



GOVERNMENT OF THE PUNJAB

Manual of Secretariat Instructions, 2016

Regulations/O&M Wing
Services and General Administration Department

FOREWORD

The Manual of Secretariat Instructions is a compilation of instructions about organizational setup, office procedure, noting, drafting, correspondence and detailed description of duties of staff working in the Punjab Civil Secretariat. Prime object of this composition is to provide guidance in a simplified manner to the ministerial and ancillary staff working at supervisory or subordinate slots for smooth functioning of official business.

After transition from block printing to laser printing, the first computerized edition of this booklet was published by Regulations/O&M Wing, S&GAD in 1988 and republished without any change in 2002. Since then, a lot of changes have taken place in the areas of institutional setup, management and organization methods. In the wake of IT innovation and introduction of e-devices in office procedure, revision of this Manual had become essential for achieving good results from office workforce. In view of changing official environments and to make this Manual compatible with present working conditions, paras 1.57 to 1.60 have been added.

With dedicated efforts of Secretary Regulations, S&GAD, Dr. Muhammad Saleh Tahir and his inspiring leadership, the new edition of Manual of Secretariat Instructions, 2016 is going to be published. All-out efforts have been made to maintain accuracy in it, however, suggestions for improvement will be appreciated for future and online edition.

**CHIEF SECRETARY
PUNJAB**

28th December, 2016

CONTENTS

MANUAL OF SECRETARIAT INSTRUCTIONS, 2016.....	1
1.1 SHORT TITLE AND COMMENCEMENT	1
1.2 DEFINITIONS.....	1
ORGANIZATIONAL SET-UP OF THE SECRETARIAT.....	2
DUTIES AND FUNCTIONS	2
1.4 SECRETARY	2
1.5 ADDITIONAL SECRETARY	3
1.6 DEPUTY SECRETARY	3
1.7 SECTION OFFICER	4
1.11 SUPERINTENDENT.....	4
1.14 PRIVATE SECRETARY.....	5
1.16 SENIOR SCALE STENOGRAPHER/PERSONAL ASSISTANT	6
1.17 SECTION STENOGRAPHER.....	6
1.18 SECTION ASSISTANT.....	7
1.20 CLERK.....	8
1.21 DAFTRI	8
1.22 NAIB QASID	9
1.26 OTHER STAFF	10
DISPOSAL OF BUSINESS	10
MEETINGS.....	10
RECORDING OF PROCEEDINGS	11
APPOINTMENTS, TRANSFERS, POSTINGS, PROMOTIONS AND DISCIPLINE.....	11
PUBLICATION OF PAPERS IN THE OFFICIAL GAZETTE.....	11
PUBLICITY MEASURES.....	12
CIRCULATION OF DECISIONS OF GENERAL APPLICATION	12
CHECKS ON DELAYS.....	13
AUTHORIZATION SLIP FOR TAKING GOVERNMENT PAPERS OUTSIDE THE SECRETARIAT	
COMPOUND WALL	14
SUBMISSION OF PERIODICAL STATEMENTS/ REPORTS ON DUE DATE	15
BUDGET WORK	15
CONDUCT OF CASES IN COURTS	15
PUNCTUALITY IN ATTENDANCE	15
LEAVE.....	17
1.50 CASUAL LEAVE	17
1.51 UNAUTHORIZED ABSENCE.....	17
MISCELLANEOUS.....	18
1.52 HANDLING OF OFFICIAL PAPERS/PROPERTY	18
1.53 USE OF RED, BLUE, BLACK AND GREEN INK.....	18
1.54 INSTRUCTIONS FOR FILLING PER FORMS.....	18
1.55 ERASURES/OVERWRITING.....	18
1.56 DUPLICATE BILLS	18
1.57 PREPARATION OF PRESENTATIONS.....	19
1.58 HANDLING OF MOBILE PHONES/ELECTRONIC DEVICES	19
1.59 SURRENDERING THE SERVICES OF OFFICERS/OFFICIALS	19
1.60 MANNERS FOR SUBMISSION OF CASES TO REGULATIONS WING, S&GAD FOR ADVICE	19
RECEIPT AND DISTRIBUTION OF PAPERS IN THE DEPARTMENT	20
2.1 RECEIPT AND ISSUE BRANCH.....	20

ACKNOWLEDGMENT OF DAK DELIVERED BY HAND	20
2.4 FRESH RECEIPTS	20
2.12 TREATMENT OF PAPERS RECEIVED IN A SECTION/BRANCH.....	21
ASSIGNMENT OF SUBJECT TITLES AND NUMBERS OF FILES.....	24
PARTS AND SHAPE OF FILES.....	25
TREATMENT OF PRIORITY CASES AND USE OF PRIORITY LABELS	27
RECORD AND INDEXING OF FILES	28
3.42 RECORDING.....	28
3.43 PREPARATION OF INDEX CARDS	29
3.44 CLASSIFICATION OF FILES	30
(i) CATEGORY 'A' – PERMANENT FILES TO BE PRINTED	30
(ii) CATEGORY 'B' – PERMANENT BUT NOT TO BE PRINTED	30
(iii) CATEGORY 'C' – LIFE 10 TO 15 YEARS.....	30
(iv) CATEGORY 'D' – LIFE UP TO TEN YEARS	31
3.45 SECRET AND CONFIDENTIAL FILES.....	31
3.49 PRINTING OF FILES.....	31
WEEDING AND DESTRUCTION OF FILES	32
3.51 PRESERVATION AND WEEDING OF VARIOUS REGISTERS	33
TRANSFER OF FILES TO THE RECORD ROOM, INDEXING AND REQUISITIONING THEREOF.....	33
PRESERVATION OF RECORDS.....	34
NOTING ON CASES	35
DRAFTING	36
MANNER OF SUBMISSION OF CASES TO THE GOVERNOR AND THE CHIEF MINISTER.....	37
SUMMARY FOR THE CABINET.....	38
FORMS OF COMMUNICATION.....	40
5.2 OFFICIAL LETTER (APPENDIX-D)	40
5.3 MEMORANDUM (APPENDIX-F)	41
5.4 DEMI-OFFICIAL LETTER (APPENDIX-G).....	41
5.5 UNOFFICIAL REFERENCE	42
5.6 OFFICE ORDER (APPENDIX-H)	42
5.7 NOTIFICATION (APPENDIX-J)	43
5.8 ENDORSEMENT	43
PRESS COMMUNIQUÉ AND PRESS NOTE.....	43
INTER-DEPARTMENTAL REFERENCES ON FILES.....	45
REFERENCE TO THE PUNJAB PUBLIC SERVICE COMMISSION.....	47
REFERENCES FROM THE FEDERAL AND OTHER PROVINCIAL GOVERNMENTS	47
CORRESPONDENCE WITH GOVERNMENTS OF FOREIGN COUNTRIES, PAKISTAN DIPLOMATIC MISSIONS OR FOREIGN MISSIONS IN PAKISTAN	48
TREATMENT OF REFERENCES RELATING TO ASSEMBLY BUSINESS.....	49
REFERENCES FROM HEADS OF ATTACHED DEPARTMENTS AND AUTONOMOUS BODIES	50
PETITIONS ADDRESSED BY GOVERNMENT SERVANTS TO THE GOVERNOR/CHIEF MINISTER.....	50
TREATMENT OF CONFIDENTIAL PAPERS.....	50
TYPING & DISPATCH	52
6.1 TYPING	52
6.2 DISPATCH	52
DESPATCHER:.....	54
DAFTRI :	54
DISPATCHER (CONTINUED–	54

CENTRAL DESPATCH AGENCY	55
ACTION AFTER DESPATCH	56
APPENDIX A	57
INSPECTION IN THE SECRETARIAT.....	57
PERFORMANCE.....	57
USE OF GOVERNMENT PROPERTY	58
WORKING CONDITIONS	58
SECURITY AND DISCIPLINE.....	59
CASH AND ACCOUNTS.....	59
RECEIPT AND DESPATCH	59
APPENDIX B	60
TIME LIMITS	60
FOR THE DISPOSAL OF CASES AND REFERENCES CONCERNING GENERAL ADMINISTRATIVE AND FINANCIAL MATTERS WHICH ARE COMMON TO ALL DEPARTMENTS	60
APPENDIX-C	70
CHOICE OF WORDS IN NOTING AND DRAFTING.....	70
APPENDIX-D.....	71
OFFICIAL LETTER	71
APPENDIX-E	72
LETTER ADDRESSED TO NON-OFFICIALS OR GROUPS OR INDIVIDUALS	72
APPENDIX-F.....	73
MEMORANDUM.....	73
APPENDIX-G.....	74
DEMI-OFFICIAL LETTER.....	74
APPENDIX-H.....	75
OFFICE ORDER	75
APPENDIX-I	76
APPENDIX-J.....	77
APPENDIX-K	78
BUDGET CALENDAR.....	78
APPENDIX-L.....	80
CONDUCT OF COURT CASES.....	80
REFERENCES FOR OPINION	80
CRIMINAL CASES.....	82
FEE IN CRIMINAL CASES.....	82
CIVIL LITIGATION.....	83
LIMITATION.....	85
FEES IN CIVIL CASES.....	86
ANNEXURE-A	87
SECTION DIARY REGISTER.....	87
ANNEXURE-B	88
DOCKET SHEET	88
ANNEXURE-C.....	89
NAIB QASID BOOK FOR DELIVERY OF CIRCULARS	89
ANNEXURE-D	90
NAIB QASID DELIVERY BOOK	90

ANNEXURE-E	91
FILE REGISTER	91
SUBJECT HEADING	91
ANNEXURE-F	92
REGISTER OF RECORDED FILES	92
ANNEXURE-G	93
REGISTER OF FILES DUE FOR DESTRUCTION	93
ANNEXURE-H	94
INDEX CARD	94
ANNEXURE-I	95
CONFIDENTIAL FILES REGISTER	95
ANNEXURE-J	96
MONTHLY ARREARS STATEMENT	96
ANNEXURE-K	97
REGISTER OF PENDING REFERENCES	97
ANNEXURE-L	98
STANDING REPORTS AND RETURNS CHARTS	98
ANNEXURE-M	99
STATEMENT OF IMPORTANT DECISIONS.....	99
ANNEXURE-N	100
RECEIPT REGISTER	100
ANNEXURE-O	101
QUARTERLY PROGRESS OF RECORDING/INDEXING AND.....	101
WEEDING OF FILES.....	101
LIST OF ABBREVIATIONS	102

MANUAL OF SECRETARIAT INSTRUCTIONS, 2016

1.1 *Short Title and Commencement*

These instructions are issued in accordance with the provision of *Rule 11(1) of the *Punjab Government Rules of Business, 2011 and shall be called the 'Manual of Secretariat Instructions, 2016'.

- i. They shall come into force at once and shall supersede all existing instructions and orders relating to office procedures not consistent with the provisions of this Manual.
- ii. If there be any inconsistency between these instructions on the one hand and the Rules of Business, 2011 or other statutory provisions on the other, the latter shall prevail.

1.2 *Definitions*

In these instructions, unless the context requires otherwise:

- i. 'Secretary' means the Secretary or Acting Secretary to Government in-charge of a Department or part of a Department and includes the Chief Secretary, the Additional Chief Secretary, the Special Secretary and the Additional Secretary in-charge of a Department.
- ii. 'Additional Secretary' means an officer in-charge of a Department or Wing or Wings in a Department.
- iii. 'Deputy Secretary' means an officer in-charge of a Wing in a Department.
- iv. 'Section Officer' means an officer in-charge of a Section including a branch headed by a Superintendent.
- v. 'Branch' means a primary unit of a Department headed by a Superintendent.
- vi. 'Diary' means the register in which all papers received are entered.
- vii. 'File Register' means a register in which all files opened in one calendar year are entered.
- viii. 'Index Card' means a document showing the subject and number of a file used for the purpose of tracing and linking references on the subject.
- ix. 'Rules of Business, 2011' means the Punjab Government Rules of Business, 2011.

Note:

- a. All other words and phrases used in this Manual but not defined here, shall have the same meaning as given in the Punjab Government Rules of Business, 2011.

*The word, figures and brackets "Rule 10(1)" replaced with "Rule 11(1)", vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

*For the word comma and figures "Punjab Government Rules of Business, 1974" wherever occur shall be replaced with "Punjab Government Rules of Business, 2011", vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

- b. 'Subordinate Office' means an office of Government of the Punjab other than a Department, Attached Department or a Regional/ Divisional office.
- c. 'Superintendent' means an officer in-charge of a branch.
- d. 'Wing' means a working unit of a department consisting of a number of Sections/Branches when referred to collectively.

ORGANIZATIONAL SET-UP OF THE SECRETARIAT

- 1.3**
- i. The Secretariat shall consist of the Departments included in First Schedule of the Rules of Business, 2011, and the distribution of business amongst the Departments shall be as indicated in Second Schedule of the said Rules.
 - ii. Each Department shall consist of a Minister, a Secretary and of such other officers and officials as the Government may determine provided that the same person may be Secretary to more than one Department.
 - iii. Members, Board of Revenue, are also Secretaries to Government in their respective Departments.
 - iv. The working units in a Department shall be as determined by the Government from time to time.
 - v. Sections in each Department or its Wings would be serially numbered followed by an indication of the work done by each Section in the form of one or more letters (within brackets).

DUTIES AND FUNCTIONS

1.4 *Secretary*

- i. Secretary is the official head of a Department and is responsible for its efficient administration and discipline, and for the proper conduct of business assigned to the Department under the Rules of Business, 2011 and for careful observance of these Instructions in his Department.
- ii. The duties and functions of the Secretary shall be as laid down in *Rule 10 of the Rules of Business, 2011.
- iii. The Secretary shall allocate the business of his Department to various wings, sections and branches by means of standing orders and shall also issue clear directions with regard to the distribution of work among the officers in his Department and the channel of submission of cases.
- iv. When an officer is absent, on leave or otherwise away and no substitute is appointed, the Secretary shall issue instructions for disposal of work of the officer during his absence.

*The word and figure "Rule 9" replaced with "Rule 10", vide Notification No. SO (PPCM) O&M(S&GAD)1-15/2011 dated 22.08.2011.

- v. Subject to such general policy, orders, etc., on the subject and in conformity with the same, the Secretary shall determine the maximum extent of delegation of powers to each officer in the Department and issue clear standing orders specifying these powers and also the manner of disposal of cases and shall ensure that the distribution of work is fair and equitable. He will also ensure that the channel of submission of cases is vertical and not horizontal.
- vi. The Secretary shall review the delegation of powers to various officers periodically to ensure maximum delegation of authority for disposal of cases at the initial and middle levels, with appropriate reporting system to keep him fully informed.
- vii. It shall be the duty of the Secretary to ensure that cases submitted to the Minister, and where the Rules of Business, 2011 so provide, to the Governor, the Chief Minister or the Cabinet, are complete in all respects.

1.5 Additional Secretary

Unless he is in-charge of a Department, an Additional Secretary shall be entrusted with a well-defined sphere of duties. Within the sphere he shall assume full responsibility. Normally, there shall be three to four Deputy Secretaries in a Wing under the charge of an Additional Secretary.

1.6 Deputy Secretary

- i. The duties and functions of Deputy Secretaries shall be such as may be assigned to them by the Secretary.
- ii. A Deputy Secretary shall normally have at least 4 Sections under him. The Deputy Secretary Administration (in some Departments Deputy Secretary General) will have under him a Section Officer (Admin/General), who is in-charge of the Establishment & Accounts and Receipt & Issue Branches and acts as Drawing and Disbursing Officer.
- iii. He shall dispose of all cases of Sections in his charge in which policy matters are not involved or which, under the rules or standing orders, he is competent to deal with at his level.
- iv. He shall inspect the working of the Sections under his charge at least once every three months and also pay surprise visits at reasonable intervals. He shall pay special attention to:
 - a. compliance with the Rules of Business, 2011, the Secretariat Instructions, standing orders and office directives;
 - b. security arrangements;
 - c. general office management;
 - d. proper use and care of Government property and equipment; and

- e. arrangements for the disposal of Section/Branch's work in the temporary absence of its Section Officer/ Superintendent.

Note:

A guide to inspection is at **Appendix-A**.

1.7 Section Officer

A Section Officer will be in-charge of a Section and may also be the controlling officer of Branches headed by Superintendents. He will normally be assisted by a nucleus ministerial staff such as an Assistant, a Clerk-cum-Record Keeper, a Stenographer etc. He will be responsible for the efficient administration and discipline of his Section and for the proper conduct of business assigned to it.

1.8 A Section Officer shall:

- i. Receive fresh receipt in accordance with para 2.11 (i) & (ii) infra.
- ii. Write self-contained notes while submitting cases to higher officers.
- iii. Put up draft replies, Summaries, Working Papers, Presentations, Positive Papers etc. for approval of higher officers. For details, chapters on Fresh Receipts, Files, Noting & Drafting and Correspondence may be seen.

1.9 Further instructions regarding disposal of work by Section Officer are at paras 2.25 to 2.27.

1.10 Subject to the time limits fixed for the disposal of various categories of cases (**Appendix-B**) a Section Officer is expected to deal with most of the communications received in his Section within a week of their receipt. Immediate/Urgent cases are to be disposed of within 24 hours/3 days of their receipt. For further instructions regarding treatment of priority cases and use of priority labels see paras 2.25(iii) & 3.33 to 3.41.

1.11 Superintendent

A Superintendent in the Secretariat is an officer and normally heads a Branch under the control of a Section Officer. He is responsible for ensuring that the work is conducted by his staff properly and that there is tidiness and discipline in his Branch.

1.12 The Superintendent of the Receipt and Issue Branch is personally responsible for the accurate sorting of Dak, section-wise, and should ensure further:

- i. that the Receipt Clerk submits the receipts once daily to the appropriate Section Officer along with the Diary;
- ii. that letters are dispatched on the date of receipt and office copies returned promptly to the Sections concerned; and
- iii. confidential/secret communications are dispatched under his personal supervision in the manner prescribed in paras 5.20 to 5.27.

1.13 The Superintendent should open all covers, other than those sealed or addressed by name to any particular officer in the department, and

- i. make sure that each envelope is completely emptied;
- ii. check enclosures and make note of any omission in the margin of the communication;
- iii. separate receipts section-wise, and place them in labeled compartments; and
- iv. in case of disputed receipts, orders of the Administrative Secretary may be obtained or of an officer authorized by him in this behalf.

Note:

To facilitate correct sorting and distribution of receipts Section-wise, the Receipt and Issue Branch shall equip itself with an up-to-date list of subjects dealt with by each Section in the Department.

1.14 Private Secretary

Private Secretaries to Ministers, Advisers and Secretaries shall perform the following duties:

- i. to prepare drafts of personal letters as and when required by the Ministers/Advisors and Secretaries;
- ii. to prepare presentations whenever required;
- iii. to check official e-mails and to submit the same to Ministers/Advisors/Secretaries, etc.
- iv. to attend to visitors and arrange interviews;
- v. to arrange engagements and maintain an engagement diary;
- vi. to arrange, when required, official social functions such as tea/dinner parties;
- vii. to prepare tour programmes of Ministers/Advisors and Secretaries and to correspond with the District and Railway Officers, notables, MPAs and all others concerned in this connection;
- viii. to go through petitions and complaints received from the public and aggrieved officials and to pass them on to the officer concerned under instructions from Ministers/Advisors;
- ix. to deal with cases relating to telephone bills in respect of the calls made from the telephones of Ministers/Advisors and Secretaries and cases relating to carriage of their personal effects on tours.

1.15 In order to avoid unnecessary inconvenience to the Ministers/Advisors, their Private Secretaries may sign papers of ordinary or routine nature. Policy decisions or orders having administrative implications such as transfer of departmental officers would, however, be conveyed to the Administrative Secretaries under signatures of the Ministers/Advisors. Orders on files submitted by the Administrative Secretaries will also be passed by the Ministers/Advisors themselves.

1.16 Senior Scale Stenographer/Personal Assistant

Senior Scale Stenographer//Personal Assistant attached with the Ministers/Advisors, Secretaries, Additional /Deputy Secretaries will perform the following duties:

- i. Take down dictation of notes and drafts from their officers and type them neatly and accurately;
- ii. Note down urgent matters and routine appointments of their officers in their desk diaries/engagements;
- iii. Submit to their officers an agenda for the day covering urgent matters and routine appointments on the basis of the engagement diary;
- iv. Maintain confidential and secret files and papers of their officers;
- v. Maintain Telephone Register;
- vi. Maintain reference books and keep them up-to-date by getting correction slips pasted by office Daftri;
- vii. Arrange interviews as permitted by their officers;
- viii. Supervise the upkeep of the officer's and visitor's rooms;
- ix. Be responsible for the maintenance of the computers and other office equipment supplied to them;
- x. Make tour arrangements including the issue of tour programme; and
- xi. Receive fresh receipts from R&I Branch in accordance with para 2.11(iii).

1.17 Section Stenographer

Section Stenographers will perform the following duties:

- i. Take down dictation of notes and drafts from their Section Officers and type them neatly and accurately;
- ii. Do most of the routine typing work in their Sections including typing of enclosures to communications. If the enclosures exceed three pages and are not Confidential/Secret these may be sent to the Clerk attached to the Section for typing;
- iii. Note down scheduled meetings, time limit cases and important cases in the Section Officer's table diary/engagements;
- iv. Attend to the telephone in the absence of Section Officers and maintain the Section Telephone Registers;
- v. Be responsible for the proper handling and care of their computers and other office equipment; and
- vi. Perform the duties of Section Assistant during his temporary absence.

1.18 Section Assistant

The Section Assistant shall perform the following duties in his Section:

- i. He will maintain reference books and keep them up-to-date by getting the correction slips pasted.
- ii. He is personally responsible for adding to a case any precedent, policy, rules, or regulations relating to it, and flagging them properly and making references in the margin of the case before its submission to the Section Officer.
- iii. He should undertake reference and research work, i.e., acquaint himself with the rules and regulations pertaining to the subjects dealt with in his Section, maintain such statistics as are required by the Section Officer (e.g. in a Service Branch, maintain lists of officers belonging to a specific cadre, showing their latest postings, etc.), and while examining old records, take extracts of important policy decisions, etc.
- iv. He will record advice tendered by the Services, Law and Finance Departments on any important matters referred to these Departments in a note book and also keep with him a separate reference collection of important decisions.
- v. He will prepare such statements and returns and collect such material and statistics, as may be required by the Section Officer.
- vi. He will also maintain prescribed charts regarding:
 - a. all outstanding reports and returns due to be received in the Section or to be submitted by the Section; and
 - b. Time-limit cases.
- vii. In the temporary absence of the Section Officer, he will submit and personally explain urgent cases to the Deputy Secretary concerned.
- viii. He will undertake periodically a proper classification, recording, indexing and weeding of files in accordance with the instructions contained in this Manual under the guidance of the Section Officer and submit a half-yearly certificate of compliance to the Deputy Secretary concerned through the Section Officer, by the end of June and December each year.
- ix. He will compare typing work with the Section Stenographer/Clerk, when necessary.
- x. He will generally instruct and guide the Section Clerk and supervise his work. In the temporary absence of the Section Officer, he will attend to any urgent references or cases that may require immediate attention.
- xi. In the absence of a clerk/record keeper, he will perform the duties of the clerk/record keeper.
- xii. He will prepare drafts for approval after final orders have been passed.

Manual of Secretariat Instructions, 2016

- xiii. He will take follow-up action by putting up reminders for signature of the concerned Section Officer on due dates. He will also collect information from the concerned agencies.
- xiv. He will maintain separate running summary of each case giving history, background, and the stage of disposal.
- xv. Make oral presentation of cases entrusted to him by the Section Officer.
- xvi. He will do such other office work as may be entrusted to him by the Section Officer.
- xvii. Other duties as contained in para 6.5.

1.19 Assistants in Establishment and Accounts Branches and specialized Sections like Budget, Statistics, etc., will continue doing noting and drafting on cases as usual. Assistants in other Sections shall prepare notes in routine cases to be disposed of at the level of Section Officer.

1.20 *Clerk*

Clerks in the Secretariat are required to perform the following duties:

- i. Receipt and dispatch including File Tracking System.
- ii. Diarising (to enter all receipts of the Section in Diary Register) and placing them on relevant files or open new files. Making red entry in the note portion of the files.
- iii. Sorting, distribution and filing of papers.
- iv. Maintenance of registers relating to office files, recorded files, destroyed files and movement register showing the whereabouts of the files received in or sent out of the Section. He should also keep a register of pending cases (**Annexure-K**), showing the files required to be submitted for issue of reminders or otherwise on due dates, a register of reference books available in the Section and maintain other prescribed registers;
- v. Record Keeping;
- vi. Establishment and accounts matters (preparation of pay bills, T.A. bills, etc.);
- vii. Handling of cash, if posted as a Cashier;
- viii. Stationery indenting, storing and distribution; and
- ix. Other duties as contained in para 6.5.

1.21 *Daftri*

A Daftri is required to perform the following duties:

- i. See that the Officers' tables are fully furnished with the requisite stationery, i.e., marker, ink, inkpot, universal forms, etc.
- ii. See that reference books of officers and staff are maintained in proper order and kept up-to-date by pasting in them correction slips issued from time to time;

- iii. Help the Stationery Assistant in the maintenance of the register of universal and other forms and in the distribution of stationery and forms;
- iv. Help the Librarian in the annual stock-taking;
- v. Repair/replace all damaged file covers and pages of current and recorded files;
- vi. Maintain the diaries, dispatch registers and volumes of bound proceedings in good condition and repair them whenever they are found in torn or damaged state and see that they are dusted daily;
- vii. Take out diaries, dispatch registers and volumes of bound proceedings from their racks whenever required to do so by the Record Keeper;
- viii. Pull out and restore files under the directions of Section Assistants/Clerks;
- ix. Help the Record Keeper in the stitching of recorded files and restoring them in their proper place in the record shelves;
- x. Seal secret and confidential letters;
- xi. Prepare and sew parcels of heavy articles to be sent out by post or rail;
- xii. Issue UMS/TCS etc.;
- xiii. Affix service postage stamps on covers under the direction of the dispatcher and help him in the maintenance of the stamp account in the Dispatch Register;
- xiv. Help the dispatcher in the circulation of all printed matter;
- xv. Put lines for statements when required by Sections/Branches; and

1.22 Naib Qasid

A Naib Qasid may be required to work with either an individual officer, a group of officers or in one or more Branches or Sections. He may be called upon to perform the functions of an attendant or a messenger.

1.23 The duties of a Naib Qasid have been explained in the 'Guidelines for the Training of Class IV Staff' issued by the Organization and Methods Wing of the Services and General Administration Department. The overall purpose of a Naib Qasid is to be of assistance to officers and staff, in an office in the efficient performance of their duties. He shall not leave the office without the permission of his immediate superior, and will not refuse to sit late if on any particular day he is required to sit after office hours.

1.24 As an attendant, he is expected to perform other duties, e.g., serving of drinking water, fetching refreshments, posting letters, paying bills or running other errands, etc., as will facilitate the discharge of official business by his officer and members of the staff. He will also repair/replace all damaged file covers where the post of Daftri does not exist.

1.25 The Naib Qasids are forbidden to receive or extort tips. Any Naib Qasid found to be making such demands or receiving tips will be severely punished. The

Officer-in-charge of administration should ensure that Naib Qasids/Qasids and other such Government servants are acquainted with this rule periodically.

1.26 Other Staff

For duties of the staff employed in Receipt and Issue Branch and Dispatch Agency, chapters II & VI may be seen.

DISPOSAL OF BUSINESS

1.27 All business of Government shall be conducted in accordance with the Rules of Business, 2011 and these Instructions.

1.28 The following cases shall be submitted to the Secretary of a department:

- i. All cases, summaries and reports requiring submission to the Governor, Chief Minister and Cabinet.
- ii. All cases involving major policy and important administrative issues.
- iii. All cases of appointments or promotions that have to be referred to the Governor, Chief Minister, Minister In-Charge or the Chief Secretary or Selection Board.
- iv. All cases involving foreign delegations, deputations abroad, and nominations for foreign/local training.
- v. All important cases relating to the development plans, annual budget and foreign exchange requirements.
- vi. All cases of transfer of Heads of Departments and Heads of Regional/Divisional offices.
- vii. Proposals received from a Minister of other departments where it is proposed to reject the proposal.

1.29 All other cases shall be disposed of by subordinate officers in accordance with the relevant rules or the powers delegated under these instructions. All fresh receipts sent down by the Secretary or Additional Secretary shall ordinarily be taken to be sent down “for examination and disposal without reference to him”, unless the case is to be shown to him under the provision of these instructions or he specifically asks for the case to be shown to him.

1.30 No officer shall deal with a case relating to his own promotion, transfer, pay or allowances or with a case dealing with his own official conduct.

MEETINGS

- 1.31** i. The Secretary (or Additional/Deputy Secretary In-charge) should endeavor to convene meetings of all officers in a Department once a month and at any rate, once every quarter, to discuss:
- a. important pending cases;
 - b. specific problems calling for general expression of views or exchange of ideas; and

- c. questions of general interest concerning the Department as a whole.
- ii. The Deputy Secretaries should hold periodical meetings with the Section Officers.

1.32 All meetings shall be businesslike. Brief minutes shall be recorded mentioning only the salient points considered and the decisions taken. Individual viewpoints should not be recorded except on request.

RECORDING OF PROCEEDINGS

***1.32-A** It has been observed that proceedings of meetings, chaired by the Governor, on presentation given to him at times are either not recorded on the presumption that Governor's Secretariat is responsible for the purpose or their submission for approval of the Competent Authority, are delayed unnecessarily. This is to clarify that recording of such proceedings is primarily the responsibility of the concerned Administrative Department.

APPOINTMENTS, TRANSFERS, POSTINGS, PROMOTIONS AND DISCIPLINE

1.33 Appointments, transfers and postings of officers and staff in the Secretariat are made by the authorities specified under [▼]Rule 23 of the Rules of Business, 2011. The appointments and promotions are to be made through the Punjab Public Service Commission, the Provincial Selection Board, Departmental Selection/Promotion Committees in accordance with Rule 4 of Punjab Civil Servants (Appointment and Conditions of Service) Rules, 1974, as amended from time to time. The Competent Authority may delegate the power of postings/transfers as deemed necessary.

1.34 The Services and General Administration Department shall be consulted in respect of cases which:

- i. relate to temporary promotions against leave or other vacancies; or
- ii. require an officer to hold charge of more than one post for a period exceeding six months.

1.35 Resignations tendered by the employees shall be submitted to the concerned appointing authority.

PUBLICATION OF PAPERS IN THE OFFICIAL GAZETTE

- 1.36** i. No papers, except those which in the ordinary practice are published in the Official Gazette of the Punjab, or which are required by law to be so published, shall be published without full consideration and without the approval of the Secretary of the Department to which the subject pertains.
- ii. All papers sent for publication in the Gazette shall be signed by the Secretary or by an officer authorized by him. Officers authorized to sign papers for publication in the Gazette shall sign under their own designation and not "for Secretary".

*Instructions incorporated vide Governor Secretariat letter No. PSG-2/2002 dated 06.02.2002.
[▼]The word and figures "Rule 21" replaced with "Rule 23" vide Notification No. SO (PPCM) O&M(S&GAD)1-15/2011 dated 22.08.2011.

PUBLICITY MEASURES

1.37 All publicity material intended for the Radio or TV channels should be routed through the Director General Public Relations (DGPR). The Secretaries should make a point of briefing to the Information Officer at all stages of planning and implementation of Government policies. Each Department may carry out a periodic appraisal of its activities and achievements and the concerned Information Officer should be asked to prepare a 'write-up' covering these achievements for projection to media (Electronic/Print etc.), so that the people are fully informed of the activities and achievements of various Departments.

1.38 The decisions or measures can be announced by Minister in a News Conference. The Secretary or Chairman of an Autonomous Body may hold a News Conference with the permission of Minister Incharge or Chief Minister/Governor, as the case may be.

1.39 Secretaries to Government, Chairmen of Autonomous Bodies, Heads of Attached Departments and Regional and Divisional Heads outside Lahore can meet the media people to explain for the benefit of people the actual position in regard to Government activities and, wherever necessary, remove misgivings from the public mind about the specific matters arising from day-to-day administration. Utmost care should be taken to avoid making statements that tend to create embarrassment for Government. Publicity publications can carry conviction only if they contain authentic facts and figures about progress in various fields. Every Department should, therefore, nominate a liaison officer, who should be in a position to supply at a short notice the required information to the representative of the Information Department both at the headquarters and regional levels. Emphasis in publicity should be placed on the performance rather than the personality of Government functionaries. In this behalf, the following directive of the Federal Government should be brought to the notice of all concerned:

- i. Names of officials should not appear in news items pertaining to their personal activities.
- ii. Tours of officials should not form subject of news items or handouts unless public participation is required. In such news items, names of officials need not be given.
- iii. Reference should be made to the field of activity rather than the official concerned.
- iv. Wives of officials not concerned in any departmental activity in their own right should not be mentioned in news items or handouts. Their photographs also should not be released to the Press.
- v. Photographs of officials released to the Press should emphasize the field of activity rather than the official concerned and should mention his designation only. Photographs of officials performing opening ceremonies or laying foundation stones or engaged in similar ceremonial pursuits should not be released to the Press.

CIRCULATION OF DECISIONS OF GENERAL APPLICATION

1.40 Decision of general application taken in a department which may form precedents in other cases, should be listed by the Section Officer concerned in the form at **Annexure-M**, and may be circulated in the department with the permission

of Deputy Secretary concerned. Where necessary, copies of the decision of general nature may be endorsed to the other Provincial Governments including the Government of Azad Jammu and Kashmir and Gilgit Baltistan.

CHECKS ON DELAYS

- 1.41**
- i. The primary responsibility for the expeditious disposal of all references and other work pertaining to a Section rests with the Section Officer concerned but supervising officers, in particular the Deputy Secretaries, shall be responsible to see that the Section Officers under their control do not delay action on any fresh reference received for final disposal of a reference on which some interim action has been taken.
 - ii. In order, therefore, to keep the Deputy Secretaries regularly apprised of the correct position regarding pending references and cases and to enable them to exercise proper check on such cases, every Section Officer shall submit in duplicate to his Deputy Secretary a monthly arrears statement in the prescribed form at **Annexure-J** on the 10th of every month (covering the end of the previous month).
 - iii. In order to obviate the necessity of preparing long lists of pending cases in prescribed form at **Annexure-K** a list once prepared can continue to be sent to the Deputy Secretary every subsequent month with necessary omissions and new additions. A new list be prepared after the expiry of every three months. The entries regarding cases finally disposed of should be scored out and fresh pending cases beyond the specified period entered. On each occasion the Deputy Secretary's copy should be brought up-to-date by mutual arrangement between the Section Officer and the Deputy Secretary concerned.
 - iv. The object of allowing a gap of ten days between the end of the month for which arrears statements are required to be prepared and the dates on which they should actually be submitted is to provide reasonable time to Section Officers to take action on most, if not all, pending references and to submit as short an arrears statement as possible. It does not mean that Section Officers are permitted to delay action on receipts for ten days or that notice of such delays will not be taken.
 - v. The Deputy Secretary shall, after scrutinizing each item on the arrears statements and indicating to the Section Officer which references require special attention, return one copy to the Section Officer and retain the other with him. He may bring such cases to the notice of the Secretary/Additional Secretary as he may consider necessary.
 - vi. In the case of pending references/cases included in the form at **Annexure-K**, it shall be the responsibility of the Section Officer to pursue them after reasonable lapse of time in each case by issuing suitable reminders, where necessary, to the proper quarters from which replies are awaited. To this end, Section Officers are empowered to make any member of their staff responsible for the prompt submission of pending cases on specified dates for the

issue of reminders. Where an entire case has been referred to another department for information or advice, a note should be kept for the issue of a timely reminder for the return of the case.

- vii. The following system of reminders may be adopted as a matter of routine. The first two reminders to another department or subordinate office should be an un-official reference or office memorandum issued after a reasonable lapse of time. The third reminder should be a demi-official letter by the Section Officer or Deputy Secretary. If there is still no response, the matter should be taken up at a higher level by the Additional Secretary/Secretary. Such written reminders should, of course, be supplemented by telephonic reminders to the officers concerned. The Federal Government, other Provincial Governments and offices not subordinate to Government should be reminded by official/demi-official, Express Letters and email etc.
- viii. Where it is necessary to consult various departments or offices, a definite time limit for replies shall be fixed, noted on the file, and, if necessary, communicated to them. On the expiry of the time limit, it should be decided whether an express reminder or a demi-official letter should be issued or the case proceeded with/without awaiting further replies.
- ix. No office copies of routine reminders should be prepared but a note of the date of issue of the reminder should be made on the Docket Sheet of the case. Reminders received from another Department should not be returned if the original reference has been returned or answered since the date of the issue of reminder. The reminders received and the replies to them should not be filed with the case but should be placed in a separate flying cover below the correspondence portion till the case is disposed of finally.
- x. On receipt of a third reminder, the officer receiving it should himself, wherever possible, secure the pending file and dispose of the case as expeditiously as possible or arrange for its quick disposal by the officer dealing with the case.

Note:

These instructions can be adapted or changed under the orders of the Secretary of the respective Department where Section Officer Scheme is not fully introduced.

**AUTHORIZATION SLIP FOR TAKING GOVERNMENT PAPERS
OUTSIDE THE SECRETARIAT COMPOUND WALL**

1.42 No member of the Ministerial staff shall in any circumstances take any papers away from the Secretariat, except with the previous permission in writing of the Section/Branch Officer in the following form:

Number of File/Letter etc. _____
Destination _____
Carried by _____

Signature and Stamp of the Officer
authorizing the movement

SUBMISSION OF PERIODICAL STATEMENTS/ REPORTS ON DUE DATE

1.43 To ensure that all reports and returns due for submission are sent on the prescribed dates, a consolidated control chart should be maintained in the form of **Annexure-L**. This chart should be displayed prominently in the Section and the Section Assistant should put up the returns well in time for further disposal on the fixed dates. Copies of the chart should be placed on the table of every Deputy Secretary and Section Officer in each Department. The Deputy Secretaries should keep the chart under constant watch to ensure that replies to the time limit references are sent and the standing reports and returns submitted to the authorities concerned by the due dates, thus ensuring proper supervision and check.

1.44 The Administrative Secretaries may consider the question of introducing similar devices in respect of reports and returns in the Attached Departments, Regional/Divisional and Subordinate Offices under their administrative control.

BUDGET WORK

1.45 It should be ensured by all concerned that the preparation of regular budget and submission of Schedule of New Expenditure (S.N.E) is completed within the prescribed time. A copy of Budget Calendar has been included in this Manual as **Appendix-K**.

CONDUCT OF CASES IN COURTS

1.46 Instructions regarding conduct of cases of the Punjab Government shall be issued by the Law Department/Solicitor to Government of the Punjab from time to time. The existing instructions on this subject are given in **Appendix-L**. The Law and Parliamentary Affairs Department shall be consulted in accordance with [^]Rule 20 of the Rules of Business, 2011.

PUNCTUALITY IN ATTENDANCE

1.47 The Services and General Administration Department shall, from time to time, prescribe general office hours and break for meals or for any other purpose.

1.48 All Administrative Secretaries shall take full responsibility for enforcing punctual attendance of officers and staff in their Departments and in the Attached Departments/offices under their administrative control.

1.49 The following procedure shall be adopted by all Departments for enforcing punctuality in attendance:

- i. A separate attendance register or any latest technology/equipment should be maintained for each Section/Branch. It should include the names of all employees. In case of attendance register, attendance should be marked in the following manner:
 - a. All the members of the Section/Branch excepting Naib Qasids and Daftris should initial the register.
 - b. 'P' for punctual attendance for Daftris and Naib Qasids.

[^]The word and figures "Rule 17" shall be replaced with "Rule 20", vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

- c. 'L' for leave.
 - d. 'A' for absence without authority (to be marked at the closing time).
- ii. The register should be initialed by the Superintendent/Section Officer and placed before the Deputy Secretary in the case of Secretariat Departments and Branch Officers in the case of non-Secretariat Departments, 15 minutes after the time fixed for arrival, on each working day. This, however, should not be taken to mean that officials are at liberty to come 15 minutes late. They must be on their seats by the time fixed for arrival.
 - iii. The Section/Branch Officer shall be held responsible for any delay in the submission of the register.
 - iv. Officials, who, having come late, are not able to initial the register, should immediately on arrival report to the Deputy Secretary/Branch Officer, who will ascertain the reason for late arrival and take action in each case.
 - v. A monthly statement of defaulters should be submitted on the 1st of every month to the Secretary/Head of office or Department, who will take suitable action against the officials concerned; such action should demonstrate that habitual defaulters have been adequately punished.
 - vi. A roster of attendance on gazetted holidays should be maintained in the last page of the register.
 - vii. Occasional surprise checks (frequency to be determined by the Secretary keeping in view the degree of default and other circumstances) should be made by Secretaries and Deputy Secretaries to ensure that the system outlined above works smoothly.
 - viii. Secretaries may also ensure punctual attendance by Heads of Attached Departments, Deputy Secretaries and Section Officers by telephoning them at opening and closing times. Similarly, Section/Branch Officers will ensure attendance of the staff both at opening and closing times.
 - ix. Occasional late attendance may be condoned after obtaining an oral explanation of the official concerned but for every 3 late arrivals in a month, one day's casual leave should be debited to the casual leave account of the official. He may also be issued a written warning.
 - x. Late arrival without any just cause for six days or more in a month should be treated as habitual late attendance and dealt with under disciplinary laws.
 - xi. Application for short leave for one hour or more sent from home should be treated as half day's casual leave and debited to the casual leave account. Six or more than six such applications without any just cause during a single month should be treated as habitual late attendance.

- xii. Short leave during the course of the day may be allowed only if exigency of Government business permits and the work of the official is not in arrears. If short leave extends beyond two hours it may be treated as half day's casual leave.

LEAVE

1.50 Casual Leave

- i. Casual leave should not ordinarily exceed ten (10) days at a time and 25 days during any one calendar year. The sanctioning authority may, however, grant casual leave up to 15 days at a time in special circumstances.
- ii. Casual leave may be granted in conjunction with Sundays or public holidays, but not with any other kind of leave or joining time. When it is combined with holidays, the total period should not exceed 15 days at a time.
- iii. Subject to the delegation of powers which has been or may be made by Government from time to time in this behalf, casual leave may be sanctioned to a Government servant by his immediate superior of grade 16 and above.
- iv. Casual leave account of officers and Stenographers of officers of the rank of Deputy Secretary and above should be maintained in the Establishment and Accounts Branch of the Department concerned. Their applications should be marked to the Establishment and Accounts Branch which will add the casual leave account of the applicants and submit the papers to the concerned officers immediately for orders.
- v. When the officers proceed on leave or tour, their Stenographers should report for duty to the Deputy Secretary in-charge of the Wing in the Department.
- vi. Casual leave account of the ministerial establishment including Section Stenographers should be maintained in the Section in which they are working.
- vii. No Government servant should leave his headquarters during casual leave or holidays without the permission of the leave sanctioning authority.
- viii. Government servants are not entitled to casual leave as of right. The casual leave is granted to them by way of grace to enable Government servants to attend to their private affairs of casual nature.

1.51 Unauthorized Absence

- i. It is the duty of every member of the staff to obtain permission before absenting himself from office, and full explanation will be required of any failure to do so.

- ii. If any member of the ministerial staff unavoidably remains absent without permission, he must inform the Section/Branch Officer of the cause of absence either through a messenger or by any other means as early as possible on the day next to the day of absence.
- iii. Absence for more than three and in special circumstances for more than seven days on grounds of illness must be supported by a Medical Certificate from a Registered Medical Practitioner/Authorized Medical Attendant.

MISCELLANEOUS

1.52 Handling of Official Papers/Property

It is the duty of every member of the staff to protect official papers from rough or careless handling and to keep them in good condition. This rule also applies to the care and handling of other Government property.

1.53 Use of Red, Blue, Black and Green Ink

For ordinary work (noting, drafting and signing of official papers) blue-black or similar ink should be used and red ink is to be employed only for making entry of PUC in the note portion. Green ink should be used for high-level executive authorities of the Province.

1.54 Instructions for filling PER Forms

- a. If the Countersigning Officer differs with the grading or remarks given (in parts other than Part VI) by the Reporting Officer, he should score it out and give his own grading in red ink. In Part VI he is required to give his own assessment in addition to that of the Reporting Officer.
- b. The Countersigning Officer should underline, in red ink, remarks which in his opinion are adverse and should be communicated to the officer reported upon. (Extract from instructions printed on A.C.R. forms).

1.55 Erasures/Overwriting

Erasures and overwriting in any bill or voucher are absolutely forbidden; if any correction be necessary, the incorrect entry should be cancelled neatly in red ink and correct entry inserted. (Punjab Financial Hand Book No.1: Treasury and Subsidiary Treasury Rules).

1.56 Duplicate Bills

In the case of a bill or deposit repayment voucher passed for payment at a treasury but lost before encashment or payment, the Government servant who drew the original bill or voucher should ascertain from the treasury that payment has not been made on the original before he issues a duplicate, which should bear distinctly on its face the word "duplicate" written in red ink. (Financial Hand Book No.2: Punjab Financial Rules).

1.57 Preparation of Presentations

Presentations should be brief and not more than 4-5 slides. Each slide should consist of six lines and each line should contain six words. Color combination should be attractive and visible from some distance. Use hyperlinks for organograms, maps and other data, etc.

1.58 Handling of Mobile Phones/Electronic Devices

During high-level in-camera confidential meetings, mobile use should be restricted/avoided keeping in view sensitivity of the official business.

1.59 Surrendering the Services of Officers/Officials

The officers / officials posted by the S&GAD are surrendered by the District Coordination Officers concerned and other officers in the Secretariat as well as field offices on certain grounds including inefficiency and poor performance on their part. In this regard section 2(k) of Punjab Employees Efficiency, Discipline and Accountability Act, 2006, reads as under:

- “2(k) ‘inefficiency’ means failure to –
- (i) efficiently perform functions assigned to an employee in the discharge of his duties; or
 - (ii) qualify departmental examination in three consecutive attempts;”

There is a tendency of surrendering the services of officers / officials on account of inefficiency and poor performance instead of proposing to initiate disciplinary proceedings against them by the competent authority.

Since it is the jurisdiction of the competent authority to post/transfer the officers/officials at different positions, therefore, only the same authority can transfer/withdraw the services of such officers/officials.

It is, therefore, requested that the officers / officials who are posted in the field and expose themselves to inefficiency may be reported to the competent authority to proceed under the disciplinary law as per laid down procedure instead of surrendering their services.

1.60 Manners for submission of cases to Regulations Wing, S&GAD for advice

- i. The reference should be self-contained, duly supported by necessary relevant documents.
- ii. The points of issue on which advice is required should be clearly spelt out.
- iii. When a case is referred back to an Administrative Department for furnishing certain documents/information, the same may be provided to the Regulations Wing expeditiously in accordance with the time schedule prescribed in Appendix-B of para 1.10 of the Manual of Secretariat Instructions, so as to ensure prompt disposal of the case.
- iv. The Administrative Department’s own viewpoint along with justification/reasons should be incorporated in terms of rule 13 of the Punjab Government Rules of Business, 2011 read with para 5.13 of the Manual of Secretariat Instructions.

RECEIPT AND DISTRIBUTION OF PAPERS IN THE DEPARTMENT

2.1 *Receipt and Issue Branch*

The Receipt and Issue Branch in each Department should, as far as possible, be centrally located. It shall be responsible for the following functions:

- i. Receipt and distribution of all communications (letters, files, papers, etc.) meant for the Department; and
- ii. The multiplication by cyclostyling of documents or extracts from files.

ACKNOWLEDGMENT OF DAK DELIVERED BY HAND

2.2 All receiving officials should acknowledge receipt of all types of Dak delivered by hand against their full signatures. They will also give their designations and the date of receipt. In the Receipt Sections and elsewhere, where the bulk of Dak is received, acknowledgment may be by means of a rubber stamp showing the designation of the receiving official. In that case the receiving official will only initial and not append his full signature. These instructions apply to all types of Dak, whether secret or non-secret.

- 2.3 i. The Section Officer W-I (Resident Section Officer), Services and General Administration Department, and the Resident Superintendent-cum-Caretaker shall deal with any matters requiring urgent attention outside office hours or on holidays. They will, for instance, be responsible for:
- a. Receiving all letters, files and messages outside office hours and on holidays.
 - b. Sending papers and cases labeled “IMMEDIATE” or marked “RESIDENCE” to the residences of the officers concerned by special messengers.
 - c. Disposal of “DEATH” cases at personal level on top priority basis.
 - d. The prompt dispatching of all files, letters, etc., sent to them after office hours.
- ii. They will not be required to be constantly present in their office at the Secretariat outside office hours. They shall, however, arrange for the efficient disposal of the work during their absence and particularly ensure that a competent Clerk is put on telephone duty, who should, by some arrangement, be able to contact either of the two officers in cases of emergency.

2.4 *Fresh Receipts*

The Receipt Clerk shall receive all communications intended for the Department in the manner indicated in paragraph 2.2 above and pass them on immediately to the Superintendent.

- 2.5 i. All covers, sealed or addressed to officers by name, should be sent unopened to the officers concerned. If an officer is absent on tour

or leave, such receipts should be sent to the officer who is looking after his work.

- ii. Such covers may be received by the officer himself or by his Private Secretary, Stenographer or Assistant. Receipts addressed to a Minister should be received on his behalf by a member of his personal staff.
- iii. Covers addressed to an officer by name should be opened by the Officer concerned or by a member of his personal staff authorized by him (in writing).

2.6 Receipts marked 'Top Secret', 'Secret' or 'Confidential' shall be handled in accordance with the instructions contained in para 5.25 infra.

2.7 Reminders should be separated and submitted to the Deputy Secretary concerned in a pad marked 'Reminders'. The Section to which the reminders pertain should be indicated on the receipts by the Superintendent of the Receipt and Issue Branch.

2.8 After the receipts have been sorted out Section-wise by the Superintendent, the Receipt Clerk should take them, one Section at a time, rubber stamp them showing the name of the Department and the date of receipt and enter them in the Receipt Register (**Annexure-N**).

2.9 The Receipt and Issue Branch shall maintain a separate register for each Section/higher officer in the Department. **Annexure-N** may be seen for a specimen of Receipt Register.

2.10 After the receipts have been entered in the register, the receipt Clerk shall pass on, along with the register, to the Section/higher officer concerned:

- i. Ordinary receipts, once a day;
- ii. Urgent and immediate receipts and covers sealed or addressed by name, as and when they are received.

2.11 i. The Section Officer, on receiving the fresh receipts, shall go through them carefully and personally acknowledge only such receipts as really pertain to his Section in the last column of the register and return the remaining references and the register immediately to the Receipt and Issue Branch per bearer. Such references as are not accepted should be clearly indicated on the register.

- ii. If it is discovered later that a reference has been wrongly received in a Section it should be returned to the Receipt and Issue Branch or to the Section concerned immediately and a proper acknowledgment obtained in the Dak book.

- iii. Personal Assistant/Private Secretary to higher officers may take similar action.

2.12 *Treatment of Papers Received in a Section/Branch*

Every communication received in a Section/Branch must be acknowledged in a standard form of acknowledgment except in the Board of Revenue, where

Manual of Secretariat Instructions, 2016

Section Officer Scheme is not operative. The Section Officer shall initial and put a date on each receipt in token of having seen it and give appropriate priority, where necessary, and indicate briefly the instructions and send them to the Section Clerk/Section Assistant for diarisation and issuing of acknowledgment.

2.13 The Section Officer may submit any fresh receipts to his Deputy Secretary or other higher officers if he thinks they are important enough to be seen by them before action is initiated on them. However, this shall be done only after such receipts have been diarised in the Section Diary.

2.14 The Deputy Secretary may, at his discretion, submit to his superiors any receipts which he thinks should be brought to their notice or on which he desires instructions.

2.15 The Deputy Secretary or any other officer to whom receipts are submitted shall give instructions, wherever necessary, as to the action to be taken. If he proposes to deal with a receipt himself, he should ask for the file to be put up to him with the relevant papers.

2.16 Fresh receipts received by Deputy Secretaries directly or put up to them by the Section Officers should be returned to the Section concerned promptly.

2.17 The Section Clerk shall affix the Section stamp on each receipt (whether received from the Receipt and Issue Branch or otherwise) and enter them in the Section Diary on the same day they are received in the Section and at the same time enter the diary number of each receipt in the space provided for it in the Section Stamp, as below;

_____ Department
Section_____
Diary No._____
Date_____

2.18 For specimen of Section Diary Register, see **Annexure-A**.

2.19 The Section Clerk should see that columns 4 and 5 are properly filled. The Diary Register should be kept neat and adequate space should be left between two serial numbers for enabling him to note the movement/disposal of the case according to column 6 and 7.

2.20 The form of the Section Diary presupposes that proper file register is maintained in the Section so that the file number is indicated in the relevant column. There is no need to waste time on entering the subject of the communication because the subject is given in the file register.

2.21 All U.O. references received from other Departments including files received back should be diarized each time these are received.

2.22 After diarizing, the section Clerk will separate the receipts into distinct categories and deal with them as follows:

- i. Those to be put up as fresh receipts to the Deputy Secretary or other higher officers, put them on Section Officer's table for action as in para 2.13.

- ii. Those, which the Section Officer has asked to be submitted to him at once after diarizing, as in (i) above.
- iii. Files received from other departments, place on Section Assistant's table.
- iv. Receipts relating to files already existing in the Section, place them on the appropriate files, page number and add PUC label, cross reference, make the necessary red entry in the note portion and place on the Section Assistant's table.
- v. Receipts for which new files are to be opened, prepare new files both for correspondence and noting and give a suitable number and title in consultation with the Section Assistant or the Section Officer, if necessary. Add PUC label and make necessary red entry and place on the Section Assistant's table. See detailed instructions under Chapter-III.
- vi. Receipts of routine nature or of transitory interest for which no file has to be opened– put up to Section Assistant with previous papers, if any, for instructions with regard to their disposal.

2.23 The Section Assistant shall study each PUC, add to the file any rules, regulations or precedents that may be required for its disposal and pass the file on to the Section Officer. An entry to this effect should be made by him immediately under the red entry of the PUC.

2.24 If the Section Assistant is unable, either for want of relevant file, precedent, etc., or for lack of knowledge on the subject, to submit an urgent/immediate paper within one day of its receipt in the section, (or three days in ordinary cases) the Section Assistant shall bring this fact to the notice of the Section Officer at once.

2.25 The Section Officer will then either:

- i. attempt to dispose of the case in the absence of previous papers; or
- ii. give instructions as to such alternative action as appears to him to be possible in the meanwhile; or
- iii. if the matter is of some urgency or importance submit the case to the Deputy Secretary/superior officers for orders.

2.26 A Section Officer should be able to draft replies to most communications and even issue on his own authority those which come within the powers delegated to him. In such cases it will not be necessary for him to record an elaborate note on the file.

2.27 Wherever he feels that a case is important and should be brought to the notice of the higher authority, he should record a note on the file, prepare a draft reply, if necessary, and submit the case to the Deputy Secretary/superior officer immediately.

ASSIGNMENT OF SUBJECT TITLES AND NUMBERS OF FILES

3.1 Every file shall be given:

- (i) a suitable subject title; and
- (ii) an appropriate number;

and these shall appear prominently on the front page of the Department's file cover, places provided for this purpose.

3.2 Every section shall maintain an approved list of main subject headings serially numbered in respect of all matters dealt within the Section. This list of main subject headings shall only give general subjects, e.g., in a section dealing with establishment matters, some of the subject headings may be as under:

- (i) Recruitment of Staff
- (ii) Leave and Transfer
- (iii) Pension, etc.

3.3 The main subject headings shall be split into appropriate sub-headings and serially numbered. For example, under the main heading 'Recruitment of Staff', the sub-heading may be:

- (i) Stenographers
- (ii) Typists
- (iii) Clerks
- (iv) Naib Qasids, etc.

3.4 The subject title of the file dealing with the recruitment of Clerks will then be:

'Recruitment of Staff—Clerks'

3.5 The number of each file will indicate:

- (i) The Section to which the file pertains.
- (ii) The serial number of the main list of headings.
- (iii) The serial number of the sub-heading.
- (iv) The year in which the file is opened.

The number of the file titled 'Recruitment of Staff—Clerks' will, therefore, be 'S.O.Establishment-1-3/87'.

3.6 The name of the Department to which the file belongs should be printed in bold letters on the file cover or should be written clearly in the space provided for it on the file cover.

3.7 The list of main subject headings should be pasted on the opening pages of the File Register. The series of file numbers run from 1st January to 31st December each year, after which it should again start from the beginning, retaining as far as possible, the file numbers allotted to various subjects in the preceding year.

3.8 While new files should, according to the above instructions, be started on the 1st January each year, there are certain exceptions to this rule. For instance, a particular file started in 1985, was closed during that year and consigned to record when it contained only a dozen or so pages. A reference on the same subject is received in 1987. It should not be necessary, in this case, to start a new file in 1987. The PUC can be placed and dealt with on the 1985 file. On the other hand, if the number of pages in a file exceeds 300, a second volume should be started, bearing the same number with the addition 'Vol.-II' after it.

3.9 New files may not be opened unnecessarily. The opening of part files should also be avoided as far as possible. A part file may, however, be opened when the main file is not likely to be available for some time, and action on a freshly received communication cannot brook delay. When more than one part file is opened, each of them should be given a distinct number to indicate its relation with the main file, e.g.:

S.O.Estt. 1-3/68(Part File-I).

S.O.Estt. 1-3/68(Part File-II), etc.

3.10 The part file or files should be amalgamated with the main file as soon as the latter becomes available. In this process, care should be taken to preserve the chronological order of notes and correspondence as far as possible.

PARTS AND SHAPE OF FILES

3.11 Ordinarily every file shall consist of two distinct parts:

- (i) the correspondence part; and
- (ii) the Notes part.

3.12 For the correspondence part of the file, the thick cardboard covers bearing two punched holes shall, if available, be used and for the noting file the thinner folded file covers shall be used.

3.13 The subject and number of each file shall be written on both the file covers or typed on slips and pasted on them.

3.14 The correspondence part of the file shall contain a docket sheet (**Annex-B**) showing all communications including demi-official letters and self-contained and separate un-official references, received or issued. The correspondence part shall be arranged strictly in chronological order from left to right and shall be firmly laced through the punched holes of the hard file covers.

3.15 All pages of the correspondence part of the file should be serially numbered. The odd page number should be written on the right hand top corner of the page while the even numbers should appear on the top left hand corner on the reverse. The numbers should be written clearly and legibly and if numbering has to be changed due to error or interpolation of some material, the original serial number should not be crossed or over-written but simply scored out by a line drawn across it and the new number written thereunder. Necessary correction should also be made in the Notes.

3.16 Each communication in the correspondence file should be properly cross-referenced to facilitate prompt reference to the connected documents.

Manual of Secretariat Instructions, 2016

3.17 The latest communication on which action is being taken shall also be placed on the correspondence file at the end and page numbered. It may also be flagged with a 'PUC' label and referred to in the Notes file as "PUC at page—/C".

3.18 Reference to correspondence shall always be made page-wise as "pp. 13-14/C", etc.

3.19 The noting sheets in the Notes file shall be tagged inside the file cover at the left hand top corner so that it becomes possible to fold them backward and bring the last portion of the notes on top.

3.20 The Notes file should not be page numbered. It shall be serially paragraph numbered continuously from beginning to end.

3.21 References to Notes shall always be made paragraph-wise, "as para 19/N", etc.

3.22 All incoming and outgoing communications shall be entered in red ink in the Notes file at the appropriate stage and given a paragraph number. Such entries shall be separated from the running Notes by horizontal lines drawn across the page before and after each such entry as under:

From:

The Commissioner, Lahore

No. 11447/G, dated 15th August, 2016

Page 15/C.

To:

The Commissioner, Lahore

No. DS(O&M)-11/63, dated 20th August, 2016

Page 16/C.

3.23 The files and papers comprising a case under submission shall be placed on file boards or bands, preferably the former, and arranged in the following order reading from top downwards:

- i. Notes on the case, the last portion of the note with the signature of the officer submitting the note facing upwards;
- ii. Draft for approval (DFA), if any;
- iii. Correspondence file with the PUC fixed at the end and page numbered;
- iv. Files of previous proceedings, latest upper-most;
- v. Precedents, if any; and
- vi. Policy.

3.24 No case shall be submitted to an officer without adding and referencing the previous papers to which references may have been made in the PUC or in the notes.

3.25 All previous papers, rules and regulations, precedents, policies, etc., to which reference has been made in the fresh receipts or in notes shall be indicated by giving the number of the page/paragraph and number of relevant file in the margin in pencil by flagging with alphabetical slips. The slips should be pinned neatly under the pages, and sharp end of the pin being hidden between the slip and the page. When a large number of references are to be flagged, the slips should be so spaced as to be easily noticeable. If references are flagged with alphabetical slips the number and pages of the relevant file or document should also be indicated in the margin so that if the slips are lost or removed at a later stage, the references can still be located. If the document put up for reference is a report, periodical or other publication, its full title etc., should also be given in the margin in ink, unless it is clearly mentioned in the note itself by name. In the case of a file, its number must be noted in ink in the margin.

3.26 Reference books normally available with the officers should not be put up with the file but the relevant pages to which attention is to be drawn should be indicated in the margin. If any reference books have to be put up, they should, if of the same size as the file board or file cover, be placed at the bottom of the case papers; and if of a smaller size they should be placed at the top to prevent them from slipping out.

3.27 Linking of files on which action is in progress should, as far as possible, be avoided. As a general rule this practice should be resorted to only when the files are interconnected and orders have to be passed on them simultaneously. If a reference has to be made to papers in another current file, relevant extracts should be taken if the matter involved is not too lengthy.

3.28 Where linking is necessary, a slip should be attached to the top binder of the file board indicating the number of cases and file numbers on which orders are required.

3.29 The reference put up should be restricted to those actually required for the disposal of the case. Where references to previous letters occur in the documents under consideration, the files containing those letters should be put up only if required to elucidate the subject.

3.30 Where a paper, which has been printed, is required for information or reference, a printed copy and not the original should be submitted in the absence of orders to the contrary.

3.31 Files must be kept flat and not folded at the middle or doubled back to display particular pages.

3.32 One or two blank sheets should be added to the file even if there is enough space below a note for the higher officers to record their notes.

TREATMENT OF PRIORITY CASES AND USE OF PRIORITY LABELS

3.33 The use of priority labels shall be strictly restricted to cases where they are absolutely necessary. Utmost care should be exercised in the gradation of references and priority labels must not be used indiscriminately.

3.34 The label shall be fixed to the top binder of the file board on the left side. Once a particular priority has been given to a file, it should not continue to have the same priority automatically. Each officer dealing with a file shall satisfy himself at

every stage that the correct priority has been given to it. He may change the priority if he considers it appropriate to do so.

3.35 Cases requiring instant attention, to the exclusion of all other work, which an officer may be doing at the time, should be labeled 'Top Priority' and such cases shall be sent to the residence of the officer concerned after office hours and on holidays, if necessary. If sent to the residence, the officer shall deal with the case promptly and, if possible return it with his orders to the person who brought it. This label should be used most sparingly.

3.36 All files relating to Assembly Business shall be labeled "ASSEMBLY BUSINESS". It shall have the equivalent value of a "TOP PRIORITY" label.

3.37 Files relating to budget matters shall have the word "BUDGET" printed below the Top Priority, Immediate and Urgent labels.

3.38 Cases requiring attention within 48 hours of submission shall be labeled "URGENT".

3.39 Priority references should be separated from ordinary receipts as soon as they are received in the Receipt and Issue Branches concerned and should be diarised and transmitted at once. No time should be lost in dealing with them at any level and they should be passed on from one person to another through Special Carriers.

3.40 A confidential box, which contains cases with priority labels, should have a suitable priority label projecting through its lid.

3.41 The officer submitting priority cases shall keep a close watch over them, and it shall be his duty to remind personally or otherwise those concerned, if he finds that a case is being unduly delayed.

RECORD AND INDEXING OF FILES

3.42 Recording

- i. Where a communication issued finally disposes of a case, the Section Assistant shall mark the file for record and take the following further action before passing it on to the Section Clerk cum Record Keeper:
 - a. Take extracts of important orders, decisions, advice, etc., for incorporation in the reference register maintained by him vide paragraph 1.18 (iii).
 - b. Read through the notes and correspondence and verify that no further action remains to be taken on the case.
 - c. Check and satisfy himself that all pages are complete and intact.
 - d. Remove and destroy all unimportant papers, routine notes and slips and other papers not material to the case.
 - e. Remove and destroy with the approval of the Section Officer any drafts of papers which have been printed or typed (except office copies initialed by officers), proofs and any other duplicates of papers otherwise appearing in full on the record.
 - f. Remove all pins, clips and tags, if any.

- g. Transfer Notes to the Correspondence File (Notes at the bottom following the correspondence and lace them together securely, changing the file cover, if necessary, in case the existing one is mutilated).
 - h. Note numbers of connected files or previous references on the covers of the file being recorded as well as on the covers of the files under reference.
 - i. Determine the classification of the file, in consultation with the Section Officer, if necessary, and record it on the title page/Docket sheet of the file.
 - j. The Index Cards already prepared, may be appropriately revised at this stage, if necessary.
 - ii. On receipt of a file marked for record, the Section Clerk-cum-Record Keeper will:
 - a. Note the recording date and the classification of the file in the relevant columns of the File Register (**Annexure-E**). He should also maintain an Annual Register of Recorded Files as shown in **Annexure-F**.
 - b. Enter the serial number of the file on the relevant page of the Register of Files Due for Destruction (**Annexure-G**). This register should contain at least one page for each calendar year and the serial number of files due for destruction in a particular year should be entered on the relevant page.
 - c. Place the file among the other recorded files in its appropriate place.

3.43 *Preparation of Index Cards*

- i. As a general rule, Index Card should be prepared simultaneously with the opening of a new file to which a subject title and number have been allotted. For specimen of Index Card see **Annexure-H**.
- ii. The index head selected should be entered on the Index Card. Headings of the subsidiary or related files should be written in red on the main card so that if it becomes necessary to deal with all the files on the subject (e.g. to transfer it to another Section, alter its number etc.) the Index Card would at once show if any subsidiary or related files/papers also exist. The entries regarding the subsidiary files should be sufficient to indicate the subject and number of the file required without further references.
- iii. The Index Cards should be arranged strictly in alphabetical order.
- iv. The selection of suitable subject headings for a file and the preparation of the Index Cards should be done by the Section Assistant in consultation with the Section Officer, if necessary.
- v. The Card Index should be in the custody of the Section Clerk-cum-Record Keeper, but must be readily available to the concerned staff working in the Section/Branch at all times.

- vi. The annual index of the proceedings of a Section for a particular year should be prepared from the Index Cards and printed early in the beginning of the following year.

3.44 Classification of Files

For the purpose of permanent or temporary preservation of recorded files, each file shall be classified by the Section Officer into any one of the following four categories; and the classification and the period of retention be shown on the docket Sheet of that file:

(i) Category 'A' – Permanent files to be printed

This category shall include important files of permanent utility and value. As they will be required frequently for reference purposes over a long period of time, more than one copy of each file will be needed for working purposes. They will, therefore, be properly recorded, indexed and printed. Only printed copies shall be used for working purposes. The original manuscript files shall be preserved with the utmost care and put up with a case only when absolutely necessary. As a general rule, the following types of files shall be classified under this category:

- a) Files containing discussions or orders on important matters of policy, legislation, rules and regulations.
- b) Files containing orders establishing important precedents, or conveying important instructions of a general nature.
- c) Files of historical, academic or public importance.

(ii) Category 'B' – Permanent but not to be printed

The files included in this category will also be of permanent utility and value, but frequent reference to them might not be necessary and the original manuscript copy itself would be sufficient for working purposes. Such files will not be printed, but will be properly recorded indexed and retained permanently. If at any time it becomes necessary to print a category 'B' file, it may be transferred to Category 'A' and printed.

(iii) Category 'C' – Life 10 to 15 years

This category will include files which will be retained for periods from 10 to 15 years, depending on the importance of the files. They will not be printed but will be properly recorded and indexed. It is not possible to lay down any hard and fast rule for determining the period for which a file of this class should be retained as it will largely depend on the nature and importance of the subject discussed in it and the frequency of the use to which it may be put. Section Officers/Section Assistants should, therefore, use their discretion in this matter in the light of past experience and decide which files should be included in this class and for what period should each be retained. The classification of each of these files should be reviewed at the end of the allotted period and, if no longer required, it should be destroyed.

(iv) Category 'D'– Life up to ten years

This class will consist of files containing correspondence of a routine nature. These will be retained for a period ranging between one to ten years according to their relative importance. These files need not be indexed but should be retained in the Section for the allotted periods and thereafter destroyed.

3.45 *Secret and Confidential Files*

The security classification of files which have ceased to be secret or confidential should be down-graded under the orders of the Deputy Secretary concerned. When this is done they should be recorded, indexed and classified as ordinary files, but no reference to the fact that they were secret or confidential should be made in the Index Cards.

3.46 Where files are to remain secret or confidential they should be recorded under the instructions of the Deputy Secretary and should remain in his personal custody or that of the Section Officer/Superintendent, who should maintain a register of secret and confidential recorded files in the form of **Annexure-I**. A copy of the list of the files which remain in the custody of the Deputy Secretary should be supplied to the sections concerned to enable them to put up any fresh receipts direct to the Branch Officer concerned.

3.47 At the time of handing over and taking over charge of a post, the officer taking over charge should satisfy himself that all the confidential files recorded in the register are in their proper place and sign the register at the end of the last entry in token of having received them.

3.48 Secret or confidential files which are more than three years old and are not current, may be sent to the Sections concerned to be placed in separate almirahs, the keys of which should be in the personal custody of the Section Officer/Superintendent.

3.49 *Printing of Files*

- i. Only files classified as Category 'A' shall be printed through the Government Printing Press. Before sending a file for printing, all matters of a routine nature, dates and numbers of un-official references and the like should be struck out and the text carefully edited by the Section Assistant under the direction of the Section Officer concerned. In the case of correspondence, the subject of the letter and the full particulars of the sender and addressee should be shortened and the letter heads omitted altogether. For example, for the words and figures:

“No. _____
Government of the Punjab,
Finance Department
Dated Lahore, the _____ 20

From

The Secretary to Government of the Punjab
Finance Department

To

The Secretary to Government of Pakistan,
Ministry of Finance, Islamabad.

Subject _____

(A. B.C.)
Secretary to Government”

The following shall be substituted:

“Letter No _____ dated _____

From Mr. A.B.C., Secretary, Finance Department, Punjab, to the Secretary,
Government of Pakistan, Ministry of Finance.

Subject _____

Text _____”

- ii. When notes are printed, the names of the Governor/Chief Minister, Ministers and the Secretariat Officers should be printed in full at the end of each note written by them.
- iii. Proof reading should be limited to the checking of a single proof and the comparison of the final printed copies with the original manuscript. In no case should the comparison of the final printed copies with the original manuscript be omitted.
- iv. Ordinarily 30 copies of the proceedings should be printed. These copies are intended for reference purposes in the Secretariat and should be marked ‘Original’, ‘Spare-1’ and so on. The original should be counter-marked with later proceedings in which a reference may be made to those papers.

WEEDING AND DESTRUCTION OF FILES

- 3.50**
- i. Starting from January each year the Section Clerk-cum-Record Keeper will take out in the first week of each month files due for destruction during that month. He will prepare a list of all such files and, together with the files, place it on the Section Assistant's table.
 - ii. The Section Assistant will go through each file and obtain the final orders of the Section Officer with regard to its destruction or

preservation for a further period. The Section Officer will pass his orders on the list submitted with the files. The files together with the list will then be returned to the Section Clerk for further action.

- iii. Against the files which have been destroyed or those the period of retention of which has been extended, the date of destruction or period of extension will be entered in the appropriate registers by the Section Clerk. When the life of the file is extended, the new date shall be carried forward to the relevant year.
- iv. The secret and confidential files and papers due for destruction shall be burnt under the personal supervision of the Section Officer, who will note the fact in the Register of Recorded Files (**Annexure-F**). Other files to be destroyed shall be effectively torn and disposed of as ordered by Government from time to time.
- v. A quarterly return about the recording and indexing of files on which action has recently been completed and the weeding out of old records shall be sent to the O&M Wing of S&GAD in the form in **Annexure-O**. These reports will be consolidated by the O&M Wing, of S&GAD for watching overall progress of work.

3.51 Preservation and Weeding of Various Registers

The various registers used in the Punjab Civil Secretariat should be preserved/retained for the period indicated against each:

- | | |
|--|-----------|
| a) File register | Permanent |
| b) Register of files due for destruction | Permanent |
| c) Section Diary Register | 5 years |
| d) Dak Book | 1 year |

TRANSFER OF FILES TO THE RECORD ROOM, INDEXING AND REQUISITIONING THEREOF

- 3.52 i. Normally, recorded files will be kept in the Section concerned for 10 years from the date of recording. In the month of January following the year in which the 10 years period expires, the Section Assistant shall prepare a list (in duplicate) of files to be transferred to the Record Room. He shall transfer the files to the Record Room and obtain the signature of the Office In-charge on one copy of the list in token of having received the files.
- ii. The Record Room will be responsible for the following action:
Getting the file cover replaced if the existing one is worn out, and have the following particulars typed, pasted or stamped on it:
 - (a) File No. _____
 - (b) Month and year in which the file is recorded _____
 - (c) Permanent (or) destroy in _____ (Year)

- iii. No files kept in the Record Room shall be allowed to be removed from it except against proper requisition slips signed with date by the officer requisitioning the file. The requisition slip shall contain the following particulars:
 - (a) File No.
 - (b) Category, Month and Year of Record.
 - (c) The number of the file or papers with which it is to be put up.
- iv. The requisition slip shall be placed in the shelf at the place from where the relevant file has been taken out.

PRESERVATION OF RECORDS

- 3.53**
- i. Three copies of files categorized 'A' including their originals shall be sent to the Directorate of Archives, which has special arrangements such as air-conditioned rooms and fire proof cabinets for the preservation of vital records.
 - ii. The Record Room shall have sufficient almirahs, steel shelves and other equipment for proper storage and preservation of files and records. Wooden boards of size 15" x 10" shall also be provided to the Record Room with sufficient quantity of cotton straps for keeping the files in bundles in steel shelves—two boards being required for each bundle.
 - iii. The Record Room shall be kept free of rats, dirt, dust, and sun light and shall be sprayed periodically with insecticide.
 - iv. Files which are less than 10 years old and are kept in the Section concerned should also be disinfected at least once in 3 years.

NOTING ON CASES

4.1 Notes shall ordinarily be recorded on cases which are to be put up to higher officers for orders. No elaborate note need, therefore, be recorded by a Section Officer on:

- i. a receipt which he himself is competent to dispose of in the light of clear precedent or practice or under the standing orders delegating specific powers to him to dispose of certain types of cases; and
- ii. a case where the line of action has been indicated by higher officer and he is required to put up a draft, unless something important has to be pointed out which would alter the proposed line of action.

4.2 When a case is put up to a higher officer, it shall always be assumed that the paper under consideration will be read by the officer, to whom it is submitted. Paraphrasing of the contents of the paper under consideration or reproduction of verbatim extracts from it in a note should, therefore, as a rule, be avoided. A précis may, however, be made if a paper under consideration is of great length and complexity.

4.3 The object of a note is to supply in the most concise, correct and clear form the relevant information required for the disposal of a paper under consideration. In some cases, a mere perusal of the paper under consideration will be sufficient, and no further elaboration will be needed beyond a brief suggestion for action. When a note is required, it shall be a presentation of the case in the following sequence:

- i. The question under consideration;
- ii. The circumstances leading up to it, with brief background and full facts of the case. (The noting officer should point out any errors or misstatement of facts in the paper under consideration or in notes of other departments);
- iii. Any rules, regulations, precedents or policy having a bearing on the case. (The noting officer should discuss their application or otherwise to the question under consideration);
- iv. The points for decision; and
- v. The suggestions for action.

4.4 In complicated or protracted cases, particularly those involving references to other Departments or Sections, the Section Officer may prepare and place in a separate cover a duly referenced summary of the case, which shall be kept up-to-date by incorporating important decisions therein. The summary shall be signed by the Section Officer concerned. The facts of the case shall not then be reproduced in the notes part of the file.

4.5 All notes should be legibly written on note sheets. No notes should be written on the receipt itself, except when a special paper economy drive is on. If a higher officer has already made any remarks on the receipt, they should be copied out on the note sheet below the red ink entry relating to the receipt before subsequent notes are recorded.

4.6 Notes exceeding half a page may be neatly typewritten. If handwritten, they should be easily legible.

4.7 Notes should be broken up, as much as possible, into short connected paragraphs, each dealing with a particular point. Long sentences and a rambling style should be avoided. (For choice of words in noting and drafting please See **Appendix-C**).

4.8 All notes shall be temperately worded and shall be free from personal remarks. If apparent errors are to be pointed out, or if an opinion has to be criticized, it shall be done in sober and appropriate terms. Special care should be taken in making observations on notes on senior officers and Ministers.

4.9 The officer recording the note should affix his signatures and date on the right side of the note sheet at the end of his note along with his full name in type/print.

- 4.10**
- i. The designation of the officer to whom a case is submitted should be indicated on the left side of the note below the signatures and date of the officers submitting the note.
 - ii. When the higher officer agrees with the note or recommendation, he may merely append his signature.

4.11 To facilitate the expeditious disposal of cases, full use should be made of personal discussion between officers in the same department if a case pertains to more than one particular Section. The telephone should be freely used provided the matter is not secret. In such cases only a single note should ordinarily be prepared by the dealing officer, which may also be signed by the officer consulted. The Secretary in each Department should encourage his subordinate officers to bring up cases for advice, discussion or disposal as far as possible. Frequent meetings with the subordinate officers should be held preferably once a week where all of them should be asked to bring their arrears so that these could either be disposed of or definite instructions be given for their disposal during the course of the meetings.

DRAFTING

4.12 A draft of a communication, proposed to be issued on a case submitted to a higher officer, may be prepared at any stage, if it appears that this will facilitate its disposal. In routine cases the Section Officer should invariably put up an anticipatory draft when submitting a case for orders or higher officer may himself prepare a draft and authorize its issue or submit it to the next higher officer for approval.

4.13 A draft communication should convey the exact intention of the orders passed both in letter and in spirit. The language used should be clear and simple. Long sentences and repetitions, whether of words, expressions or ideas should be avoided. In the case of lengthy and complicated communications, the main points should be summarized in the concluding paragraph.

4.14 The following instructions should be observed when preparing a draft:

- i. A draft should be written or typed in double space on both sides of the paper. A sufficiently wide margin should be left for corrections and additions.
- ii. All drafts should bear the file number. When two or more communications are issued under the same file number on the same date to the same addressee, a serial number should also be

added to the number to avoid confusion, e.g. SOXX-1-3/63(i) & SOXX-1- 3/63(ii).

- iii. When many corrections and alterations have been made in a draft which has to be submitted to Minister/Chief Minister or the Governor, clean copy of the amended draft should be prepared and put up with the case.
- iv. A draft should show clearly the enclosures which are to accompany the fair copy. To draw the attention of the typist to the enclosures, diagonal strokes may be made against them in the margin. The numbers of enclosures should also be indicated at the end of the draft on the left hand margin of the page.
- v. If any copies of enclosures referred to in the draft are available and are not to be typed, the fact should be clearly stated in the margin of the draft for the information of the typist.
- vi. When it is known that the office to which a communication is to be sent will require extra copies, the number of copies likely to be required should be indicated on the draft.
- vii. The officer over whose signature the communication is to be issue should initial the draft in token of his approval. His designation/telephone number should invariably be indicated on the draft.
- viii. The appropriate priority marking i.e. 'Urgent', 'Immediate' or 'Top Priority' should be indicated on the draft. If any papers are to be dispatched by special messenger or issued under registered post or under postal certificate, by Express Delivery or by Air Mail, necessary instructions should be given on the draft for the guidance of the dispatcher.

MANNER OF SUBMISSION OF CASES TO THE GOVERNOR AND THE CHIEF MINISTER

4.15 The following instructions shall be observed when a file/case is submitted to the Chief Minister or the Governor, in addition to the instructions contained in *Rule 13 of Rules of Business, 2011:

- i. When a file is submitted to the Governor or the Chief Minister it should invariably include a concise but self-contained and properly referenced summary of the case stating the facts of the important points from notes and correspondence as well as for consideration and should end with a specific recommendation. The Summary shall be signed by Chief Secretary, Additional Chief Secretary, Secretary or Special Secretary (as the case may be) and placed in a flying cover titled "Summary for the Chief Minister" or "Summary for the Governor", as the case may be, so that the competent authority may record his orders on the Summary.

*The word and figures "Rule 12" replaced with "Rule 13" of Rules of Business, 2011, vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

- ii. If the space left at the end of a Summary is less than one third of a page, a spare sheet should be added for recording other notes and/or orders.
- iii. Where Character Rolls, reports or other documents accompany a Summary, they should be in ordinary file cover tagged or where too bulky for file covers, they should be placed in envelope(s) of suitable size.
- iv. Even where a file to be submitted to the Chief Minister/Governor consists of one or few sheets only, it should invariably be placed in the file cover properly tagged and placed on a file-board. The notes should be closed like the correspondence portion. All other files and papers which are of no relevance to the matter under consideration should be detached.
- v. Only such cases which must receive immediate attention should bear "Immediate" slip and only those flags which are actually referred to in the Summary or the notes should be allowed to stand and others removed.

SUMMARY FOR THE CABINET

4.16 A summary for the Cabinet prepared in accordance with [∇]Rule 26, of the Rules of Business, 2011 shall be printed and 50 copies furnished to the Cabinet Wing of S&GAD. The date on which it is submitted should be indicated at the end of the Summary, which should not normally exceed two pages. The Summary shall be in the following form:

- i. Heading "Summary for the Cabinet".
- ii. Minister In-Charge (if any).
- iii. Secretary In-Charge.
- iv. Contents:
 - a. History and background of the case with relevant facts.
 - b. Issues involved.
 - c. Points for consideration.
 - d. Views of the Department and of any other department concerned.
 - e. Specific recommendations with reasons.

4.17 Before a summary is submitted to the Cabinet it must be seen or approved by the Chief Minister in the case of departments which are not looked after by Ministers, and by the Ministers In-Charge in other cases.

4.18 If there is a difference of opinion between the views of the Secretary and the Minister, the views of both should be included in the Summary.

[∇]The words and figures "Rule 24" replaced with "Rule 26" of Rules of Business, 2011, vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

4.19 When an officer agrees on the preceding note or recommendation, he should merely append his signature and nothing more. Marginal notes or notes to emphasize specific points may, however, be made. Where officers are required to pass orders on notes they should do it in a way so as to be directly convertible into drafts.

FORMS OF COMMUNICATION

5.1 A Government communication may take any one of the following forms:

- i. Official letter;
- ii. Memorandum;
- iii. Demi-Official Reference;
- iv. Un-Official Reference;
- v. Endorsement;
- vi. Notification;
- vii. Order;
- viii. Press Communiqué/Note;
- ix. Express Letter; and
- x. Office Order.
- xi. Emails/SMS

Note:

For specimen forms see Appendices D to J.

5.2 *Official letter (Appendix-D)*

- i. An official letter form should normally be used for correspondence with the Federal Government, other Provincial Governments, Pakistan Missions abroad, Foreign Missions in Pakistan, the High Court and Public Bodies and individuals. It may not be used for correspondence between different Departments of the Secretariat.
- ii. An official letter purporting to convey the views or orders of Government, as opposed to departmental or personal views or instructions of individual officers, must specifically be expressed to have been written under the direction of Government.
- iii. An official letter should be composed of the following:
 - a. Letterhead bearing the words “Government of the Punjab” and the name of the Department.
 - b. Telephone number of the sender on the top left corner.
 - c. Number and date of the letter including the place of issue.
 - d. Name and designation of the Head of the Department.
 - e. Designation and address of the addressee.
 - f. Subject.
 - g. Salutation.
 - h. Text.

- i. Subscription.
 - j. Signature and name of the officer signing the letter in parenthesis.
 - k. Designation of the sender or of the officer on whose behalf the letter is issued.
- iv. Communications addressed to non-officials, private individuals or groups of individuals and organizations should be in the letter form beginning with the salutation “Dear Sirs” and ending with the subscription “Yours truly” followed by the signature and designation of the person signing the letter. For a specimen see **Appendix-E**.
- v. Letters/Demi-Official letters, purporting to issue directions from Government should begin with the words, ‘I am directed to..../I am desired to...’;
- vi. In other cases, the letter may begin with the words, ‘I have the pleasure to’.....

5.3 Memorandum (Appendix-F)

A Memorandum may be used where a reference can conveniently be made in a brief form without observing the formalities pertaining to an official letter. The memorandum form is normally used for correspondence with subordinate offices or offices of equal status within the same Government. It should also be used for correspondence between different Secretariat Departments. The memorandum should be composed of the following:

- i. Letter head bearing the words, ‘Government of the Punjab’ and the name of the Department.
- ii. Telephone number of the sender shown on the top left hand corner.
- iii. Number and date of the Memo including the place of issue.
- iv. Designation and address of the addressee.
- v. Subject.
- vi. Text.
- vii. Signatures and name of the officer signing the Memo in parenthesis.
- viii. Designation of the sender or of the officer on whose behalf the memo is issued.

5.4 Demi-official letter (Appendix-G)

- i. This form of correspondence should be used between Government officers when it is desired that a matter should receive the personal attention of the individual addressed. It should, therefore, be answered demi-officially by the officer to whom the communication under reply is addressed or by his successor in office.

- ii. The first and the most common use of demi-official correspondence is to supplement or explain any matter which has already been referred officially or which it is proposed to be so referred subsequently.
- iii. Secondly, demi-official correspondence may appropriately be used in cases of extreme secrecy; in certain cases relating to matters of personal nature; and occasionally in cases of great urgency to save time.
- iv. Demi-official correspondence should be avoided when an official letter will serve the purpose.
- v. Subordinate officers usually are not required to address Government either direct or demi-officially on matters of public importance. In no case should such officers adopt the demi-official form of correspondence to make direct representations on matters such as promotion, postings, pay and the like. In all such cases, regular representations should be made through normal channels.
- vi. Demi-official correspondence should be filed with other official correspondence on the subject.
- vii. A demi-official communication should be addressed to an officer by name. It should be written in the first person singular with the salutation My dear____, or Dear Mr.____and with the subscription 'Yours sincerely'. The salutation 'My dear' should normally be used for an officer of equal status or for an officer one step higher in status, and 'Dear Mr.', if the officer addressed is two or more steps higher in status.
- viii. The name and designation of the sender should be typed under the crest on the first page. The telephone number of the officer sending the communication should invariably be indicated on the top left corner.
- ix. The name and address of the person addressed should be written at the bottom of the letter, beginning from the left margin, with a space or two below the writer's signature.
- x. The covers of demi-official correspondence should be addressed by name.

5.5 Unofficial reference

An unofficial reference is normally used for making inter-departmental references between Secretariat Departments, particularly when files are sent to other departments for information or advice. (For further instructions see para 5.13).

5.6 Office Order (Appendix-H)

This form should be used for conveying instructions to be followed in a Department/office and for notifying appointments, promotions, leave, etc., of subordinate staff.

5.7 Notification (Appendix-J)

Notifications are to be used for notifying appointments, postings, transfers etc. of officers of Grade 16 and above and also for publishing rules, orders, bills, ordinances, etc., in the official gazette.

5.8 Endorsement

- i. This form should be used when –
 - a. A copy of a communication is to be forwarded to others in addition to the original addressee e.g. “a copy (with copy of the letter replied to) is forwarded to _____ for information and guidance/for necessary action/for compliance”.
 - b. Copies of orders etc. received in or issued from a Department are sent to other Departments or offices for information and/or action. If any action is required, brief instructions regarding the action to be taken should be given.
 - c. Copies of Government sanction for expenditure or approval to schemes are to be endorsed to the Audit Officer concerned by way of authorization of expenditure/financial commitment.
- ii. Endorsement should normally be addressed by designation. It should be written in third person and should bear no salutation or subscription except the signature and designation of the officer signing it.
- iii. When the endorsees are more than one in number, the signature and designation of the officer signing the endorsement should appear at the end of the last endorsement and not after every individual endorsement.

PRESS COMMUNIQUÉ AND PRESS NOTE

5.9 This form is used when it is sought to give wide publicity to a Government decision or policy through the press.

- 5.10**
- i. Press Communiqués and Press Notes should be prepared in the Administrative Departments concerned and after approval by the Secretary or any other officer, specially authorized by him in this behalf, should be sent to the Director, Public Relations for issue to the media.
 - ii. Communiqués to the Press which contain a statement of policy of Government must be submitted to the Minister concerned before publication.
 - iii. Only Ministers and officers of the status of Secretary or Additional Secretary to Government, In-Charge of a Department, if authorized, can give interviews to newspapermen in their official capacity or to describe themselves as ‘Official Spokesmen’ of

Government for the purpose of giving news or making statements to the media.

- iv. Communications from the Government of Pakistan may be made public only when their publication is authorized by that Government, or after they have appeared in the Gazette of Pakistan.
- v. Copies of communications addressed to the Government of Pakistan shall in no case be made public without the express permission of that Government. The publication of correspondence between the Government of Pakistan and the Provincial Government which indicates a difference of opinion shall be avoided.
- vi. Reasonable demands for information should, as far as possible, be satisfied. Ordinarily, it will be sufficient to refer applicants to the departments from which the information demanded can be obtained.
- vii. Secretaries to Government and Heads of Attached Departments should be publicity-minded and give out such information for publicity purposes to the officials of the Department of Information as is likely to be of interest to the public although no premature publicity should be given. The following instructions should be followed as a matter of routine:
 - a. Copies of all publishable circular letters addressed to Divisional and District Officers should invariably be endorsed to the Director General, Public Relations for scrutiny from the publicity point of view.
 - b. Copies of Gazette notifications issued by the Secretariat Departments and the Heads of Attached Departments should be endorsed to the Director General, Public Relations simultaneously with their endorsement to the Superintendent, Government Printing Press, Lahore, to enable the former to examine the notifications from the publicity point of view and to release them to the media as suitable news items/reports, wherever necessary.
 - c. 'Publicity of decisions' may be incorporated as a permanent last item on the agenda of all the meetings held to discuss official matters, although no publicity should be given to decisions which:
 - i. still require approval of the Provincial (or Federal) Government;
 - ii. are of a confidential or secret nature; and
 - iii. are likely to affect international relations. While considering this item, it may be decided what decisions may be published and at what stage. The decisions and the background of the cases should be explained to the Information

Officer/Assistant Information Officer concerned on the conclusion of the meeting to enable the necessary action to be taken.

- viii. No assistance must ever be given to the media in formulating adverse comments upon the orders or actions of any officer or Department.
- ix. When a Department or office wishes an official advertisement to be inserted in newspapers, it should send the draft of the advertisements in duplicate to the Director General, Public Relations indicating the number and type of newspapers in which the advertisement is to be inserted. Payment on account of such advertisements will be made in the manner prescribed in the Government of the Punjab, S&GAD (Information Wing) letter No.S.O.E-(INF) 8-13/74, dated 5th June, 1974.

INTER-DEPARTMENTAL REFERENCES ON FILES

- 5.11**
- i. Inter-Departmental references made on files shall invariably be accompanied by a duplicate copy of the reference.
 - ii. Provisions of the Rules of Business, 2011 regarding consultation with other Departments of the Secretariat shall be carefully observed. Whenever desirable, such consultation shall be made by personal discussion between the responsible officers of the Department concerned, and the results recorded on the file through a single note agreed to by those officers.
 - iii. Except as otherwise directed/provided, a file should ordinarily be referred to other Departments of the Secretariat by an officer not below the rank of a Section Officer.
 - iv. Any file referred unofficially to another Department shall specify precisely the proposal or the points on which the opinion of the Department is sought or which is desired to bring to the attention of that Department. References to relevant rules, orders, etc., shall be given, and the proposal embodied in the form of a draft to be issued, wherever possible. Each issue should be mentioned separately and if wholly independent of other issues, should be referred by a separate and self-contained reference. Before the file is sent, all routine notes, except those which the referring officer may decide to retain on the file, shall be removed.
 - v. Un-official references to other Departments shall ordinarily be made before the submission of a case to the Minister In-Charge or Chief Minister/Governor. Cases in which the Minister or the Chief Minister/Governor passes a certain order which requires consultation with other Departments of the Secretariat, e.g., Finance Department, shall be referred to those Departments for comments before further action is taken.
 - vi. When an un-official reference is received, it should not be treated as a new case, but the discussion should be taken up from the stage reached in the referring Department. Further noting, if any, should be confined to the points necessary to enable the officer to whom

the case is submitted to deal with it from the point of view of the Department consulted. Such noting, unless purely formal in character, should be done on separate note sheet attached to the file.

- vii. If it is desired to examine the proposals of another Department without showing them such examination, a separate file should be opened. This procedure will normally be observed in the Finance and Law Departments. Other Departments may also observe it, if it is intended to criticize somewhat severely the proposals of another department before arriving at a decision on them. Only the final decision or advice will be communicated to the referring Department. The separate file containing the critical discussion should not go to another Department without the orders of the Secretary.
- viii. If the consulted Department has papers or file of its own bearing on the case referred to it, such papers or file should be linked when submitting the reference for orders. When the unofficial reference has been dealt with, linked papers or file should be removed before returning the papers of the referring department.
- ix. If a third Department is concerned and the file is marked to it by the Department of origin, the reference should be sent to that Department direct, otherwise it must be returned to the Department of origin. If an officer in the Department consulted refers in his note to papers in his Department, the papers referred to should be sent with the unofficial reference, the Office keeping a clear note of the additional papers added.
- x. If a case is received from a Department in an incomplete form, the Department to which the reference is made may call for the information required to complete it.
- xi. Any case referred to a Department shall either be returned to the Officer referring it (i.e. to the last Officer whose signature appears on it), or if this is not done, it shall on return to the referring Department, be placed at once, without further noting, before that officer. The latter shall ordinarily deal with it himself without any further noting by a junior officer. If he wishes a junior officer to examine the case, he shall indicate on the case the point or points on which he wants examination or information.
- xii. If a case has to be referred for the second time to a Department on the same issue, it shall be sent to the senior most Officer of that Department (including Secretary) who may or may not have already seen it, and that officer shall follow the procedure indicated in the preceding paragraph.
- xiii. When a file has been referred to and returned from another Department and a difference of opinion between the Departments is disclosed, personal discussion shall as a rule be substituted for further noting. If the difference of opinion is not resolved at the level at which the case was taken up, the level of personal discussion shall be appropriately raised and not more than one

further note may be recorded in either Department. In any particular case, where the two Ministers concerned have agreed after personal discussion, the Secretaries shall, if necessary, meet and record a joint note embodying the decision and there shall be no further noting.

- xiv. Except in cases covered by special orders, when a question has been referred to two or more Departments, the final orders of Government should be taken in the Department of origin. If it is decided, however, in the course of discussion, that orders should be issued in a Department other than that of origin, the case must be sent back un-officially to that Department and the orders of Government will be issued there.
- xv. Whenever it is found impossible to dispose of a case entirely by an order from one Department alone, it should be stated in such order that orders in regard to the point not dealt with will be issued separately in consultation with the Department concerned.
- xvi. Any papers pertaining to other departments added to a case shall be returned to those departments by the Department of origin immediately after the orders have been issued.

REFERENCE TO THE PUNJAB PUBLIC SERVICE COMMISSION

5.12 References to the Punjab Public Service Commission should be made direct in accordance with the procedure laid down in the instructions issued separately.

REFERENCES FROM THE FEDERAL AND OTHER PROVINCIAL GOVERNMENTS

5.13 All important references received from the Federal or other Provincial Governments shall be attended to promptly. In order to avoid unnecessary delay, the following general instructions shall be observed:

- i. Such cases shall be put up immediately by the officer dealing with them to the next superior officer.
- ii. If the said superior officer or the Secretary directs that a reply should be sent straight away or that the case should be further examined, he should indicate the lines on which the reply should be sent or the examination made.
- iii. If the Heads of Attached Departments/Regional/other subordinate offices are to be consulted, the points or the paragraphs of the letter on which the report is called for, should be specified.
- iv. Where it is expected that the issue of a final reply to a reference would take some time, an interim reply should be sent indicating the approximate time by which a final reply is expected to be given.

**CORRESPONDENCE WITH GOVERNMENTS OF FOREIGN COUNTRIES,
PAKISTAN DIPLOMATIC MISSIONS OR FOREIGN MISSIONS IN PAKISTAN**

- 5.14 i. All correspondence with Foreign Governments or International Organizations or Pakistan Diplomatic Missions abroad or Foreign Diplomatic Missions in Pakistan should normally be conducted through the Ministry of Foreign Affairs, Government of Pakistan, except in the following cases:
- a. Direct correspondence may be conducted between the Provincial Governments in India and those in Pakistan on matters specially agreed upon by the two Federal Governments. Copies of important communications thus exchanged shall be sent to the Embassy of Pakistan in India.
 - b. Heads of Scientific and Technical Departments of the Provincial Government may correspond direct with their counterparts under other Governments and vice versa on purely technical matters which do not involve or are not likely eventually to involve any question of policy.
 - c. It is very desirable that Pakistan Diplomatic Missions in foreign countries should be kept fully informed of all matters which the officials of a Provincial Government in Pakistan wish to transact with officials of foreign governments. Copies of all communications except those of exclusively academic interest should be endorsed to the Pakistan Diplomatic Mission, if any, in the country concerned.
 - d. In cases where the representatives of foreign Missions are stationed at the Provincial Headquarters, the Provincial Government may correspond directly with them in matters not involving questions of policy. Such correspondence shall be conducted through the Chief Secretary, unless he allows in certain cases direct correspondence between the local Missions and the subordinate authorities of the Provincial Government.
 - e. The Provincial Government may correspond with Pakistan Missions direct in matters pertaining to them, provided that they do not involve questions of policy. Copies of correspondence need not be endorsed to the Ministry of Foreign Affairs as a matter of course but the Department concerned should use its discretion in forwarding copies where it is considered that the Ministry of Foreign Affairs should be kept informed.
 - f. Further exceptions may be made by the Ministry of Foreign Affairs generally or in special cases. But it is essential that in all cases of doubt the Ministry of Foreign Affairs should be consulted before making any direct approach. Even in cases where exceptions have been or may be made, reference should be made promptly to the

Ministry of Foreign Affairs if at any stage the correspondence involves or is likely to involve a question of policy or tends to have political repercussions. Further correspondence should be conducted through that Ministry unless it agrees otherwise.

- ii. Whenever communications are received direct from a foreign government, or a Pakistan Diplomatic Mission abroad, or a foreign Diplomatic Mission in Pakistan in contravention of the procedure given above, a reference should be made to the Ministry of Foreign Affairs and their guidance sought. A simple acknowledgement may, however, be sent meanwhile to the concerned foreign government, etc.
- iii. Correspondence with private institutions/individuals in foreign countries shall ordinarily be conducted through the Pakistan Diplomatic Mission in that country or if the correspondence is conducted directly, copies shall be endorsed to the Mission concerned.
- iv. Communications addressed to Foreign Missions directly, shall be in letter form beginning with the salutation 'Dear Sir/Madam' and ending with the subscription 'Yours faithfully'.

TREATMENT OF REFERENCES RELATING TO ASSEMBLY BUSINESS

- 5.15**
- i. All communications relating to Assembly Business (Assembly Questions, Resolutions, Cut-Motions, etc.) shall be received by the Receipt and Issue Branches and the Superintendent of these Branches shall ensure that they are sent to the Deputy Secretary/Section Officer concerned immediately. A separate Diary Register showing distribution of the Assembly Business should be maintained in the Receipt and Issue Branches.
 - ii. The Assembly Questions etc., which are disputed and do not seem to be the concern of a particular Deputy Secretary/Section Officer, shall be submitted to the Secretary by the Superintendent, Receipt and Issue Branch, personally and his orders obtained regarding the assignment of the business to a Deputy Secretary in the Department, who shall then ensure that the required material is collected and a reply sent to the proper quarter in time.
 - iii. If the Secretary of a Department is satisfied that a particular reference does not pertain to his Department, he shall refer it to the Additional Chief Secretary in the Services and General Administration Department giving reasons for not accepting it and specifying the Department which, in his opinion, should deal with the reference. In all such cases, the Additional Chief Secretary will decide finally as to which Department should deal with such a reference. It will be the responsibility of that Department to collect the required material (including, if necessary, information from other departments also) and to ensure that a reply is sent to the proper quarter in time.

- iv. When a disputed reference is received by a particular department for disposal, it shall be the responsibility of that department to inform the Assembly Secretariat that the reference in question is being dealt with by them.

**REFERENCES FROM HEADS OF ATTACHED DEPARTMENTS
AND AUTONOMOUS BODIES**

- 5.16**
- i. Proposals from a Head of an Attached Department/Autonomous Body shall ordinarily be in the form of a self-contained communication stating the facts of the case, the points for decision and his specific recommendations.
 - ii. The Heads of an Attached Department/Autonomous Body shall be responsible for the technical soundness of their proposals.
 - iii. It shall be the duty of the Head of an Attached Department/Autonomous Body to ensure that only those cases are submitted to the Administrative Department on which he is not competent to pass orders himself. If a case which he is himself competent to dispose of is received in an Administrative Department, it shall be returned to him without being subjected to any examination.
 - iv. The language used in examining or criticizing such case shall invariably be polite. In case a Section Officer signs the reply, the level at which the decision has been taken, may be indicated by the addition of the word 'this issues with the approval of Secretary/Additional Secretary/Deputy Secretary' as the case may be.

**PETITIONS ADDRESSED BY GOVERNMENT SERVANTS
TO THE GOVERNOR/CHIEF MINISTER**

5.17 The following procedure should be followed in the treatment of petitions submitted by Government servants to the Chief Minister/Governor:

- i. Such cases should be flagged 'URGENT' and dealt with expeditiously.
- ii. Where a right of appeal or revision exists and has not been exercised by the petitioner, he should be advised that the proper course for him would be to submit an appeal or an application for revision to the proper authority. The designation of the appellate or revising authority should be clearly stated in the reply.
- iii. Where a petitioner has already exercised his right of appeal or revision, the case should be submitted to the Chief Minister/Governor by the Secretary through the Minister concerned. The noting in such cases should be confined to the elucidation of facts necessary to clarify the point at issue.
- iv. When the Chief Minister/Governor has passed orders in the case, the final decision should be communicated to the petitioner at once by the Department concerned.

TREATMENT OF CONFIDENTIAL PAPERS

5.18 All papers received or dealt with in the Secretariat are of a confidential nature and their contents should not be divulged to or discussed with unauthorized persons. This rule applies with greater force to documents specially classified as “Confidential” or “Secret”, and the strictest secrecy should be observed with regard to their contents. Breach of this rule is an offence punishable with imprisonment, which may extend to two years or fine or both under Section 5(4) of the Official Secrets Act, 1923 (*Act XIX of 1923*).

5.19 In classifying documents as ‘Top Secret’, ‘Secret’ or ‘Confidential’ and dealing with them, the instructions contained in the booklet entitled ‘Security of Classified Matters in Government Departments’, shall be followed. These instructions also regulate the custody of these documents. Briefly stated, confidential and secret papers should not be dealt with in the ordinary manner and should pass through as few hands as possible. Only the head of the office and a few selected officials should deal with them.

5.20 Except under the express orders of the Secretary, the Performance Evaluation Reports of officers of Grade-16 and above should not be handled by any member of the office below the rank of a Section Officer.

5.21 Confidential references to another department/office shall, as far as possible, be addressed to the officer concerned by name.

5.22 Confidential papers should either pass from hand to hand by personal delivery or be sent in sealed covers or boxes.

5.23 Incoming covers which are marked ‘TOP SECRET’, ‘SECRET’ or ‘CONFIDENTIAL’ should be sent unopened to the officers to whom they are addressed. When the officer happens to be on leave, the covers may be opened by another officer authorized to do so.

5.24 When ‘TOP SECRET’ or ‘SECRET’ papers are sent out of an office, they should be sealed and marked ‘TOP SECRET’ or ‘SECRET’ as the case may be, and addressed to the officer concerned by name. The outer cover should bear the official designation of the addressee only, and should not bear a seal or any other mark to indicate that its contents are top secret or secret. When top secret or secret papers are dispatched by post they should invariably be registered and the outer cover also sealed but not marked ‘TOP SECRET’ or ‘SECRET’.

5.25 All ‘TOP SECRET’ and ‘SECRET’ communications should, as a rule, be typed by the Private Secretary, Personal Assistant or Stenographer to the officer dealing with the case.

TYPING & DISPATCH

6.1 Typing

- i. When the issue of a draft communication has been authorized, the typing of the fair copy together with any enclosures not exceeding three pages, shall be done by the Stenographer or Computer Operator/Composer attached to the officer concerned.
- ii. When fair-typing a draft communication, the space for the date shall be left blank to be filled in by the dispatch clerk at the time of issue. The officer signing the fair copy will, however, record the date both on the fair copy and the office copy of the draft below his signature/initials. The date so filled/recorded should not only show the date and month but the year also.
- iii. Typing of enclosures (other than secret and confidential) exceeding three pages and all other typing and duplicating work including all typing work of Sections, where Stenographers are not provided, shall be done in the department by the Section Clerk.
- iv. Where six or more copies are required, a stencil/computer/photostat copy should be made and the required number of copies be produced on machines.
- v. Important circulars should be printed except during the sessions of the Provincial Assembly, when priority will be given to the Assembly Business.
- vi. Where an approved draft has too many corrections in it, it need not be retained as an office copy but an extra copy should be made to serve as office copy in place of the corrected draft.
- vii. All secret and confidential papers for reproduction through a duplicating machine should be handed over personally to the Superintendent/Official In-Charge of the Receipt & Issue Branch.
- viii. The fair copies, complete with their enclosures, together with the approved draft and the carbon/computer/photostat office copies, if any, should be placed in a pad when putting them up to the officers concerned for their signatures.

6.2 Dispatch

- i. The normal agency for the dispatch of all communications, files etc., to departments or offices by post shall be the Receipt and Issue Branch. The delivery of local Dak to Departments and Offices in the same premises will be handled by the Receipt and Issue Branch Naib Qasid while the Dak meant for departments or offices at some distance will be passed on to the Central Dispatch Agency for delivery as per instructions in paragraph 6.3. Private Secretaries and Stenographers attached to officers and Section Clerks may, however, dispatch secret, confidential or urgent communications whenever required to do so. They may either dispatch such communications direct through means at their

disposal or enclose them in covers and pass them on to the Receipt and Issue Branch for onward dispatch.

- ii. The Superintendent of the Receipt and Issue Branch, Assistant-in-charge of Central Dispatch Agency shall ensure that letters, etc., are actually dispatched on the same day; in any case not later than the next morning and that office copies are returned to Sections immediately after dispatch.
- iii. The date on a communication being issued should be the date on which it is actually issued. Ordinarily the original date, if one has already been given, should stand, but if there is a delay of more than 24 hours, the original date should be altered. In any case, a second date should not be added. A communication should never bear a double date.
- iv. Documents to be sent by post should be placed in covers and the names and addresses of the addressees should be neatly and correctly written or typed on them or on an Economy Slip, which should be used for covers containing ordinary (i.e., unclassified) communications, except when the contents are bulky or when it is proposed to send the cover by insured post. Economy slips should not be used for covers addressed to foreign countries or to officials of Foreign Missions in Pakistan or for covers containing secret and confidential documents.

Note:

Daftries in the Receipt and Issue Branches should be properly instructed regarding the correct use of Economy Slips and the manner of affixing stamps so that when opening the envelopes at the receiving end, they are not damaged.

- v. The Dak to be sent out by post should be entered in a separate register and the entries should show the reference number, particulars of the addressees and the amount of stamps affixed on each letter.
- vi. When copies of circular letters etc. have to be distributed by hand delivery to Secretariat Departments, Heads of Attached Departments, Regional Offices etc. located in Lahore, the proforma at **Annexure-C** may be used instead of the usual Naib Qasid's delivery book (**Annexure-D**). The dispatch clerk will only fill in the number and date of the circular letter at the top of the list. The acknowledgement of the recipients will be obtained in the last column of the list. Receipt and Issue Branches should get copies of such lists stenciled/photocopied and keep them handy. Fifty to sixty such sheets may be stitched together to make a Naib Qasid's delivery book and preserved for record.
- vii. For the purpose of distribution of similar circular letters, etc., by post to Heads of Attached Department, Regional Offices etc. outside Lahore, a separate list of such Departments/Offices showing the number of copies to be sent to each, should be maintained by all Receipt and Issue Branches and distribution made accordingly.

Manual of Secretariat Instructions, 2016

- viii. After a communication has been dispatched, the office copy should be rubber stamped "Issued" initialed and dated by the dispatch clerk and returned immediately to the Section Branch concerned.
- ix. The following should be the normal procedure for dispatch to be followed in the Receipt and Issue Branches:

Despatcher:

- a. Receives papers for dispatch.
- b. Checks the enclosures, if any.
- c. Inserts date, if the date space is blank, both in the fair copy and in the office copy.
- d. Separates fair copy from the office copy.
- e. Affixes rubber stamp 'Issued' on the office copy and puts his dated initial under it.
- f. Returns the office copy to the Section concerned.
- g. Places fair copies in the relevant compartments of the sorting rack.
- h. Clears compartments of sorting rack one by one and arranges letters office-wise, separating communications for local dispatch from those to be dispatched by post.
- i. Enters communications for local dispatch in Naib Qasid Books or challan forms for the Central Dispatch Agency.
- j. Passes communications and Naib Qasid Books to Naib Qasid for delivery.
- k. Prepares covers where necessary and writes addresses on covers or economy slips, as the case may be, for communication to be dispatched by post (cyclostyled/photocopied address slips may be used where available).
- l. Passes covers to Daftri.

Daftri :

- a. Closes covers.
- b. Weighs and notes value of postage stamps required.
- c. Affixes required postage stamps.
- d. Rubber stamps the covers.
- e. Returns covers to the Dispatcher.

Dispatcher (continued)-

- a. Makes necessary entries in the Register of Stamps Account.
- b. Hands over covers to Naib Qasid for posting.

- c. At the end of each day, he shall check the Peon Books and satisfy himself that all kinds of the Dak delivered by hand has been properly acknowledged by the addressees concerned.

CENTRAL DESPATCH AGENCY

6.3 For distribution of local Dak outside the main Punjab Secretariat premises a Central Agency located in the Caretaker Branch of the Services and General Administration Department has been set up. The delivery of Dak to offices outside the Secretariat is done by Cycle Naib Qasids of the Agency while the delivery of mail to offices at considerable distance from the Secretariat is handled by Riders on Motor Cycles or dispatched through courier services. The Secretariat Departments and other offices have been divided into various Sectors, a list of which is maintained in the Central Dispatch Agency.

6.4 The receipt of local Dak from various Secretariat Departments and its dispatch is handled in the following manner:

- i. The Receipt and Issue Branch in each Department enters the local Dak in specially designed challans as in **Annexure-D** (in duplicate) with clear carbon/computer/photo copies showing the priority allocated to each communication.
- ii. The Dak addressed to offices in each Sector is entered in separate challan forms. The challan forms are then forwarded to the Central Dispatch Agency.
- iii. The Receipt Clerk at the Agency acknowledges receipt on the original and retains the duplicate along with the enclosures which are placed in the relevant numbered tray of the Sector concerned. The original challan is filed in the Receipt and Issue Branch.
- iv. The Distribution Clerk at the Central Dispatch Agency is responsible for the distribution of Dak among dispatch riders in one or more Sectors, giving priority to communications with urgent marking. He supervises movement of dispatch riders, notes their timings and carries out a careful general check.
- v. The ordinary Dak is dispatched twice a day (at 9.00 a.m. and 11.30 a.m.) and urgent and immediate communications are sent without delay.
- vi. The dispatch riders obtain the signature of the recipients on the duplicates of the challans which after proper check are filed Department-wise in the Central Dispatch Agency.
- vii. Communications from one Department to another in the same premises will be sent by the Receipt and Issue Branch of the Department concerned and not through the Central Dispatch Agency.
- viii. The Dak which is sent by a section of a Department (or any officer of that Department) to the Central Dispatch Agency otherwise than through the Receipt and Issue Branch, is also entered in the prescribed challan form (in duplicate). The Receipt Clerk at the Central Dispatch Agency acknowledges receipt on the original

copy (which is returned to the sender). He then places the duplicate challan along with the communications in the numbered tray of the Sector concerned for delivery in the same manner as laid down for other Dak received through the Receipt and Issue Branch.

- ix. For the distribution of local Dak after office hours the existing arrangements in the Care-taker Section of the Services and General Administration Department will continue.
- x. The overall supervisory control of the Central Dispatch Agency will vest with Section Officer Welfare-I, Services and General Administration Department.

ACTION AFTER DESPATCH

- 6.5**
- i. After issue of a communication, the Section/Branch Clerk-cum-Record Keeper shall arrange the paper in the file. Typed office copy or the original draft as the case may be, shall be brought on to the file in its proper place, duly referenced and given the appropriate page number. He will then make the relevant red ink entry in the notes file and place it on the Section Branch Assistant's table.
 - ii. If the communication issued calls for a reply, or further action is to be resumed at a later date, the Section Assistant shall mark 'Remind' or 'Pend' as the case may be, on the Docket Sheet and indicate the date on which the Section/Branch Clerk shall resubmit the file. If the communication issued constitutes final disposal and no other action has to be taken on the file, it should be marked 'Record' with the approval of the Section Officer.
 - iii. The Section/Branch Clerk shall maintain a record of pending cases in the Pending Register. He should enter date-wise:
 - a. Number and subject of pending cases to be resubmitted on a particular date;
 - b. Number and subject of pending cases on which reminders are to be issued on specified dates; and
 - c. Number and subject of pending cases which have been referred un-officially to other Departments and their return is awaited.
 - iv. The Section Clerk shall consult this diary every morning and shall submit to the Section/Branch Assistant, for disposal, all files required to be put up to him on that date.
 - v. The Section Assistant should check the diary periodically to ensure that the procedure outlined above is being observed properly by the Section Clerk.

APPENDIX A

(Note under Para 1.6)

INSPECTION IN THE SECRETARIAT

In order to ensure that the system of inspection yields the desired results and does not reduce to a routine formality, the Inspection Officer, the Deputy Secretary or Additional Secretary should submit proper inspection report to the next higher officer in the Department.

In the event of annual inspection, the report must be submitted to the Secretary of the Department. All the Heads of Attached Departments, Autonomous Bodies should also be asked to draw up annual inspection reports on the lines provided for inspection in the Secretariat with suitable modifications.

The inspection reports should be brief, precise and to the point, and should give a clear picture of the working of the particular Section/Wing/Organization on which the report is submitted. It should simply enumerate the defects noticed and give constructive suggestions for improvement. The report should particularly highlight such aspects which have an important bearing on efficiency and need special attention of Senior Officers.

After the inspection report has been seen and returned by the Officer concerned, it should be the duty of the Inspecting Officer to ensure that all corrective actions are taken. This process should not involve unnecessary noting. As far as possible, problems arising from inspections should be settled and resolved by discussion. It will be desirable to file the inspection reports in a chronological order to facilitate the progressive evaluation of the results of inspection.

During inspections, the Inspecting Officer may often discover procedural defects or other problems which cannot be solved without a detailed investigation. Such problems should be referred to the O&M Wing, S&GAD.

A list of points which should be kept in view by an Inspecting Officer while carrying out inspections in the Secretariat is given below:

PERFORMANCE

1. Is the distribution of work equitable and according to ability? Does each functionary know the precise nature of his duties and responsibilities?
2. Is the output of work of various categories of staff reasonable and satisfactory? Does it conform to the accepted yardsticks?
3. Is the rate of disposal of work satisfactory? Do actual pending papers or cases tally with arrears of suspense statements?
4. Is there any indication of unnecessary accumulation of files at any point?
5. Are actionable files kept pending unnecessarily?
6. Is there any evidence of files being passed unnecessarily from one Section to another in an attempt to shift responsibility?
7. Are standing orders regarding the delegation of powers of officers observed in practice?

Manual of Secretariat Instructions, 2016

8. Is there any indication that the Rules of Business, 2011 or the Secretariat Instructions are not being properly complied with?
9. Is the register of important decisions maintained properly and kept up to date?
10. Are 'please speak' cases attended to promptly? Is the number of such cases excessive?
11. Is the procedure for classification, recording and indexing properly and intelligently observed? What is the proportion of unclassified files? Is weeding and destruction of unnecessary files and papers carried out regularly?
12. Is the procedure for issuing reminders effective? Is it followed regularly?
13. Are periodical reports and returns sent out to the authorities concerned regularly? Is a list of such reports and returns maintained?

USE OF GOVERNMENT PROPERTY

14. Is there any indication of wastage or misuse of stationery, electricity, telephones, furniture, equipment, vehicles, etc?
15. Is the procedure for the receipt, custody and issue of stationery efficient? (A check of the actual stock of some of the items with the quantity shown in the stationery register will give a good indication).
16. Are stock registers for furniture and office equipment maintained properly?
17. Is the furniture and equipment kept in good repair? Are unserviceable items stocked unnecessarily?
18. Are the Log-Books of staff cars and other vehicles complete and up to date? Are cars and vehicles maintained in good condition?

WORKING CONDITIONS

19. Are the working conditions satisfactory?
20. Is the office layout convenient? Are tables, chairs and other equipment properly arranged?
21. Are the office premises kept clean and tidy?
22. Are the necessary reference books, codes, manuals, prescribed forms of reports and returns (required in connection with the work of that office) readily available?
23. Do the staff have the necessary office equipment, material aids, furniture, stationery etc.?
24. Do the staff have necessary amenities (Transport facilities, canteens, fans, drinking water etc.)?
25. Are personal claims or grievances of staff regarding increments, pay, allowances and advances, etc., attended to promptly?
26. Are the service records, leave account, seniority lists etc., properly maintained?

SECURITY AND DISCIPLINE

27. Are security arrangements satisfactory and in accordance with the prescribed instructions?
28. Has the character and antecedents of each functionary been verified?
29. Is the staff sufficiently security-minded? Are instructions regarding security classification followed properly?
30. Is there any check on unauthorized visits of outsiders or by staff?
31. What is the degree of punctuality of staff? Is there any indication of habitual late attendance?
32. Does the staff pay undivided attention to work during office hours?

CASH AND ACCOUNTS

33. Are the arrangements for the custody and handling of cash satisfactory?
34. Are the cash books, contingent register, bills and cheques register neatly and properly kept up-to-date? Does the cash in hand tally with the balance in the cash book?
35. Is the accounting of receipts and expenditure up to date? Are accounts reconciled with the accounts of the Accountant General in time?
36. Are the vouchers relating to contingent expenditure and acquaintance rolls kept safely?

RECEIPT AND DESPATCH

37. Is the procedure for the receipt and distribution of papers efficient? Is there any avoidable delay between the receipt of Dak in the Receipt and Issue Branch and in its delivery to the officer concerned?
38. Has the Receipt and Issue Branch a comprehensive and up to date list of subjects dealt with by the respective sections and officers?
39. Are diary registers and movement registers kept according to the prescribed procedure? (Purely routine papers should not be diarised to inflate the number of receipts)?
40. Are the arrangements for the dispatch or distribution of mail satisfactory? Are Naib Qasid Books duly initialed by recipients of papers?
41. Is the use of 'Urgent', 'Immediate', 'Priority', 'Top Priority', 'Time Limit', and other labels proper?
42. Is the register of postage stamps maintained properly?

**APPENDIX B
(Para 1.10)
TIME LIMITS**

**FOR THE DISPOSAL OF CASES AND REFERENCES CONCERNING
GENERAL ADMINISTRATIVE AND FINANCIAL MATTERS WHICH ARE
COMMON TO ALL DEPARTMENTS**

Sr. No.	Cases	Time Limit
1.	Seen or filed cases which do not involve reading of previous references.	Same day
2.	<ul style="list-style-type: none"> i. Policy circulars and instructions, etc., seen or filed. ii. Acknowledgement cases. 	Same day
3.	Seen or filed cases involving extensive reading of previous references.	One week
4.	Routine cases requiring short notes in which no reference to rules or regulations is required.	Three days
5.	<p>Cases–</p> <ul style="list-style-type: none"> i. requiring references to rules and regulations, or other routine references to other departments. ii. not requiring references to rules and regulations but requiring lengthy reading and noting. 	<p>Two weeks</p> <p>One week Note: Time limit may be started after providing complete relevant documents of the reference from the Administrative Department.</p>
6.	Cases requiring application and interpretation of rules and regulations involving lengthy reading and noting.	<p>Three weeks</p> <p>Note: Time limit may be started after providing complete relevant documents of the reference from the Administrative Department.</p>
7.	Cases containing recommendations for modification of policy or cases referred to other departments except those of routine nature.	No realistic limit is possible — 1 to 2 months approximately
8.	Cases involving framing of policy.	<p>No realistic limit is possible — 1 to 2 months approximately.</p> <p>Note: Cases involving framing of policy require some time intensive reading and verification from different documents of different period. It is true that the time line</p>

		cannot be fixed, however, the progress report may be framed if the delay is extended more than one month.
9.	Preparation of working papers, reports, proceedings of meetings and conferences.	1 to 2 weeks
10.	Periodical returns, statements: <ul style="list-style-type: none"> i. Seen and filed ii. Scrutinized and commented upon iii. Consolidated and submitted to authorities concerned. iv. Prepared after collecting data and submitted to authorities concerned. 	<p>3 days 2 weeks 1 month</p> <p>As against Sr.No.7 above depending on the date prescribed for its submission.</p>
11.	Leave cases (other than casual leave.)	<p>Sanction should issue within 2 weeks of the receipt of complete papers.</p> <p>Note: Leave cases may be decided in one week after receipt of complete papers. It has been observed that the officials/officers who apply for a leave other than casual leave become forget of their application as to whether or not it has been accepted. Resultantly, sometimes, they go on availing the leave while there is an objection on their leave application pending with the department concerned. This situation creates problems. Officers/Officials should proceed only after getting it sanctioned by the competent authority.</p>
12.	Cases involving examination and disposal of appeals, representations and memorials.	1 month
13.	Screening panels for confirmation, scholarships, fellowships, training etc.	1 to 2 months
14.	Promotion cases	2 months
15.	Uniform/liveries cases	1 week
16.	Creation of new posts.	All posts provided for in the budget should be sanctioned within a month on

		communication of the budget grant by Finance Department.
--	--	--

Note:

In case of educational institutions, care should be taken to see that the posts are filled in before the start of an academic session.

17.	Ad-hoc appointments.	1. Vacancies should be intimated to the competent authority within 15 days of their occurrence. 2. Vacancies should be filled on ad-hoc basis subject to policy in force: (a) Within 2 months where applications are invited through advertisement; and (b) Within one month in other cases.
18.	Recruitment/promotion.	1. Requisition should be placed by the competent authority within 15 days of taking the decision to fill the vacancies. 2. Punjab Public Service Commission, Departmental Selection/Promotion Committees should arrange selection and send recommendations to the requisitioning authority within: (a) 3 months in the case of initial recruitment and (b) One month in other cases. 3. Competent Authority should issue orders within 10 days if the recommendations are acceptable.
19.	Relaxation of age limit.	Order should be issued within two weeks of the receipt of reference.
20.	Condition of break in service.	1 month
21.	Seniority cases.	1 month
22.	Confirmation cases.	3 month
23.	Forwarding of applications for jobs outside the Departments.	1 week
24.	Deputation cases (terms and conditions).	2 weeks
25.	Suspension and termination of lien.	1 month
26.	Appointment, posting and transfer.	1 week
27.	Initiation of disciplinary action.	1 week
28.	Preparation of seniority/gradation lists.	6 months

Note:

1. Three months for collection of data and initial preparation.
2. One month for circulation and inviting objections.
3. One month for disposal of objections.
4. One month for final review and printing.

29.	Re-employment cases.	2 weeks
30.	References relating to Writ Petitions/Civil Suits/Notices under Section 80 of Civil Procedure Code.	1 to 2 weeks.
31.	References concerning absorption of surplus staff.	4 days
32.	Assembly Questions.	Same day Note: Some time Assembly Question requires detailed information to be collected from the different offices, it takes some time. Therefore, it is suggested that time limit for such Assembly Question should be at least three days.
33.	Cases relating to security measures.	1 to 2 days
34.	Completion of service.	1 week
35.	Verification of service.	1 week
36.	Title to leave.	1 week
37.	Fixation of pay.	1 month
38.	Preparation of pay bills.	1 week
39.	T.A. Bills.	1 week
40.	Medical reimbursement claims.	Sanction should be issued within two weeks of the receipt of complete papers.
41.	Permission to cross efficiency bar.	Case should be initiated one month ahead of the due date. Order to issue within one month, at the due date.
42.	Advances.	Sanction should be issued within 2 weeks of the receipt of advice from the Audit Office.
43.	Final payment of G.P. Fund.	Accountant General should authorize final payment within a month of the receipt of intimation along with necessary certificates from the concerned quarters.

Note:

On receipt of the application from the retiring Government servant such cases should be referred to the Accountant General direct by the Head of Office in the case of non-gazetted employees. The Gazetted Officers may make the requisitions direct along with certificate regarding advance drawn, if any.

44.	(a) Grant of Pension.	(i) Action shall be initiated one year before the date of retirement of the Govt. servants. (ii) Application on Form Pen-3 will be obtained from the retiring Government servant six months before his retirement or on the date he proceeded on LPR and forwarded to the Audit Office for issue of PPO after completing Sections 6 and 7 of the Form. (iii) PPO will be issued by the Audit Office 15 days before the actual date of retirement of the Government servants. Note: Detailed procedure to deal with the pension cases of civil servant has been introduced through Pension Roll.
	(b) Anticipatory pension.	If the pension papers are not verified by the Audit Office till one month before the retirement of the Government servant— (i) anticipatory pension may be allowed in full on the basis of the calculation made by the authority competent to sanction the pension provided the pension does not exceed Rs.100.00 per mensem. The anticipatory pension should be restricted to 4/5th of the amount calculated, during the initial period of three months. After 3 months, full amount admissible, should be paid even if the case is not finalized.

Note:

The pension papers will be initiated and completed by the Head of Department or Attached Department in the case of gazetted officer and by the Head of Office in the case of non-gazetted Government servants.

45.	Reimbursement of Medical charges.	One week.
46.	Grant of permission to Government servant to broadcast/telecast.	Within two weeks on receipt of application

Note:

The Head of Office should be authorized to grant such permission subject to the proviso that it will not interfere with the performance of the applicant's official duties.

47.	Communication of fitness certificates.	Cases to reach the Standing Medical Board at least one day ahead of the date of meeting.
-----	--	--

Note:

- .1. Health Department should circulate the schedule of meetings of the various Medical Boards.
2. Reference should be routed direct to the concerned Medical Superintendent and not through the Director Health Services, Divisional Directors, Secretary Health.

48.	Issue of No Objection Certificate.	2 days if papers complete.
49.	Grant of aid out of Benevolent Fund.	1 week
50.	Advance for the purchase of Cycle, Motor Cycles and Cars.	1 week
51.	Preparation of Monthly Pay Bills Schedules and Acquaintance Rolls.	2 weeks
52.	Preparation of Arrears Bills	2 weeks
53.	Preparation of Last Pay Certificates.	4 days
54.	Credits other than grant of GPF Advances, Insurance Premia and Final Payment.	4 days
55.	Calculation of interest on advances.	2 weeks
56.	Miscellaneous references relating to bills.	4 days
57.	Issue of Memo for Medical Treatment.	1 day
58.	Reference relating to recovery of various advances such as House Building, Motor Cycle, Bicycle, Fan Advance, etc.	2 weeks
59.	Acceptance of resignation.	1 week
60.	Reference relating to allotment of quarters and the recovery of rent.	1 week
61.	Completion of Rent Recovery Register.	1 week
62.	Communication of adverse remarks.	Between March-June Note: Quarter base remarks will help to improve efficiency however before adverse remarks show cause is required.
63.	Expunction of adverse remarks.	Orders to issue by end of October at the latest.
64.	Writing-off losses.	Competent Authority should finalize within 2 weeks after the receipt of proposal.

Note:

The referring authority should satisfy itself that the case is complete in all respects. Such proposals should inter alia be accompanied by—

1. Survey Report.
2. Certificates regarding willful neglect and intentional misappropriation.
3. A note explaining the history of loss.

65.	Preparation of Miscellaneous Bills, Schedules, Income Tax returns, etc.	1 week Note: Priority should be fixed on miscellaneous hence where research/examination is required it should be dealt as according to Sr. No. 3, 7 & 8 etc.
66.	Cases for grant of House Building/purchase Advance.	1 month
67.	Financing of Life Insurance through General Provident Fund.	1 month
68.	Grant of G.P. Fund Advance.	1 week
69.	Grant of Conveyance Allowance.	1 week
70.	Grant of House Rent Allowance.	1 week
71.	Grant of Honorarium.	2 weeks
72.	Grant of Special Pay/Additional Pay.	1 month
73.	Release of mortgage deeds.	1 week
74.	Issue of No Demand Certificate.	1 week
75.	Supply of Stationery.	Stationery office to arrange supply of stationery to indenting departments within one month of the receipt of the indent and simultaneously issue non-availability certificate in respect of items not available.

Note:

For such articles which are included in the indent but cannot be supplied by the Stationery Office, the departments should not be required to process the matter again for getting the non-availability certificate from the stationery office.

76.	Supply of copies of the judgments by Courts	As prescribed under High Court Rules and Orders.
77.	Issue of sanctions for defence of cases in courts and other references relating to writ petitions/civil suits/notices under Section 80 C.P.C.	Fourteen days but in any case before the date fixed for first hearing of the case.

Note:

Courts are expected to issue notice to the concerned Department at least one month before the date fixed in ordinary cases and 14 days in urgent cases.

78.	Verification of telephone, electricity, etc. bills and connected correspondence.	1 week.
79.	Maintenance of— (i) Cash Books (ii) Contingent Registers (iii) T.A. Account Register (iv) Medical Account Registers (v) Permanent Advance Register	Same day Twice a week
80.	Cases regarding writing off of un-serviceable stores and stocks.	2 weeks
81.	Repairs of cycles, typewriters and calculators.	2 days
82.	Purchase and distribution of consumable articles.	2 days
83.	Checking up of schedules of payment.	1 week
84.	Monthly Expenditure statements	5 days
85.	Various Periodical Reports and Returns.	1 week
86.	Disposal of Audit Objection/Draft Paras/Audit and Inspection Notes	By the target date fixed by Audit in each case.

Note:

Audit should allow sufficient time. The objections when traveling downward need not pass through every successive channel but may be sent straight to the office in which the cause for objection arose.

87.	Budget proposals	As per Budget Calendar attached.
88.	Distribution of Non-Developmental Budget	One month from the date the Budget grant is received from the Finance Department.
89.	Distribution of Developmental Budget	By the end of August every year.

Note:

Finance Department should release the Budget grant by the end of July at the latest.

91.	1 st and 2 nd Statements of Excesses and Surrenders	1 week during December & 2 weeks during every year April.
-----	---	---

SUBJECT: ADHERENCE TO THE TIME LINES GIVEN IN THE MANUAL OF SECRETARIAT INSTRUCTIONS FOR PROCESSING/DISPOSAL OF CASES/REFERENCES AT VARIOUS TIERS OF THE ADMINISTRATIVE DEPARTMENTS

Kindly refer to the subject noted above.

2. It has been observed by the Chief Secretary, Punjab during a meeting that the time lines given in the Manual of Secretariat Instructions for processing/disposal of cases/references at various tiers of the Administrative Departments are not being followed in letter and spirit; resultantly the cases are delayed badly. It has, therefore, been desired by the Chief Secretary that these timelines must be observed by all the concerned officials to ensure smooth and expeditious disposal of references/cases for facilitation of the public.

3. The competent authority has further approved the following time lines for expeditious disposal of cases/references at various tiers in the Administrative Departments:

Sr. #	Title of Cases	Time limit			
		Section Officer	Deputy Secretary	Additional Secretary	Secretary
1.	Summaries for Chief Minister/Governor/ Cabinet	05 Days	02 Days	One Day	One Day
2.	President/Prime Minister/Chief Minister's Directives: (Reply to quarters concerned as per deadline or maximum within 7 days)	Three Days	One Day on submission of file	One Day on submission of file	One Day on submission of file
3.	Court Cases	As per deadline of the Court or maximum within 05 days	One Day on submission of file	One Day on submission of file	One Day on submission of file
4.	Assembly Business	As per deadline of the Assembly or within 02 days	One Day on submission of file	One Day on submission of file	One Day on submission of file
5.	Cases involving policy matters	Seven Days	Three Days	Two Days	Two Days

6.	Public grievances cases: (The petitioner may be informed within seven days of receipt of the complaint/request)	03 Days	One Day	One Day	One Day
7.	1. Establishment matters 2. Pension Cases	Seven Days -do-	Two Days -do-	One Day -do-	One Day -do-
8.	Promotion Cases	Meetings of Departmental Promotion Committees may be convened at least once in a month, when vacancies are available.			
9.	Inter-Departmental Consultation on Summaries	Every department concerned may add its views/comments and move forward the summary within three days.			
10.	Composition of different Committees	All the committees approved by the Chief Minister/Administrative Secretaries may be notified with clear composition, terms of reference and deadline of accomplishing the task.			
11.	Delegation of Powers	In order to ensure prompt disposal of cases within time lines mentioned above, delegation of powers, where possible, may be made with the approval of competent authority under the rules/laws.			

Note: The Administrative Secretaries may fix the time lines for the cases related to their respective departments as well as field formations/organizations other than the cases mentioned at para 3 above.

4. Copy of each fresh reference/petition received in the Department at various levels, may be submitted to the Private Secretary to the Administrative Secretary on the day it is received. One official in the office of Secretary will be made responsible to monitor/check that the time lines as given in para 3 above are being observed properly. He will also submit a report fortnightly to the Secretary.

5. The Administrative Departments are requested to ensure compliance of instructions in letter and spirit for prompt disposal of official business.

APPENDIX-C

(Para 4.7)

CHOICE OF WORDS IN NOTING AND DRAFTING

An official communication stilted by pompous language or whose meaning is confused by a bad selection of words, creates a poor impression. *Sir Earnest Gowers gives three rules:

1. Use no more words than are necessary to express your meaning

AVOID –

The excessive use of adjectives and adverbs e.g., unduly, relatively, comparatively, considerable, appreciable, etc.

- i. Circumlocutory prepositions, e.g., 'with regard to', 'in the case of', 'in relation to', 'in connection with', 'as to', etc. and use in their place simple prepositions such as 'in', 'on', 'about', etc.
 - ii. Circumlocutory expressions of number, e.g., in some cases, in the majority of instances, etc., and replace them by: many, few, some, most etc.
 - iii. 'Padding' such as: 'It is also of importance to bear in mind the following considerations', or 'Consideration should be given to the possibility of carrying into effect.....It will be appreciated that.....' most of these phrases are mere 'padding' which could be omitted altogether without harm to the sense or else replaced by one or two words e.g., 'Also', 'Besides', 'Further', etc. Simple words or expressions save the time of the Typist. Departmental Typists may double their output if letters are expressed more simply.
2. Use familiar words rather than unusual and unnecessary long words.

Simple, easily understood words should be used whenever these express your thought accurately. You are more likely to be understood if you write;

'After carefully reviewing the facts' instead of 'After a comprehensive and thorough appraisal of all the circumstances pertaining to your case'. High sounding words, or words of vague expressions are of no help in obtaining dignity or clarity in writing. The following is a list of some words that are wrongly used or over-worded in official correspondence, together with simple words that can generally be used instead:

Acquaint	Inform or tell	Ceiling	Limit
Ameliorate	Better or improve	Cross-Section	Sample
Anticipate	Expect	Commence	Begin
Assist	Help	Deem	Think
Blueprint	Plan	Evacuate	Remove

3. Use words with a precise meaning rather than those that are vague.

* A senior civil servant in 1929 who introduced a simple style for official writing in his booklet titled '*Plain Words*'.

APPENDIX-D

(Para 5.2)

OFFICIAL LETTER

Telephone No. of the sender
No. of the letter
Letter head
Government of the Punjab
Name of the Department/Wing
Date including the place of issue.

From:

Name and designation of the sender.

To:

Designation and address of the addressee.

Subject: _____

Sir/Madam,

I am directed to _____ (when purporting to issue under directions from Government).

2. I have the pleasure to _____ (when not purporting to issue under directions from Government)

Your obedient servant,
Signature and designation
of the sender

Particulars of document attached, if any.

ENDORSEMENT

No. _____ Date _____

A copy is forwarded to:

Signature and designation
of the sender.

Particulars of documents attached, if any.

APPENDIX-E

Para 5.2(iv)

LETTER ADDRESSED TO NON-OFFICIALS OR GROUPS OR INDIVIDUALS

Telephone No. of the sender
No. of the letter
Letter head
Government of the Punjab
Name of the Department/Wing
Date including the place of issue.

From:

Name and designation of the sender.

To:

Name, designation and address of the addressee.

Subject: _____

Dear Sir/Sirs/Madams

I am directed to (when purporting to issue under directions from Government). _____

2. I have the pleasure to (when purporting not to issue under directions from Government). _____

Yours truly,
Signature and designation
of the sender.

Particulars of documents attached, if any

APPENDIX-F

(Para 5.3)

MEMORANDUM

Telephone No. of the sender

Letter head

Government of the Punjab

Name of the Department/Wing

Number, date and place of issue of the memo

To:

Designation and address of the addressee.

Subject: _____

Reference: _____

Text: _____

Particulars of documents attached, if any.

Signature

(Name of the sender in block letters)

Designation of the sender.

ENDORSEMENT

No. _____ Date _____

A copy is forwarded to:

Particulars of documents attached, if any.

Signature

(Name of the sender in block letters)

Designation of the sender

APPENDIX-G

(Para 5.4)

DEMI-OFFICIAL LETTER

Letter Head
D.O.No _____
Government of the Punjab
Name of the Department/Wing
Dated Lahore, the _____ 20

Name, designation and
Telephone No. of the sender.

Subject: _____

My dear _____
(when addressing officers of equal or junior status).

Dear Mr. _____
(when addressing officers of senior status).

I am directed to (when purporting to issue under directions from
Government).

2. I am to (in other cases) _____

Text: _____

Yours sincerely,

Signature
(Name in block letters)

Name, Designation and
address of the addressee.

APPENDIX-H

(Para 5.6)

OFFICE ORDER

Letter head
Government of the Punjab
Name of the Department/Wing

Text: _____

Dated (place of issue)

The _____

Signature
(Name in block letters)
of the issuing authority and Designation

No. _____ Dated _____ (Place of the issue) the _____

A copy is forwarded to:

1. _____
2. _____
3. _____

Signature
(Name in block letters of the
issuing/endorsing authority and designation)

APPENDIX-I

[Para 5.1(vii)]

Letter head
Government of the Punjab
Name of the Department/Wing
Dated _____ (place of issue) _____

No. _____

The _____

ORDER

Text: _____

Name

Designation of the authority issuing the
order

ENDORSEMENT

No _____ Dated (Place of issue), the _____

A copy is forwarded to:

Signature

(Name in block Letters)
Designation of the officer issuing
the endorsement

APPENDIX-J

(Para 5.7)

Letter head
Government of the Punjab
Name of the Department/Wing
Date (place of issue)

NOTIFICATION

The Governor of the Punjab is pleased to _____

No. _____ It is hereby notified that _____

Text: _____

Name in block letter
Designation of the Issuing Authority

ENDORSEMENT

No _____

Date _____

A copy is forwarded to:
All concerned.

ENDORSEMENT

No _____

Dated _____

A copy is forwarded to the Superintendent, Government Printing Press,
Punjab, Lahore, for publication in the next issue of the Government Gazette.

Signature
(Name in block letters)
and designation of the officer issuing the
endorsement

APPENDIX-K
(Para 1.45)

BUDGET CALENDAR

1 st August	Distribution of Form B.M.1. by the Finance Department.
1 st September	Proposals regarding making of continuing posts permanent with the Finance Department.
1 st October	Distribution of Form B.M.2 by the Finance Department.
25 th October	Submission of the June Final Accounts by the Accountant General, Punjab.
1 st November	Proposals regarding current expenditure in respect of continuing and entirely new schemes and continuing development schemes with the Finance Department.
1 st December	Development schemes costing over Rs. 5,000 million to be submitted to the Planning Division by the Planning and Development Department.
20 th December	Submission of programmes by the Departments/Agencies for inclusion in the Annual Development Programme to the Finance/Planning and Development Departments.
25 th December	Submission of Supplementary Accounts by the Accountant General, Punjab. Submission of first indication of financial resources by the Finance Department to the Planning Division.
1 st January	Intimation by the Planning Division to the Provincial Government of the tentative size of the Development Programmes. Simultaneously, the Finance Department shall advise on all proposals pertaining to non-development expenditure and continuing development schemes. All budget estimates and revised estimates under Revenue heads and budget estimates of Expenditure to be submitted to the Finance Department. The date by which 1 st list of Excesses and Surrenders should be submitted to the Finance Department,
10 th January	Schedules of new expenditure in respect of current expenditure items continuing as well as new, due with the Finance Department. Discussion of the Annual Development Programme with the Administrative Department and the P&D.
15 January to 10 th February	Programme with the Administrative Departments and the P&D. First abstract of Revenue and Expenditure prepared by the Finance Department
1 st February	Finalization of the Annual Development Programme by the

	Provincial Development Working Party and its submission to the Planning Division.
15 th February to 1 st March	Discussion of proposal of new expenditure in respect of current expenditure items with the Administrative Departments.
20 th February	Schedules of New Expenditure in respect of development items continuing as well as new, due with the Finance Department.
10 th March	Final indication of financial resources to be allocated to the Provincial Government by the Ministry of Finance.
20 th March	Finalization of the Annual Development Programme by the Provincial Government in consultation with the Planning Division.
31 st March	Second list of Excesses and Surrenders due with the Finance Department. Final Abstract of Revenue & Expenditure prepared by the Finance Department.
30 th April	Budgetary allocations communicated to the departments concerned by the Finance Department.
7 th July	
31 st July	

APPENDIX-L
(Para 1.46)

CONDUCT OF COURT CASES

1. a. The Solicitor to Government of the Punjab is responsible for arranging the conduct by the local agency of all litigation by or against Punjab Government and its functionaries and also to the proceedings pertaining to the execution of decrees in favour of or against Government in all courts including the Supreme Court of Pakistan.

b. He is also responsible for arranging State representation in all criminal cases trial able by the court of Sessions including Special Tribunal subordinate to the Lahore High Court except cases pending in the Lahore High Court or under special orders of the Governor or cases with which the Advocate General is concerned.

c. He is responsible for advising all Administrative Departments of the Provincial Government in matters pertaining to proposed, threatened or pending litigation of civil nature excepting contempt of court proceedings initiated by civil courts against any Government servant.

d. The Solicitor may visit any place for the purpose of supervising the conduct by the local agency of the criminal and civil cases of the State or watching the conduct of any criminal case or any civil suit, appeal or proceedings on behalf of the Provincial Government.

e. The Solicitor is the notified Provincial Public Prosecutor within the meaning of section 492 of the Code of Criminal Procedure, 1898.

f. The Solicitor is also notified Government Pleader for the Province to act for the Provincial Government except for the function specified under Order XXVII, Rule 4 and Order XXXIII, Rule 6 of the Code of Civil Procedure, 1908.

REFERENCES FOR OPINION

2. a. Opinion work relating to the anticipated, endangered or pending litigation of civil nature including appeals or revisions in such matters will ordinarily be disposed of by the Solicitor.

b. The Solicitor also scrutinizes the drafts, pre-admission reports and para-wise comments in writ petition cases whenever submitted by the Administrative Departments only after the case is admitted by the Lahore High Court/Punjab Service Tribunal and notice to that effect is received by the concerned Department from the Lahore High Court/ Punjab Service Tribunal.

c. Legal questions arising before Judicial Officers as such are not to be referred for opinion to any authority of the Law Department including the Solicitor and other Law Officers of the Government to advise Judicial Officers engaged in administering the general, civil and criminal law in regard to points of law or procedure.

(Rule 2.3 of Law Department Manual)

d. The Solicitor may tender opinion unofficially, provided that it is clearly understood that any opinion expressed on an unofficial reference may be reconsidered on a full and complete official reference on the whole case, if subsequently made, and that opinion expressed unofficially by the Solicitor's Department, is not to be used officially.

(Rule 2.3. *ibid*)

e. When any dispute arises between departmental officers and persons with whom they contract, it is incumbent on the departmental officers to make a reference to their Administrative Secretary or the Head of Attached Department, at as early a stage of the dispute as possible. If all communications with the third party are made under its advice, complications may be avoided and disputes adjusted without any appeal to the law becoming necessary. All communications made direct and without any such advice should be couched in guarded and carefully considered language, anything in the nature of an admission being avoided.

(Rule 2.4 *ibid*)

3.
 - i. When a reference is made for opinion or advice to the Solicitor in any contemplated, threatened or pending litigation it is incumbent on the referring department or officers making the reference for the purpose to render every, possible assistance. Every case submitted to the Solicitor for opinion or advice should be accompanied by a note either stating the facts of the case, or referring in proper order, to the documents or parts of documents by reading of which the facts and points for opinion can be readily ascertained, or partly by doing the former and partly the latter. The reference should also contain the name and designation of the referring authority on the matter.
 - ii. Any reference in which this direction does not comply with will be returned to the concerned Department or officer from whom it was received with a view to the omission being rectified.
 - iii. While making a reference for scrutiny of drafts of pre-admission reports and para-wise comments on half margin for submission to the Lahore High Court, it is obligatory on the Administrative Department concerned to furnish a concise self-contained note explaining the factual position of the case from the Government point of view with a duplicate set of such drafts (for retention in the Solicitor's Department).
 - iv. In writ cases, Secretary of the Department concerned is the only competent authority for making a reference for advice while in other matters the Head of Attached Department, Regional or Divisional Head of Department is competent to do so.
 - v. In cases decided against Government which are conducted or defended through the Solicitor, he usually, on receipt of certified copies of the judgment and decree from the concerned Government Pleader or the Administrative Department, examines legal aspects involved in the case for a further course of action. It is for the Department concerned to agree on the opinion or to differ with it and refer the case to the Government in the Law Department through the Secretary of the Administrative Department concerned for necessary orders in the matter.

(*Rule 20 of the Punjab Government Rules of Business, 2011)

*The word and figures "Rule 17", replaced with "Rule 20" of Rules of Business, 2011 vide Notification No. SO (PPCM)O&M(S&GAD)1-15/2011 dated 22.08.2011.

CRIMINAL CASES

4. The Advocate General is directly responsible for the conduct of the criminal cases of the State in the Lahore High Court.

(Rule 3.1 of *ibid*)

5. Sanction of the Government is required for the Advocate General or his assistants to appear in any criminal court other than the Lahore High Court.

6. District Magistrates will ordinarily instruct any of the local District Law Officers (District Attorney/Assistant District Attorney) to appear for the State in criminal cases and proceedings in courts other than the Lahore High Court but they may refer to the Solicitor for orders of the Solicitor in any case of public importance in which it may be desirable to do so.

(Rule 3.7 *ibid.*)

7. When the services of any of the District Law Officers are not available on account of their pre-occupation or absence on leave, for the conduct of the prosecution in any case involving capital punishment or for cases triable by the court of Sessions under any of the *Haddood* Ordinance or in any other case in which the District Magistrate is of the opinion that the prosecution should be conducted by a legal practitioner, he may with the previous sanction of the Solicitor engage any private legal practitioner, preferably from amongst the lawyers whose names are borne on the District State List, subject to the condition that such practitioner consents to accept the remuneration which may be permissible and prescribed under the rules contained in the Punjab Law Department Manual. Such an engagement, should, however, be resorted to very sparingly and under the most exceptional circumstances when it is quite impossible for the regular District Law Officers to act. No promise for payment of remuneration as special fee be made to a practitioner before the commencement of the case, but he should be informed that his fee will be assessed after the conclusion of the case in accordance with the rules, by the Solicitor.

(Rule 3.8 *ibid*)

8. If the accused committing an offence punishable with death or triable by a court of Sessions is unrepresented and cannot afford to engage a counsel of his own, the Sessions Judge in cases triable by the court of Sessions may make arrangement to employ a Counsel for the defence of such person at Government expense well in time, to enable him to study the documents which shall be supplied by the concerned court, free of cost. Such legal practitioner appointed for the defence of the accused person will be presumed to have consented to accept the fee as admissible under the rules.

(Chapter 10 of *ibid.*)

FEE IN CRIMINAL CASES

9. Ordinary fee for criminal cases to private legal practitioners for appearance in Sessions/subordinate courts who are engaged as temporary Public Prosecutors shall be as under:

- i. Rs. 75.00 a case if it is heard at the station at which the practitioner ordinary carries on his practice and Rs. 100.00 a case if heard elsewhere;
- ii. If the case lasts for more than one day, the Deputy Commissioner may sanction a separate fee up to but not exceeding Rs. 75.00 a

day if it is heard in the station in which the practitioner ordinary carries on his practice and Rs. 100.00 a case if heard elsewhere;

- iii. If the hearing does not occupy more than three hours the fee shall be Rs. 20/- per hour or fraction of an hour if the case is heard at the station in which the practitioner ordinarily carries on his practice or Rs.25/- per hour or fraction of an hour if heard elsewhere.
- iv. If the total fee of any one day would be less than Rs.75/100/-, he may be allowed Rs.75/100/-.
- v. The maximum fee for any one day shall not exceed Rs. 150/-.
(Rule 11.6 *ibid.*)

10. In exceptionally special cases, the Solicitor may allow a fee up to 50 percent above and the Law Secretary may allow a fee up to 100 percent above the prescribed fee.

11. The fee to private legal practitioners engaged by a court of Sessions or District Magistrates for Special Military Court for defending poor accused person/persons in a case shall be Rs. 165/- per day per case provided that the fee allowed for a case shall not exceed Rs. 660/-.

(Rule 11.9 *ibid*)

12. Special fee as a bonus to private legal practitioners in special cases shall be as under:

- i. The Solicitor may either allow Rs. 100 per dime or add to the ordinary fee allowed by the above rules a bonus not exceeding Rs. 500.
- ii. In any case in which the fee authorized in sub-para (i) is manifestly inadequate the Punjab Government may grant a special fee and bonus up-to a maximum of Rs. 5,000 per case.

CIVIL LITIGATION

13. All Administrative Secretaries and Collectors of the Districts in the Punjab are authorized to accept service of notices and summons issued by courts in cases in which Punjab Province/Provincial Government is a party.

14. As soon as a notice/summons in a civil matter pending in courts excepting the Lahore High Court are received by any authority requiring to attend the court and answer the plaint/petition, it should in original be transmitted to the District Attorney of the district concerned for making necessary arrangement for the defence of the case. The District Attorney has been duly authorized by the Government either to appear himself in the court concerned to resist the case or to entrust the same to any of the Assistant District Attorneys or to any of the private legal practitioner whose name is borne on the panel of Special Government Pleaders.

15. The litigant Departments concerned are responsible for rendering full assistance to the Government Counsel for the defence of the case. All Administrative Departments are required to appoint Litigation Officer to keep a close watch for the proper and effective defence of cases brought against the Government pertaining to their Departments.

16. The Secretaries and Heads of Attached Departments concerned should take it upon themselves to initiate appropriate action to get stay orders vacated with all speed if and when any such order is issued by a court. All Administrative Departments have been required to send the quarterly return to the Law Department in order to identify chronic cases separately in order to make special efforts with the concerned authorities for early disposal. Such return of cases shall be scrutinized quarterly by a committee which shall be headed by the Chief Secretary and he shall be briefed about the position and progress of cases. Accordingly, all Administrative Secretaries should hold monthly meetings in order to check as to whether the instructions of the Government issued from time to time are strictly adhered to and complied with in letter and spirit.

17. All the Heads of Departments and Offices of the Government have been made responsible to maintain their register of the civil cases pertaining to their respective Department containing the subject matter of the case, date of institution, name of the court, interim injunction, if any, with date and whether an appeal has been filed for its vacation, name of the Counsel, representing the Government in court, and list of dates of hearing up to date fixed by the court, and such register shall be a compulsory item of inspection by all inspecting officers who must record their remarks about proper handling or otherwise of these matters.

18. The adverse tendency of the litigant Departments and its officers to treat the Government litigation work as of minor importance and have it attended in courts by junior officers has been viewed with great concern as this indifference at supervisory level results in lack of proper interest at all levels down the line and for obvious reasons culminates, often than not, in judgment against the Government. It is, therefore, important that the grounds of action in cases on behalf of Government should invariably be signed by the Head of the Department or officers responsible for piloting the case of Government. Wherever any slackness is noticed, immediate measures should be taken to put the case on correct footings. Instead of getting Government civil cases handled by junior officials, responsible officers shall take proper interest as one should do in the case of his own personal litigation.

19. The Heads of Departments/Offices of the Provincial Government are responsible to provide annotated copies with para-wise comments on half margin on the plaint, petition, application and self-contained note explaining the overall factual position of the case and the Government point of view and the lines of defence of the case to the Government Counsel immediately, with all the relevant material documents available for the purpose. A set of these documents should also be supplied to the Solicitor's Department with the administrative sanction of the controlling Authority as required under rule 15.2 of the Law Department Manual.

(Rules 18.14 *ibid.*)

20. The authority to sanction at Government expense the defence and institution of a suit by or against Government or by or against a public officer in connection with the affairs of the Province of the Punjab, shall ordinarily be located one stage higher than that of the officer whose action has given rise to the suit, provided that the sanctioning authority is not lower in status than a Divisional or Regional Head.

(Rule 15.2 *ibid.*)

21. No communication should ordinarily be made by a person who has either given notice of his intention to sue the Government or had actually instituted a case against Government or its functionaries.

(Rule 18.5 *ibid.*)

22. No suit is to be brought on behalf of Government except in the last resort when all other means of obtaining satisfaction have failed and the defendant has had ample opportunity of stating his view of the case and of coming to some agreement for the settlement of Government claims out of court in order to accept any amicable adjustment.

(Rule 17.2 *ibid.*)

23. No person having a just claim against the Government and who threatens to bring a suit should be compelled to resort to litigation and the departmental authorities should make all responsible effort, without any delay, to bring about an amicable adjustment without an appeal to the law, so far as this can be done without sacrificing the just rights of the Government.

(Rule 18.1 *ibid.*)

24. Sanction of the Punjab Government with the concurrence of the Finance Department is necessary to be obtained before any public officer has recourse to the law courts for the vindication of his public acts or of his character as a public functionary.

25. Similarly, all public officers are reminded that they should be prepared personally to defend themselves in respect of their acts when such acts are challenged by affected persons in courts of law. Sanction of the Punjab Government in consultation with the Finance Department is necessary for their defence at public expense.

26. Immediately on the conclusion of every case, the representative of the Department concerned should apply to the Copying Agency concerned for obtaining certified copies of the judgment/decrees or Memo of costs, etc., free of costs through the Head of his Department and should submit the copies in original with necessary comments of the departmental authority concerned and his views with regard to further course of action; to the Solicitor for his expert legal advice.

27. All District Attorneys in the Punjab have been authorized to get certified copies of judgments, etc., free of costs.

LIMITATION

28. All Heads of Departments and Offices should bear in mind that limitation has been prescribed under law to challenge judgments and decrees of the courts and if an appeal is to be filed it should be filed within the limitation period. For example:

- i. Appeal against a judgment and decree of the civil court where jurisdiction value is less than Rs. 25,00,000 lies to the District Judge of the district for which limitation is 30 days from the date of the decree.
- ii. Appeal against a judgment and decree of the civil court where jurisdiction value is above Rs. 25,00,000 lies to the Lahore High Court for which limitation is 90 days from the date of the decree.
- iii. Special Leave to Appeal can be filed before the Supreme Court against a judgment of the Lahore High Court within 60 days of the date of judgment.
- iv. Inter-Court Appeal in cases against the judgment of Single Bench of the Lahore High Court lies to a Division Bench for which limitation is 20 days from the date of order.

Manual of Secretariat Instructions, 2016

- v. In rent cases appeal against the order of Rent Controller lies to the District Judge for which limitation is 30 days from the date of order, and the decision by the District Judge is final.
- vi. In service appeal cases which are adjudicated by the Punjab Service Tribunal, an appeal lies by way of a petition for Special Leave to Appeal to the Supreme Court for which limitation of 60 days runs from the date of judgment of the Tribunal.
- vii. Under Section 37 of the Punjab Industrial Relations Act, any party aggrieved by an award or decision of the Labour Court may prefer an appeal to the Punjab Labour Appellate Tribunal within 30 days of the decision by the Tribunal and such decision shall be final.

FEES IN CIVIL CASES

29. The fee of the Special Government Pleaders in cases by or against Government shall be subject to a maximum limit of Rs. 2,000/- for any one case but in any case of great importance and difficulty the Punjab Government may grant a suitable remuneration not exceeding the fixed percentage rate up to a maximum fee of Rs. 5,000/-, beyond Rs.5000/-, the concurrence of the Finance Department will be necessary.

30. The minimum fee in a civil case shall not be less than 330/- in any court.

31. In Land Acquisition cases the fee payable to the Counsel of Government is as under:

- a. In any one case before the Collector under Part-II of the Land Acquisition Act: Rs.330/-.
- b. In any one case before the District Court under Part-III of the Act: Rs.550/-.
- c. Fees to Counsel for Government in appeals from an order passed by District Court shall be fixed by Solicitor and shall not exceed Rs.400/-.
- d. The Solicitor in any case/proceedings under the Land Acquisition Act, the conduct of which is considered difficult, may sanction a special fee not exceeding Rs.600/-for the Government Counsel.

32. In revenue cases ordinary fee which may be allowed by the Solicitor to the Special Government Pleader is as under:

- i. Before Assistant Collector or Collector. Rs.165/-
- ii. Before Commissioner of Division. Rs. 330/-
- iii. Before Member Board of Revenue. Rs. 550/-

33. The Solicitor is authorized to sanction enhanced fee up to 50 percent above the rate if in his opinion the work put in by the Counsel justifies such enhanced fee.

34. The Solicitor is also authorized to sanction a special fee not exceeding Rs. 1,000/- in any case.

(Chapter 25 *ibid.*)

ANNEXURE-A
(Para 2.18)

SECTION DIARY REGISTER

Sr. No.	No. and Date of Document		From whom received	File No.	Record of movement	Date of disposal
	No.	Date				
1.	2.	3.	4.	5.	6.	7.

Note:

The date of receipt in the Section is to be written across page at the beginning of each day's receipt.

ANNEXURE-B
(Para 3.14)

DOCKET SHEET

File No. _____

Sr. No.	No. and date of letter received (except reminders)	File Page	Action taken (indicating page No. of reply/reminder issued)
1.	2.	3.	4.

ANNEXURE-C
(Para 6.2 (vi))

NAIB QASID BOOK FOR DELIVERY OF CIRCULARS

No. and date of communication _____

Subject: _____

Sector-wise list/ Department/Office	No. of copies supplied	Signature of receiving officials
1.	2.	3.

ANNEXURE-D
(Para 6.2 (vi) & 6.4 (i))

NAIB QASID DELIVERY BOOK

_____ Department/Wing

Dated _____

No. and date of communication	Address	Signature of receiving officials
1.	2.	3.

ANNEXURE-E
(Para 3.42 (ii) (a))

FILE REGISTER

Department _____

Section/Branch _____ Year _____

SUBJECT HEADING

Sr. No.	Sub-head	Date on which:		Classification Movement	Date of Destruction
		Opened	Recorded		
1.	2.	3.	4.	5.	6.

ANNEXURE-F
(Paragraph 3.42 (ii) (a) and 3.50 (iv))

REGISTER OF RECORDED FILES

Sr. No.	File No.	Subject	Classification assigned	Period of preservation	Date of Destruction	Remarks
1.	2.	3.	4.	5.	6.	7.

ANNEXURE-G
(Paragraph 3.42 (ii) (b))

REGISTER OF FILES DUE FOR DESTRUCTION

Year of destruction _____

(New page for every year)

Sr. No.	File No.	Subject	Classification	Date of Destruction	Remarks
1.	2.	3.	4.	5.	6.

ANNEXURE-H
(Para 3.43 (i))
INDEX CARD

Main subject head _____

Sub-head _____

Subsidiary files:

1. _____

2. _____

3. _____

Connected/subsidiary file:

ANNEXURE-I
(Para 3.46(i))

CONFIDENTIAL FILES REGISTER

_____Section/Branch

Sr. No.	File No.	Subject	When submitted	When received back	No. of pages	Remarks
1.	2.	3.	4.	5.	6.	7.

ANNEXURE-J
(Para 1.41 (ii))

MONTHLY ARREARS STATEMENT

<p>Part-I</p> <p>Showing current references received during the month ending _____ 20__ on which action has not been taken</p> <p>Name of the Department and Section _____</p>	<p>To be submitted in duplicate to the Deputy Secretary _____</p> <p>(a) On the 10th of the month (for the preceding month)</p> <p>(b) One copy to be returned to the Section Officer and one copy retained by the Deputy Secretary</p>
---	--

Sr. No.	Section Diary No. and date of receipt in section	File No.	From whom received and brief subject (Entries in this column relating to reference from the Federal Govt. to be underlined in red)	Reasons for delay	REMARKS This column is for use of Deputy Secretary and/or Secretary/Additional Secretary
1.	2.	3.	4.	5.	6.

Signature of Section Officer

Dated _____

ANNEXURE-K
(Para 1.41 (ii) & (vi))

REGISTER OF PENDING REFERENCES

Sr. No.	Section Diary No. and date of receipt in section	File No.	From whom received and brief subject (entries in this column relating to references from Federal Govt. to be underlined in red)	Interim action and date on which taken	Reasons for delay and expected date of final disposal	REMARKS This column is for use of Deputy Secretary and/or Additional Secretary/ Secretary
1.	2.	3.	4.	5.	6.	7.

- a. Pending beyond one month of original date of receipt (but less than two months)
- b. Pending beyond two months of original date of receipt (but less than three months)
- c. Pending beyond three months of original date of receipt.

Signature of Section Officer

Date_____

ANNEXURE-L
(Para 1.43)

STANDING REPORTS AND RETURNS CHARTS

Section _____

Department _____

Sr. No.	Report or Return	To be sent to	January		February		December	
			Due on	Sent on	Due on	Sent on	Due on	Sent on
1.	2.	3.	4.	5.	6.	7.	8.	9.

ANNEXURE-M
(Para 1.40)

STATEMENT OF IMPORTANT DECISIONS

_____Section

Department _____

Sr. No.	Decision	Name and designation of officer who took decision	Date of decision	Reference No.
1.	2.	3.	4.	5.

Prepared by _____ Section Officer

Countersigned by _____ Deputy Secretary

Dated _____

ANNEXURE-N

(Para 2.9)

RECEIPT REGISTER

Department_____

Date_____

Sr. No.	Communication		From whom received	Subject	Acknowledgement, time of receipt and initials of Section Officer, etc.
	No.	Date			
1.	2.	3.	4.	5.	6.

ANNEXURE-O

(Para 3.50)

**QUARTERLY PROGRESS OF RECORDING/INDEXING AND
WEEDING OF FILES**

Section _____

Department _____

Category of files	Recording and indexing of files			Weeding out of old records			Remarks
	No. of files to be recorded	No. of files actually recorded/indexed during the quarter	Balance to be recorded	No. of files due to be weeded out	No. of files actually to be weeded out during the quarter	Balance to be weeded out	
1.	2.	3.	4.	5.	6.	7.	8.

LIST OF ABBREVIATIONS

With a view to have uniformity of approach in the use of abbreviations, only standardized abbreviations should be used. The use of under-mentioned approved abbreviations is permissible in noting:

1.	A.D.	Administrative Department
2	Cor.	Correspondence
3	C.R.	Character Roll
4	D.O.	Demi-Official/Officially
5	Dept.	Department
6	D.F.A.	Draft For Approval
7	Endt.	Endorsement
8	F.D.	Finance Department
9	F.R.	Fresh Receipt
10	G.P.F.	General Provident Fund
11	K.W.	Keep With (file)
12	L&P.A.	Law and Parliamentary Affairs (Department)
13	L.F.	Linked File
14	L.P.R.	Leave Preparatory to Retirement
15	Memo	Memorandum
16	O/C	Office Copy
17	O.O.	Office Order
18	P.P.O.	Pension Payment Order
19	P.U.C.	Paper Under Consideration
20	P.P.	Previous Papers
21	R&I	Receipt & Issue (Branch)
22	S&GAD	Services and General Administration Department
23	Sr. No.	Serial No.
20	U.O.	Unofficial
21	Admin.	Administration
22	Sectt.	Secretariat
23	PER	Performance Evaluation Report
24	S.O.	Section Officer