Ask about unclear instructions, missing resources, training, health or other relevant constraints. |
| 3 | Agree the action | Record the required work, support, responsible person and a reasonable review date. |
| 4 | Review the result | Check whether performance improved. Record the evidence and any further action needed. |

An acknowledgement of a discussion records receipt or participation. It is not necessarily agreement or an admission.

WORKING METHOD | Illustrative material is identified in the text.

Keep an improvement plan small and testable

Invented example. The dates are management targets, not statutory deadlines or a substitute for an official notice.

Problem	Required action and support	Evidence at review
Incomplete handover	Use the approved handover form; supervisor demonstrates the required entries.	Sample completed handovers for missing details.
New system errors	Provide supervised practice and access to the written procedure.	Check accuracy on a defined sample of entries.
Repeated unresolved backlog	Assign the actual pending items, identify dependencies and agree a review date.	Reconcile opening, completed and remaining items.
Unsafe task performance	Arrange immediate authorised supervision or restriction and clinical assessment.	Document competence assessment and safe coverage.

Support must not become indefinite inaction. Escalate persistent or serious concerns through the applicable route.

Separate a skill gap from a disciplinary finding

Poor results can have different causes. Determine the facts and protect the service while choosing the proper process.

A support or competence issue

- Unfamiliar equipment, unclear duties or insufficient training may call for instruction, supervision and assessment.
- An unsafe clinical task needs prompt clinical leadership action under the applicable authority and a safe cover plan.

A possible disciplinary issue

- Deliberate falsification, refusal of a lawful duty or serious negligence may need referral for formal examination.
- Do not impose an unofficial fine or disguise a punishment as extra duty. Identify the lawful authority and procedure.

A supportive discussion neither proves guilt nor prevents a later lawful inquiry. Preserve the relevant records.

Use the current PER system for the employee

PER means Performance Evaluation Report. Older records may use ACR, meaning Annual Confidential Report.

Check the governing requirements

- The official S&GAD index lists the Punjab Civil Servants (Performance Evaluation Reports) Rules 2025.
- Obtain the applicable rules, current form, reporting period and reporting chart. Check later instructions and staff category.

Keep supervision separate

- A local monthly scorecard can support management. It does not replace the prescribed PER or change its rating method.
- Do not assume the MS is the reporting or countersigning officer for every employee. Read the applicable chart.

Use the actual current deadlines and procedure. Do not copy an old ACR timetable into a new PER case.

Sources: **C2**: notification dated 11 March 2025; current reporting arrangements

Keep the performance record complete and fair

Working checklist to use with the applicable PER rules and instructions; it does not create a new reporting procedure.

01 Period Identify the exact service period and any non-reporting period.	02 Officers Confirm the designated reporting and countersigning officers.	03 Evidence Use relevant work, conduct and integrity evidence for that period.
04 Remarks Describe specific facts; do not use unsupported allegations.	05 Remedies Follow required communication and representation procedures.	06 Custody Track dispatch, receipt and secure dossier completion.

Do not threaten a bad PER to force withdrawal of a complaint. Keep unresolved allegations distinct from established facts.

Check who is covered before applying a conduct rule

The Punjab Government Servants (Conduct) Rules 1966 have a defined scope and exclusions.

Read rule 2 and the service record

- The rules address persons serving in connection with Punjab affairs, including specified deputation situations.
- Their scope extends to duty and leave. The stated exclusions include members of an All-Pakistan Service.

Check institutional employees separately

- For a hospital employee appointed under institutional rules or a contract, identify the applicable or adopted conduct provisions.
- Read the current rule, amendments and any delegation before deciding who can grant permission or deal with a breach.

Working in the same hospital does not mean that every employee has the same service or conduct framework.

Sources: **C1**: rr. 2, 3, 31 and 32

Treat gifts and hospitality as an official decision

Rule 5 addresses gifts that create an official obligation. Rule 8 specifically addresses gifts to medical officers.

Identify the actual benefit

- Record the donor, recipient, value, purpose and any link with a procurement, referral or other official decision.
- Include benefits offered through a family member. A gift described as gratitude can still raise an official obligation.

Use the applicable rule and approval

- Check the restrictions, required sanction and disposal route before acceptance or retention.
- Rule 8 is not a general permission for doctors to keep gifts. Its special position must be read with rule 5 and Government orders.

No gift-value exemption is taught here. A small amount or an educational label does not by itself establish permission.

Sources: **C1**: rr. 5 and 8; working identification checklist

Identify an interest before it affects a decision

Working examples. Apply the particular conduct rule and any procurement or committee conflict requirements.

Situation	Why it matters	Practical control
Relative linked to a supplier	A personal relationship may affect an official decision.	Disclose the link and obtain a recorded decision on participation.
Investment linked to official work	An investment may influence the exercise of duties.	Check rule 14; disclose and seek the required direction.
Company management role	An outside role may require previous sanction.	Check rule 15 and the actual approval before participation.
Preference in staff decisions	Favouritism or victimisation can distort fair administration.	Use recorded criteria; check rule 26 and relevant evidence.

Disclosure is a first step. It does not itself authorise the activity or resolve the conflict.

Sources: **C1**: rr. 14-16 and 26; working examples

Keep financial declarations complete and traceable

Rules 12 and 13 concern property declarations and disclosure of assets. Use the current prescribed requirements.

Employee responsibilities

- Check the entry declaration, annual declaration, covered family interests and any specific request for further information.
- Use the current proforma, reporting period and proper channel. Keep evidence of submission and any correction.

Management responsibilities

- Maintain an authorised completion register. Remind and follow up through the proper administrative channel.
- Protect the contents from unauthorised access. Refer a material discrepancy for competent examination; do not infer guilt from rumour.

A tax return and a service-rule declaration are different obligations. Do not assume submission of one satisfies the other.

Sources: **C1**: rr. 12 and 13; working records control

Check outside work and private practice before approval

Rule 16 regulates private trade, employment and work. The applicable exceptions and health-sector orders also matter.

Ask exactly what is proposed

- Identify the employer or activity, hours, payment, location, use of hospital resources and possible conflict with public duties.
- Check whether previous sanction is required from the authority prescribed by the applicable rules, and whether a specific permission applies.

Check conditions in writing

- An exception for certain honorary or occasional work is limited by its terms. It is not a blanket exemption for all outside activity.
- For private medical practice, verify the post, contract, allowance conditions and current institutional or departmental scheme.

Neither all private practice nor all outside teaching is automatically permitted or prohibited. The applicable written authority decides.

Sources: **C1**: rr. 15, 16 and 31; check specific health-service orders

Keep official information and public statements controlled

Rule 18 addresses unauthorised communication. Rules 21 and 22 must be read with amendments on social and digital media.

Before releasing information

- Identify the authorised recipient and lawful release route. Do not forward a confidential staff or patient record to an informal group.
- Route public-information requests and official media queries through the designated officer and applicable procedure.

Before speaking or publishing

- Check the current permission requirements, including for online statements and participation on media platforms.
- Distinguish an authorised institutional statement from personal educational work. Do not assume a personal disclaimer grants permission.

The same checks apply to posts, screenshots, videos and messaging groups. Use current Punjab instructions for the proposed activity.

Sources: **C1**: rr. 18, 21 and 22, including later amendments

Keep official work free from political and personal pressure

Apply the conduct provisions that govern the employee and the specific activity.

Political activity and influence

- Rule 24 regulates participation in politics and elections. Do not treat public employment as permission to campaign in an official role.
- Rules 19 and 29 address outside intervention and influence in service matters. Use the lawful representation or appeal channel.

Fair treatment within the hospital

- Rule 26 addresses nepotism, favouritism and victimisation. Use consistent, relevant criteria for duties and opportunities.
- Membership of a service association is governed by rule 28 and its conditions; do not confuse every collective representation with misconduct.

A contact, senior recommendation or association position does not enlarge the MS's power to appoint, transfer or penalise.

Sources: **C1**: rr. 19, 24, 26, 28 and 29

A supplier offers a sponsored trip during a tender

Invented case. A supplier offers travel and accommodation to a doctor who is also evaluating its hospital bid.

Identify the issue	The offer has a direct link to an official decision. Record its terms, source and timing.
Do not decide by label	Calling the trip educational does not establish lawful acceptance or remove the conflict.
Check the authority	Examine gift, outside-activity, travel, procurement and institutional requirements through the competent route.
Protect the decision	Disclose the offer and obtain a recorded decision on the evaluator's participation and any necessary replacement.
Keep the evidence	Preserve the offer, disclosure, advice and decision. Do not delete the message or privately agree new terms.

This is a conflict-management example. It does not state that every industry-funded educational event is unlawful.

Separate the complaint routes without losing the facts

Working triage. Ask what happened and what remedy is sought; the employee need not know the correct legal label.

Concern	Route to identify	Immediate management need
Roster, leave or workplace resources	Ordinary management grievance or relevant service process.	Check the record, authority and service need.
Penalty or adverse service order	Prescribed representation or appeal procedure.	Preserve the decision, service date and deadline.
Possible statutory harassment	Inquiry Committee or competent Ombudsperson route.	Protect access, confidentiality and evidence.
Threat, assault or urgent clinical risk	Emergency, security, clinical and other lawful reporting routes.	Protect people and arrange safe care.

A general complaint register should identify the referral and owner without exposing sensitive details to unnecessary readers.

WORKING METHOD | Illustrative material is identified in the text.

Resolve an ordinary grievance with a reasoned response

Working method. It does not replace a statutory remedy or extend an appeal deadline.

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| 1 | Receive and record | Identify the concern, requested remedy, relevant dates and any urgent safety issue. |
| 2 | Assign an impartial review | Avoid making a person the sole reviewer of a grievance about their own conduct or decision. |
| 3 | Check and decide | Review the relevant records and explanation. Obtain the decision from the authority with the required power. |
| 4 | Explain and follow up | Give the decision, reasons, action owner and applicable further route. Verify that promised action occurred. |

A hearing is not a promise to grant the requested remedy. A rejection should still explain the lawful and factual basis.

WORKING METHOD | Illustrative material is identified in the text.

Use the Punjab Act and its actual definition

The Punjab-adapted Protection Against Harassment of Women at the Workplace Act 2010 has a specific statutory scope.

What the definition addresses

- Section 2(h) covers specified unwelcome sexual conduct, sexual demands and sexually demeaning attitudes affecting the work environment.
- It includes specified punishment for refusing a sexual request or making compliance a condition of employment.

Who and where it covers

- The Act defines a complainant as a woman or man; the employee definition includes contractual staff, interns and apprentices.
- Medical facilities are included in the organisation definition. Workplace can include situations linked to official work outside the office.

Assess the actual facts. Do not assume that every difficult interaction meets this definition or dismiss a concern because its label is unclear.

Sources: **H1**: ss. 2(e), 2(f), 2(h), 2(l) and 2(n); Schedule

Check that the statutory arrangements are in place

Employer duties under sections 3 and 11 require an effective arrangement, not only a notice on a wall.

01 Committee

Three members, with at least one woman.

02 Composition

Senior management and employee representation as section 3 requires.

03 Chairperson

Designated from the committee members.

04 Conflict

Replace a member against whom the complaint is made for that case.

05 Authority

Designate the competent authority for this Act.

06 Code

Incorporate the Code in policy and display it in the required languages.

Section 3 permits outside co-option in the stated circumstances. Keep the constitution order, membership and accessible complaint route current.

Sources: **H1**: ss. 3 and 11

Preserve access to the formal complaint process

The informal route is an option under the Schedule. It is not a compulsory stage before a formal complaint.

Receive without obstruction

- An employee may choose the Inquiry Committee or the Ombudsperson under section 8(1). Do not require permission from the accused supervisor.
- Facilitate the written complaint and preserve relevant messages, records and witness details without altering them.

Arrange protection and support

- Consider authorised temporary arrangements to limit unwanted interaction and pressure while maintaining safe services.
- Do not treat temporary protection as a finding of guilt. Suspension or leave arrangements must follow the applicable powers and procedure.

Do not force reconciliation or withdrawal. A statutory complaint should not disappear into an ordinary staff-counselling meeting.

Sources: **H1**: s. 8(1); Schedule paras (iii)-(x)

Protect both confidentiality and a fair hearing

Confidentiality limits unnecessary disclosure. It does not remove the statutory opportunity to answer the allegations.

Protect the complainant and witnesses

- The inquiry evidence is confidential. Section 4 prohibits adverse action against the complainant or witnesses and pressure through a hostile environment.
- Monitor duties, evaluation and reporting arrangements for retaliation. Arrange the statutory support where the complainant is in trauma.

Protect the inquiry process

- Communicate charges, allow the defence and follow the rights to evidence and cross-examination under section 4.
- Both parties have the stated accompaniment rights. The committee must give written findings with reasons.

An unproved allegation is not automatically a deliberately false complaint. Section 5(3) requires false allegations made with mala fide intentions.

Sources: **H1**: ss. 4(1), 4(3), 4(7) and 5(3); Schedule para (xi)

Keep the statutory clocks separate

These periods concern the committee route under the Punjab text. They are not PEEDA deadlines.

Step	Period in the cited provision	Start point
Communicate the charge	Within three days.	Receipt of the written complaint: s. 4(1).
Written defence	Within seven days.	Communication of the charge: s. 4(1)(b).
Findings and recommendations	Within thirty days.	Initiation of inquiry: s. 4(4).
Recommended penalty	Within one week for competent authority action.	Receipt of committee recommendations: s. 4(5).

The direct Ombudsperson route has a different defence period. Appeals also have distinct triggers; read sections 6, 8 and 9.

Sources: **H1**: ss. 4, 6, 8 and 9

A changed roster follows a harassment complaint

Invented case. An employee makes a written sexual-harassment complaint and is then assigned additional night duties.

Immediate facts	Preserve the original and changed rosters, dates, reasons and approval records.
Separate decisions	The complaint needs its proper statutory route. The roster change needs a check for genuine service reasons and possible retaliation.
Protect the process	Arrange an impartial authorised review; keep the accused supervisor from controlling the complaint route.
Maintain service	Provide safe coverage while the authorised officer considers protective arrangements.
Avoid premature findings	The timing requires examination. It does not alone prove retaliation or establish the underlying harassment allegation.

A senior officer's assurance that the change is routine should be tested against the record and treatment of comparable staff.

Remove avoidable barriers to safe work

Working methods. Apply occupational, disability, leave and service requirements relevant to the institution.

01 Safe cover

Use skill-based rosters and a realistic backup arrangement.

02 Fatigue

Examine repeated excessive duty and missed rest opportunities.

03 Access

Consider work barriers and authorised adjustments for disability.

04 Safety

Provide an accessible reporting route for threats or unsafe spaces.

05 Support

Direct staff to confidential health or counselling support as needed.

06 Fairness

Record objective reasons for duties, training and opportunities.

A health concern should prompt appropriate support and assessment. It is not proof of incapacity or misconduct.

Handle a collective concern and protect patient care

A collective dispute requires organised dialogue, a service plan and careful identification of the applicable law.

Manage the operational problem

- Record the specific demands and authorised representatives. Identify which decisions the hospital can make and which require referral.
- Prepare safe minimum coverage, escalation, handover and communication arrangements. Document any actual disruption accurately.

Check the legal position

- Distinguish civil-service associations, institutional employment and any applicable labour-law arrangements.
- Check current lawful directions and any relevant essential-services notification before asserting a prohibition or proposing action.

Do not declare a universal strike rule, promise an unauthorised concession or impose a collective punishment without the lawful individual process.

WORKING METHOD | Illustrative material is identified in the text.

Keep a useful staff issue register

Suggested management fields. Restricted case files should hold sensitive details and evidence.

Field	What to record	Control
Identity and route	Case number, receipt date and performance, grievance or statutory route.	Use limited identifiers in a general register.
Responsible authority	Case owner, decision-maker and any conflict identified.	Separate administrative support from adjudication.
Next action and date	Task, legal deadline or labelled internal target.	Do not confuse one type of deadline with another.
Evidence and outcome	File reference, action taken, reasoned decision and communication.	Record outstanding remedies and follow-up.

Keep a complaint of misconduct, an inquiry finding and a penalty as separate recorded stages.

WORKING METHOD | Illustrative material is identified in the text.

Test the decision before checking the answer

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

1. The work gap

An officer completed 80 of 100 files. Twelve incomplete files were unavailable; eight were available.

What must be recorded before attributing responsibility?

2. The outside clinic

A doctor says colleagues do private practice, so no written check is needed for the proposed clinic.

Does that establish permission for this doctor and post?

3. The formal complaint

A supervisor insists on mediation before forwarding a written statutory harassment complaint.

Can the informal route be made a compulsory first stage?

These invented cases test evidence, applicable authority and access to the correct process.

Answers and reasons

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

1. Record the original 80% and examine both causes.

Twenty files remain incomplete. Establish responsibility for access to twelve files and assess the explanation for the eight available files. Set and review separate corrective actions.

2. No. A practice elsewhere is not the required authority.

Check the employee's rules, contract, allowances, current private-practice scheme and any required sanction. Record the applicable permission and conditions before treating the activity as authorised.

3. No. The informal route is optional.

The Schedule permits a formal complaint without first using the informal route. Facilitate the proper process, preserve evidence and protect confidentiality and a fair hearing.

Practical management improves the record. It does not replace the governing rule, competent authority or statutory procedure.

Create three practical staff-management records

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

Performance plan

Choose one ordinary duty.
State the standard, evidence,
support and review date.

Conduct check

For one proposed outside
activity, list the rules,
approvals and conflicts to
verify.

Route map

Show where ordinary
grievances, statutory
harassment and urgent safety
issues are received.

Ask a colleague to identify the next action and authorised decision-maker in each record without an oral explanation.

Use invented or properly anonymised material for teaching. Keep actual staff and patient information in authorised systems.

WORKING METHOD | Illustrative material is identified in the text.

The MS should be able to explain the next step

Consistent management means that facts, support and legal process can be traced in the record.

For daily staff management

- Make duties clear, review reliable evidence and provide appropriate support. Use the current PER system.
- Check conduct requirements and approvals before accepting benefits, outside roles or public communication.

For concerns and complaints

- Identify the correct route and competent authority. Hear the issue without promising a result outside your powers.
- Protect safety, confidentiality and the opportunity to respond. Follow up the decision and any unfinished action.

Next: Lecture 26 - Complaints and Starting Disciplinary Proceedings.

Sources and continued use

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

c1

Punjab Government Servants (Conduct) Rules 1966

Use the current rules and amendments. Rule references are shown on the pages. The linked Lahore High Court bulletin identifies the 2024 amendments to rules 21 and 22 (printed p. 69).

Government of Punjab | S&GAD Regulations Wing | [Official source](#) | [2024 amendment \(LHC\)](#)

c2

Punjab Civil Servants (Performance Evaluation Reports) Rules 2025

Notification No. SOR-IV(S&GAD)14-1-2025 dated 11 March 2025, listed in the official notification index. Use the current rules, reporting chart, form and later instructions for the employee concerned.

Government of Punjab | S&GAD Regulations Wing | [Official source](#)

H1

Protection Against Harassment of Women at the Workplace Act 2010

Punjab-adapted consolidated text, including Punjab amendments. Sections 2-6, 8, 9 and 11 and the Schedule are used. Do not substitute a differently amended federal text for the applicable provincial law.

Government of Punjab | Punjab Laws | [Official source](#)

Educational material by Dr Qurban Hussain Khan. Source editions are stated; verify later amendments and applicable institutional orders before live use.