

Office Communication: It comprises

- Official Correspondence and Drafting
- Types of Office Corresponding
- Managing a Meeting

2.1 Official Correspondence

Correspondence is part of communication. Basically, communication is either verbal or written. The prevalent types of official correspondence are as under:

2.1.1 Letter: An official letter purporting to convey the views or orders of the Government must specifically be expressed to have been written under the direction of the Government. It shall be used for all formal sanctions and communications to Provincial Government public bodies and individuals. This form may also be used for communicating formal sanctions of Government to Attached Departments and Subordinate Offices, but shall not be used for correspondence between different Divisions of the Government of Pakistan.

A letter should be composed of the following:-

- Letterhead bearing the words Government of Pakistan and the name of the Division;
- Number and date;
- Name (with titles if any) and designation of the sender;
- Designation and address of the addressee;
- Subject;
- Salutation
- Main text of the letter;
- Subscription; and
- Signature and designation of the sender with his telephone number.

Letters addressed to official authorities should begin with the salutation 'Sir' and end with "Yours Sincerely". Letters addressed to non-officials or groups of individuals should "begin with "Dear Sir/Sirs" and should end with the subscription "yours truly" followed by the signature and designation of the persons signing the letter. Official letters not under

directions from Government to should begin with the words "I have the honor to" and not "I am directed".

2.1.2 Office Memorandum: This form should be used:

- For correspondence between various Divisions;
- For conveying information not amounting to an order of Government to Attached departments and subordinate authorities.

It should be written in the third person and should bear no salutation except the signature and designation of the officer signing it. The name of the Division or Attached department (Including, if necessary, the name of the officer) should appear at the bottom on the left hand corner of the page. The Office Memorandum purporting to issue under directions from Government should begin with the words "The undersigned is directed to..."

2.1.3 Memorandum: This form should be used:

- For correspondence between the Divisions and Attached Departments and their subordinate offices;
- In replying to petitions, applications for appointments etc.

It should be written in third person and should bear no salutations or subscriptions except the signature and designation of the officer signing it. The name of the addressee should appear on the left hand corner of the page. The Memorandum should begin with the words "Reference application/petition/letter No.....dated.....from....".

2.1.4 Demi-Official (DO) letter: This form should be used in correspondence between Government officers when it is desired that a matter should receive the personal attention of the individual addressed. 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 end with "Yours sincerely". The expression 'My dear' should normally be used for an officer of the same status or an officer one step higher in status and "Dear Mr." If the officer to be addressed is a two or more step higher in status. The name and

designation of the sender with titles, if any, should also be typed under the crest on the first page. The telephone number of the officer sending the communication shall invariably be indicated.

2.1.5 Un-official note: An un-official (U.O) note should be made by sending a note on the concerned file. This method of consultation should be generally employed between Divisions and a Division and Attached Department where so authorized.

2.1.6 Endorsement: This form should be used when a copy of a communication is to be forwarded to others in addition to the original addressee. The endorsement may take one of the following forms:- "A copy (with a copy of the letter replied to) is forwarded to for information/for information and guidance/for necessary action/for-compliance".

2.1.7 Notification: This form should be used for notifying in the Gazette of Pakistan Ordinance, rules and orders; appointments leave and transfer of gazette officers and other matters, which are required to be published in the Gazette of Pakistan.

2.1.8 Resolution: The form should be used for making public announcements in the Gazette of decisions of Government on important matters of policy, appointments of committees or commissions of enquiry and of the results of the review of important reports of such bodies.

2.1.9 Press Communiqué or Press Note: A press communiqué or press note should be issued when it is sought to give publicity to a consultation with and issued through the Press Information Department.

2.1.10 Fax and internet Messages: A fax should be issued only on occasions of urgency. As fast services exist, marking can serve the purpose. Where internet service exists, the greatest possible use should be made of it in preference to fax and telephones. The text of a fax or internet message should be brief and clear but clarity should not be sacrificed for brevity. Where groups of figures are necessary in a message, these should be typed in words in the copy to be issued.

2.1.11 Office Order: This form should be used for conveying instructions to be followed in office and notifying appointment, promotion, leave, etc. of the non-gazetted staff.

2.1.12 Preparation of Drafts: In a case to be submitted to a higher officer wherever a communication is to be issued, a draft shall be prepared and put up with the note. A draft should convey the exact intentions. The language should be clear, concise and incapable of misconstruction. In communications, the main points should be summarized in the concluding paragraph.

2.1.13 Noting on the Files: All the cases are dealt in the relevant files. First of all, the Paper Under Consideration (PUC) is placed in the file and flagged as PUC. Thereafter, the dealing person will write a note (in the note portion of the file), briefly explaining the contents of the PUC, referencing the Previous Papers on the subject, if any, highlighting Policy (Rules & Regulations) of the Government, on the subject quoting Precedent (s) if any and giving Proposal. Thus a complete note consists of 5 Ps:

- PUC
- Previous Papers
- Policy
- Precedent
- Proposal

2.1.14 Dispatch Register: All papers and files to be dispatched to other offices shall follow the dispatch procedure. After issue the entries should be made in the Dispatch Register, sample of which is given hereunder:

S#	Number and date	No of enclosures	Addresses particulars	D.R/Ordinary/Registered Dak	Stamp value	
					Rs.	Ps.
1	2	3	4	5	6	

2.1.15 Diary Register: On receipt of Paper from any other office/organization or any person needing action, it is entered in the Diary Register sample of which is given here under:

S. No.	No. and Date of Document		From Whom Received	Brief Subject	File No.	Record of Movement	Date of Disposal
	No.	Date					
1	2		3	4	5	6	7

2.2 Managing Meetings

Meetings are convened in order to take decisions or develop consensus among members in an institution.

i. Purpose of Holding Meetings

ii. Procedures to call a meeting: Formal meetings have a

- a. Notice
- b. Agenda
- c. Prearranged time
- d. Prearranged location
- e. Formal rules and regulations

iii. How to minute a meeting

- **Headlines:** this portion will contain the purpose of the meeting, the Name of the Chairperson, Venue, Timings of the Meeting
- **Participants:** List of the Participants showing the designation and Names
- **Contents:** General discussions
- **Decisions:** it should have the unanimous decisions reached

District Educational Officer/Managers usually call following types of meetings:

- a. **Office Meetings** are held among different sections by EDOs in order to review progress, monitor a task or to take a decision on the future course of action.
- b. **Local District Meetings** are held between the representatives of different departments of the district or representatives of the subordinate offices of the District Educational Management.
- c. **Public Meetings** are convened when certain programs, tasks and activities are to be implemented, monitored, evaluated and discussed with Donors, Members of PTAs or NGOs.
- d. **Review Meetings** are held when the central authority like DPI, DCO, Directorate of Education, the Secretary Education intend to review the development or academic work of a certain period and finalize the work of subsequent years.
- e. **CDWP/PDWP/DSC Meetings** are held to discuss all the developmental projects falling under the respective Forum.

Meetings can take many different forms, from the more creative brainstorming techniques to formal school board meetings. Below you will find a brief summary of the different types of meetings that can be followed by a **School Head**:

- a. **Statutory:** The law demands it, for example, directors' or councillors' meetings.
- b. **Managerial:** Necessary to progress school affairs, for example, to inform, to brief, to delegate tasks, to discuss problems, to reach group decisions, etc.
- c. **Creative:** To generate ideas, to open up new possibilities or avenues of action, for example, to 'brainstorm' around the idea of what the school could design, manufacture; to produce an advertising slogan, poster, etc.
- d. **Negotiating:** To reach a solution to a problem, for example, management and teachers' union to agree pay increases acceptable to two sides with different interests.
- e. **General/public:** To report back to a group, for example, an Annual General Meeting of staff members or to air matters of membership meetings, public inquiries into public interest matters.

The essentials of effective communication for School Heads

When communicating, that is, when passing on information or giving instructions or orders to the staff, the following guidelines should be taken into consideration:

- **Know your objective:** what do you want to achieve? (inform, praise, discipline, etc.)

- **Know the receiver:** (for example. the lazy teacher/learner) and the reason for the communication (for example, bad examination results)
- **Formulate your message:** be clear, specific and understandable by using short sentences in simple English
- **Be brief:** do not include unnecessary information
- **Do not under communicate:** the message must cover questions such as: why, who, what, when and where
- **Consider how the message is best communicated:** this can be just as essential as the content
- **In delivering the message** be aware also of your attitude, behaviour, non-verbal communication, gestures and facial expressions.
- **Keep in mind that positive feelings and emotions inspire** positive attitudes amongst the staff and learners
- **Be yourself:** show through the message that you respect the staff, trust and accept them, are interested in them and are willing to help and listen to them
- **Be enthusiastic and inspirational** in your communication
- **Listen carefully:** an effective communicator must be a good listener
- **Make use of effective feedback:** communication is a two-way-process so always ask questions to determine whether the message has been understood.