



No. SOR-IV (S&GAD)10-142/2021
GOVERNMENT OF THE PUNJAB
SERVICES & GENERAL ADMINISTRATION
DEPARTMENT (REGULATIONS WING)

Dated Lahore, the 9th March, 2022

To

1. All Provincial Ministers, Punjab.
2. The Senior Member, Board of Revenue, Punjab.
3. The Chairman, Planning & Development Board, Lahore.
4. The Principal Secretary to Governor, Punjab.
5. The Secretary to Chief Minister, Punjab.
6. All the Administrative Secretaries in the Punjab.
7. All Divisional Commissioners, Punjab.
8. All Deputy Commissioners, Punjab.
9. The Provincial Police Officer, Punjab.
10. The Secretary, Provincial Assembly, Punjab.
11. All Heads of Attached Departments in the Punjab.
12. All Heads of Autonomous Bodies in the Punjab.
13. The Secretary, Punjab Public Service Commission, Lahore.
14. The Secretary, Ombudsman Punjab, Lahore.
15. The Secretary, Ombudsperson Punjab, Lahore.
16. The Registrar, Punjab Service Tribunal, Lahore.
17. The Chairman, Chief Minister's Inspection Team, Lahore.
18. The Accountant General, Punjab, Lahore.

SUBJECT: **RECRUITMENT POLICY — 2022**

Recruitment is the process by means of which eligible candidates are identified, attracted and selected against vacant positions. Through this process the best candidates are chosen from the pool of qualified applicants. It is extremely important to select the right person for the right job because a bad choice can affect the outcome of overall official business. Hence, recruitment is deemed as a key strategic activity in the public sector. The pressing need for departments is to develop capacities for merit-based recruitment. The right process reflects on the department's capability in engaging the right talent, thus assisting in meeting the long-term objective of good governance. It is for this reason that this policy intervention is being made for guidance of departments. The departments, on their part, are legitimately expected and legally required to make selection for any public office on the basis of ability and merit, rather than on the basis of class, caste, creed, colour, patronage, patrimony, ideology, or wealth. They will meet the pre-requisites for merit by ensuring competitive process, protection from extraneous influence, equal opportunity to compete for appointment, fairness and equity in the treatment of candidates. This Policy is being issued to achieve merit and enhance the credibility of the recruitment process. With requisite organizational support and administrative resources at their back, the Appointing Authorities

are expected to demonstrate authority, capability and commitment to implementing this Recruitment Policy.

2. **CONSTITUTIONAL / LEGAL FRAMEWORK FOR RECRUITMENT**

- i) Article 18 of the Constitution of Islamic Republic of Pakistan confers on every citizen the right to enter upon any lawful profession or occupation, subject to such qualifications as may be prescribed by law.
- ii) Article 27 of the Constitution provides that no citizen, otherwise qualified for appointment in the federal or provincial service, shall be discriminated against in respect of any such appointment on the ground of race, religion, caste, sex, residence or place of birth. However, in the interest of the said service, specified posts or services may be reserved for members of either sex if such posts or services entail the performance of duties and functions which cannot be adequately performed by members of the other sex. Moreover, the Provincial Government, or any local or other authority in the Province, may prescribe, in relation to any post or class of service under that Government or authority, conditions as to residence in the Province.
- iii) Section 4 of the Punjab Civil Servants Act 1974 provides that appointments to a civil service of the province or to a civil post in connection with the affairs of the province shall be made in the prescribed manner. Such manner is prescribed in the relevant service rules in terms of Rule 3 (1) of the Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974, according to which appointments shall be made either by promotion or by transfer or by initial recruitment.
- iv) Under Section 13 (1) of the Punjab Civil Servants Act, 1974, retired government servants are not eligible for appointment either on regular or on contract basis, except under the provisions of Re-employment Policy 2003.
- v) As per Rule 20 of the Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974, vacancies shall be filled in accordance with merit on all Punjab basis from amongst the persons domiciled in the Punjab.
- vi) Rule 18 of the Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974 makes it binding on a candidate for initial appointment to possess the prescribed educational qualifications and experience and also, except as provided in the rules framed for relaxation of age limit, must be within the prescribed age limit. Where recruitment is to be made after written examination, age shall be reckoned as on the first of January of the year in which the examination is proposed to be held; and in other cases, as on the last date fixed for submission of applications for appointment.

- vii) Rule 16 of the Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974 provides that initial recruitment on regular basis to the posts in BS-16 and above and such other posts in BS-11 to BS-15, as are notified by the Government, shall be filled on the recommendations of the Punjab Public Service Commission.
- viii) Under Rule 17 of the Punjab Civil Servants (Appointment and Conditions of Service) Rules 1974, the posts which do not fall within the purview of Punjab Public Service Commission, are to be filled by the appropriate committees/board. Moreover, Rule 17 ibid requires that initial recruitment against all posts in BS-1 and above shall be made on merit after advertisement of vacancies in newspapers.
- ix) Appointment to posts reserved for initial recruitment may be made either on regular or on contract basis depending upon the government policy in vogue.

3. **ROLE OF SELECTION AUTHORITIES**

It is not advisable to leave recruitment process to the sole discretion of appointing authorities. A group of persons after exercising collective wisdom may discharge the responsibility for making recommendations for recruitment in a professional and objective manner. Therefore, the Punjab Public Service Commission and Special Selection Boards or Recruitment Committees, as the case may be, are better placed to conduct the recruitment process on merit. The Punjab Public Service Commission is a specialised body for making selection on behalf of the government against the posts to be filled through competitive examination. It has adequate authority, capability, institutional commitment and organizational support to achieve merit. Therefore, the role of making both contract and regular recruitment may be assigned to the Commission which has the expertise to do the job in an objective and professional manner. Thus this policy also recommends strengthening the capacity and enhancing the role of the Commission to conduct recruitment process for maximum number of posts.

4. **REGULAR OR CONTRACT MODES OF RECRUITMENT**

I. Recruitment on regular basis is made under the provisions of the Punjab Civil Servants Act 1974, Punjab Civil Servants (Appointment & Conditions of Service) Rules 1974 and relevant Service Rules of the posts in the following manner:

- i) Initial recruitment on regular basis to all posts in BS-16 and above is made on the recommendations of the Punjab Public Service Commission.
- ii) Initial recruitment to all posts in BS-11 to 15 of the following departments/attached departments shall be made on the recommendations of the Punjab Public Service Commission:
 - a. Services & General Administration
 - b. Revenue

- c. Finance
- d. Police
- e. Energy

II. Initial recruitment to the following posts in the departments/attached departments mentioned against each shall also be made on the recommendations of the Punjab Public Service Commission:

a.	Assistant Superintendent Jail.	Prison
b.	Assistant Food Controller	
c.	Food Grain Inspector	} Food
d.	Food Grain Supervisor	
e.	Excise and Taxation Inspector.	Excise & Taxation
f.	Sub Engineer	
g.	Ziladar	Irrigation
h.	Sub Engineer.	C&W
i.	Sub Engineer.	HUD& PHE
j.	Inspector Cooperative Societies	Cooperative
k.	Sub-Inspector Cooperative Societies	Cooperative
l.	Electric Sub-Inspector	Energy
m.	Transport Sub-Inspector	} Transport
n.	Motor Vehicle Examiner	
o.	Stenographer	

III. Punjab Public Service Commission (Functions) Rules 1978 empower the Commission to conduct tests and examinations for recruitment to the provincial services and civil posts connected with the affairs of the Province falling in BS-16 and above except those specified in Schedule-I of the PPSC (Functions) Rules 1978. Besides, the departments are authorized to refer the cases to the PPSC for recruitment against posts to be filled on contract for a period not less than two years. Hence, the Departments should generally prefer the channel of PPSC even for contractual appointments. Even in cases where the posts do not fall in the purview of the PPSC, the departments may opt for PPSC after approval of the Chief Minister who has the authority to refer any posts to the Commission for recruitment under Rule 3 (1)(iii) of the Rules *ibid*. The Departments are advised to adhere to the following guidelines while making appointments on contract basis:

- i. The Service Rules applicable to various posts shall be applicable also in case of appointment on contract basis. If, however, the Service Rules for a post have not been framed, the departments are

advised to get the rules framed in consultation with the Regulations Wing of S&GAD, before commencing the recruitment process.

- ii. Where Service Rules for posts to be filled on contract basis are not available or where the department intends to adopt qualifications etc. different from those provided in the Service Rules, comprehensive criteria regarding proposed qualification, experience, age, appointing authority etc., may be got approved from the Contract Appointment Regulation Committee (CARC) under the Contract Appointment Policy 2004.
- iii. Persons appointed on contract basis are not civil servants, hence their service matters shall be governed under the terms & conditions of their contract appointment, Contract Appointment Policy, and the policy instructions issued by the O&M/Regulations Wing, S&GAD from time to time.

5. **MERIT-BASED RECRUITMENT**

Pursuant to the judgment dated 19.01.1993 passed by the Supreme Court of Pakistan in Human Rights Cases No. 104 (*I to IV*) of 1992, following instructions are laid down:

- a) All posts shall be advertised properly in at least two leading newspapers, as per rules.
- b) No recruitment shall be made without observing rules and prescribed procedure. Hence, no question arises for relaxation of qualification, experience, physical criteria etc. as provided in the relevant service rules, except as prescribed under the rules.
- c) The relevant Selection Committees shall ensure that recruitments are made strictly on merit and in accordance with the rules, selection criteria and other provisions of this policy.
- d) *Ad-hoc* appointments shall not be converted into regular appointments without advertising the posts.

6. **SELECTION COMMITTEES FOR RECRUITMENT**

The following Selection Committees shall make recommendations for the posts at the Provincial or District level, which are out of the purview of Punjab Public Service Commission:

a) **DEPARTMENTAL SELECTION COMMITTEES AT PROVINCIAL LEVEL**

- i) Appointing Authority Chairman
(Where Chief Minister is the Appointing Authority, the Administrative Secretary concerned will be the Chairman of the Committee).

- ii) Two officers of the Department to be nominated by the Administrative Department after approval of the Minister In-charge. Member
- iii) One officer to be nominated by the Regulations Wing, S&GAD (only for BS-16 and above posts in Departments). Member
- iv) A women officer to be nominated by the Administrative Department. Member

Note: However, in cases where departments find that the aforesaid committees are not relevant to their peculiar circumstances, they may get their own committees constituted after obtaining approval of the Chief Minister, routing the matter through Regulations Wing, S&GAD

b) DEPARTMENTAL SELECTION COMMITTEES AT DIVISIONAL / DISTRICT LEVEL

- i) Appointing Authority Chairman
- ii) One member, nominated by the Administrative Department after approval of the Minister In-charge. Member
- iii) A women officer nominated by the Commissioner Office Member
- iv) Officer In-charge of Establishment concerned. Member

7. SHORT-LISTING PROCESS

After receipt of applications, a departmental scrutiny committee may be instituted by the Appointing Authority to arrive at a short-list of candidates, in the light of job requirements and eligibility criteria of the posts applied for. The short-listing process may involve additional fact-finding for which the scrutiny committees are encouraged to contact candidates for clarifications. Such committee in no case shall short-list a candidate who is not eligible under the relevant service rules or selection criteria. The additional information or assessment results obtained from candidates through such contacts must be documented. If the expected number of candidates is huge and scrutiny/short-listing of such a large number of applicants is not possible for departments, they may engage the services of testing services prequalified by the P&D Department for the purpose. However, the services of a testing service may not be hired in each case and such option may be availed only in cases of extreme need.

8.

SELECTION CRITERIA FOR APPOINTMENT

The following criteria shall be observed for selection against posts in BS-1 to 4 and BS-5 & above:

A. CRITERIA FOR POSTS IN BS-1 TO 4

Total Marks 100

(i) EDUCATIONAL QUALIFICATION

Maximum Marks 65

a. Where prescribed minimum qualification is literate

Literate	45
Primary	50
Middle	60
Matric	65

b. Where prescribed minimum qualification is Primary

Primary	50
Middle	60
Matric	65

c. Where prescribed minimum qualification is Middle

Middle	50
Matric	60
Intermediate	65

d. Where prescribed minimum qualification is Matric

A Grade	B Grade	C Grade	D Grade	E Grade
65	60	56	49	42

(ii) EXPERIENCE IN THE RELEVANT FIELD

Maximum Marks 10

(Over and above the experience prescribed in the service rules)

a)	One year	05
b)	Two years	07
c)	Three years	10

(iii) EX-SERVICE MAN/HAFIZ-E-QURAN

Marks 05

(iv) INTERVIEW

Max Marks 20

B. CRITERIA FOR POSTS IN BS-5 & ABOVE

Total Marks

100

(i) EDUCATIONAL QUALIFICATION

Maximum Marks

65

a. Where prescribed minimum qualification is Matric/equivalent

A+ Grade	A Grade	B Grade	C Grade	D Grade	E Grade
65	60	56	49	42	35

b. Where prescribed minimum qualification is Intermediate/ equivalent

		A+ Grade	A Grade	B Grade	C Grade	D Grade	E Grade
1.	Intermediate 67%	43	40	35	33	28	23
2	Matric 33%	21	19	17	15	13	12

c. Where prescribed minimum qualification is bachelor's degree/equivalent

		Ist Div.	2 nd Div	3 rd Div
1	Bachelor 50%	32	30	21
2	Intermediate 33%	21	18	14
3	Matric 17%	11	10	07

d. Where prescribed minimum qualification is BS/equivalent (16 years)

		Ist Div.	2 nd Div	3 rd Div
1	BS 75%	48	45	32
2	Intermediate 17%	11	09	07
3	Matric 8%	05	04	03

e. Where prescribed minimum qualification is Master degree/equivalent

		Ist Div	2 nd Div	3 rd Div.
1	Masters 50%	32	28	21
2	Bachelors 25%	16	14	11
3	Intermediate 17%	11	09	07
4	Matric 8%	05	04	03

(ii) HIGHER QUALIFICATION IN THE RELEVANT FIELD

Maximum Marks

10

Next above the qualification prescribed under the rules:

1	One stage higher	05
2	Two stages higher	07
3	Three stages higher	10

(iii) **POSITION IN THE BOARD/UNIVERSITY IN THE PRESCRIBED QUALIFICATION**

Maximum Marks		5
1	1st position	05
2	2nd position	03
3	3rd position	02

(iv) **EXPERIENCE IN THE RELEVANT FIELD**

(Over and above the experience prescribed in the service rules)

Maximum Marks 05

(v) **EX-SERVICE MAN/HAFIZ-E-QURAN**

Marks 05

(vi) **INTERVIEW**

Maximum Marks 10

Note: Departments may change the selection criteria for specific specialized posts, if required, but the criteria must be clearly elaborated in order to ensure transparency in the selection process.

9. **QUOTAS IN RECRUITMENT**

The principle of natural justice demands provision of equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those having physical disabilities or belonging to minorities among other vulnerable groups. Therefore, in order to address the underrepresentation of the vulnerable classes, the following quotas already prescribed shall continue:

- i. 3% quota for disabled persons as per letter No.SOR.IV(S&GAD)7-2/2015 dated 08-04-2015, and in keeping with instructions issued vide No. SOR.IV (S&GAD)7-1/2012, dated 27.07.2012.
- ii. 15% quota for women as prescribed vide notification No.SOR-IV(S&GAD)15-1/2012, dated 21-05-2012.
- iii. 20% quota of posts in BS-1 to 5, Junior Clerks (BS-11) and Patwaris (BS-09) for the children of serving/retired government employees in BS-1 to 11, as prescribed vide notification No.SOR-III.2-74/2008, dated 05.11.2011.
- iv. 5% quota reserved for minorities (Non-Muslims) vide notification No.SOR-IV(S&GAD)16-1/2013 dated 27.03.2010

Explanation: The posts reserved for quotas mentioned above are to be filled only at the time of making general recruitment through advertisement, under the Recruitment Policy, unless otherwise authorized

by the Chief Minister. These posts are to be calculated against the total strength of a cadre and shall be filled only during initial recruitment.

10.

STEPS OF RECRUITMENT PROCESS

- i. Administrative Secretaries and the Appointing Authorities shall periodically update the detail of available vacancies, especially prior to recruitment and ensure that recruitment is made against clear-cut vacancies after accounting for vacancies occurring due to leave, deputation etc.
- ii. Before advertising the posts, it shall be ensured that there is no bar on recruitment and recruitments shall be made only against posts for which specific approval has been granted either under the Recruitment Policy or by the Chief Minister.
- iii. Appointing Authorities shall advertise the posts in at least two national dailies and on job portal indicating the requisite qualification, etc. as prescribed in the Service Rules of the post. Candidates should be advised to apply on the job portal.
- iv. At least 15 days' time, from the date of advertisement, shall be given for submission of applications.
- v. After detailed scrutiny of the applications, the eligible candidates shall be issued call letters for test/interview, as the case may be.
- vi. The Appointing/Selection Authorities shall prepare a separate question paper for the non-Muslim candidates, as and when recruitment is made on the basis of written test. The questions shall be of general nature, and shall not be limited to the knowledge about any particular religion.
- vii. Relevant Selection Committees shall conduct test/interview and recommend suitable candidates for appointment, strictly on the basis of merit/selection criteria, to the appointing authorities. The merit list shall be signed by the Chairman as well as by all members of the Selection Committee concerned.
- viii. The merit list shall remain valid for a period of 190 days from the date of recommendations of the Departmental Selection Committee. The Appointing Authorities shall complete the recruitment process within the said period.
- ix. If a person to whom offer of appointment has been issued fails to join the post within the prescribed period in the offer of appointment, his / her selection shall stand cancelled and next person on the merit list may be offered the job within the period of 190 days.
- x. Appointing Authorities shall issue offers of appointments to the candidates recommended by the Selection Committees, clearly indicating the terms and conditions of such appointments.
- xi. Appointing Authorities shall issue appointment/posting orders after the acceptance of offer and fulfillment of procedural formalities.

- xii. All the candidates shall be required to produce Computerized National Identity Card, domicile certificate and transcripts of qualifications, in original, at the time of interview.
- xiii. The Selection Committees shall ensure that the certificates/ degrees of candidates are genuine and have been obtained from recognized institutions.
- xiv. All departments are requested to ensure that a person at the time of entry into Government service is not suffering from any serious disease or the type of Hepatitis B/C, the carrier of which has been declared medically unfit. The medical examiners are required to give their recommendations about fitness or otherwise of the candidate in respect of the said disease on the medical fitness certificate.
- xv. The department may in no case take more than one year for completion of the whole recruitment process.

11. **RECRUITMENT IN AUTONOMOUS BODIES**

- i) The provisions of this Policy shall be applicable to recruitments in autonomous bodies. However, if the Selection Committees at Para 6 above are not relevant to their peculiar requirements and circumstances, they may constitute their own Selection Committees after approval of their governing body/competent authority.
- ii) If the departments feel that autonomous bodies should be allowed recruitment as per their requirements and should not be linked with the Recruitment Policy *per se*, e.g., public sector universities and autonomous health institutions, etc., the departments may obtain approval of the Chief Minister for allowing recruitments in the autonomous bodies/institutions as per their own requirements, on a summary to be routed through the Regulations Wing, S&GAD.
- iii) The provisions regarding merit-based recruitment, eligibility for appointment, criteria for selection, preference for contractual appointments shall be applicable to the autonomous institutions.
- iv) The Departments shall keep a record of all recruitments made in their autonomous bodies/institutions.

12. **RECRUITMENT IN DEVELOPMENT PROJECTS**

- i. There is no ban on recruitment against posts duly approved in the development projects.
- ii. Recruitment against all project posts shall invariably be made on contract basis.
- iii. The instructions/guidelines and selection criteria, etc., given in this policy shall be equally applicable for recruitment against project posts.

- iv. The eligibility criteria for the project posts indicated in PC-I approved by the concerned forum i.e. ECNEC or PDWP may be considered as final.
- v. At the time of conversion of posts from development to non-development budget, upon completion of the project, the procedure may be followed as laid down in the Instructions of Regulations Wing, S&GAD bearing No. SO(ERB)5-3/2014/Contract (Project), dated 23.07.2014.

13. **RELAXATION IN UPPER AGE LIMIT FOR INITIAL RECRUITMENT**

- i) Age relaxation in upper age limit shall be permissible in accordance with the Punjab Delegation of Powers (Relaxation of Age) Rules, 1961 and the Punjab Civil Servants Recruitment (Relaxation of Upper Age Limit) Rules, 1976 and the standing instructions on the subject issued from time to time.
- ii) Two years general relaxation, in addition to age relaxation admissible under the Punjab Civil Servants Recruitment (Relaxation of Upper Age Limit) Rules, 1976 shall be admissible in respect of all the candidates for all posts including those to be filled through the Punjab Public Service Commission. This relaxation is also extended to the candidates for the posts to be filled in through combined competitive examinations. However, this facility shall not be permissible in case of police force. This relaxation shall be admissible for the recruitment of all posts w.e.f 01.01.2022 to 31.12.2022.
- iii) For in-service candidates, the period of his / her continuous service shall be excluded from his / her age for the purpose of upper age limit prescribed for the post inclusive of general age relaxation admissible to fresh candidates.
- iv) In all cases, age relaxation shall be given across the board as per above provisions and shall appear as a part of the advertisement and shall not be allowed in individual cases. This will obviate the necessity of individuals approaching various authorities for getting age relaxation.

14. **APPOINTMENT ON THE BASIS OF FORGED / BOGUS DOCUMENTS**

If at any stage it is noticed that the candidate has obtained the appointment on the basis of forged / bogus documents or through deceit by any means, the appointment shall be considered to be *void ab initio* and he/she shall be liable to refund all amounts received from the Government as a consequence of appointment in addition to such other action as may be taken against him/her under the Law.

15.

RECRUITMENT COMPLAINTS REDRESSAL CELL

The Appointing Authorities must ensure that no violation of the merit-based provisions of law, Recruitment Policy, Punjab Civil Servants (Appointment & Conditions of Service) Rules 1974 etc. is made and appointments are made strictly on merit. However, in order to redress complaints regarding recruitment, following procedure shall be followed:

- i) All Departments shall constitute Recruitment Complaints Redressal Cells headed by an officer not below the rank of Additional Secretary (Deputy Secretary in case of Departments where post of Additional Secretary does not exist). All complaints regarding violation of any provision of the Recruitment Policy shall be dealt with by these cells.
- ii) On receipt of complaints, the Incharge of the Cell shall immediately inform the Secretary concerned and the Minister Incharge about the complaint, who shall decide as to whether the complaint is genuine and merits probe.
- iii) If the complaint is considered frivolous, the same may be filed. If it is found genuine, an inquiry may be ordered to ascertain as to whether or not the recruitment was made in a transparent manner and on merit in accordance with the provisions of the Recruitment Policy. On receipt of the inquiry report, if no irregularity is found, the recruitment may be allowed to stand.
- iv) Where serious irregularities and violation of merit is found to have been committed, the department may scrap the recruitment process, after the approval of the Chief Minister, provided that appointment orders have not been issued.
- v) Where appointment orders on regular or contract basis have already been issued and later it is determined that such appointments were made in violation of merit/selection criteria, etc., further action may be taken in accordance with law and terms and conditions of appointment.
- vi) Departments should take disciplinary action against the persons responsible for committing irregularities in recruitment process.

16.

ENSURING SMOOTH RECRUITMENT PROCESS

In the end, Departments are advised to create an enabling environment for smooth recruitment process. They may take following steps to facilitate the recruitment:

- a) Develop a database of vacant posts along with their job descriptions and eligibility conditions.
- b) The application process may be simplified. A complex process may put off some otherwise eligible candidates. Following simplified procedure may be followed during recruitment in general unless it is necessary for better selection to call for more detailed documentation at the initial stage of the selection process:



- i. At the stage of calling the applications, only personal data on a plain paper may suffice to shortlist the candidates on the basis of suitability.
 - ii. Those called for interview may be asked to bring along the original documents.
 - iii. Those selected may be required to submit certified copies of the documents for record and verification.
 - iv. When short-listed candidates are to be called for interview, intimation may be made to candidates and interviewers well in time. They may be informed at least seven days before the day of interview so that the interviewers may set their schedules accordingly and candidates may have ample time for preparation.
- c) Display vacant jobs on the Department's website. In addition to publishing jobs on the career page of the website, they may also be displayed on other social platforms.
 - d) The candidates once registered in the database of departments may be put on notice as and when job opportunities arise. Such a database may be developed as allows easy tagging and searching. Thus, the departments may keep track of applicants and inform them of new positions.

17. This issues with the approval of the Chief Minister, Punjab. All the Departments, Authorities, etc. are requested to ensure strict compliance with this policy at all levels.



(YOUSRA MALIK)
SECTION OFFICER (REG.IV)

C.C

- i. PS to Chief Secretary, Punjab.
- ii. PS to Additional Chief Secretary, Punjab.