

MODULE 6 | MANAGING STAFF, SERVICE RULES AND DISCIPLINARY CASES

Duty Rosters, Attendance and Leave

Practical hospital governance in Punjab, Pakistan

Know who should be working.
Keep leave decisions fair and properly authorised.

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LECTURE

Keep the service covered and the record accurate

For the Medical Superintendent (MS): plan the duty, confirm the person and deal with exceptions through the right authority.

- Build a roster that names duties and backups.
- Distinguish an attendance alert from proved absence.
- Process leave with clear dates, authority and cover.
- Separate service protection from disciplinary decisions.

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 checked roster, one attendance exception record and one complete leave case.

Module 6 | Presentation 2 of 6. Allow 45-60 minutes with exercises. All explanations are on the pages; check the cited sources before live use.

Start with the employee's legal status

A hospital may contain several groups of staff with different service conditions.

Check the appointment

- Find the appointment order, employer, cadre, post, contract or deputation terms and any valid institutional regulations.
- Section 2 of the Punjab Civil Servants Act excludes specified categories, including contract staff, from its definition of civil servant. A government workplace alone does not settle status.

Build the correct file

- Record the applicable leave rules and current orders. For borrowed staff, establish which office approves leave, keeps the account and receives the joining report.
- For outsourced staff, use the contract-management route and applicable employment framework. Do not assume the hospital can exercise the supplier's employment powers.

The same attendance system can serve different employee groups. It does not give every group identical leave rights.

Sources: **H1**: ss. 2, 17

Identify the right decision maker

The person managing a shift is not automatically the person empowered to sanction leave or impose a penalty.

Decision	What must be established	Practical record
Duty allocation	Who may approve the roster or a temporary change?	Written allocation and local authority.
Leave sanction	Who may decide this leave type for this employee?	Applicable rule, delegation and sanction.
Disciplinary action	Who has jurisdiction under the applicable law?	Competent authority and correct procedure.
Pay and leave account	Who implements the lawful service decision?	Order sent to HR and accounts; entry checked.

A recommendation, a forwarded application and an approval are different records. Label each accurately.

Sources: **H1**: ss. 15, 17 | **H2**: r. 35 | **H3**: paras. vi-vii

Define the service before filling the roster

This is a working method. Use the hospital's approved staffing standards, job descriptions and service requirements.

01 Service

List the work that must continue on each shift.

02 Skills

Identify the qualifications and competence each task needs.

03 Numbers

Record the approved requirement for that area and shift.

04 Time

State start, finish, overlap and handover arrangements.

05 Backup

Name the approved cover and how to reach it.

06 Escalation

Identify who decides when safe cover is unavailable.

A generic number of people cannot show whether the required clinical or technical skill is present.

WORKING METHOD | Illustrative material is identified in the text.

Sanctioned posts are not available staff

Use these separate counts when briefing the Executive Director or requesting support.

Count	What it means	Why it matters
Sanctioned	Posts formally approved for the establishment.	A vacant post cannot cover tonight's duty.
Filled	People holding those posts at the stated date.	Some may be away, restricted or assigned elsewhere.
Available	People actually available for the relevant period.	Check leave, training, duty elsewhere and fitness.
Assignable	Available people with the required competence and lawful duty arrangements.	Match the person to the task; do not count the same person twice.

Add workload and skill mix to the staffing brief. Headcount alone is not a complete safety assessment.

Twenty posts do not mean twenty available staff

Invented example for one staff group. All deductions are separate; no person is counted in two categories.

Approved posts	20 posts are sanctioned; 3 are vacant. There are 17 staff in post.
Known absence	Of the 17, 2 are on sanctioned leave, 1 is in training and 1 is assigned elsewhere.
Roster pool	$17 - 2 - 1 - 1 = 13$ people remain in the local pool. They are not all available for every shift.
Next check	Match the 13 to skills, approved duty periods, rest and other commitments. Then identify any gap in each shift.

Escalate the specific uncovered duty and time. A staffing total for the whole month can hide a night-shift gap.

A useful roster has more than names

Teaching example: these are suggested fields, not a substitute for a prescribed departmental form.

Field	What to record	Common error
Identity and role	Name, employee ID, post and clinical or technical role.	Two people have similar names.
Duty location	Unit, area or service to be covered.	One person appears in two distant areas.
Duty period	Date and start/finish time, including shifts crossing midnight.	A night shift is treated as a missed morning attendance.
Cover and approval	Named backup, contact route, authoriser and version date.	An old roster remains on the notice board.

Keep the approved version accessible to staff who need it. Retain earlier versions and the reasons for changes.

WORKING METHOD | Illustrative material is identified in the text.

Make a shift swap visible and authorised

A private agreement between two employees may leave the unit without the expected skill or accountable cover.

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| 1 | Request | Record the staff, dates, hours, reason and proposed replacement. |
| 2 | Check | Confirm competence, availability, overlapping duties and safe workload. |
| 3 | Approve | Obtain the required authorisation; update the roster and backup arrangements. |
| 4 | Confirm | Tell the unit and both staff; confirm the replacement actually reports. |

Do not erase the original allocation. The change record should explain who approved the swap and when.

Respond to an uncovered shift immediately

Protect the service while the attendance facts are being checked.

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| 1 | Locate | Confirm who is present, which task is uncovered and when the gap began. |
| 2 | Cover | Contact approved backup and confirm competence and arrival time. |
| 3 | Escalate | If cover is unavailable, seek the authorised service adjustment or support decision. |
| 4 | Record | Log the gap, contacts, decision, interim arrangement and time cover began. |

Do not promise an unsafe service. Do not close or divert a service without using the applicable clinical and administrative authority.

WORKING METHOD | Illustrative material is identified in the text.

Plan handover and fatigue controls

A filled roster is useful only if the staff can perform the assigned work safely.

Handover

- Use the unit's approved handover process. Identify unresolved clinical tasks, urgent results, equipment problems and the responsible incoming person.
- For administrative charge, list pending cases, deadlines, keys, records and any custody of money or stores. Record who received them.

Workload and recovery

- Check consecutive duties, night work, missed rest and competing assignments against applicable conditions and the approved roster policy.
- Escalate an unsafe pattern. Repeated emergency cover is evidence of a staffing problem to solve, not proof that the arrangement is sustainable.

This lecture does not invent a universal legal shift length or staffing ratio. Use the rules and standards for the actual staff and service.

A biometric alert needs an explanation

Biometric data records a system event. It does not, by itself, establish every fact about the shift.

Check the system

- Confirm the correct employee ID, device, location, roster mapping and time settings. A night shift may cross two calendar dates.
- Check outages, missing synchronisation and authorised exceptions. Preserve the original log and any correction trail.

Check the work

- Compare the approved roster, duty-location record, authorised movement, supervisor evidence and the employee's explanation.
- A recorded entry does not establish a complete shift. A missing entry does not, alone, prove that no duty was performed.

Do not publish an unverified absence list as a finding of misconduct. Restrict access to the officers who need the information.

Use attendance categories that preserve the facts

This is a suggested review register. It is not a finding under a disciplinary law.

Category	Example	Next action
Duty confirmed	Roster and reliable duty evidence agree.	Complete any authorised correction to the log.
Approved absence	A valid leave or official-duty order explains the period.	Link the order; update the correct register.
Explanation pending	The record is incomplete or the employee has not replied.	Identify missing evidence and the response date.
Possible unauthorised absence	No approval is found after checking the relevant records.	Record the facts and refer promptly through the lawful route.

Use exact dates and hours. Keep evidence supporting the employee as well as evidence raising concern.

WORKING METHOD | Illustrative material is identified in the text.

A night-shift nurse has no morning biometric entry

Invented example: the roster shows duty from 20:00 on Monday to 08:00 on Tuesday.

System alert	The morning attendance report marks the nurse missing at 08:00 on Monday.
Evidence	The approved roster shows no Monday morning duty. The night supervisor and handover record confirm the night shift.
Finding	The alert uses the wrong shift mapping. It does not establish absence from the assigned duty.
Action	Correct the mapping through the authorised route, keep the original alert and record the evidence and reviewer.

Now check whether other night staff were affected by the same error. Correcting one name may leave the system problem unresolved.

Record late arrival or absence factually

Use clear facts. Avoid labels such as "habitually negligent" before the evidence has been examined.

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| 1 | Duty expected | State the approved duty, location, start time and how it was communicated. |
| 2 | What happened | Record arrival time or the period not covered, who observed it and supporting records. |
| 3 | Explanation | Obtain and assess the employee's account, including emergency or medical evidence. |
| 4 | Decision route | Correct errors; refer substantiated concerns to the competent authority promptly. |

Protect urgent care immediately. Any disciplinary response requires the applicable authority and process; a local attendance flag is not a penalty.

Sources: **H1**: s. 15

Leave due and leave sanctioned are different

Section 17 links leave to the applicable rules, service needs and the competent authority's decision.

What the account shows

- The leave account records credits and debits under the applicable scheme. Check the certified balance and pending entries.
- A balance may support admissibility. It is not, by itself, permission to leave a duty uncovered or to choose dates without approval.

What the order shows

- A complete sanction identifies the employee, kind of leave, approved dates and duration, and the competent signatory.
- Diary the application and track its decision. A forwarding note or a supervisor's recommendation does not replace sanction.

Apply specific protections in the leave rules, including the medical-certificate provision. Service pressure is not permission to disregard them.

Sources: **H1**: s. 17 | **H2**: rr. 20, 35

Prepare a complete leave case

Use the prescribed form where required and the current route for the employee's category.

01 Employee

Identify the post, status, employer and applicable rules.

02 Request

State leave type, dates, duration and extension if relevant.

03 Account

Obtain the verified balance and relevant previous leave.

04 Evidence

Attach the required certificate or other supporting record.

05 Authority

Identify the officer empowered to decide this case.

06 Cover

Explain the proposed handover and service arrangement.

Rule 35 routes a head of office's own application to the next administrative authority. Do not treat the MS post as power to approve one's own leave.

Sources: **H2**: r. 35; Form II

Know the leave category before quoting a benefit

The examples below identify what HR must verify. They are not a current entitlement table.

Category	Core question	Record to obtain
Full or half pay	Is the leave due, and is the requested conversion allowed?	Current rules, certified account and request.
Extraordinary leave	Are unpaid leave and the proposed duration admissible?	Rule, service history and competent sanction.
Medical grounds	Is the certificate from the authorised source and in the required form?	Medical evidence and any lawful second opinion.
Maternity or paternity	Which current provision applies to this employee and event?	Effective amendment, prior record and approval.
Casual leave	Which separate instructions and delegation apply?	Current casual-leave instruction and register.

Do not import federal, another province's or Indian Punjab leave limits. Check the actual Punjab, Pakistan instrument.

Sources: **H2**: rr. 5-6, 9, 13, 20, 35 | **H4**: current amendments

Medical evidence requires a lawful response

Illness and misconduct are different questions. Handle the medical information through the proper channel.

The stated rule

- Rule 20(2) says leave applied for on a medical certificate shall not be refused; the competent authority may seek a second opinion through the Civil Surgeon or Medical Board.
- Rule 35(3) identifies the authorised medical attendant and prescribed certificate. Read these provisions with admissibility and current instructions.

Practical handling

- Check the dates, identity and completeness without publicly circulating the diagnosis. If verification is needed, record the specific issue and use the authorised route.
- Arrange safe cover while the case is processed. Do not direct an unwell employee to resume unsafe duties merely to resolve the roster gap.

A certificate is evidence for the leave process. Record the actual decision and communicate any further requirements promptly.

Sources: **H2**: rr. 20(2), 35(3); Form I

Casual leave and special leave need separate checks

Do not turn every absence into a debit from the same leave account.

Casual leave

- Obtain the applicable casual-leave instructions, approving authority and register. Check how holidays, short absences and combinations are treated.
- Do not assume an earned-leave balance authorises casual leave, or that unused casual leave automatically becomes earned leave.

Other categories

- Maternity, paternity, study, disability, quarantine and special leave have different conditions. Identify the exact current provision before deciding.
- Check whether the absence is debited to an account, what evidence is needed, the pay treatment and any separate permission or bond.

Study leave is not created by enrolment on a course. Hospital employment does not make every sickness absence statutory "hospital leave".

Sources: **H2**: rr. 12-14, 34, 36 | **H4**: applicable amendments

Ex-Pakistan leave: obtain the right written decisions

Foreign travel creates several administrative questions. One permission may not answer all of them.

Leave and absence

- Rule 15 addresses leave ex-Pakistan. Put the proposed country, dates, purpose and requested leave treatment clearly in the case.
- Check the current competent authority and any departmental travel, station-leaving or NOC requirements. A booked ticket is not an approval.

Official participation

- For a conference or sponsored visit, establish whether it is private leave or authorised official duty. Disclose the funding and follow applicable permission rules.
- Arrange cover, handover and the return-reporting route. Keep the final orders together so the roster and accounts use the same dates.

An invitation, visa or ordinary leave sanction does not by itself establish every government permission required for a visit abroad.

Sources: **H2**: r. 15; r. 35

Check the ledger with a simple reconciliation

Invented example under the cited non-vacation leave-account rules. All duty and leave entries have been verified.

Opening balance	54 days of leave on full pay.
Credit	Three complete calendar months of qualifying duty at 4 days each: $3 \times 4 = 12$ days.
Debit	9 sanctioned days on full pay; then 10 sanctioned days on half pay, converted at 2 for 1: debit 5 days.
Closing balance	$54 + 12 - 9 - 5 = 52$ days on full pay. The calculation assumes no other credit, debit or pending correction.

Rules 2-4 govern credits, including partial-month and vacation cases. This simple example is not a shortcut for those cases.

Sources: **H2**: rr. 2-4, 6, 30

Decide promptly and communicate the exact outcome

A pending file can disrupt both the employee's plans and the hospital's cover arrangements.

If leave can be sanctioned

- Issue a clear order with the approved type, dates, duration and any lawful conditions. Tell the employee, roster manager, HR and accounts as needed.
- Complete the prescribed handover and charge records. Do not leave the commencement date open for the employee to choose later.

If clarification or another date is needed

- Identify the missing item or service conflict precisely and send the case promptly to the right authority. Keep the applicant informed.
- For competing requests, Rule 35(5) identifies service availability, prior compulsory recall and prior adjustments as considerations. Apply specific leave protections.

A staffing concern should identify the actual duty gap and possible cover. It should not become an unexplained indefinite hold.

Sources: **H2**: rr. 21, 28, 35(5)

Manage return, extension and early return

Keep the approved leave period and the actual duty record consistent.

Situation	Required decision route	Working record
Normal return	Report to the leave-sanctioning authority and take the directed charge.	Joining report and roster update.
Early return	Rule 26 requires permission from the authority that sanctioned leave.	Permission, revised dates and account entry.
Extension requested	Send the application through the proper route; do not assume approval.	Request date, evidence and written decision.
Unexplained overstay	Refer promptly for the applicable leave and disciplinary processes.	Exact period, contact attempts and explanation.

For return after unauthorised absence, obtain directions under the current applicable procedure before assigning duties.

Sources: **H2**: rr. 23, 26, 29, 35 | **H3**: return and absence instructions

Separate leave treatment from discipline

The two questions may involve different competent authorities and different legal steps.

Treatment of the period

- Identify how the absence affects the leave account and admissible pay under the applicable rules and final orders.
- Rule 23 specifically addresses overstay without extension: it provides for no remuneration for that period and a double leave-account debit, without prejudice to discipline.

Disciplinary responsibility

- Whether misconduct is established, and what penalty may follow, must be decided under the applicable disciplinary law and procedure.
- S&GAD instructions of 9 September 2013 distinguish the disciplinary decision from the later separate treatment of the absence period.

Do not use a leave-account entry as a substitute for disciplinary proceedings, or assume a penalty itself sanctions leave.

Sources: **H2**: r. 23 | **H3**: paras. vi-vii | **H1**: s. 15

Use the PEEDA route where it applies

The Punjab Employees Efficiency, Discipline and Accountability Act 2006 is commonly called the PEEDA Act.

What the Act addresses

- Section 2(n)(vii) includes absence without prior approval of leave within misconduct. First establish the duty, the period and the approval position.
- For an absence case within section 5(1)(b), the Act requires the competent authority to dispense with the formal inquiry.

What this does not mean

- Dispensing with an inquiry is not, by itself, permission to skip the section 7 notice, reply and personal-hearing requirements.
- The competent authority must assess the case and issue the appropriate written decision under the Act. A biometric flag is not that decision.

Confirm jurisdiction and the applicable statutory route. Lectures 26-28 explain the procedural stages, exceptions and safeguards.

Sources: **H5**: ss. 2(n)(vii), 5, 7

Avoid penalties invented at hospital level

A factual attendance record supports a lawful decision. It does not create a new power to punish.

Do not improvise

- Do not announce automatic fines, salary deductions or additional duties as punishment solely because a dashboard shows a red flag.
- Do not falsify the issue date of a leave sanction, change the original roster or remove contrary evidence to make a case appear simpler.

Use the proper route

- Send verified facts and the employee's explanation to the officer authorised to act. Lectures 26-28 cover the disciplinary process in detail.
- Implement lawful leave and pay orders accurately. Distinguish an authorised service-related roster change from a disguised punishment.

Any permissible monetary consequence or disciplinary penalty needs its actual legal basis, competent authority and required process.

Sources: **H1**: s. 15 | **H3**: paras. vi-vii

Use a short weekly staffing review

Teaching format: combine service availability with the status of unresolved staff cases.

01 Coverage

Which duties were uncovered, and for how long?

02 Vacancies

Which vacant posts cause a real service gap?

03 Exceptions

Which attendance alerts remain unverified?

04 Leave cases

Which applications or extensions await a decision?

05 Workload

Who is repeatedly covering extra or conflicting duties?

06 Actions

Who owns each correction, and when will it be checked?

Compare like with like. Approved leave is different from unauthorised absence; an unresolved alert should remain labelled unresolved.

Three decisions to practise

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

1 | Headcount

A unit has 15 staff in post. Two are on leave, one is training and one is posted elsewhere. Categories do not overlap.

What is the local pool, and what further check is needed?

2 | Pending leave

An employee has a positive leave balance. The supervisor forwarded the application, but no sanction is found.

What should you verify before treating the dates as approved leave?

3 | Biometric alert

An employee has no device entry. The roster shows authorised duty at another site, supported by that site's record.

What should the review record say?

Write the service action and the record needed. Do not jump directly from an alert to a penalty.

Answers and reasons

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

1 | Local pool: 11

$15 - 2 - 1 - 1 = 11$. Check skills, shifts, rest and other commitments before treating the 11 as assignable cover. The pool is not a staffing ratio.

2 | Find the competent decision

Verify the applicable rules, dates, authority and written sanction. Seek a prompt decision and safe cover; balance and forwarding do not equal approval.

3 | Record the verified explanation

Link the authorised duty order and receiving-site evidence. Correct the attendance classification through the approved route; retain the original alert and correction trail.

Fair treatment means accurate evidence, consistent review and the correct authority. It does not mean ignoring a substantiated absence.

Build three small records for your hospital

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

Roster review

Choose one shift. Show the required duties, actual cover, backup and unresolved gap.

Attendance review

Take one alert. Record the roster, evidence, explanation, reviewer and outcome.

Leave case

Identify the employee regime, account, dates, authority, decision and cover.

Ask another officer: can you see who should work, who approved any absence and what action remains?

Next: Lecture 25 - Performance, Professional Conduct and Staff Grievances.

Sources and continued use | 1

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

H1

Punjab Civil Servants Act 1974

Official S&GAD compilation, Estacode 2024. Sections 2, 15 and 17 cover status, discipline and leave. Apply later amendments and the employee's actual terms.

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

H2

Revised Leave Rules 1981: Punjab

Finance Department text in an older Estacode 2007 compilation hosted by RMU. Read cited process rules with later amendments. This lecture does not reproduce a current leave-benefit ceiling table.

Punjab Finance Department | Rawalpindi Medical University copy | [Official source](#) | [Later Estacode editions](#)

H3

Unauthorised absence: treatment of the period

S&GAD No. SOR-I(S&GAD)-1-25/2001, 9 September 2013; copy circulated by TEVTA. Paragraphs vi-vii distinguish discipline from leave treatment. Check later applicable instructions.

Government of Punjab | S&GAD; official TEVTA copy | [Official source](#)

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

Sources and continued use | 2

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

H4 **Finance Department: notifications**

Official update index. Check the actual notification, date of effect and employee category before applying a revised leave benefit, leave encashment provision or related instruction.

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

H5 **Punjab Employees Efficiency, Discipline and Accountability Act 2006**

Punjab Assembly text archived by ILO in 2011. Used here for sections 2(n)(vii), 5 and 7 on absence and the decision route. Read with later amendments; Lectures 26-28 cover disciplinary procedure.

Punjab Assembly | ILO NATLEX archive | [Official source](#)

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