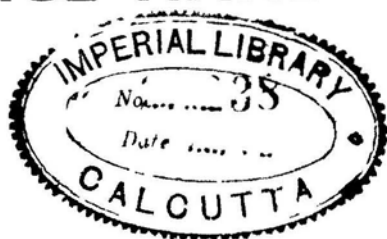


OFFICE HANDBOOK



BY
A. KUMAR
&
D. PRASAD

1945

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PREFACE

There has long been felt necessity for a publication which may be useful to offices. This book is written with that end in view. The work is descriptive in nature based on the practice and procedure prevailing in standard offices. No, originality is therefore claimed. Any suggestion from readers for the improvement of subsequent editions will be welcomed by the authors.

Lucknow
September 21, 1945 }

A. KUMAR

D. PRASAD

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CHAPTER I

INTRODUCTION

In any organization whether it is Government or a petty shop, office forms one of the most important elements of its success. The clerk is an essential part of the office machinery or the mercantile house and the smooth and successful running of an office or a business concern depends, in no small measure, on the efficiency of its clerical staff. It is through correspondence that orders and instructions are conveyed from one office to another and business worth crores of rupees is transacted between firms located thousands of miles apart. But for the incoming and outgoing mail it would not be possible for the office and business houses to keep themselves in constant touch with each other and the government of the country and inland and foreign trade would be impossible to conceive. The dak keeps the official and business worlds going and the clerk in the office has

an importance which few people fully realize. This is equally true of other workers.

The worker therefore plays most important part in any organization. A defective worker is sure to do defective work. No matter how simple or how difficult work may be it is certain to be influenced by his health, his opinions, his feelings and his dispositions. So the first thing is to take stock of one self.

The qualities of Accuracy, Ambition, Concentration, Economy, Imitativeness Industry, Loyalty, Memory, Obedience, Observation, Patience, Punctuality, Quikness, Reliability, System, Tactfulness, Teachableness and thoroughness are most needed for office worker.

Every person is fourfold comprising of body, mind, feelings and will.

(1) Body is the most efficient of all machines. It is self-repairing, semiautomatic and marvellously organized. If you treat it fairly and considerately, it will endure for seventy or eighty years in good condition.

To maintain good health the body requires Energy and work. It takes Energy in and gives Energy out. As long as there is a fair balance between Energy and Work, the body will conti-

nue in good order. But if the one is too much for the other, some physical ill is sure. The body is like a tank, as you can see from this cut .:

Energy

Body

Work.

As long as the flow in and the flow out are equal, the Body will continue in a state of health

If a man eats heavily and does no work, he will soon lose his health and become sick. Also, if he works hard, and does not have enough rest and food and sleep, he will sooner or later develop some serious form of disease.

Energy in Energy out. This is the basic law of health. Keep this in mind and you can have a high degree of health and postpone the penalties of old age.

There are a number of sources of Energy, as follows :—

Correct Eating, Correct Drinking, Correct sleeping, Correct Cleansing, Correct Relaxing and Correct Breathing.

Thousands of medical and hygienic books have been written on these six subjects ; but the really valuable Rules are very few and very

simple. You can memorize them in a few minutes and you should practise them persistently until they become habits. Here they are:

1. Eat slowly and chew your food well.
2. Rest for half an hour after a heavy meal.
3. When you walk upstairs, go slowly.
4. Drink water four or five times a day.
5. Take five long breaths in the fresh air at least five times a day.
6. Relax the body before going to sleep.
7. Sleep eight hours with a window open.
8. Cleanse the bowels daily.
9. Keep your feet warm and dry.
10. Give yourself some recreation daily—Fun, Music, walking, Fiction, conversation, cinema, theatre, fancy work, gardening etc.

In short, remember that your Body is a wonderful engine, and you must be a careful engineer. You can have as much health as you deserve, if you were born with a sound and normal body. You can increase your Energy and your Vitality and your Employment of Life, by giving your Body a fair chance to be healthy.

(2) Mind. Your Mind, as well as your Body, can be ill or inefficient. You can greatly

improve it, by learning and obeying the laws of thought.

In every Mind there are four Main operations :

(1) To Notice. (2) To Compare. (3) To Remember. (4) To Construct.

All knowledge begins with Noticing. That is why a child learns so rapidly. It notices. It asks "Why?" It is full of curiosity. But as we grow older, we cease to notice. Our power of observation decreases ; and our minds become dull and foggy.

We do not notice the things that we see every day. You have seen many horses, for instance, but you cannot draw a horse's hind leg. You have seen many cows, but you cannot draw a cow's head and put the ears in the right place. You often walk down a street with your eyes wide open, and yet you cannot remember anything that you saw, because you did not Notice. The eye zigzags about in swift straight movements; and you do not notice anything unless you train your eye to rest and remain on a certain object.

Your eye is an amateur until you train it.
So are your ears. So are all the five senses.

You must train them just as you train your hands to play the piano. The Mind is like a combined workshop and warehouse. The five senses pursue sensations into the workshop; and the Mind studies them with the spotlight of consciousness.

It compares the various sensations and constructs them, into images-concepts-ideas-laws-principles.

Several sensations make an image.

Several images make a concept.

Several concepts make an idea.

Many ideas make a law.

Several laws make a principle.

Such is the process of Thought; and it all begins with noticing and comparing.

To develop your mind as an engine of Thought, you must learn to concentrate—To Hold Your Attention Steadily on One Thing at a Time. Remember that your inner Self is like a small searchlight. You cannot see anything if you jerk it about. You must hold it steady on one spot at a time.

To prevent the habit of mind-wandering and to develop power of concentration, the following three exercises should be practised every day :

1. Write fifty words with the left hand.
2. Hold a book upside down and read half a page.

3. Look intently at an object, then shut your eyes and reproduce the object, complete in your mind. The warehouse of the Mind is called the Memory. It is where we store all the things that we have noticed. . . .

The three most important Laws of Memory may be expressed simply as follows :—

(a) When you wish to remember a certain fact, impress it strongly and vividly on the Mind.

(b) Associate with it some other similar facts.

(c) Repeat it a number of times.

Attention ; Association ; Repetition ; These are the three laws of Memory.

The most useful power of the Mind, even more useful than Memory is its power of constructing or inventing. In its little workshop the Mind creates new ideas and new products.

The Rule for Invention is what is called the "Plus and Minus" method. We add to, or take away. We make one change after another. We try this and try that. We experiment. Almost all inventions originated in this way.

They were not created by a sudden flash of inspiration. They were perfected by slow, plodding, perserving work. Edison has always worked by the plus and minus method. So have most practical inventors. So do you, when you make an improvement in your way of working.

A very few people are born inventors, but all of us can develop our powers of invention by compelling our Minds to construct new ideas and new methods.

You might begin with the letterhead of your firm. Study it carefully and see how many improvements you can suggest.

(3) Feelings. Human Life is largely a matter of feelings. We can never abolish or ignore our feelings, either at home, or in an office, or anywhere else.

There are some Basic Feelings, which inevitably cause failure and disaster, such as jealousy, revenge, cowardice cruelty, indifference laziness and discouragement.

And there are other basic feelings which inevitably cause a degree of success and happiness, as earnestness, kindness, courage, ambition confidence, perseverance and loyalty.

The harmful Feelings must be restrained, and the helpful feelings must be developed. Above all, in every efficient Office, there must be a Feeling of Fair Play—a Feeling of Justice.

The Head of Office must have confidence in the Office Staff. He must consider their comfort. He must promote them fairly. He must reward them according to merit and faithfulness.

On the other hand, the Office Staff must have confidence in the Head of Office. They must consider his comfort. They must work for him fairly and lighten his burden as far as they can.

An Office is very much like an Orchestra. If every instrument is in tune with the others, the music is pleasant to hear. But if one instrument is out of tune, it spoils the music. A clerk, who is peevish, resentful, fault-finding or sarcastic, can do an immense amount of harm in an Office.

Just as one splash of ink on a clean wall spoils the whole effect of a room, so one cranky ill-natured worker spoils the whole spirit of an office. Such workers may be useful in a factory, where they can be put in a corner by themselves. But they should not be tolerated in any pleasant Office. They should be reasoned

with, in a kindly way ; and then, if they persist in being disagreeable they must be requested to secure a position elsewhere. What we want to develop in the office is a company feeling. If there are 100 workers in the office, we want One united feeling, not 100 separate feelings.

If you will study yourself carefully, you will very likely discover that your Feelings are far too personal. You think of most things, perhaps from your own point of view. This is a serious mistake — a very common mistake. It prevents thousands of people from being promoted. It prevents them from being given higher positions and better salaries

Naturally, if you think of matters from the Office viewpoint the Office will notice it and form a higher opinion, of your usefulness.

(4) Will. The will is that part of our inner self that controls our actions. It is like a Hammer in the brain.

It says 'Yes' or 'No'. It decides. It is the creator of Character. It is the judge who settles the continual disputes of our Opinions and our Feelings. If the will is too weak, we are blown about like dry leaves by the winds of autumn. If the will is too strong, we

are stubborn and obstinate, like rocks that cannot be moved. In a well-balanced person, the four functions or departments of Personality should be arranged as follows

The Thinking Power must always be on top. It must be in control of the Feelings and the Body; but the Mind or Reason must control Will.

If your Will is too weak, strengthen it by insisting upon action. Do something hard every day. Begin with small matters. Take a cold bath. Go for a five-mile walk.

On the other hand, if your Will is too strong, develop your powers of Reason and Sympathy. Try sincerely to see the other side. Write down the reasons, both for and against. Put yourself in the other person's place. And do not decide a matter too quickly.

In conclusion, remember that the main thing is Right Action.

All these four powers of yours personality—Body, mind, Feelings and Will, must work together to get things done in a better, quicker, easier and pleasanter way. That is the purpose of this book—Right Action—Better Methods of Working together—A higher percentage of Result.

CHAPTER II

ORGANIZATION.

An Office should be organized on scientific lines—It should consist of a Number of free self-managing departments, co-operating for mutual benefit. It should not be held together by fear or compulsion. There is a vast difference between ruling and organizing. It is easy to rule, but difficult to organize; and a ruled office is clumsy make shift.

The following test questions will enable us to test and see if it requires any improvement:

(1) Is there any matter which might be handled by two or more Departments? Is there any overlapping or duplication?

(2) Does any clerk or typist report to more than one person?

(3) Who locks up at night, puts lights out, shuts windows, etc?

(4) Is there any group of workers without supervision.

(5) Is punctuality maintained? Who is responsible for it?

(6) Do the Heads of Departments do any routine work.

(7) Can one manager countermand an order given by another manager?

(8) Who maintains Discipline?

(9) Does every worker know, exactly what his job is?

(10) Is any department under-staffed?

(11) Is any Department over-staffed?

(12) Is any worker indispensable?

(13) Is any one held responsible for mistakes that he cannot help?

(14) Are the office figures kept up to date?

Every large office should prepare an organization chart, frame it and hang it in the office, so that everyone can see exactly what his position is. Such a chart shows the anatomy of the firm. It shows also the line of authority; and it prevents confusion in departments.

In a small office everybody can do everything. The proprietor may type a letter or the typist may see dak. The rules of organization do not apply in a small office. But in a large office there must be a strict division of labour. Every-

one must be responsible for one certain portion of the work.

In general, every large organization is four-fold as follows :

Ownership.

Management.

Supervision.

Labour.

It is very necessary that none of these four divisions shall overlap. There is serious trouble if one officer shares the authority in the same department with another, or if one officer deals directly with a worker over the head of another. Any department that has two or more heads is certain to be confused and disorganised.

The larger an office is, the more it must be subdivided, and the more strict it must be in enforcing the principles of organization. A complete office is organised to produce records and reports. It is both financial and general. These two functions are quite different and require different abilities. The keeping of records requires skilled accountancy, and the preparation of reports requires a more general knowledge of office matter or business of the firm.

The one simple universal rule of organization

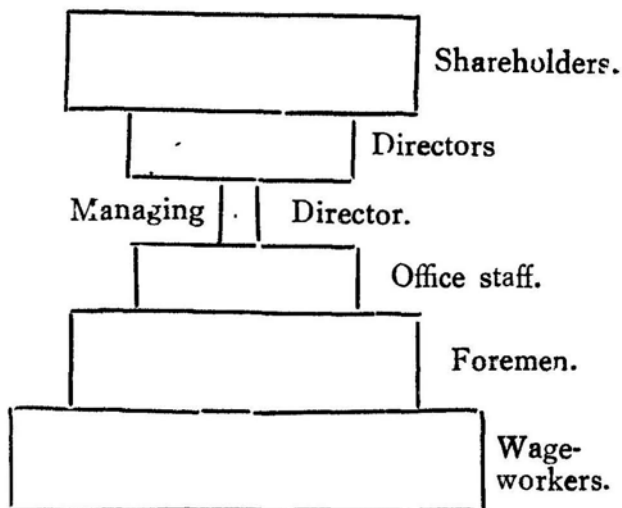
is this. Give everyone in the organization a definite job, neither too easy nor too hard; train him how to do it properly; leave him alone and judge him by results. Meddling always leads to muddling. The less interference the better. The aim of an organization is to develop the individuals in it, as well as to build up a successful company.

The work of an office consists of a certain number of duties. Everyone of these duties should be assigned to a certain person. No duties should be left unclassified. Everything should be somebody's business. That is the purpose of organization.

The higher a man is in his states, the larger are his duties. As he moves upward, his duties change. He drops details and takes up larger matters.

If an officer does the work of a clerk, it is quite likely that some clerk is doing the work of an officer. This means stagnation or confusion.

In a commercial organisation the position is like this.



The Managing Director is the central individual. His responsibilities are very great. Success or failure depend on his decision. He cannot do as he likes, unless he is the proprietor as well. He is a trustee for the shareholders and must give an account of his trusteeship.

He has a twofold duty — he represents the owners to the Managers, and he represents the Managers to the Directors.

Every officer in a firm has this twofold duty. He is a link, connecting those under him with the one who is above him.

He must: (1) Co-operate with his Head; and (2) secure the co-operation of his workers. These are the two main tests of his efficiency as a member of an organization.

Specialization.

As soon as there are two workers in an office, specialization begins. It is inevitable. It is Nature's way. The lowest forms of life, such as jelly-fish, are not specialised. They have no functions at all. But in the highest forms of life there is specialization always.

The all-round clerk who can do everything fairly well is disappearing, and in his place comes the specialist who can only do one thing, but who does it professionally. To do every duty in a big organisation will not be efficient.

Such an office worker may be well-meaning, faithful and competent; but he had a wrong conception of his duties. He does not understand the principles of organization. In reality, he is not helping his office. He is hampering its growth. He is dwarfing it to the limits of his own per-

sonal attention. He is trying to be indispensable, instead of trying to be useful

One of these indispensable clerks once said: "When I die, there will be a mess" Thus you see, he was building his job around himself. He was not making it an organic part of his firm, as he should have done. No matter who comes or goes. The company must go on. That is the basic reason why we must have specialization

No worker should be indispensable. Every worker should have someone behind him who is ready to take his place, so that no matter who falls out, the organization will not be broken.

At the theatre, if an actress is ill, there is always an understudy to take her place - the play must go on. In war, if an officer is killed, there is always another officer to take his place - the army must go on. - In office work, too, the same rule applies - there must always be an understudy back of every manager, supervisor and worker.

Office work should be divided up into small simple units. In this way it will be done both faster and better. Many errors are caused by giving workers jobs that are too large and too complex. Managers should do managerial work only. They should not busy themselves with

details. They should learn to deputize - to push details down where they belong.

Organization should be developed up to the highest point of efficiency ; but it must always be prevented from becoming red tape. Red tape, as it is usually called, means that the routine becomes the master. The real business is sacrificed to the formalities of routine. Red tape is a common disease of office organization. It is almost universal in Govt. Department. It afflicts offices as naturally as rust afflicts iron, or whooping cough afflicts kiddies. Every good thing has its danger, and one main danger of office work is red tape. The truth is that red tape is a means of escaping responsibility. It is an excuse for the man who is afraid to act and for the man who does not know how. It is the refuge of weak, incompetent people. It is not necessary. It does not exist in a healthy efficient office. There can be the highest degree of organization without any red tape at all. How can it be prevented? By always concentrating upon results - upon getting things done - upon the main objects for which the firm was organized.

The most perfect organization is the Human

Body. It is so wonderful that no man-made organization can compare with it for a moment.

The body is composed of specialized parts. There is the heart, for instance, that marvellous automatic, self-repairing pump which drives a gallon of blood every four minutes; which drives seventytwo strokes every minute-2, 649, 000, 000 strokes in seventy years.

There are the tiny blood corpuscles, little tiny atoms that run up and down in the veins, like little motor vehicles, carrying oxygen. There is the eye - the original cinema, reproducing coloured moving pictures to the brain whenever you raise the curtain. There is the ear - the original wireless apparatus, reproducing sounds that vibrate through the air. There is the process of digestion, beginning with the teeth and the salivary gland - the starchy matter changing into malt sugar - the gastric juices attacking the proteins - the sugar changed into glucose by the secretions of the intestines - the fatty matters attacked by the secretion of the liver, and so forth.

The body works through specialized parts-by functionalized departments, most of which operate automatically. This is the central

fact in this whole matter of organization. The body is run by experts - skilled and trained experts. Every part of the body does a specialized and distinctive work for the benefit of the whole body. In the main, we may say that the body is run by automatic organs, plus a will. The ideal of the body is automatic skilled service. The body aims continually to do its work automatically and so to set the brain a will free. The body organizes its activities into an unconscious routine, which is what we sometimes call the law of habit.

Whenever you do a job for the first time, you do it consciously ; but when you do it for the 1,000th time, you do it automatically. When you were learning to play the piano, you had to think of every finger and every note ; but afterwards, when you had acquired skill, your fingers found the right notes without any help from the conscious brain.

This is Nature's method of organization - first find out the right way , think about it ; study it , practise it , and finally do it automatically, without any conscious supervision. This is the right method for office organization, too, as well as for the human body.

Our threefold brains—

The body is governed by a threefold brain, consisting of.

(1) The Cerebrum. This is the large brain. It is the centre of thought. It is the part that notices, reflects, and decides.

(2) The Cerebellum. This is the managerial part. It superintends the conscious work of the body. When you do a job for the first time your hands are guided by the Cerebellum.

(3) The Medulla Oblongata. This part of the brain is located at the head of the spinal cord. It controls the automatic operations of the body - the walking, skating, piano playing etc. When you do a job for the 1,000th time, your hands are guided by the medulla oblongata.

This corresponds exactly to the organization of an efficient office, which is as follows :

A-Gov't (or in firms Managing Director)

B-Heads of Departments.

C-Workers.

The Gov't. Managing Director designs and improves the routine. He is the originating brain and directing will of office or firm. He must not waste his time on small matters of detail.

The heads of departments are in charge of the automatic work of the office. They keep the routine going. They are incharge of the mechanism of office, to make sure that the regular work is done correctly. •

The workers are like the organs of the body. Everyone has a special definite work to do. When his work is perfectly done, it becomes as automatic as the seeing of the eye or the hearing of the ear. •

The perfect health of the body is kept up by the working of all the various parts, in co-operation with each other, and the perfect organization of an office depends upon every worker doing his job correctly. If one organ of the body breaks down, the whole body is ill, and if one department of the office breaks down, the whole office is disorganized. •

An efficient organization is twofold: (1) Staff, and (2) Line. Staff means technique, and Line means authority. The staff men of a firm, for instance, are such as the chemist, the auditor, the lawyer, the efficiency expert, the architect, etc. The line men of a firm are such as the Managing Director, the heads of departments, the foremen, the supervisors, etc.

Staff men are teachers - specialists - functional men.

Line men are managers-leaders-executive men.

Neither one of these is superior to the other. Staff means specialised knowledge, and line means power, each supplements the other.

There can only be a limited number of line men in any firm. But there can be any number of staff men. There is no limit to skill. Any worker in an office - any girl - any boy - may become specialist.

Every ambitious competent worker should be given a special responsibility. A typist, for instance, can be more than a typist. He may be a specialist on the cleaning of typewriters. As far as possible, the responsibilities of the office should be divided into small parts and given to the workers. The ideal office would be one in which every worker would be a specialist.

An efficient office is like a smooth - running engine. It is made of specialised parts. Every part fits. And all the parts co-operate to make a single mechanism. There must be, in an office, the lubrication of patience, courtesy and good humour. There must be punctuality

and discipline. These are compulsory in an engine, as every part is fastened into its place. Any office workers who persist in coming late, in being irregular, in disturbing other workers or in trying to amuse them are quite unsuitable for an office. They should be advised to secure positions in small shops or on piece work.

Workers can either be put on their honour and made self-supervising, or they can be supervised by monitors or perfects, as students are at colleges. But in any case, it is absolutely necessary that an office shall run smoothly and regularly, without friction or disturbance, as a great engine does.

There is no departmentalism in an engine or in a healthy human body, but there is often a great deal in an office. Departmentalism means that a department works for itself rather than for the firm. There is often friction between departments. Once in a while there is antagonism, and one department even tries to obstruct or oppose another department. This is inexcusable. It is destructive and costly. It has often wrecked large firms.

In an organization there must be Team-Play. There must be a company feeling.

To prevent departmentalism, it is a good plan to have a weekly conference of the heads of departments. It is very necessary that the heads shall appreciate each other and be friendly and co-operative. No matter how competent a head is, he counteracts his own usefulness if he cannot work pleasantly with others. Personal feelings and „departmental prejudices must be eliminated. The main thing is the welfare of the whole office or firm.

CHAPTER III

MANAGEMENT.

This chapter will enable us to appreciate the responsibilities of heads of office. The main task of the Head of office is to fix and hold a just responsibility upon every member of his staff. He must assign work to Departments - decide all inter-departmental disputes - take charge in any emergency - create routine - encourage and advise his heads of departments, etc. The head of office is the leader of the office. He is the officer in command, and must study the difficult art of management.*

The greatest engineering is the engineering of people. How to handle human nature so as to get the best results - that is largely what management means. Here are twelve rules that point the way to successful management;

1. Hear the other side.
2. Avoid sarcasm and go-sip.
3. Never show discouragement

4. Don't hold spite; forgive.
5. Give every one three chances.
6. Make few promises and keep them.
7. Notice good work as well as bad.
8. Take your full share of the blame.
9. Have no favourites and no scapegoats.
10. Be as gentle as firmness will permit.
11. Don't waste your anger; use it sparingly.
12. Watch for aptitudes and encourage ambition.^{*}

The first task of a head of office is the selection of his staff. He must not leave this important matter to subordinates or to hapazard. He must have a definite system for engaging new workers and for measuring the efficiency of his staff. He should have a complete list of the jobs in the office, and of the qualifications required for these jobs.

Every applicant for a position should be requested to fill out a form, containing the following questions :

1. Name, Age and place of birth.
2. Address.
3. Married or single.
4. Positions held and with what firms.
5. Reasons for leaving.

6. Living at home or boarding.
7. Educated at what schools.
8. Any serious illness in the last five years.
9. Any preference as to kind of work.
10. References.

A card index of office worker is very useful, in case there are more than twenty-five in the office. Merit or demerit marks can be put on these cards. The best workers can thus be easily discovered and promoted ; while the most unsuitable ones can be changed to other jobs or discharged. A new worker can be put on trial for a period of three months, not engaged permanently. This method is most likely to start a worker in habits of attentiveness and industry.

Labour Turnover is an important thing in any office.

By "Labour Turnover" we mean the percentage of new workers engaged yearly, in order to keep up the number of the office force. If there are 100 workers in the office, for instance, and twenty were displaced by new workers during the year, the Turnover would be 20 per cent. This is the normal percentage. Some offices have to engage fifty new workers a year, to maintain a staff of 100. This is too high a per-

centage and shows that there is discontent in the office. As it usually takes three months, and a sufficient cost, to train a new clerk, this matter of Labour Turnover is highly important. Nothing is more costly and troublesome in an office than to have a flood of new workers pouring through it. Hence, it pays to choose workers carefully - to fit them to congenial jobs - to train them and develop their abilities. No office can ever be any better than its staff.

Every worker, in fact, is a possibility of gain or loss; and what he is, depends more upon management than upon anything else. Roughly speaking, there are three kinds of unsatisfactory employees.

1. Those who are too small for their jobs. They must be trained and developed.

2. Those that do not fit in their jobs. They must be transferred to positions that suit them.

3. Those that are untouchable, unsuitable, and indifferent. Nothing can be done with these. They must be discharged.

There are very few of the latter class, but they must be weeded out. They are impossible in an office, because of the interdependence of the work.

Promotion in an office should be by efficiency, not seniority. Old workers are always to be respected; but age alone is not a sufficient reason for promotion. In many offices all the workers appear to be frozen fast in their positions. None are promoted. None are transferred. None are discharged. As a result, the competent ambitious workers lose heart and leave.

The indifferent ones remain, and the Office becomes a dull, plodding, lifeless place.

This is a serious danger. Every Office must keep itself alive by a series of promotions and transfers. It must never become stagnant. The way to be promoted, in any normal Office, is to develop your abilities and to show a keen interest in the welfare of the firm. The way to get transplanted to a larger pot, is to grow too big for the pot you're in.

Many an ambitious young office clerk wonders to himself—How can I get noticed? How can I bring my abilities to the attention of the Manager?

There was once a young clerk in a large Office. He was in the Claim Department. He believed that he could work out an improved

claim sheet, and so, on a bank holiday, he went to the Office and did it. The General Manager happened to be in the Office and saw this one solitary boy hard at work. He asked the boy what he was doing. He took down the boy's name. The next week the boy was promoted.

Twenty years later the same boy had become the General Manager of a big firm. He was at the head of 30,000 workers in eighteen factories. He began as an office clerk, and he got noticed by doing something EXTRA.

If a worker thinks a job is too easy, he should go to the office Manager and say: "My job is too easy. Won't you please give me a harder one?" An ambitious person is not satisfied with a job that is too easy. He knows the educational value of difficulties. He prefers a job which is giving him instruction as well as salary.

PAY—EXPERIENCE—PROMOTION—these three things are the rewards that a competent worker gets from any job. From the worker's point of view, the main thing is to DESERVE promotion—to put the firm to the test by MERITING a higher position.

Many an Office Manager looks in vain over

his Staff and asks himself: "Whom can I promote?" Often he is compelled, against his will, to engage a new clerk from outside, because none of his own clerks have been preparing themselves for higher responsibilities.

In fact, if you wish to be promoted, you should ask yourself the following questions and answer them candidly.

- (1) Am I ready for a better job?
- (2) Have I been satisfactory in my present job?
- (3) Have I done anything extra?
- (4) Do I ever study my job in my own time?
- (5) Have I studied any books or magazines to help me with my work?
- (6) Have I given the firm any evidence of my loyalty and merit?

Some clerks believe that there are few opportunities for promotion in an Office—not as many as there are in a Works or in one of the professions.

This is incorrect. There is no other place which has so many opportunities as an Office. No other place is so central—so conspicuous—so educational.

Clive began his great career as a clerk. So

did Warren Hastings. So did Rockefeller, and Carnegie, and Strathcona, and John Stuart Mill, and Cobden, and Lord Sinha.

A clerk can develop MANAGERIAL abilities in an Office, if he applies himself to find out the nature of the business—what the figures mean.

Even though his work is all routine, he can take an interest in the firm as a whole, and suggest improvements in the routine.

It is always the wisest way, if you have not been promoted, to first blame yourself, not the firm. Make sure that you have outgrown your present job. Make the most of the opportunities you have. Give your firm a fair chance to discover your abilities.

Every Office must have its Rules and its Policy; but, sometimes, they are definitely written out, as they should be, and, sometimes they are not.

There should be an OFFICE MANUAL, or INSTRUCTION BOOK; and everyone in the Office should have a copy. This Book would explain the policy of the office on such matters as :

Office Hours	Changes of Address
Timekeeping	Holidays
Absence	Use of Telephone

Overtime	Illness
Pay Day	Fire Drill
Lockers	Dining-room
Requisitions	Dress
Use of Drawers	Files, etc.

A noisy, talkative, disorderly Office is intolerable to every competent worker. Therefore there must be a means of maintaining discipline. It is not fair to the sensible workers, who are in the majority, to allow them to be worried by a few silly, undisciplined workers.

Some offices impose FINES for any infraction of the Rules. This is not advisable. Office work is on a high plane and should not require penalties.

In general, it is better to maintain discipline by REWARDS than by punishments. It is better to have a WHITE Book than a Black Book.

It is better to set the Office standard of conduct high and to eliminate those who are unworthy of it, than to try to force an unwilling obedience from a few workers who do not appreciate their privileges.

Rewards encourage ambition. They appeal to our better nature. They make workers keen. They come as extra pay for extra work. They

may consist of either Money or Credit Marks. They are given to show that the firm appreciates good conduct and attention to its regulations

It is seldom practicable to introduce piece-work into an Office. Nevertheless, there should be some system of payment by results. There should be some method of measuring personal efficiency and giving special pay for special service.

Usually, the best system of payment for an Office is to have standard salaries for standard jobs, and then to pay a monthly or yearly Bonus to anyone who has done either PERFECT work or EXTRA work.

The Bonus should be paid on either quality or quantity. Any worker is entitled to it who has done perfect work without supervision, or who has done more than he was required to do.

It is far better to have the salaries rather low, and to reward efficiency by paying Bonuses, than to have the salaries rather high, and to punish inefficiency by a system of fines.

Most offices and large firms are now adopting pension systems, so that old workers shall not have to look forward with fear to an old age of poverty.

Some offices and firms pay the full amount of the Pension Fund. Others pay one-half or two-thirds, and deduct the balance from the pay of the workers. The pension is usually about three-tenths of the average salary of the worker for the last ten years before retirement.

The age of retirement is usually fifty-five. Some firms request retirement at sixty. No worker is entitled to a full pension unless he has been with the firm for at least twenty years.

The aim of welfare work is to make an office a friendly, pleasant place, not a mere work room.

A dining room—a rest room—an Office Library—a few vases of flowers—a gramophone in the luncheon hour—all these add greatly to the comfort of the workers. •

In the main, it is best to let the Office Staff manage its own affairs. The firm must not treat its workers as though they were children.

The firm should encourage saving, and recreation, and study of good books, and any other thing that improves the health, happiness and character of the workers.

Loyalty is two sided. It comes from the

firm to the workers and from the workers to the firm.

No body of employees can be persuaded into being loyal against their own interests. Loyalty must be mutual. If a firm wishes to prove that it is loyal to its employees, it must show its gratitude, in a practical way, to all workers who have been with the firm for twenty years. It must give its old-timers a gold watch apiece, suitably inscribed. This is the least it can do.

SELF-INTEREST AND SELF-RESPECT—these are the two main motives of human action. Whoever would secure loyalty must appeal to these two master motives.

Money and Honour! Not money alone. Men only WORK for money; but they give their LIVES for HONOUR.'

Therefore an Office should have its Legion of Honour. It should have some form of D.S.O. It should reward its Staff with Honour and Praise, as well as with pay envelopes.

Invariably Loyalty is the result of Confidence, and Confidence is the result of FAIR TREATMENT. A Manager must, above all, be JUST. There must be a spirit of fair play in the Office. This

is the very essence of good management.

Give and Get must be as equal as possible. No one—neither worker nor Manager, must try to get something for nothing.

Efficiency, in the higher British sense, means more than accuracy and system. It means sympathy, too and friendliness and loyalty and character.

An Office can have right FEELINGS as well as right methods. It can have a HEART as well as a head.

No matter how large your Office may grow, never lose the PERSONAL TOUCH.

This is the last word of Efficiency and Business Building—KEEP THE OFFICE HUMAN.

CHAPTER IV

OFFICE ROUTINE.

There are usually six stages through which a letter passes in a office :—

(a) **Receipt.** Letters, files, papers and everything received in a office are opened by a responsible person, who may be either the Head Clerk or Superintendent of the office. Confidential “Receipts” which are addressed to an officer by name are sent to him and opened by him. If he is on leave such letters are opened by a Senior officer and disposed of under his orders. If any paper mentioned in a letter has not been received, the Receipt Clerk must at once note the fact on the letter and bring the matter to the notice of the office Superintendent. All receipts are stamped by the Clerk with a rubber stamp bearing the name of the office, date and number and corresponding with an entry now to be made in the Receipt Diary.

As receipts are opened they are sorted by the clerk and marked 'ordinary, urgent, immediate, and confidential, by pinning coloured

slips to each of them. The coloured slips generally used are green, red, blue and yellow. Red or urgent labels are used for letters requiring attention without delay. Blue or immediate labels are meant for extraordinary urgent cases requiring immediate disposal. Yellow or confidential labels mark papers which must not be carelessly separated and which should be kept under lock and key.

(b) **The Receipt Diary.** The letters are then sent to the Registration Clerk, or General Diarist who records or enters them in the General Receipt Diary. The number of the letter in the first column of the Receipt Diary has been already given on the original letter. The time of the receipt of letters by the office is noted on urgent, and immediate letters.

FORM OF GENERAL RECEIPT DIARY

Date of receipt.

General No.	No and date of the letter received.	From whom received.	Nature of correspondence.	Subject matter.	Remarks.
750	A. 401	Collector	Official	Dearness Allowance	2 spare copies.
511	14 Nov. 44 860, 11 April 45	Allahabad Civil Surgeon Budaun	D. O.	reply to enquiry about the hospital liveries	

Sometimes another column, "File No." is added. It contains the number of the file in which the letter has been placed. This greatly helps in the tracing of the original correspondence.

In most offices only the important dak is entered in this Diary. Confidential letters are entered in the Confidential Register which is like the Receipt Diary. Cheques and contracts are entered in a separate register. All other letters are sorted out for different sections. There is no General Receipt Diary for these. Only the number of letters sent to each section is recorded in separate register.

(c) **Diaring.** Every big Government office is divided into different branches, each dealing with a particular type of cases.

After registration as detailed above is complete, letters are sent on by the clerk to the Departments or section or branches concerned. If a letter received in the dak is wrongly marked to a section, it should be returned to the office Superintendent with a remark to this effect on a "Routine slip." The Office in charge then circulates such letter with an attached memo slip in the following form :—

MEMO

Heads of Section

Please state whether the enclosed telegram
letter
coded dated the _____ from the _____
No.
is intended for your section.

The branch diarist also records particulars of all letters received in his branch in a diary kept by him. If the office is small and the letter is not very heavy, sectional diaries are dispensed with, and there is only one receipt register. For example, in the office of the Controller of Military Accounts, Lahore, there are no sectional diaries. The letters received are not recorded in any register but are simply put in appropriate files, or if the letter pertains to a new case, a new file is opened. The number of such file is marked on the letter. The file number and case number are given on all drafts issued, for easy reference. A weekly list of all pending cases is prepared by each section and is submitted to the Superintendent for his information and orders. Under existing arrangements if a letter is lost in any section it is difficult to trace it.

Form of the Receipt Diary in the Secretariat Office.

13	Remarks.
12	Record Reference.
11	Date when sent to the copying branch.
10	Date of submission of draft reply for approval.
9	Date of submission to the officer.
8	Date when sent to reference or any other branch.
7	Date of receipt in branch.
6	Date of receipt in office.
5	Subject matter.
4	From whom received
3	No. and date of letter.
2	General No.
1	Diary No.

(Fig. A.)

The object of keeping an elaborate diary (fig. A) is to allow of the tracing of letter easily whenever it is required. In offices other than a Secretariat, the number of columns varies according to requirements. This number may be the same as that used for the General Receipt Diary.

(d) **Docketing and Filing.** Letters are now folded into a uniform size and on the outer blank side of each letter is written the number and date of the letter, name of the correspondent, and very briefly the subject matter. The brief record is known as a docket and is meant as an easy reference to letters that may be required. The object of the docket also is to show the purport of the letter at a glance and thus to facilitate the tracing of a particular communication. Care in preparing a docket is most essential. It should be written in a large bold hand, so as to enable one to read it quickly and easily. In a Secretariat, dockets are prepared on separate printed forms, provided for the purpose, and these are attached to original correspondence.

Form of a docket.

401

P

6th December, 1940.

District Judge, Budaun, recommends
additional powers to Mr. Rampal
1st Class Magistrate.

In offices other than a Secretariat, the preparation of dockets is not considered very necessary. After letters have been diarised and docketed, they are placed in the proper files containing previous references. In Government offices papers are, as a rule, filed according to subjects or sometimes according to departments from which the letters have been received, or both. For instance, papers relating to pensions, appointments, or provident fund would be filed in their respective files; letters received from the Government of India, Local Governments, Auditor General, Post Master-General, etc., would be kept in files of their respective names. Each file is given a separate number and these numbers are indexed to facilitate access to the files. Each file should be confined to a single subject.

A file is a set of papers on a particular

subject. In a Secretariat a file contains papers on a particular subject, pertaining to some subject heading. Subject headings indicate the main description of the correspondence included therein. For example, if Office Establishment forms a subject heading, papers relating to appointments, promotions, transfers dismissals, etc., will all form separate files under the subject heading of "Office Establishment."

Files are of two kinds : Vertical and Flat. In the vertical file the position of the letters is upright : while in the flat file they lie flat. Flat files are used in Government offices.

A file consists of two parts :—

1. The "Notes," which include dockets, important points of letters, with Office remarks and suggestions, and Orders passed on them.
2. The "Correspondence," which comprises all letters received and issued, on the subject.

The papers are filed in chronological order, *i.e.*, according to the dates of receipt or of issue. The earlier letters lie at the bottom and the last ones on the top of the file. The papers are punched by a punching machine and tagged, in

the file, where they are held secure. On each file is placed a label bearing the name and the number of the file, the same number appearing on all the letters in the file. The file numbers run in an annual series, commencing with No. 1 for each calendar year. Each letter is also numbered serially, viz., 1, 2, 3, etc., in order of the date of receipt or issue. The serial numbers commence afresh, beginning with No. 1, for each file of letters. Besides to these numberings, all the letters are folioed, *i.e.*, numbered in the same manner as the pages of a book. The enclosures are also included in the paging. Similarly note sheets are numbered and paged. The papers also bear their corresponding Diary number and the general number as given in the Diary. A chain of reference is thus made.

Every File contains a current Abstract, *i. e.*, a summary of the contents of the papers in the file in their chronological order.

(e) Referencing. If there is no previous correspondence on a subject, the letter is submitted, for orders, by itself. If the subject dealt with in the letter is an important one and further correspondence is expected on it, a separate file is allotted to it. The letters are

always submitted for orders, along with their respective files containing previous correspondence, so that an officer may see the reference, if he so desires. The reference clerk should prepare a list of files put up with a case, and keep it with the case to save both search and trouble in case the case has to be traced.

Sometimes a previous, similar, case is wanted, to serve as a precedent. In such cases the Reference clerk must look to the indexes to find out such case.

In Secretariat, indexes are kept, wherein the subject matter of letters, received or sent, is indexed. When there are no indexes, the clerk should keep a note-book in which is noted the subject of important letters and their whereabouts.

The papers of the case, under submission, should be arranged in the following order, counting from the top downward.—

- (a) Notes on the case ;
- (b) Draft to issue ;
- (c) Paper under consideration (P. U. C.) ;
- (d) Unrecorded papers in a "flying cover" ;
- (e) Files of proceedings, latest uppermost ;
- (f) Printed files ;
- (g) Proceedings, labelled as such ;

(h) Papers which need not be recorded ;

(i) Routine notes on buff sheets, etc ;

✓ All cases should be submitted with a board at the bottom, with flaps not less than four inches in width. Every file should be sent up in a clean and tidy state, removing all unnecessary papers. The reference clerk should attach a P. U. C. flag, carefully read through the letter and its enclosures (if any), and trace and put up any connected records or precedents and rules, whether actually quoted in the letter or not, which are relevant to the question under discussion, or are likely to be required for the disposal of the case. Any paper to which specific reference is made in the receipt or its enclosures should be marked with a single lettered slip (called a flag). Care should be taken to see that there are not two flags of the same lettering on a case.

When a file becomes very bulky, it becomes necessary to connect or chain one letter with another by marking on each letter the No. and date of the previous and the subsequent letter on the same subject. This process is known as "Chaining" or "Counter making" or "Cross Referencing"; it facilitates the referencing of

cases and helps to keep the papers of the file together. The system of counter marking may usefully be extended to files having a certain relationship or bearing on a similar subject or on the same principles. These are known as "Indirect Chains"

If the file is bulky, and the references are numerous, printed slips of paper or flags as they are called, are furnished to the letters to which the references are made, so that they can be readily found out when wanted by an officer. Unwieldy files should be divided into volumes and only the portion concerned should be submitted. Case markings should be written in bold type, in red ink, on the topmost letter of a case. All papers put in a file for signature should be properly flagged, "For signature."

(f) Noting and Precis Writing. The dealing clerk prepares a note of each letter received in his branch or office. A note is a clear summary of the contents of a letter together with the remarks and suggestions of the note-maker as to its disposal.

If the case is an old one, the officer may ask the clerk to prepare also a precis of the previous correspondence on the subject.

Form of a Note Sheet.

Department.

Notes

Subject

Resignation tendered by Sh. Ramlal, vernacular teacher, Government High School, Budaun.

The Director of Public Instruction, U. P. No. 64 of 11-4-45 forwards for acceptance the resignation tendered by Sh. Ram Lal, vernacular teacher, Government High School, Budaun, with effect from 12th March 1945.

Sh. Ram Lal, Vern. teacher, Government High School, Budaun, tenders his resignation, which may be accepted, as recommended by the D. P. I., U. P., with effect from the 12th March, 1945

Draft submitted, subject to approval.

Thakur Prasad
17-4-45

Note placed on the letter received from the Chief Secretary to Government, U. P. by a dealing clerk in the office of D. P. I.

The Chief Secretary to Government, U. P. in his letter dated 6-12-44. invites attention to letter P. G. No. 44 Gaz., dated 21st October, 1930, about the supply of Europeans, Non-European Ministerial and menial servants employed under the U. P. Government and requests to be informed when a reply may be expected.

Kindly see note on page—. The required information is still awaited from the Inspector Bareilly to whom an immediate reminder has been sent. On receipt of his reply the required information will be supplied to the U.P. Government. May reply that the information is being obtained and will be supplied early.

Thakur Prasad.

Dated 1-5-45.

A precis of a letter, or series of letters, or of a speech or any other written matter is a brief statement in a continuous and narrative form, including all important (omitting all unimpor-

tant) points. The object of a precis is to enable the reader to understand the contents without going through the correspondence. It saves the time of an officer and gives him necessary ready material at hand so that he can more readily pass his orders on the case.

The Note on a fresh case will consist of only the important points of the letter in hand, with the comments of the clerk as to its disposal. The object of preparing a note is to save the time of the officer by placing before him the important ideas and the principal points of the letter, with suggestions and views of the subordinate officers of the office, for its proper disposal. The note forms the basis of a reply. In Secretariats and other big offices, the notes are prepared on separate sheets of paper, which are filed along with the letters, in the same file.

Drafting. The clerk then prepares a rough draft of the reply embodying the points contained in the approved note. Before writing a draft he should read the note carefully. The rough draft, along with the letter and the note, is submitted to the officer for approval. Drafting of letters is dealt with in a subsequent Chapter.

Fair Copying. When the draft is approved

it is sent to the Copying Department with instructions as to the number of copies required. The typist should read the draft carefully before typing it. Sufficient margin should be left on the left-hand side. The margin is used, in the receiving office, for noting, reference, and remarks. The paragraphs should be properly indented. The distance between the first line of each paragraph and the margin should be kept uniform throughout the letter. The paragraphs are numbered, with the exception of the first, the number being written on the left-hand side close to the margin. The sub-paragraphs should be written an inch or two further towards the right, the same distance being observed in the case of each line of the sub-paragraph, to its end. They should be given number in a different way. The copyist (copying clerk) should leave sufficient space for the signature of the officer. All fair copies of letters, and other documents, should be compared with the original drafts before submitting them to the officer for signature. They must bear the signature of the copyist as well as of the examiner as vouching for their correctness. The initials of the examiner are placed in the left-hand corner,

below the level of the official designation. The number of enclosures to be forwarded with the letter is also noted on the letter, either at the top or at the bottom.

Duplicating Method. The Rotary Duplicator is used for obtaining a large number of copies of an original letter. The matter is typed on a stencil, a specially made wax paper. The duplicating ink is spread evenly on the drum and the stencil is fixed. By turning a handle a large number of copies, up to 10,000, can be obtained in a very short time. The use of this machine in Government offices saves time and money. This is the most up-to-date duplicating method. In Secretariats, sometimes, the letters and other documents may have to be printed. The clerk in charge of the work should be familiar with the marks and abbreviations commonly used, in correcting proofs, to indicate, as briefly as possible, the corrections to be made.

Despatching. After the fair copies have been signed, they are sent to the Despatch Department or Issue Branch.

The Despatcher records them in the General Despatch Diary. There is no standard form of the Despatch Diary, and the number of

columns varies in different offices.

The Form of the General Despatch Diary.

1	2	3	4	5	6
Serial No.	Date and No. of the letter	Date of Despatch	To whom addressed	Subject-matter	Remarks

Column (2) shows the date put on the letter issued and column (3) that of its actual despatch. Column (3) is necessary as sometimes the letter is not despatched on the same day as it is dated. Column (6) contains the number of spare copies or enclosures sent along with the letter and any other remark. Sometimes the date column is omitted, it being written across the page every day. The time of despatch may be noted in case of important and urgent letters.

The letters and enclosures are numbered and dated. The number given on the letter corresponds to its number in the diary. If there are several branches in the office, the initial letter of the branch is attached to the number, viz., 16 A for a letter issuing from branch A. The letters are then sent to their respective Branches to be

entered in the Branch Despatch Diary the model of which is as follows :—

1	2	3	4	5	6	7	8
No.	Date of letter	Date of despatch	To whom addressed	Receipt diary No	Subject matter	Record reference	Remarks

Column (5) shows the No. of the “receipt” to which it is the reply, and (7) shows the record of references of the letter. A postage column may also be added for recording amount of postage used.

After the entry in the Despatch Diary, if a reply is expected, it is sent to the Reminder Clerk who records it in the Reminder Register. The case is then kept in the branch until the reply is received. The General and Sectional Despatch Diaries are kept only in the Secretariat offices. In other Government offices only the General Diary is kept.

It is the duty of the despatcher to see that the enclosures are complete and are properly put in the letter. When an order is sent to a

subordinate officer for communication to offices under his control, spare copies of the order should also be sent. He has to write out the addresses on the envelopes. When a letter is to be registered the word "Registered" should be written on the top left-hand corner of the cover. The words "On His Majesty's Service" are always superscribed on official envelopes and covers. The official designation of the addressee, the name of the office, place, and number of the letter with the number of enclosures are written by the despatcher on the envelope which is then franked.

Franking means to write on the address side of the envelope in the left-hand bottom corner the full official designation of the issuing officer, name of the officer, name of the office and the signature of the despatcher with his official designation. The object of franking a letter is to enable the receiving office to know immediately the name of the sender. It locates the responsibility for the proper closing and despatching of the letter. The despatcher is personally responsible in cases of doubt and fault. It enables also the Post Office to return the letter to the sender if it is not delivered to the

addressee. The postage stamp on which the word "Service" is printed or embossed is affixed on the address side on the right-hand top corner. It saves much time and trouble to the Post Office authorities in stamping and sorting out the letters.

The Post and Telegraph Department is not required to affix any postage stamp. The stamp must be supported by the superscription on the cover "On His Majesty's Service" and Franking. The Despacher keeps a Postage Register showing the amount of postage stamps received in and used. The balance of stamps, etc., at hand is found at the end of every month and carried over to the next month.

Confidential Letters. Confidential letters are addressed to an officer by name and not by his official designation. The reason is that they are meant only for the officer and are not opened by the Superintendent or the Head Clerk, if thus addressed. Sometimes confidential letters of a more important nature are put into double covers and sealed. The inner cover is marked "Confidential" and has got the personal address of the officer; while the outer one is addressed like an ordinary official letter. Letters contain-

ing remittances and valuable papers should be "registered."

In the treatment of "Confidential" papers, the essential points are that they should pass through as few hands as possible in the office, that they should be dealt with only by selected and responsible officials and that special arrangements should be made for their custody after disposal. A special register should be maintained in each branch for the purpose of registering confidential correspondence. Care should be taken in the selection of a typist to whom confidential work is entrusted, and the typing should, if possible, be done in the superintendent's room, and under his supervision. The only information to be given to the Issue Branch, when a number is asked for, is the word "Confidential." Secret papers should either be passed direct from hand to hand, or be submitted and returned under sealed cover.

When letters have been despatched the duplicate copies are similarly numbered and dated and properly filed for future reference.

Recording. Recording consists in filing, indexing and numbering the papers of each file or case which has been finally or provisionally

closed. When a case is finally disposed of and no further action is needed on it, it is recorded. The file or bundle of papers relating to a particular case is transferred to the Record Room, where it lies until it is again required for reference or to serve as a precedent for another similar case. In the Secretariat Offices, after a case is completed it is re-arranged and converted into what is termed a "Proceedings." A demi official letter is never to be brought on proceedings without a special order to this effect.

The papers are classified according to their importance into :—

(1) **A Proceedings** containing important papers, reference, to which is likely to be made very often and which, therefore, require to be preserved permanently.

(2) **B Proceedings** containing correspondence of minor importance, reference to which is likely to be made during the next ten years and after which it may be destroyed.

(3) **C Proceedings** containing correspondence of a routine nature to be preserved for the next three years only.

(4) **Filed Papers** include trivial correspondence and unimportant notes.

(5) **Deposited Papers** are such papers as do not relate to any current file.

(6) **Confidential Proceedings.** The "Proceedings" may be divided into parts :—

- (a) Cover.
- (b) Contents.
- (c) Notes.
- (d) Correspondence.

The cover contains the year, name of the Government department, subject heading, name of the case, month when recorded, number of letters recorded therein, number and date of the previous and later proceedings on the same subject. The "Contents" is the indexing of all recorded letters numbered and arranged, according to dates.

This elaborate procedure is not necessary in other Government Offices. The dead cases are transferred to Record Office, where they are entered in a register, and given numbers. Each Section of the office should maintain a register showing all cases sent to "Record Section" by each dealing clerk in the Section.

Form of Register

1	2	3	4	5
Date.	Case mark with No. of serials fromto,.....	Date of destruction.	Initial of Head Clerk.	Initials of Head Clerk, Record Section.

Permanent records should be marked with the letter "P" and temporary records bundled and labelled with the date of destruction thus :—

"D. 26-10-29."

The mark "P" and "D" should be written on files in large capital letters in red ink. All letters issued on small forms should be pasted on docket forms before the case is sent to the Record Section. The files of different sections may be given distinctive numbers and kept separate. A card index is maintained to have easy access to them, whenever necessary. The name of the file and its corresponding number in the Record Register are written on a card, one card being allotted to each file. These cards are arranged alphabetically in the drawers which are labelled on the outside. This table shows

that cards relating to files, whose names begin with the alphabet "a, b, c, d" will be found in this particular drawer. The cards themselves are arranged within on the same system. When the card of a particular file, showing its number, is found, then it is not difficult to find the file from the shelf.

It is the duty of the Record Keeper to keep these proceedings on their proper shelves in such a way that they can be found out easily, when required for reference. When any file is removed from the record office, a slip of paper, showing the name of the branch and the person taking the file, should be put in its place so that the file may be traced easily when required by some other branch or person. The clerk asking for the file will send a "Requisition Slip" through a peon to the Head Clerk of the section on which the requisition is made. The latter will direct the dealing clerk, in possession of the file required, to comply with the requisition at once; who, if the file is not with him, will make necessary remarks in a column of the printed slip under his signature and return it to the Head Clerk. When the file is no longer required it must be sent back to the section to

which it belongs, which will return the requisition slip to the section which issued it. No file is to leave the Record or any other section of the office (except for submission to the officer of that particular section) unless a requisition slip has been received for it. Verbal or informal written requests for files are to be ignored and Head Clerk of the section will be held personally responsible for the safety of files of which he is in charge.

The Record Keeper should be able to put up proceedings and analogous cases to dispose of a particular case in hand. The office index of papers, files and cases will afford assistance in this work. He should keep a note-book of his own in which to enter the subjects of important cases, decision and orders.

CHAPTER V

DRAFTING

Forms of officials Communications.

A draft may be prepared in any one of following forms:—

1. Letter.
2. Demi-official letter.
3. Circular.
4. Resolution.
5. Office Memorandum.
6. Unofficial notes.
7. Memorandum (attested).
8. Endorsement.
9. Notification, Notice and Advertisement.
10. Despatch.
11. Communiqué.
12. Proclamation.
13. Telegram.
14. Reminder.

1. Letter. The letter form should be employed when detailed orders are sent.

Higher authorities private persons, public bodies should be addressed by letter.

An official letter has the following parts :—

- (i) Names of correspondents with their full addresses.
- (ii) Number and date.
- (iii) Salutation.
- (iv) Body of the letter.
- (v) Complimentary close (Subscription).
- (vi) Signatures.

(i) It includes both, the address of the writer and that of the addressee. The address of the writer is written first and is preceded by the word "From" which is written just close to the margin. The address of the writer begins a few spaces to the right of the margin on the second line. The address contains the personal name of the writer followed by the word "Esquire", his literary degrees, Service abbreviations and personal titles in the first line and his official designation with the name of the office and place in the second line. When the name is preceded by respectful titles such as "Lala", "Pandit", "Babu", "Chaudhari", "Kunwar", 'Rana', "Maulvi," "Mian", "Sardar", "Captain", "Reverend", "Khan", 'Sheikh',